NOVEMBER 2004

Wellington Region Civil Defence Emergency Management Group Plan

Draft

FOR FURTHER INFORMATION

Wellington Region CDEM Group Office
142 Wakefield Street
P O Box 11646
WELLINGTON
04 384-5708
04 381-7768 fax

File: Z/03/02/05

WELLINGTON REGION EMERGENCY MANAGEMENT GROUP

Contents

Foreword 1
Plan structure 2

1. Introduction 2

2. The Wellington Region 2

3. Strategic direction 2

4. Operational framework 2

5. Administrative arrangements 2

6. Monitoring and review 2

Part 1 - Introduction 3

1. What is this Plan? 3

2. Who is the Plan for? 3
2.1 Local Authorities 3
2.2 Other emergency management agencies 3

3. Duration of Plan and review 4

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

5. Requirement for local authority civil defence emergency management planning 4

6. How the Plan was prepared 4

7. Supporting Documentation 5

8. Local Plans and Operating Procedures 5

Part 2 – The Wellington Region 6

9. Key characteristics of the Wellington Region 6

10. The Region's people 7

11. Significant Emergency Events in the Wellington Region 8

Part 3 - Strategic Direction 10

12. Introduction 10

13. Strategic planning framework 10

Draft

14. Vision **11**

15. Goals **11**
15.1 Plan goals 11
15.2 Relationship to National CDEM Strategy 11

16. Summary of hazards **12**
16.1 Earthquake 12
16.2 Tsunami 14
16.3 Volcanic hazards 14
16.4 Storms 15
16.5 Flooding 16
16.6 Landslides 16
16.7 Drought and extreme heat 17
16.8 Fire (Rural) 17
16.9 Fire (Urban) 18
16.10 Hazardous substances 18
16.11 Transportation accident (land, marine, air) 19
16.12 Biological and public health hazards 19
16.13 Agricultural hazards (animal diseases, biosecurity) 20
16.14 Disruption of infrastructure systems 20
16.15 Terrorism 21

17. Risks and associated strategic issues **21**
17.1 Risk analysis 21
17.2 Identification of strategic issues 22
17.3 Addressing high risk hazards 22

18. Reduction **24**
18.1 Strategic Issues 24
18.2 Objectives and methods 27

19. Readiness **29**
19.1 Strategic issues 29
19.2 Objectives and methods 31

20. Response **33**
20.1 Strategic issues 33
20.2 Objectives and methods 35

21. Recovery **37**
21.1 Strategic issues 37
21.2 Objectives and methods 39
Part 4 - Operational framework **41**

22. Introduction **41**
22.1 Key principles 41

23. Readiness **42**
23.1 Organisational framework 42
23.2 Other organisational structures 43
23.3 Emergency Operations Centres 44

Draft

23.4 Readiness functions 46

24. Response 50
24.1 Organisational framework 50
24.2 Levels of response 51
24.3 Role of EOCs 53
24.4 Activation procedure 53
24.5 Declaring a state of local emergency 54
24.6 Response functions 56

25. Recovery 66
25.1 Recovery Principles 66
25.2 Role of the CDEM Group in recovery 67
25.3 Territorial Authority role in recovery 67
25.4 Group recovery management 67
25.5 Transition to recovery 68
25.6 Recovery functions 69

Part 5 – Administrative arrangements 73

26. CDEM Group membership and functions 73
26.1 CDEM Group Terms of Reference 73
26.2 CDEM Group Membership 73
26.3 Representation on CDEM Group 73

27. CEG membership and functions 74
27.1 CEG Membership 74
27.2 Representation on CEG 74

28. Administering Authority 75

29. CDEM Group Emergency Management Office (Group EMO) 75

30. Financial arrangements 75
30.1 Cost apportionment 76
30.2 Unexpected expenditure 77
30.3 Cost recovery 77
30.4 Relationship to local government financial planning requirements 78

31. Co-operation with other CDEM Groups **78**

32. CDEM Group appointments **78**

33. Delegation of authority 80

Part 6 - Monitoring and review 82

34. Process for Plan monitoring and review 82
34.1 Measuring achievement of Plan Goals 82
34.2 Monitoring progress of CDEM Group Work Programme 84
34.3 Group Plan review following activation 84

Draft

34.4 Ongoing review of Plan currency and sufficiency 84
34.5 Ministerial monitoring 85

Glossary 86

Appendix 1 - CDEM Group Work Programme 2005-2008 90

Appendix 2 - Strategic partners 93

Appendix 3 – Supporting Documentation 95

Appendix 4 – Position descriptions 98

Appendix 5 - Inter Group Memorandum of Understanding 109

1. Intention of the Parties 110

2. Term, Amendment and Renewal of this Agreement 110

3. Implementation 110

Appendix 6 – Forms for declaring, extending or terminating a state of local emergency 114

draft

Foreword

The hazardscape of the Wellington Region exposes all our cities and districts to a wide range of natural and man-made hazards (earthquake, flooding, landslide, tsunami, storm, biological, chemical, terrorism, etc.).

Better understanding of our hazards and their consequences, coupled with effective planning by individuals, families, and organisations, means there is a great deal we can do to reduce the impact of hazards on our communities. We can be better prepared to deal with, respond to, and recover from disasters when they occur. We all have a role to play in making our communities and ourselves more resilient.

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

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

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

Draft

Wayne Guppy
Chairperson, Wellington Region CDEM Group

Plan structure

This Plan has the following six parts:

1. Introduction

Purpose, application and Plan preparation process.

2. The Wellington Region

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

3. Strategic direction

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

4. Operational framework

Roles and responsibilities of agencies with emergency functions.

5. Administrative arrangements

Organisational structure and administrative arrangements of the CDEM Group.

6. Monitoring and review

Draft

Part 1 - Introduction

1. What is this Plan?

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

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

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

2. Who is the Plan for?

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

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

2.1 Local Authorities

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

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

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

2.2 Other emergency management agencies

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

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

Draft

3. Duration of Plan and review

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

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

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

5. Requirement for local authority civil defence emergency management planning

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

6. How the Plan was prepared

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

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

The key steps to develop the Proposed Plan were:

- Workshops, one to one meetings and sector meetings (about 30) held with emergency management partners (May 2003 to July 2004)
- Proposed Plan approved by the CDEM Group for public consultation (25 November 2004)
- Proposed Plan notified (1 December 2004) with public submissions to be received by 28 January 2005.

The next steps will be:

- Submissions to be heard (14 February 2005 to 18 February 2005).
- Minister of Civil Defence to review amended Plan (16 March 2005 to 16 April 2005).
- Plan to be approved by Wellington Region CDEM Group (5 May 2005).
- Wellington Region CDEM Group Plan operative (13 May 2005).

draft

7. Supporting Documentation

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

8. Local Plans and Operating Procedures

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

In the Wellington Region, all local civil defence plans will cease to be operative in May 2005. However, each territorial authority has existing standard operating procedures for the management of emergencies in their respective areas. These will remain in force until such time as they are reviewed and approved by the CDEM Group. New local plans to support the CDEM Group Plan will be prepared.

Draft

Part 2 – The Wellington Region

9. Key characteristics of the Wellington Region

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

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

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

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

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

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

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

Much of the growth along the ***Kapiti Coast*** is on the coastal dune and river plains systems that stretch from Paekakariki into the Manawatu. The hazards facing the Kapiti communities range from earthquakes, landslides and tsunami through to

Draft

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

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

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

10. The Region's people

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

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

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

People for whom English is not a first language can be more vulnerable in an emergency due to being unable to access the same information and advice. The level of European ethnicity is lower in **Porirua** particularly (63.9%), and also in **Lower Hutt** (76.7%).

draft

11. Significant Emergency Events in the Wellington Region

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

1855 Earthquake on the Wairarapa fault line measuring 8.2 on the Richter Scale. This earthquake caused significant destruction to properties across the Region and one person was killed.

1909 Shipwreck of SS Penguin at Cape Terawhiti. Seventy-five of 102 people on board died.

1918 Influenza pandemic. Up to 800 people in the Wellington Region died. Between a third and a half of the population was infected.

1940 Plane crash in Waikanae. Fifteen people were killed.

1942 Earthquake in Masterton measuring 7.2 on the Richter Scale caused considerable damage across the Wairarapa.

1968 Cyclone Giselle caused winds of up to 200kph and the sinking of the Wahine ferry on Barrett Reef in Wellington Harbour. Fifty-one of the 733 people on board died.

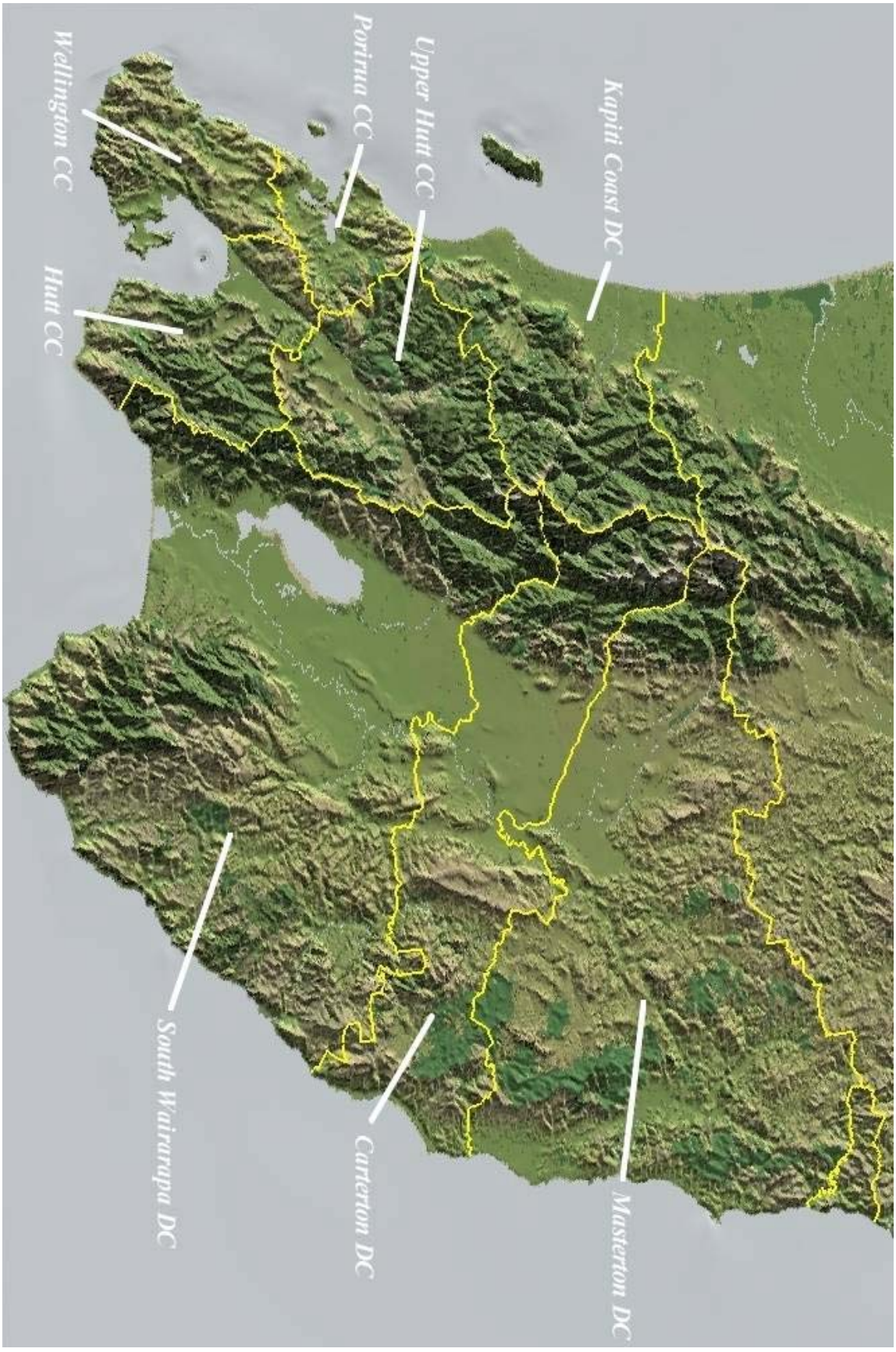
1976 Hutt Valley surface flooding due to heavy rain. All roads were disrupted and many severe slips occurred on hillsides.

1998 Kapiti river flooding caused the death of one person.

2003/4 Flooding events in the Kapiti Coast, the Hutt Valley and Wairarapa.

Draft

Figure 1: Map of the Wellington Region.



Part 3 - Strategic Direction

12. Introduction

This part of the CDEM Group Plan:

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

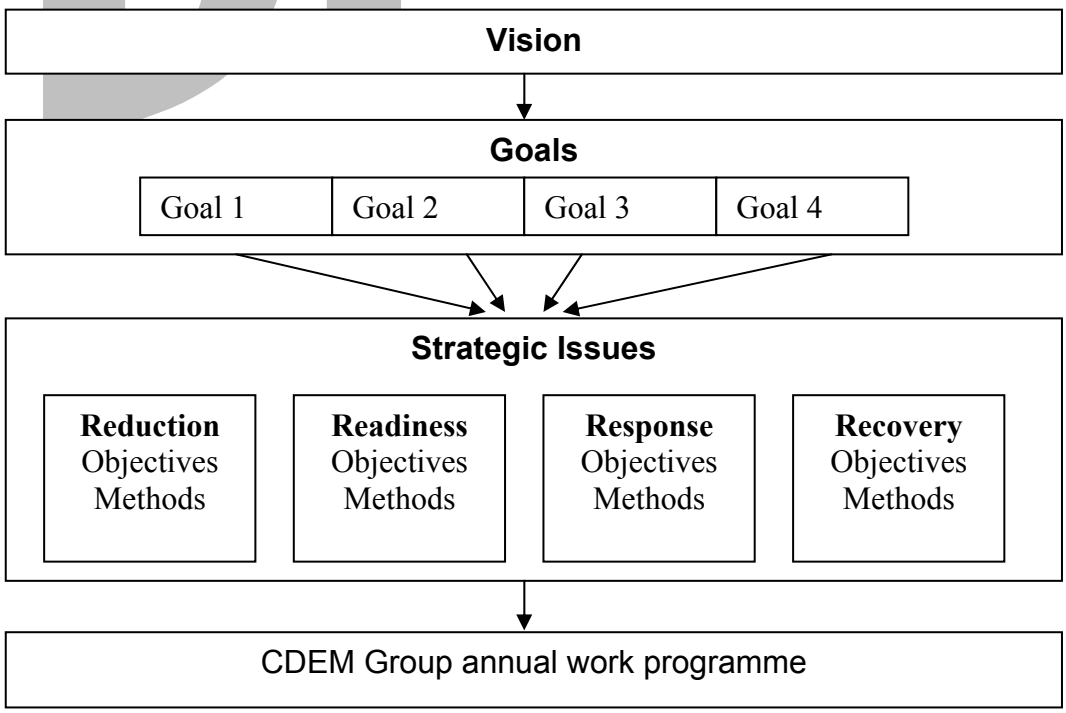
13. Strategic planning framework

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

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

The strategic planning framework is shown in the Figure 2 below.

Figure 2: The strategic planning framework



draft

14. Vision

The vision of the CDEM Group Plan is that:

"The communities of the Wellington Region are resilient".

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

15. Goals

15.1 Plan goals

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

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

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

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

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

15.2 Relationship to National CDEM Strategy

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

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

The National CDEM Strategy has the following goals:

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

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

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

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

16. Summary of hazards

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

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

A brief description of significant hazards follows.[1]

16.1 Earthquake

Description:

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

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

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

Likelihood

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

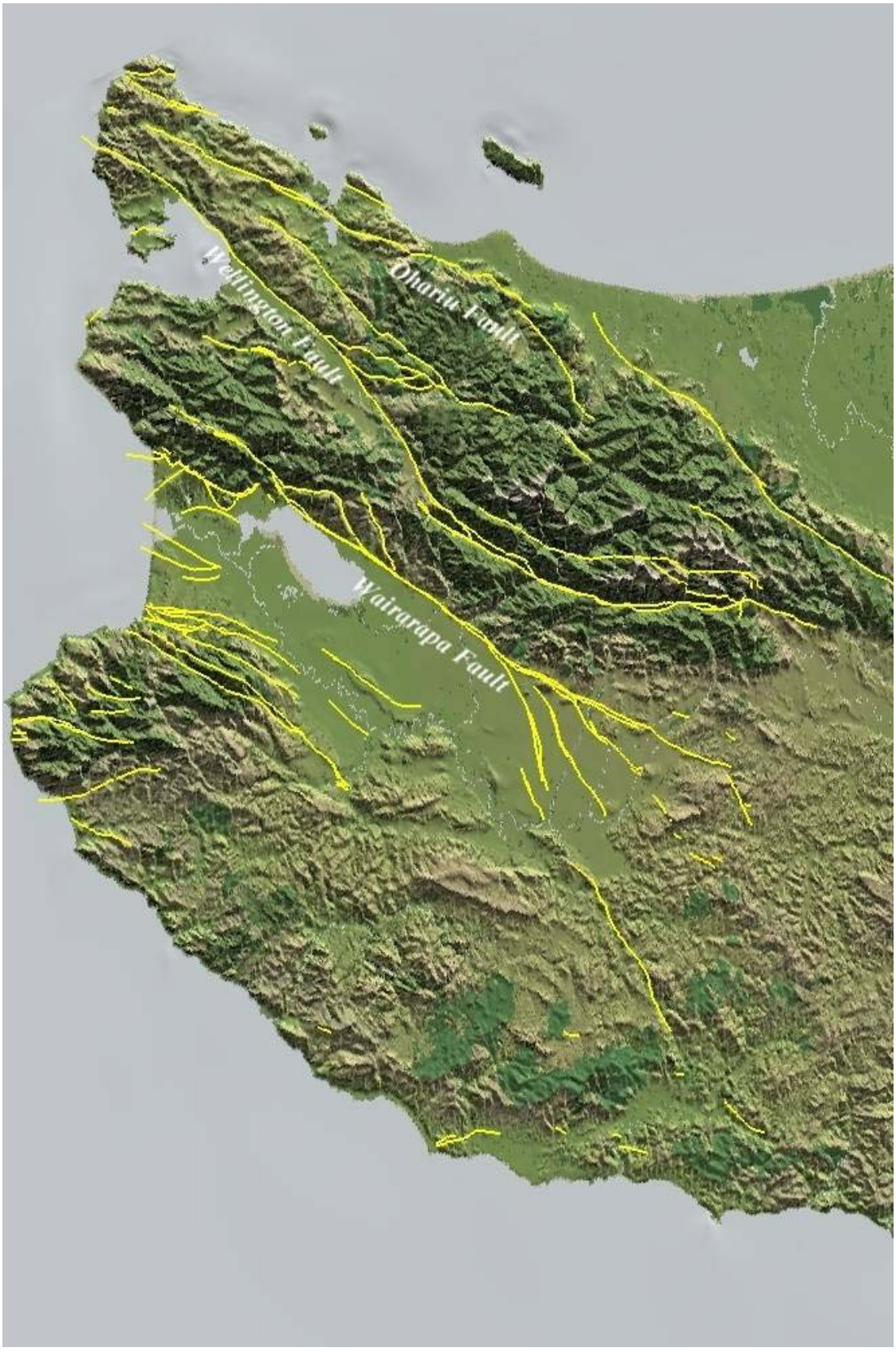
Consequences

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

Draft

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

Figure 3: Faultlines of the Wellington Region



16.2 Tsunami

Description

The Wellington Region is vulnerable to tsunami that are generated either close to New Zealand (local tsunami) or across the Pacific Ocean (distant tsunami). Tsunami are large ocean waves that are generally caused by undersea earthquakes, landslides or volcanic activity. Possible local sources of tsunami are movements on the offshore portions of the Wellington Fault, or faults offshore of Kapiti or the Hikurangi Trough.

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

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

Likelihood

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

Consequences

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

16.3 Volcanic hazards

Description

There are not any volcanoes in the Wellington Region.

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

Likelihood

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

Draft

Consequences

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

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

16.4 Storms

Description

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

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

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

Likelihood

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

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

Consequences

The weather conditions prior to a storm event influence the severity of its consequences. Storms could cause loss of life and injuries, particularly if they contributed to transportation accidents. Storms would likely cause social disruption for their duration and clean up period, as well as physical damage to property and infrastructure.

Draft

16.5 Flooding

Description

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

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

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

Likelihood

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

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

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

Consequences

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

16.6 Landslides

Description

Landslides can be triggered by an earthquake or, most commonly in the Wellington Region, by rainfall. It is unlikely that rainfall less than 120mm in a 24-hour period will trigger a major landslide. However, less rainfall can trigger landslides if the ground is already wet. There have been many historical significant landslide events in the Wellington Region, including incidents where houses have been destroyed by sliding banks. The topography of the Region is vulnerable to landslides and the siting of houses in relatively vulnerable locations is commonplace.

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

Draft

Likelihood

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

Consequences

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

16.7 Drought and extreme heat

Description

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

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

Likelihood

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

Consequences

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

16.8 Fire (Rural)

Description

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

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

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

Likelihood

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

draft

Consequences

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

16.9 Fire (Urban)

Description

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

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

Likelihood

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

Consequences

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

16.10 Hazardous substances

Description

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

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

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

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

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

draft

Likelihood

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

Consequences

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

16.11 Transportation accident (land, marine, air)

Description

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

Likelihood

Each year people are killed and injured in transportation incidents.

Consequences

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

16.12 Biological and public health hazards

Description

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

Examples of public health hazards include:

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

Draft

Likelihood

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

Consequences

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

16.13 Agricultural hazards (animal diseases, biosecurity)

Description

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

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

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

Draft

Likelihood

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

Consequences

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

16.14 Disruption of infrastructure systems

Description

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

Failure may be due to internal system failure, or due to the effects of other hazards (e.g. earthquake). The biggest impacts are likely when there is a failure

in a single system that directly impacts on other utilities, possibly leading to cascading failure. Multiple simultaneous failures are also possible. Failures of systems can lead to overload and disruption of service.

Likelihood

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

Consequences

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

16.15 Terrorism

Description

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

Likelihood

There is no information available to determine how often these events can be expected to occur in New Zealand. However, Wellington is likely to be at higher risk due to the large presence of the Government and business sectors, and in particular International Embassies. The threat of terrorism has increased following the 9/11 event in the USA.

Consequences

Terrorist activities damage the local or national economy, destroying infrastructure or killing and injuring human targets. Social and environmental consequences may also be experienced (e.g. developing fear in the community or harming the environment).

17. Risks and associated strategic issues

17.1 Risk analysis

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

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

Draft

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

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

17.2 Identification of strategic issues

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

17.3 Addressing high risk hazards

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

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

Draft

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

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

Table 1: Ranking risks facing the Wellington Region

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

Key:
High risk Medium risk Low risk

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

18. Reduction

18.1 Strategic Issues

18.1.1 **Information about hazards is incomplete**. More research is required into some hazards; information needs updating for others. In some cases, information is not specific enough for planning purposes. Some hazards have not previously been considered in CDEM planning. Further, there is often insufficient information about the consequences of hazards.

18.1.2 There is a **lack of co-ordination** when communicating hazard information, leading to inconsistency and duplication. Access to information is difficult because there are numerous providers and a wide range of audiences.

18.1.3 There is **undue reliance on emergency agencies and local authorities**. The community does not fully understand risk management and is reluctant to take action to reduce the risks they face.

18.1.4 **There is a need for hazards, especially new hazards, to be analysed at the local level**. Local emergency events are most common. These are not considered at the CDEM Group level, but they are, nevertheless, an integral part of emergency management planning. Some localised hazards are found across the Region; they have the capacity to escalate to Region-wide events.

18.1.5 **Insufficient consideration is being given to hazard information in planning decisions**. Long-term land use and developmental plans often fail to consider hazards and their consequences. Various planning mechanisms are employed to manage liability (e.g. s. 221 notices under the RMA, PIMs, LIMs) but these do not reduce the risk.

18.1.6 **Insufficient attention has been given to business continuity planning** by those organisations with emergency management roles. The CDEM Act requires that local authorities, lifeline utilities and public listed departments are able to function to the fullest possible extent during and after an emergency (ss. 58, 60, 64). It is important that emergency management organisations set a good example.

18.1.7 **Some emergency management organisations feel that they have not been consulted adequately about local authority strategic plans**. The community outcomes process for the Long Term Council Community Plans provides an opportunity for more involvement and shared goals.

18.1.8 **Civil defence emergency planning has, in the past, given insufficient attention to the private sector**. As the survival of business after an emergency is crucial to economic recovery, it is important that stronger links are forged.

18.1.9 **Individuals and small businesses are not adequately insured**. Insurance is vital to economic recovery following an emergency.

18.1.10 Some **infrastructure systems are ageing** and are reaching the end of their useable life span. Any upgrades should consider robustness in the long-term.

Draft

18.1.11 **Flood mitigation measures are not in place for every watercourse that could cause an emergency**. A few watercourses have not been assessed to determine the potential flood risk or appropriate flood mitigation mechanisms.

Draft

18.2 Objectives and methods

References	Objective		Methods
Goal 1 Issues 19.1.1, 19.1.2, 19.1.3	19A	Information about all hazards is available, current, accessible and communicated to all audiences in a way that enables informed decision making.	A review of available hazard information will be carried out that assesses currency and identifies any gaps. Regional and local research strategies will be developed that incorporate the findings of the information review. A review of hazard information will be carried out every 5 years or in conjunction with the review of the CDEM Group Plan. A CDEM Group education strategy will be developed that addresses ways of communicating hazard information to a wide range of audiences.
Goal 1 Issue 19.1.4	19B	The CDEM Group has sufficient information about all local level hazards.	All local level hazards will be analysed and reported to the CDEM Group in time for the next Group Plan review.
Goals 2, 3 Issue 19.1.5	19C	Resource management plans (district and regional) and consent decisions reflect an understanding of hazards and their consequences.	Relevant sections of operative resource management plans will be reviewed and, where necessary, amended to ensure hazard information is appropriately incorporated.
Goals 2, 4 Issue 19.1.6	19D	All local authorities and emergency agencies have taken steps to ensure that they can function to the fullest possible extent during and after an emergency.	All local authorities and emergency agencies will develop and implement business continuity plans.

Draft

Goals 2, 3 Issue 19.1.7	19E	Emergency management organisations are given an opportunity to participate in the development of Long Term Council Community Plans, prepared under the Local Government Act 2002.	All local authorities will ensure that they specifically consult emergency management organisations when preparing the Long Term Council Community Plans.
Goals 1, 2, 3 Issue 19.1.8	19F	The private sector is taking active responsibility for managing its own risks.	A CDEM Group education strategy will be developed that incorporates the private sector.
Goal 2 Issues 19.1.9	19G	Individuals and businesses in the Wellington Region have adequate insurance.	A CDEM Group education strategy will be developed that addresses insurance issues.
Goal 2 Issue 19.1.10	19H	Infrastructure systems are designed and maintained to ensure continuity of service.	The asset management plans of lifeline utilities will actively take hazards into account.
Goal 2 Issue19.1.11	19I	Mitigation measures are in place for every watercourse that has the potential to cause an emergency.	Territorial authorities and GWRC will work together to identify those watercourses that have the potential to cause an emergency and thereafter implement appropriate mitigation measures.

Draft

19. Readiness

19.1 Strategic issues

19.1.1 **Emergency management personnel in the Region have varied qualifications and experience**. In particular, Controllers tend not have day to day CDEM responsibilities. There is not any structured, ongoing professional development in place for CDEM personnel.

19.1.2 **Education resources are duplicated and often inconsistent across the Region**. This is because a common approach or framework has never been agreed.

19.1.3 **The community is generally apathetic about being prepared for an emergency**. A small percentage of people have emergency supplies and emergency water, and few are skilled in basic rescue or first aid techniques.

19.1.4 Although there is no longer a statutory requirement for local authorities to prepare individual CDEM plans, **it is important that local planning is in place and consistent with the CDEM Group Plan**, especially as new hazards have been incorporated.

19.1.5 Historically, there has been a **lack of formal agreements to clarify roles and responsibilities** in an emergency. Formal arrangements (e.g. MoUs) would go some way to ensuring that agreed actions are carried out.

19.1.6 **Local level inter-agency planning is inconsistent across the Region** and, in some cases, important agencies are not included.

19.1.7 **Inter-agency training and exercises are currently carried out on an ad-hoc basis** and important aspects are not always covered, e.g., Co-ordinated Incident Management, long duration incidents, recovery, and the relationship between Group and local response.

19.1.8 **The pending changes to the management of hazardous substances have led to a possible reduction in the Region's ability to manage these hazards**, at least in the short-term. Of particular concern is a reduction in skilled personnel and local knowledge. This is compounded by a perception that the hazardous substances industry itself has become complacent.

19.1.9 **Although volunteers are critical to emergency response, there are few plans in place for their management during an emergency**. Volunteers come from the community at large as well as from local authorities.

19.1.10 A **few important projects have been overlooked** for various reasons with the advent of the CDEM Group and the new direction. These need to be picked up.

- Planning for the temporary accommodation needs of large numbers (thousands) of people dislocated from their homes.
- Testing reconnaissance plans.
- Developing evacuation plans for tsunami.
- Reviewing audible warning systems for consistency across the Region.

Draft

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

Draft

19.2 Objectives and methods

References	Objective		Methods
Goals 3 & 4 Issues 20.1.1, 20.1.2	20A	All emergency management staff and personnel are suitably qualified and experienced for the positions they hold.	The CDEM Group, through this CDEM Group Plan, will specify the qualifications and experience required for positions appointed by the Group (Group Controller, Local Controller(s), Recovery Manager). Professional development programmes will be developed for: a) local authority CDEM staff; and b) CDEM Group appointees (Group Controller, Local Controller(s), Recovery Manager).
Goal 3 Issue 20.1.2	20B	The public receives consistent messages about their roles and responsibilities in emergency management.	A CDEM Group education strategy will be developed and implemented.
Goals 2, 4 Issues 19.1.3, 20.1.3	20C	Every individual has the opportunity to gain the skills necessary to deal with an emergency event.	Training opportunities will be provided for the public across the Region.
Goals 2, 4 Issue 20.1.4	20D	The CDEM Group Plan is supported by, and consistent with, local planning.	Local plans, will be prepared to support the CDEM Group Plan.
Goal 4 Issue 20.1.5	20E	Formal agreements are recognised as an appropriate means of ensuring smooth response and recovery.	Formal agreements will be prepared, as necessary, between organisations with roles in response and recovery.

Draft

Goals 3, 4 Issue 20.1.6 22.1.3	20F	There are fora in place across the Region that enable all emergency agencies to contribute effectively to emergency management planning.	A review of the effectiveness of existing inter-agency emergency management will be carried out. Any identified changes required will be reported to the CDEM Group for implementation.
Goals 3, 4 Issue 20.1.7	20G	Emergency management organisations are able to work together to respond to an emergency.	A joint agency training and exercise schedule will be developed and implemented.
Goals 2, 4 Issue 20.1.8	20H	The manufacturing, storage and transportation of hazardous substances in the Region are carried out responsibly and in a way that minimises any risk.	The CDEM Group will advocate for high standards of risk management in the hazardous substances industry.
Goals 3, 4 Issue 20.1.9	20I	All volunteers, trained and spontaneous, are able to be used efficiently and effectively.	All official CDEM volunteers will be trained to recognised standards. Progress will be reported annually to the CDEM Group. A common management system will be developed for using spontaneous volunteers across the Region.
Goals 2, 4 Issue 20.1.10	20J	There will not be any known gaps in emergency management planning in the Region.	Several major plans and strategies e.g. Group Welfare Management Plan and Group Recovery Plan will be prepared.
Goals 2, 4 Issue 20.1.11	20K	There is synergy between the CDEM Group and rural fire management structures.	The CDEM Group will investigate whether it is desirable for rural fire management and the CDEM Group to be more closely aligned.

Draft

20. Response

20.1 Strategic issues

20.1.1 **During an emergency event, s**upport, in the form of personnel and other resources, may not be able to reach all areas in need immediately. Therefore, there should be adequate local capability to respond to the initial stages of the event.

20.1.2 **Operational procedures vary across the Region**. This can pose difficulties when personnel assist another area. Common operational procedures are desirable.

20.1.3 **Local emergency agencies often require the support of the CDEM Group** for localised events. This may be because of a lack of resources, or because the local event has spin-off effects for the rest of the Region.

20.1.4 **Public information is sometimes disseminated in an ad-hoc fashion** during an emergency. In some cases agencies have provided conflicting information; and in others cases, critical information has not reached the public.

20.1.5 **The community appears to have unrealistic expectations about the capability of CDEM agencies** to assist them in an emergency. Debriefs of emergency events have shown that, in the first instance, communities have to be self-reliant.

20.1.6 **There is confusion at both the local and Group level about when to call for external assistance**. It is important to allow adequate time for assistance to arrive.

20.1.7 **Lifelines Utilities vary in the manner in which they can respond**. It is sometimes difficult to co-ordinate these organisations because they use different communications systems and offices may be located outside of the Wellington Region. Further, it can be difficult to identify the service provider.

20.1.8 **Emergency communications systems do not have the capability to link all vital emergency management agencies in the Region**. This is currently being addressed and soon it will be possible to speak to all agencies. However, sending data will still be difficult.

Draft

20.2 Objectives and methods

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

Draft

Goal 4 Issue 21.1.8	21G	Vital emergency management agencies can communicate effectively during an emergency.	Telcommunications systems will be established between the CDEM Group and all vital emergency management agencies. These systems will be regularly maintained.

Draft

21. Recovery

21.1 Strategic issues

21.1.1 **There are not any documented plans or arrangements in place for a long-term recovery operation**. Dedicated recovery management personnel may be needed for weeks or months. Volunteers may have to return to their normal work.

21.1.2 **There are not enough properly trained recovery management personnel**. In particular, recovery personnel tend not have day to day CDEM responsibilities. There is not any structured, ongoing professional development in place for CDEM recovery personnel.

21.1.3 **Agencies who will be required for recovery operations differ from those who will be involved in emergency response**. There has been inadequate work to identify these agencies, and to ensure that they participate in pre-event planning. Of particular concern are emergency services and health providers, central government agencies with a local role, and those with Resource Management Act 1991 responsibilities.

21.1.4 **Public information during recovery is sometimes disseminated in an ad-hoc fashion**. The information required will vary according to the nature and location of the event. However, there is some core information that could be pre-prepared, such as health protection and insurance advice.

21.1.5 **There has been little research about recovery in New Zealand**. Consequently, there is uncertainty about where best to direct resources in order to get the best possible outcome.

21.1.6 **It is especially hard for small businesses to recover from an emergency event**. They invariably operate with limited resources and are unable to cope with any significant interruption to their business. These businesses are vital to the local economy.

21.1.7 **The psychological impacts of an emergency event have not been fully addressed.** Although there are professionals in the Region, there has been no planning for a co-ordinated approach. After an event, emergency workers are likely to suffer post traumatic stress and there will be psychological distress in the community.

21.1.8 **There are not any plans for the disposal of debris and wastes**. It is likely that there will be considerable waste material generated, some of which will be contaminated.

Draft

21.2 Objectives and methods

References	Objective		Methods
Goal 4 Issues 22.1.1	22A	Arrangements are in place, and fully documented, for facilitating long term recovery.	A CDEM Group Recovery Plan will be prepared.
Goals 2, 4 Issue 22.1.2	22B	The Region has an adequate number of suitably qualified recovery management personnel.	Recovery management personnel will be appointed and appropriately trained.
Goals 3, 4 Issue 22.1.3	22C	Agencies who can contribute to recovery know their roles and how they will co-ordinate their activities.	Key regional recovery agencies will be identified and a process will be developed for them to plan how they will co-ordinate their activities.
Goals 2, 3 ,4 Issue 22.1.4	22D	The public receives timely, relevant and consistent information after an emergency event.	A CDEM Group public information and media management plan will be developed incorporating recovery.
Goals 1, 2, 4 Issue 22.1.5	22E	The CDEM Group is well informed about recovery issues.	Recovery research will be afforded priority in the regional research strategy.
Goals 1, 2, 3 Issue 22.1.6	22F	Small businesses take active responsibility for managing their own recovery.	A CDEM Group education strategy will be developed that incorporates recovery information for small businesses.

Draft

Issue 22.1.7	22G	The psychological impacts of emergencies are understood and arrangements in place to assist the community and emergency management professionals.	Mental health professionals and counsellors will be brought together to determine how they will co-ordinate their activities. The above psychological support system will be incorporated in the CDEM Group Recovery Plan.
Issue 22.1.8	22H	Arrangements are in place for debris disposal.	Provisional disposal sites and methods will be agreed with relevant authorities and incorporated in the CDEM Group Recovery Plan.

Draft

Part 4 - Operational framework

22. 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

22.1 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.

Draft

23. Readiness

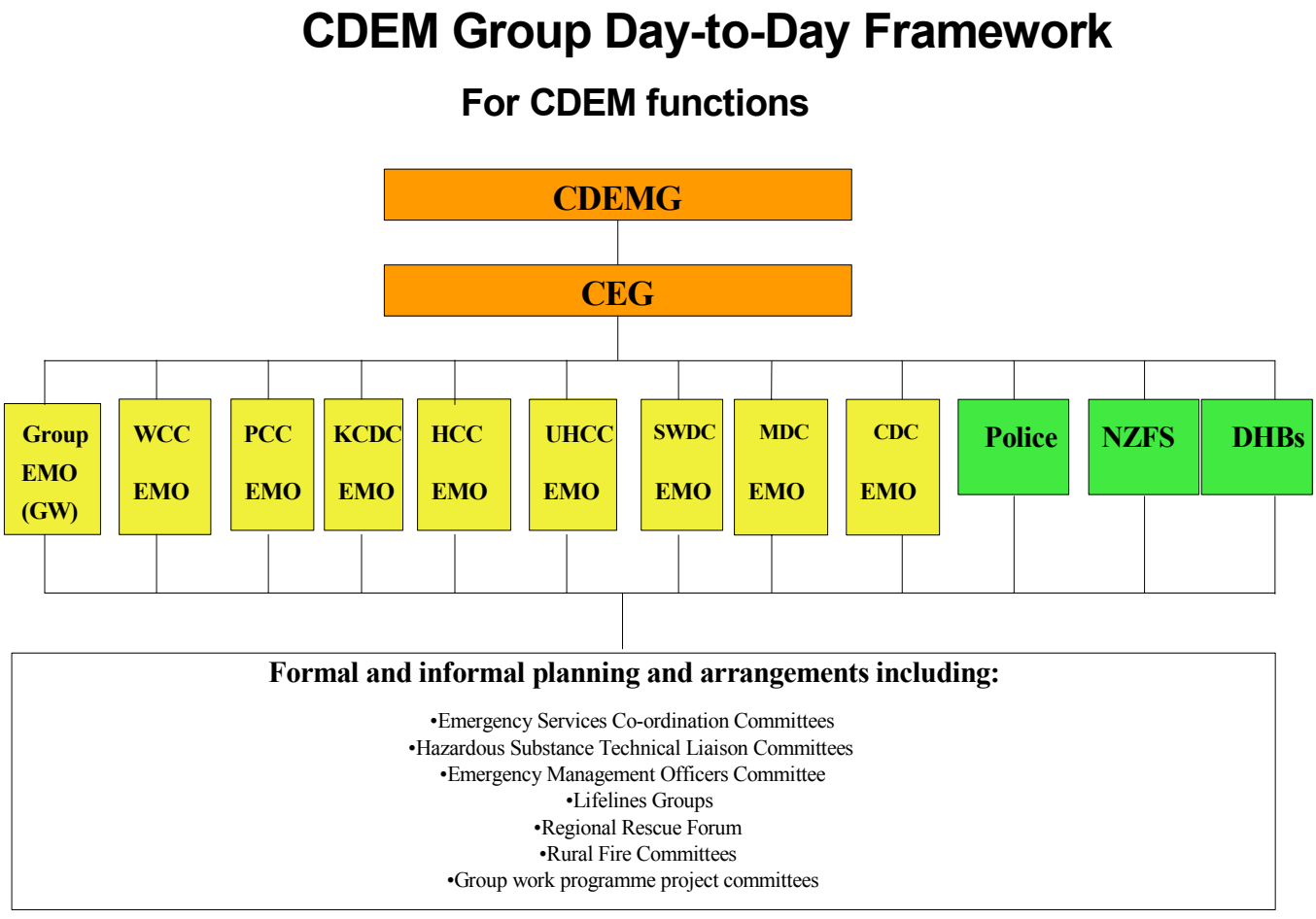
23.1 Organisational framework

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



23.1.1 Group EMO role

The Group EMO:

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

23.1.2 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

23.2 Other organisational structures

23.2.1 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).

23.2.2 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.

23.2.3 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 Reduction and Readiness for regional scale events. This is achieved by co-

Draft

ordinating hazard mitigation across the individual lifelines utilities, and assisting the CDEM Group to prepare effective lifelines co-ordination processes.

23.2.4 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)).

23.2.5 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.

23.2.6 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.

23.2.7 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.

23.2.8 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.

23.3 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.

Draft

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

Facility	Location
Group EOC	Level 4, 142 Wakefield Street, Wellington
Local EOCs	
Wellington EOC	2 Turnbull Street, Wellington
Porirua EOC	100 Mungavin Avenue, Porirua
Kapiti Coast EOC	175 Rimu Road, Paraparaumu
Hutt City EOC	25 Laings Road, Lower Hutt
Upper Hutt EOC	836 Fergusson Drive, Upper Hutt
Masterton EOC	64 Chapel Street, Masterton
Carterton EOC	Holloway Street, Carterton
South Wairarapa EOC	86 Regent Street, Martinborough

Each EOC has a designated alternate location.

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

23.3.1 Required standards for Emergency Operations Centres

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

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

23.3.2 Audit of EOC

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

Draft

23.4 Readiness functions

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

The functions are grouped under the following headings:

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

23.4.1 Supporting documents

Documents supporting the Readiness function are shown in Table 2.

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

Draft

Table 2: Readiness functions

Function	Functional Lead agency	Role	Support agencies	Role	Supporting Documents
Warning systems					
Warning systems (meteorological events)	Metservice	Develop and disseminate warnings of meteorological events, including heavy rain, strong wind, coastal swells, heavy snow. Provide forecasting services, as required.	Group EMO	Ensure that warnings are received by territorial authorities	**CDEM Group Emergency Operating Procedures 1; Warning System**
			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	

Draft

Function	Functional Lead agency	Role	Support agencies	Role	Supporting Documents
Warning systems (volcanic)	GNS	Develop and disseminate alert levels and warnings for volcanic activity	Group EMO, TAs	Disseminate warning to the public if necessary	
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.	

Draft

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***

Draft

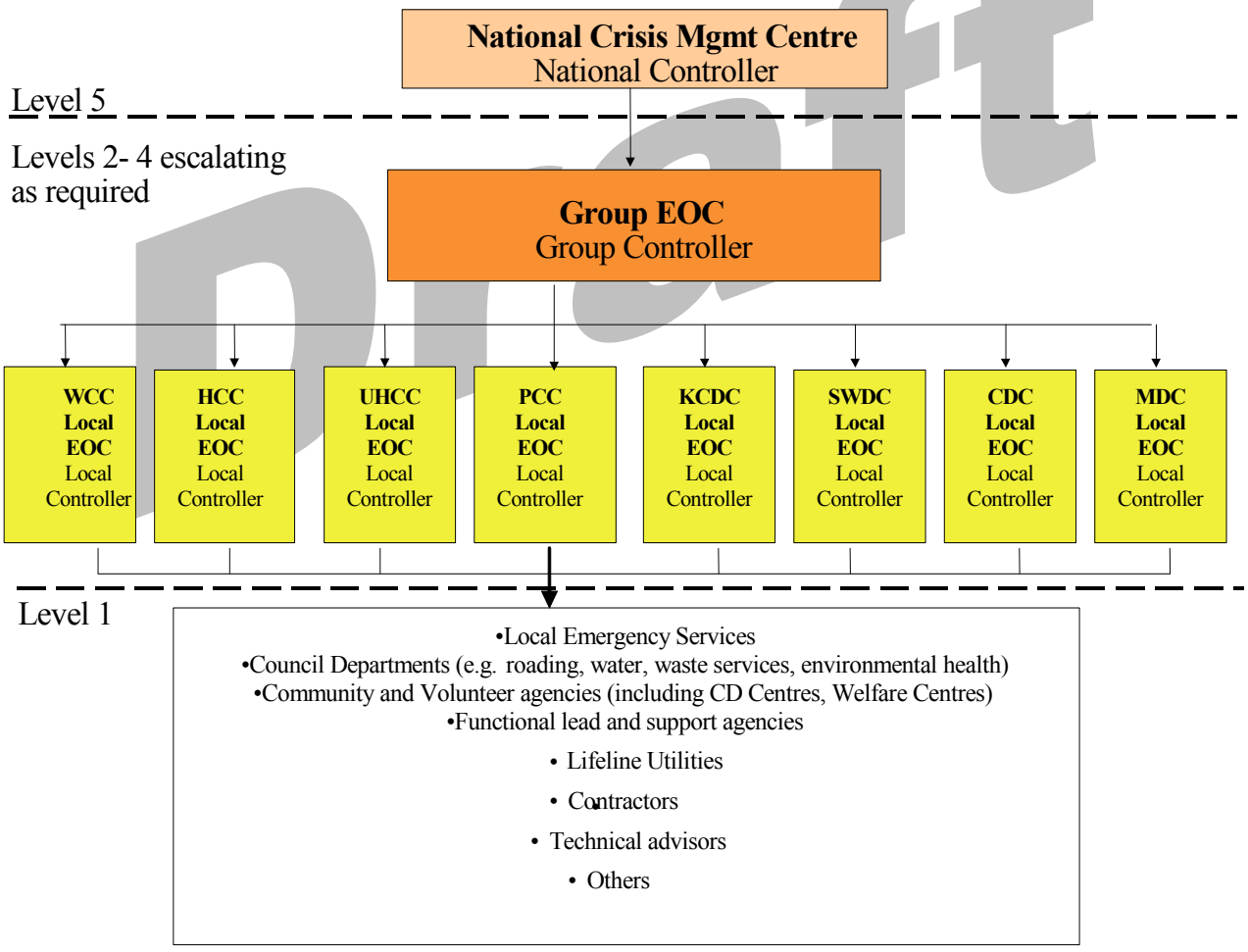
24. Response

24.1 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



Draft

24.2 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.

24.2.1 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.

24.2.2 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.

24.2.3 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.

draft

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.

24.2.4 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 3 summarises the levels of response. The areas highlighted show CDEM Group response.

Table 3: Levels of response

Level	Description	Declaration status	EOC role	Control
Level 1 '111' type emergency	Local incident(s). No CDEM input	No declaration	No EOC involvement. Some monitoring by CDEM staff possible	Lead agency using CIMS
Level 2 CDEM Group Response	Some CDEM input required. No CDEM powers required.	No declaration	Local and Group EOC may be partially or fully activated	Lead agency or Emergency response co-ordination by CDEM Local Controller, Group Controller in support
Level 3 CDEM Group Response	CDEM input required in one territorial authority area. CDEM powers required	Declaration for one territorial authority area 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

draft

24.3 Role of EOCs

24.3.1 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

24.3.2 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

24.4 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

draft

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

The following 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

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

24.5 Declaring a state of local emergency

24.5.1 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 85 – 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.

Draft

2. Declaration of 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 85 – 94 are needed
- Emergency services across the Group area advise they cannot deal with situation
- 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.

24.5.2 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:

- The Mayor of an affected territorial authority or an elected member acting on behalf of the Mayor, must first consult with the Local and Group Controller before making a declaration. If it appears likely that a declaration will be necessary in any other territorial authority district within the next 24 hours, a declaration should be made covering all areas affected or likely to be affected by the person authorised to do so.

- 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.

Draft

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.

24.6 Response functions

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

- Information management
- Resource management
- Urban Search and Rescue
- Evacuation
- Health and medical
- Welfare
- Infrastructure and lifelines
- Police and fire services

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

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

24.6.1 Supporting documents

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

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

Draft

Table 4: Response functions

Function	Functional lead agency	Role	Support agencies	Role	Supporting Documents
Information management					
Public information Co-ordination	Lead agency as per CIMS (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 and Media Management Plan***
	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 information to Lifelines Customers and the Media as required. 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 as decided by associated plans, MoU's and the functional lead agencies	TAs, ESs, all agencies	Provide information for dissemination to other agencies	**CDEM Group Emergency Operating Centre Standard Operating Procedures**
	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	

Draft

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 Provide information to Lifelines Customers and the Media as required.	**CDEM Group Emergency Operating Centre Standard Operating Procedures** **Response Protocols for Lifelines Utilities**
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	

Draft

			Other CDEMGs	Provide and transport logistics supplies as requested by the CDEM Group.	

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 John (Otaki and Wairarapa) WDHB (Wairarapa)	Triage and provide initial treatment to injured. Determine priority transportation of injured to medical facilities.	St John 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.	

Draft

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 Rescue Strategy*** Urban Search and Rescue standards and guidelines
	TAs	Co-ordinate required location of rescue activities. Establish pre-event arrangements with contractors and general rescue teams for rescue capability.	Local rescue teams – 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.	***CDEM Group Welfare Management Plan***
	TA (declared)	Evacuate areas necessary for the preservation of human life. Provide for the safety and welfare of evacuated people.	NZ Police 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.	***CDEM Group Welfare Management Plan***
Welfare (food)	Salvation Army	Co-ordinate and provide emergency catering facilities, including stand alone catering units where available.	Private caterers and providers TAs	Provide services as agreed.	

Draft

Welfare (immediate shelter)	TAs	Ensure and co-ordinate the provision of emergency shelter in the response phase of an emergency.	Marae Housing New Zealand Private suppliers	Provide accommodation services if agreed with TA.	
Welfare (clothing)	NZ Red Cross	Co-ordinate the provision of essential clothing, blankets and toiletries for victims at the request of a TA.			
Deceased victims	NZ Police	Manage the identification, handling, and transportation of deceased victims. Notify next of kin.	DHBs (morgues) TA's RPH	Manage mortuary facilities and arrangements for storage of deceased victims.	Coroners Act NZ Police Disaster Victim Identification procedures. Funeral Industry 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 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	
			GWRC	Provide information 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 Utilities	Make safe damaged lifeline utilities.	
			GEOC	Co-ordinate local commuter management plans	

Draft

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 of state highways	Agency Business Continuity Plans ***CDEM Group Road Access Restoration Strategy***
	TAs (local roads)	Co-ordinate road access restoration of local roads	GEOC – Lifelines co-ordination Centre	Provide services to restore road access or maintain road safety of local roads.	
	Toll Rail (rail)	Restore rail access or implement interim measures			
	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 MSA	Declare and manage restrictions to air space if required.	
	CentrePort	Assess safety of entry and exit to the port and restore port facilities or implement interim measures.	Contractors Harbourmaster 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 through TA's	
			Engineers/ technical advisors	Provide advice on safety and structural integrity of buildings.	

Draft

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 Business Continuity Plans
			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.	NZ Waste Water Association Water Supply Mutual Aid Plan. Agency Business Continuity Plans Wellington Meteorological Emergency Water Supply Strategy & Action Plan
			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 Business Continuity Plans
			GWRC	Provide inspection of sites contaminated with sewage and waste water	
Energy restoration and emergency supply	Electricity distribution companies	Take all necessary steps to restore normal electricity distribution networks and arrange interim measures if necessary.			Agency Business Continuity Plans Agency Emergency Plans
	Gas distribution companies	Take all necessary steps to restore normal gas distribution networks and arrange interim measures if necessary.			

Draft

	Oil companies	Take all necessary steps to restore normal fuel supply networks and arrange interim measures if necessary.			
Function	**Functional lead agency**	**Role**	**Support agencies**	**Role**	**Supporting Documents**
Police & fire services					
Law and order	NZ Police	Maintain law and order. Secure control perimeters.	Fire Police Private security companies	Provide services as requested.	
Fire control urban	NZFS	Extinguish and prevent the spread of fires. Co-ordinate fire brigades (Defence, industrial, rural) when necessary.		Provide fire fighting services for defence facilities and others as agreed.	
Fire control rural	TAs 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	Respond to and manage marine oil spill incidents.	Marine Oil Spill Tier 2 Response Plan

Draft

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.	Rescue Co-ordination Centre NZ 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 RPHS	Investigate and manage incursions of exotic organisms affecting plants and animals. Investigate and manage incerceptions and incursions of exotic mosquitoes of public health signifcance.	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 Policy Statement on Responding to an Exotic Organism Incursion
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 Health Emergency Management Plan – Infectious Diseases.
			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 DHBs / RPHS	Provide support services and resources as required.	National Terrorist Plan.
			DPMC MCDEM NZDF	Co-ordinate national and international terrorism response and resources.	

Draft

25. 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.

25.1 Recovery Principles

The National Civil Defence Plan establishes the priorities to be followed in a recovery phase as:

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

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

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

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

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

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

draft

25.2 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

25.3 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.

25.4 Group recovery management

25.4.1 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

Draft

- 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.

25.4.2 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.

25.4.3 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.

25.5 Transition to recovery

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

Draft

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.

25.6 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:

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

25.6.1 Supporting documents

Documents supporting the Recovery function are shown in Table 4.

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

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

Draft

Table 5: 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 and Media Management Plan***
			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.	*CDEM Group Recovery Plan*
			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.	*CDEM Group Recovery Plan*
			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.	

Draft

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 Utility 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	*CDEM Group Recovery Plan*
			Contractors	Carry out works to restore infrastructure and lifelines as contracted.	
			RPHS	Providing advice on intergrity of lifelines, in particular water supplies.	
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.	

Draft

Function	Functional Lead Agency	Role	Key support agency	Role	Supporting Documents
Resource management					
Insurance assessments and payout	Insurance Companies and EQC	Carry out insurance assessments and make payments.	Insurance Council	Communicate and advocate on behalf of the insurance industry.	Insurance Emergency Plan
Cost recovery from central government	Group EMO	Co-ordinate the preparation of emergency expenditure claims for Group expenses.	TAs	Prepare and submit emergency expenditure claims for own agency costs.	*CDEM Group Recovery Plan*
			MoCDEM	Provide advice on claims preparation and process expenditure claims.	
Debris Removal	TA GWRC	Issue necessary approvals or consents for disposal. Co-ordinate debris removal and disposal.	RPH	Provide advice on public health issues regarding disposal sites.	

Draft

Part 5 – Administrative arrangements

26. 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.

26.1 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.

26.2 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.

26.3 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.

Draft

27. 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.

27.1 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

27.2 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).

Draft

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.

28. Administering Authority

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

As such, it:

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

- Provides financial management for the CDEM Group, including budgeting and reporting.

29. CDEM Group Emergency Management Office (Group EMO)

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

The role of the Group EMO is to:

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

30. 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.

draft

Emergency expenditure

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

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

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

30.1 Cost apportionment

30.1.1 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.

30.1.2 Emergency expenditure

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

Greater Wellington Regional Council is responsible for funding:

Draft

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

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

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

During a declared emergency (Levels 3-5)

Greater Wellington Regional Council is responsible for funding:

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

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

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

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

During recovery

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

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

30.2 Unexpected expenditure

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

30.3 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,

Draft

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.

30.4 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.

31. 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.

32. 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

Yet to be confirmed

Draft

Alternate Group Controller

Yet to be confirmed

Local Controllers

Wellington City	*Garry Poole* *Derek Fry*
Porirua City	*Roger Blakeley* *Mike Chapman*
Kapiti District	*Kevin Jefferies* *Malcolm Thomas*
Hutt City	*Paul Nickalls* *Stuart Duncan*
Upper Hutt City	*Max Pedersen* *Jenny Bentley*
Wairarapa (South Wairarapa District, Carterton District, Masterton District)	*Yet to be determined* *Yet to be determined*

draft

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

Group Recovery Manager

Yet to be confirmed

Alternate Group Recovery Manager

Yet to be confirmed

Lifelines Co-ordinators

David Brunsden

Debbie Cunningham (Alternate)

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

33. 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:

Authority delegated to:	Description of Delegation	CDEM Act Refs
Group Controller	• Exercise any of the powers, duties and functions in sections 18(2), 76 and 85 of the CDEM Act.	S.18(2), 76, 85,
Local Controllers	• Exercise any of the powers, duties and functions in sections 18(2), 76 and 85 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.	S.18(2), 76, 85, S.27(2)
CDEM Group Chairperson	• The CDEM Group Chairperson is authorised to declare a state of local emergency for the Wellington region or 1 or more districts 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 for 1 or districts or wards within that region in their place. Authority to declare a state of local emergency passes when a representative is unable to declare a state of local emergency, is in the following order: 1. CDEM Group Chairperson 2. Chairperson, Greater Wellington Regional Council 3. Mayor of Wellington City	S.25(1) S.26(4)

Draft

	4. Mayor of Lower Hutt City 5. Mayor of Upper Hutt City 6. Mayor of Porirua City 7. Mayor of Kapiti Coast District 8. Mayor of South Wairarapa District 9. Mayor of Carterton District 10. Mayor of Masterton District 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. This power can be exercised when (a) the Group Controller is absent or (b) when the CDEM Group Chairperson, in consultation with two or more members of the CDEM Group, consider, on reasonable grounds, that the Group Controller is not adequately discharging his or her duties.	
CDEM Group Office	• The authority to carry out functions listed under Section s.18(2) of the CDEM Act	18(2)

Draft

Part 6 - Monitoring and review

34. 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

34.1 Measuring achievement of Plan Goals

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

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

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

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

What does success look like?	Measurement tool chosen
The community:	
Can identify the hazards in their area.	Community survey
Emergency management agencies:	
Can identify the hazards in their area, or that may affect their business.	EM Agency survey

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

What does success look like?	Measurement tool chosen
The community has:	
Emergency plans Emergency supplies Considers hazards in property decisions	Community survey Community survey Data assessment: – LIM/PIM request data

Draft

Holds appropriate levels of insurance	Data assessment: – Insurance statistics – Insured and non-insured loss assessment after events
Emergency management agencies:	
Have carried out mitigation activities.	Assessment of hazard analysis in – Business Continuity Plans – Asset management plans

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

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

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

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

Draft

34.2 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.

34.2.1 Monitoring Process

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

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

34.3 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.

34.4 Ongoing review of Plan currency and sufficiency

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

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

Draft

Such events include, but are not limited to:

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

34.5 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.

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

Draft

Glossary

Civil Defence Emergency Management

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

Civil Defence Emergency Management Group

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

Command

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

Control

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

Co-ordinated Incident Management System (CIMS)

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

Co-ordinating Executive Group (CEG)

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

Co-ordination

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

CRI

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

Debrief

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

Draft

Declaration

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

DHB

District Health Board

Emergency

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

Emergency management agency

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

Emergency Management Office

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

Emergency Operations Centre

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

Emergency 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 Utility

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

Local Authority

A regional, city or district Council.

Mitigation

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

Draft

Nationally Significant

Any case that causes widespread public concern or interest, requires significant use of resources, is likely to affect more than one CDEM Group, affects New Zealand's international obligations, involves technology or processes new to 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 recover from an emergency event and return to pre-event conditions or better.

Resources

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

Response

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

Richter scale

A scale used to measure the magnitude of an earthquake.

RPHS

Regional Public Health Service.

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.

Draft

State of emergency

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

Strategic issues

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

Territorial Authority (TA)

A city or district Council.

Supporting Document

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

Draft

Appendix 1 - CDEM Group Work Programme 2005-2008

This table summarises the CDEM Group work programme activities proposed for 2005 - 2008.

Ongoing CDEM Group activities

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

Draft

July 2005 – June 2006

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

July 2006 – June 2007

Action ID	Objective	Task	By When	Responsibility
06.001	22A,22C, 22G.22H	CDEM Group Recovery Plan	June 2007	**GEMO,** each TA, all CDEM agencies
06.002	19A	Hazard Information review	June 2007	**GEMO,** GWRC, Each TA, CRIs
07.003	22H	Debris disposal arrangements	June 2007	**PCC,** Each TA, GWRC, Regional Public Health
06.004	20K	Rural fire management alignment	June 2007	**NZ Fire Service,** Each TA, National Rural Fire Authority, DoC
06.005	21G	Emergency management agency communications system implementation	June 2007	**GEMO**, All CDEM agencies

draft

July 2007 – June 2008

Action ID	Objective	Task	By When	Responsibility
07.001	19A,19F, 19G,20B, 22F,22G	CDEM Group Public Education Strategy	June 2008	**GEMO,** all CDEM agencies
07.002	20E	Clarification of CDEM Group role in public health hazards	June 2006	**GEMO,** Each TA, Ministry of Health, MAF
07.003	20J	Audible warning systems review	June 2008	**KCDC**, Each TA
07.004	19I	Watercourse review and mitigation programme development	June 2008	**GWRC**, Each TA
07.005	20J	Tsunami evacuation planning	June 2008	**WCC,** Each TA, GEMO

July 2008 – June 2009

Action ID	Objective	Task	By When	Responsibility
08.001	20F	Inter-agency planning committee review	June 2009	**NZ Police,** All CDEM agencies
08.002	22G	Community psychological support arrangements	June 2009	**CCH DHB** , Each DHB, Each TA
08.003	20I	Spontaneous volunteer management system development	June 2009	**HCC**, Each TA, GEMO
08.004	29C	Resource Management Plan reviews	June 2009	**Each TA, GWRC**

Draft

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
Order of St John Ambulance Central Region
Victim Support

National Agencies

Child Youth and Family
Civil Aviation Authority (CAA)
Department of Conservation (DoC)
Department of Labour (OSH)
Department of Prime Minister and Cabinet (DPMC)
Earthquake Commission (EQC)
Housing Corporation
Institute of Geological and Nuclear Sciences

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
New Zealand Water & Wastes Association
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

Draft

(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

Draft

Appendix 3 – Supporting Documentation

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

TITLE	LAST UPDATED	AGENCY RESPONSIBLE
Carterton District Council Standard Operating Procedures	November 2002	Carterton District Council Emergency Management Office
CDEM Group Emergency Operating Centre Standard Operating Procedures	September 2004	GEMO
CDEM Group Plan Issues	December 2003	GEMO
CDEM Group Warning Systems Emergency Operating Procedure	November 2004	GEMO
Funeral Industry Disaster Response Plan	Annually	Funeral Directors Association and Embalmers Association
Greater Wellington Regional Council (GWRC) Flood Protection Department Flood Procedures Manual	December 2003	GWRC – Flood Protection
Hazard and Risk Analysis for the CDEM Group	December 2003	CDEM Group Emergency Management Office (GEMO)
Insurance Emergency Plan	May 2003	Insurance Council of New Zealand
Kapiti Coast District Council Standard Operating Procedures	April 2003	Kapiti Coast District Council Emergency Management Office
Lower Hutt Civil Defence Organisation Standard Operating Procedures	January 2004	Hutt City Emergency Management Office
Marine Oil Spill Tier 2 Response Plan	April 2004	Greater Wellington Regional Council – Harbours Department
Masterton District Council Operating Practices	June 2003	Masterton District Council Emergency Management Office
National Civil Defence Plan	May 2002	Ministry for Civil Defence Emergency Management
National Health Emergency Management Plan – Infectious	September 2004	Ministry of Health

Draft

Diseases		
National Terrorist Plan	January 2003	New Zealand Police
New Zealand Police Disaster Victim Identification Procedures (as per *Interpol DVI Procedures*)	January 2003	New Zealand Police
New Zealand Red Cross National Memorandum of Understanding with Ministry of Foreign Affairs and Trade (MFAT) (Responding to an International or Consular Emergency)	March 2003	New Zealand Red Cross and MFAT
Policy Statement on Responding to an Exotic Organism Incursion	August 2001	Bio Security New Zealand
Porirua Emergency Operations Centre Procedures	October 2004	Porirua City Council Emergency Management Office
Red Cross Memorandum of Understanding between Wellington Metropolitan Police District and New Zealand Red Cross	January 2002	New Zealand Red Cross
Regional Health Major Incident Plan	November 2004	Planners of the three Wellington Region District Health Boards
Rescue Co-ordination Centre New Zealand Standard Operating Procedure	Monthly	Rescue Co-ordination Centre New Zealand
Response Protocols for Lifeline Utilities	July 2004	Wellington Engineering Lifelines Group and GEMO
South Wairarapa District Council Standard Operating Procedures	October 2004	South Wairarapa District Council Emergency Management Office
The New Zealand Co-ordinated Incident Management System Manual	February 2001	NZ Fire Service
Upper Hutt City Operating	December 2003	Upper Hutt City Emergency

Draft

Practices		Management Office
Water Supply Mutual Aid Plan	March 2004	New Zealand Water and Wastes Association
Wellington Aerodrome Emergency Plan	May 2003	Wellington International Airport Limited
Wellington Emergency Management Office Standard Operating Procedures	February 2003	Wellington City Emergency Management Office (WEMO)
Wellington Region Inter-Agency Liaison Contact Details	October 2004	GEMO

Draft

Appendix 4 – 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

Draft

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)

Draft

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 by May 2005.

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 interpersonal 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.

Draft

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.

Draft

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 by May 2005.

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 interpersonal 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

Draft

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.

Draft

Group Recovery Manager and 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 Recovery 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

Draft

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"

Draft

- 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

Draft

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

draft

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 and 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

Draft

Appendix 5 - Inter Group Memorandum of Understanding

Draft

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[5] 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)

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

Draft

3. Application

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

4. 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.

5. Costs of implementing this Agreement

5.1 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**,

5.2 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[6].

6. 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:

Draft

[6] See section 113 of the Civil Defence Emergency Management Act 2002.

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

Introduction

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

Consultation on priorities

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

Support that could be considered

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

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

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

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

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

Draft

Schedule 2 Collaborative planning and other activities

Introduction

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

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

- Sharing of plans and other material
  Each party undertakes to share access to all plans and procedures to facilitate a common approach to planning and ensure that co-ordination and coherency between the plans of each CDEM Group is maximised.

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

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

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

Draft

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

Draft

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

_____ *(full name)*

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

_____ *(name of the CDEM Group area, district, or ward)*

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

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

Draft

Declared by: _____

Designation: _____

Time of declaration: _____

Date of declaration: _____

Contact details:

Phone: _____

Fax: _____

Email: _____

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

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

Form B - Extension

Wellington Region
Civil Defence Emergency Management Group

Extension of a state of local emergency

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

_____ *(full name)*

hereby extend the state of local emergency in force in

_____ *(name of the CDEM Group area, district, or ward over which the state of emergency exists)*

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

draft

Declared by: _____

Designation: _____

Time of declaration: _____

Date of declaration: _____

Contact details:

Phone: _____

Fax: _____

Email: _____

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

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

Form C - Termination

Wellington Region
Civil Defence Emergency Management Group

Termination of a state of local emergency

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

_____ *(full name)*

hereby terminate the state of local emergency in force in

_____ *(name of the CDEM Group area, district, or ward over which the state of emergency exists)*

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

Declared by: _____

Designation: _____

Time of declaration: _____

Date of declaration: _____

Contact details:

Phone: _____

Fax: _____

Email: _____

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

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

draft