Waimakariri District Council RECOVERY PLAN

(as at 17th March 2009)

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PART ONE - RECOVERY MANAGEMENT IN PREPARING FOR AN EVENT

1   Introduction

1.1   Purpose

The purpose of the Waimakariri District Group Recovery Plan is to prepare for and achieve a coordinated approach to recovery in the Waimakariri area during and following an emergency event.

It puts into effect, at a Local level, the requirements of Section 13 of the Waimakariri District Council Local CDEM Arrangements 2007 and should be read in conjunction with these arrangements.

1.2   Scope of the Plan

This Plan identifies the Recovery principles and key roles, describes transition from response to recovery, defines recovery administration (such as the setting up of Task Groups to coordinate the vital sectors/agencies within the community), specifies the role of the Recovery Manager, and outlines specific tasks, resources and funds to be managed.

A typical organisational structure associated with Recovery during and following an emergency event is presented in **Section 3**.

1.3   Application of the Plan's Provisions

Unless specifically stated to the contrary, all matters covered in this Plan are applicable in an emergency event, whether or not a state of emergency has been declared under the CDEM Act 2002.

1.4   Exclusions from the Plan

Risk Reduction matters that relate or are relevant to the Recovery phase are not included. This information will be included in the Reduction Section of the Waimakariri CDEM Local Arrangements.

1.5   Waimakariri Local Recovery Arrangements

Waimakariri District has a responsibility for ensuring that Recovery matters are fully documented within our own Local CDEM arrangements; as per Section 9.4 of the CDEM group Plan these arrangements must be consistent with the Group Recovery Plan.

2   Recovery Priorities

The priorities, not necessarily in order, to be followed in the recovery phase are:

- **Safety of Individuals:** The safety and health of all people remaining in the affected area of the emergency

- **Social Recovery:** Restoration of the community's material needs – including food, accommodation and lifeline utilities; and addressing the psychological and emotional needs of the affected community

- **Economic Recovery:** Facilitation of economic recovery that gives the community the tools needed to commence their own economic recovery

- **Natural Environment Recovery:** Repair of damage to the natural environment, including strategies to remove or reduce the risk of future damage.

- **Built Environment Recovery:** Restoration of critical infrastructure, buildings and road access. Recovery of these physical items must be based on long term strategies adopting mitigation measures that prevent or reduce the likelihood and consequences of future emergencies. Thus they link back to Reduction planning.

3 Recovery Management & Coordination Roles; Organisational Structure

Local Recovery Manager

The Waimakariri District Council has designated a Local Recovery Manager and alternates for the Waimakariri area for the duration of this Plan. The persons appointed are listed in **Appendix 1** to this Plan.

The role of the Group Recovery Manager is to support a Local Recovery Manager in an emergency involving a single territorial authority, and to provide support coordination and management of cross boundary Recovery issues in an emergency involving multiple territorial authorities.

The Group Recovery Manager also provides a link to central government agencies where necessary, and to MCDEM.

Support for Group Recovery Manager

The Recovery Manager has no statutory powers and thus relies on collaboration in order to make things happen. This includes working co-operatively with agencies and representatives who have the necessary and relevant authority.

The Recovery Manager needs a support structure in order to be effective. The office and support for the Recovery Manager will be provided from the time of her/his appointment, for the duration of the role. Support will include vehicles, mechanism for reimbursement, administration staff and resources to provide for a functional office. The local EMO will arrange this for the Local Recovery Manager.

The Local Recovery Manager will normally be based at the Waimakariri District Council Office. During the Response phase of an emergency event, whether the event is a declared state of emergency or otherwise, the Local Recovery Manager's office should be located at the District EOC.

Mobilising the Recovery Organisation

As soon as practical during an emergency, a meeting of selected personnel forming the Recovery Management Team (RMT) is to be convened to review the situation.

The structure of the RMT must be flexible enough to give ability to adjust membership quickly to meet any emergency situation. The function of the RMT is to assess the impact of a major emergency within the Waimakariri area and establish priorities for recovery activities to achieve a controlled return to near normality as soon as practicable. As a minimum the composition of the RMT will be:

- Recovery Manager
- Social Environment Task Group Coordinator
- Economic Environment Task Group Coordinator
- Built Environment Task Group Coordinator
- Natural Environment Task Group Coordinator

(see below for further description of the Task Groups referred to)

The RMT is to determine its own meeting schedule and is required to provide, through the Recovery Manager, reports to CEO as applicable at a frequency determined by that organisation.

The major responsibilities of the RMT are to assist the Recovery Manager to:
- Determine and prioritise major areas of recovery
- Formulate and recommend recovery policies and strategies
- Ensure co-ordination of recovery effort between agencies
- Establish a time frame for recovery activities
- Identify and obtain resources
- Monitor recovery activities
- Control expenditure and maintain accountability
- Provide media liaison or some other means of keeping the public informed

Organisational Structure and Task Groups

A generic organisation structure for Recovery is built around the four environments of 'Social', 'Economic', 'Natural' and 'Built', as depicted below. During the response phase (or recovery phase if not formed earlier), **Task Groups** are formed, reflecting this structure and reporting to the Recovery Manager, to provide links into all sectors of the community including central and local government agencies.

The extent and set up of each Task Group will vary to match the needs of the particular emergency. Depending on the scale of the emergency separate sub-Task Groups may be established. While the **rural sector** would be represented in some if not all of the Task Groups the significance of this sector in the Group area may merit a specific liaison committee, which would integrate across all Task Group interests.

Areas of interest for the four environments within the generic recovery structure are:

- **Social Environment**. Addressing individual's emotional, spiritual, cultural, psychological, social and basic needs in the immediate, medium and long term. This includes addressing the short term (temporary) and long term housing requirements in the community. It also addresses the wider community social structures and mechanisms for supporting the community as a whole.
- **Economic Environment.** Addressing the need for economic recovery, including individuals, small and medium enterprises as well as the needs/priorities of major industry, the rural (agriculture, horticulture and forestry) community and central government.
- **Natural Environment.** Addressing the impact on the natural environment, that may have consequences on the social, economic and built environment.
- **Built Environment.** Addressing the impact to the built environment and the means by which these impacts can be remedied and/or mitigated. This includes reconstruction of houses, commercial and public buildings, lifeline utilities, restoration of rural farmlands and other supporting infrastructure.

Task Groups	Social Environment	Economic Environment	Natural Environment	Built Environment
Subtask Groups	Safety & Wellbeing	Individuals	Natural Resources	Residential Housing
	Health	Businesses	Waste Pollution	Commercial / Industrial Property
	Welfare	Infrastructure	Amenity Values	Public Building & Assets
		Government	Biodiversity & Ecosystems	Rural Farmland
				Lifeline Utilities

Membership and Operation of Task Groups

As already noted Task Group membership will suit the nature of the emergency and the needs arising. A 'Task Group Coordinator', who will be appointed by the Recovery Manager, will chair each Task Group.

Once formed, the Task Group needs to meet regularly to ensure the proper sharing of information and resources. The Task Group should continue to operate until the individual agencies are able to act on their own without negatively affecting other agencies.

Communication within and between the Task Groups is critical for coordinating tasks and rebuilding community confidence. In order for these Task/Sub Task Groups to function efficiently and effectively it is important that the agency representative has full authority to make decisions. Further, representatives must be prepared to attend meetings often outside normal office hours, be sensitive to others' priorities, and be able to provide a full update on their agencies activities and commitments to the overall recovery effort.

'Typical' Task Group membership is shown in **Appendix 2**. This Appendix also includes Terms of Reference for Task Group activities.

At the Local level the Task Group activities will be much closer to direct field involvement. This reality will impact on Task Group membership.

Role of the Group Emergency Management Office in Recovery

The Civil Defence Emergency Management Office can support the Local Recovery Manager by:

- Ensuring that information relating to the impact of the event and the response to it is made available from our Emergency Operating Centres (EOC) and partner organisations to the Recovery Management Team throughout and subsequent to the Response phase

- Facilitating meetings and teleconferences between key recovery participants at Local levels – during Response and into Recovery

- Acting as the single point of contact between Local Recovery Management and national agencies, when and where necessary

- Supporting the establishment of a Recovery Management Office should the need to do so arise

- Providing the basis for the staffing of the Group Recovery Management Office during Response and Recovery, if sufficient staff resources are available

- Plan for and execute a managed withdrawal from the support of Recovery activities as soon as possible, in order to provide for support to subsequent emergencies

Outline Recovery Structure

A possible outline recovery structure, at Group level, is shown below. Exactly what structure is adopted for a particular event will depend upon the nature of the event.

GROUP RECOVERY MANAGEMENT STRUCTURE

```
                        ┌─────────────────────┐
                        │  Chair Group Joint  │
                        │     Committee       │
                        └─────────────────────┘
                                   │
┌──────────────────────┐  ┌─────────────────────┐  ┌──────────────────┐
│ Group CDEM Controller│  │   Group Recovery    │  │      MCDEM       │
└──────────────────────┘  │ Manager/Facilitator │  └──────────────────┘
                          └─────────────────────┘
┌──────────────────────┐            │            ┌──────────────────────┐
│ Local Recovery Manager│           │            │   Group Recovery     │
│    & Organisations    │           │            │  Management Office   │
└──────────────────────┘            │            │   incl Public Info   │
                                    │            └──────────────────────┘
                        ┌─────────────────────┐
                        │   Group Recovery    │
                        │  Management Team    │
                        └─────────────────────┘
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| Built Environment Task Group | Natural Environment Task Group | Economic Environment Task Group | Social Environment Task Group |

_____ : Authority Lines

.... : Liaison / Relationship Lines

— — — : Liaison / Consultation & if applicable Authority Lines

PART TWO - RECOVERY MANAGEMENT DURING AND AFTER AN EVENT

4   Transition from Response

Key actions for the Local Controller and Local Recovery Manager during transition from Response to Recovery are:

The Controller and Recovery Manager:

- ☑ Ensure that agencies with both Response and Recovery obligations are aware of their continuing role
- ☑ Ensure that Response and Recovery activities are aligned
- ☑ Work together to ensure formal handover from Controller to Recovery Manager is properly effected

The Controller:

- ☑ Develops a Transition Report in liaison with the Recovery Manager
- ☑ Prepares for the Transition Briefing in liaison with the Recovery Manager
- ☑ Combines impact assessments from response into categories eg, social, economic, natural and built environments
- ☑ Includes the Recovery Manager in critical Response briefings

The Recovery Manager:

- ☑ ensures the Controller is aware of Recovery requirements and tasks prior to transition
- ☑ works with the Public Information Manager to prepare the Communications Plan for Recovery
- ☑ prepares a <u>Recovery Action Plan</u> prior to transition
- ☑ initiates key Recovery arrangements during the Response phase
- ☑ begins to address the impacts from the emergency and puts in place inter-agency processes, meetings, reporting, etc to ensure Recovery needs are met and coordinated

A sample Recovery Action Plan is available in **Appendix 5**.

Media Briefings

Media briefings need to be held immediately following the handover from Response to Recovery. The brief will be joint chaired by the outgoing Controller and incoming Recovery Manager. Key points to remember:

- ☑ Reflect positive aspects of the emergency response.
- ☑ Outline scope and current priorities for recovery.
- ☑ Reinforce selected key messages to target audiences.

Further information on media briefings is contained in **Section 13** and **Appendix 6.**

Further background information on **Transition from Response** is available in **Appendix 7.**

5 Recovery Management Office to be set up by Emergency Management Office

The Local Emergency Management Office should provide for the establishment of the Recovery Manager's Office to carry out:

- ☑ Administrative and office requirements, such as minutes, record maintenance and correspondence.

- ☑ General support of the Recovery Manager in carrying out all required duties (Section 6)

- ☑ Impact assessment, survey/information analysis and reporting. (Sections 8 and 9)

- ☑ Situation Reporting, as required, to Central Government through Group and MCDEM. (Sections 7 and 8)

- ☑ Monitor and review of Recovery organisation as priorities/tasks are completed or scaled down. (Sections 6 and 14)

- ☑ Public information and media management. (Section 13)

- ☑ Relief management such as Mayoral and/or Group Relief Funds and donations of goods. (Sections 10 and 11)

- ☑ Workforce and employment scheme arrangements such as Taskforce Green. (Section 12)

- ☑ Financial and non-financial management and Recovery Action Plan reporting. (Sections 8 and 10)

Note: Previous experience from other emergencies has shown that staff available for recovery functions will be scarce and assistance from outside the impacted area should be considered. Memorandums of Understandings with neighbouring CDEM Groups have been signed to encourage this practice.

6   Recovery Manager's Key Tasks and Responsibilities

Reflecting the recovery priorities outlined in **Section 2** the Recovery Manager will carry out tasks and activities under the following <u>general headings</u>:

- ☑ Managing the transition from response coordination to recovery coordination. (Section 4)
- ☑ Setting up a management structure for coordinating Community and Agency involvement. (Sections 3, 5, & 7)
- ☑ Impact assessment, especially in an overview role. (Section 9)
- ☑ Facilitation of Central Government involvement through applicable channels. (Sections 7 and 12)
- ☑ Public information. (Section 13)
- ☑ Financial management and management of aid. (Sections 10 and 11)
- ☑ Managing government subsidised employment schemes such as Task Force Green, especially in an overview role. (Section 12)
- ☑ Reporting and debriefing. (Sections 8 and 14)
- ☑ Planning and implementing a managed withdrawal. (Section 14)

Some <u>more specific</u> Recovery Manager tasks are:

During the Response phase
- ☑ Establish contact with the Controller, keep informed about the incident, take part in briefings, collect and collate relevant information
- ☑ Advise the Controller on matters of importance for Recovery
- ☑ Prepare an outline <u>Recovery Action Plan</u> prior to termination of the Response phase (refer to template in **Appendix 5**)
- ☑ Together with the Group Controller, ensure there is continuity between the Response and Recovery phases
- ☑ Establish links with other Recovery Managers in affected areas to consider Recovery issues

During the Recovery phase
- ☑ Establish and manage a Recovery Management Team, including Task Groups (see sample organisation structure in **Section 3**)
- ☑ Maintain liaison with and involvement of the community in Recovery, especially in an overview role
- ☑ Complete and implement the <u>Recovery Action Plan</u>
- ☑ Identify Recovery requirements which may include personnel, physical resources and facilities
- ☑ Establish links with key Recovery agencies at applicable levels
- ☑ Initiate and/or monitor impact assessment
- ☑ Set priorities for impact assessment and Recovery activities
- ☑ Coordinate Group or Local Recovery activities
- ☑ As applicable, liaise with and keep informed the CDEM Group and Central Government groups/committees/offices about Recovery matters and need for or access to financial support.
- ☑ Establish links with any Local or Group appointed Recovery Facilitator, or government appointed Recovery Coordinator.

☑ Encourage the public to make cash donations to Mayoral Relief Funds and Group Relief Funds, rather than donations of goods

During the Readiness phase

☑ Participating in, and providing input into, the development of Group or Local Recovery structures, Recovery training and exercises

☑ Providing input and support to the development and maintenance of Recovery arrangements and capability development

☑ Attendance at ongoing Recovery management training

Appendix 3 provides a Template for the Terms of Reference of a Recovery Manager.

7 Coordination of Government Agencies, Community Groups, and other Resources

Key points for the Local Recovery Manager to consider, at levels of involvement appropriate to the Local role, are:

- ☑ Maximise openness of planning, and maximise involvement of local people where practicable, including local personalities and community leaders
- ☑ Include rural, business and retail representation as applicable
- ☑ Use local humanitarian, civic and church organisations wherever practicable
- ☑ Maximise use of local knowledge
- ☑ Weigh up individual good vs. community good
- ☑ Meet community expectations for timeliness, avoid delays
- ☑ Consider the value of short term expedient solutions vs. 'harder' solutions that are better in the long term
- ☑ Maintain liaison with MCDEM
- ☑ Maintain liaison with Recovery Co-ordinator if one is appointed
- ☑ Continue work of Recovery Manager if/when Recovery Co-ordinator appointment is terminated
- ☑ Liaise as required with government agencies, especially at Task Group level.

Further background information on **Co-ordination of Government Agencies, Community Groups and other Resources** is available in **Appendix 7.**

8 Reporting

The Recovery Manager, assisted by the Planning and Intelligence team, must establish a reporting regime with the following features:

- ☑ Maximises use of existing information and reporting systems
- ☑ Agreement as to who will provide reports to whom
- ☑ An understanding of topics to be covered in the various reports
- ☑ Coverage of the event from start to finish
- ☑ A published timeline for reporting
- ☑ Flexibility and simplicity, and suitability for the type of event occurring
- ☑ Accurate records of actions taken and decisions made
- ☑ Records of expenditure or commitments made
- ☑ Copies retained of all reports issued

Further background information on **Reporting** is available in **Appendix 7.**

9 Impact Assessment

The Local Recovery Manager's role in impact assessment is largely done at the Local level. Nevertheless the Recovery Manager is vitally interested in what comes out of the impact assessment activity. The Recovery Manager needs to do enough to be confident that appropriate assessment is taking place eg what has been damaged, what the needs are, and so on. To this end the Recovery Manager would want to know that at the Local level:

- ☑ Information needing to be collected and its purpose had been identified, together with the intended method of collection and collation
- ☑ That data collection personnel had been appointed and briefed
- ☑ That steps had been taken to gather information from others who may already have it
- ☑ That priorities had been set priorities data collection
- ☑ That contacts with people were being managed efficiently and were meeting multiple information needs – i.e. impact occurring, damage done, needs arising, and so on
- ☑ That mechanisms were in place for meting the information needs of Group, and for passing information back to Group level

A sample Needs Assessment Form is attached as **Appendix 4**.

Further background information on **Impact Assessment** is available in **Appendix 7.**

10   Financial Management

Important points to remember for financial management during the Recovery phase are:

- ☑ There must be an expenditure management system
- ☑ The system should be similar to that used during the Response phase
- ☑ The system must capture evidence to support claims for subsidies and reimbursements
- ☑ Central government assistance may be available and should be sought where this is needed
- ☑ Requests for reimbursement of costs and other assistance must be made through prescribed channels

Reimbursement of Costs

Any claims for reimbursement of costs from Central Government are to be submitted through the Group EMO as per section 3.8.7 of the CDEM Group Plan.

Further background information on **Financial Management** is available in **Appendix 7.**

11   Management of Aid

Important points to remember for the management of aid during the Recovery phase are:

- ☑ Financial assistance is the preferred source of aid
- ☑ A Mayoral Relief Fund or Group Relief Fund should be established to collect and distribute financial aid (Such may already have been established during the response phase)
- ☑ The public need to be informed about preferred types of aid and how to donate it
- ☑ If Donated Goods are provided and accepted then a system must be established to manage this fully

Further background information on **Management of Aid** is available in **Appendix 7.**

12   Government Subsidised Employment Schemes

Important points to remember for management of government subsidised employment schemes during the Recovery phase are:

- ☑ Requests for labour personnel are normally co-ordinated by the Group Recovery Manager
- ☑ The Local Recovery Manager needs to arrange the management of this work force
- ☑ Issues such as supervision, safety, use of appropriately skilled personnel, and workforce welfare remain important at all times
- ☑ It is important to clarify who is responsible for paying the wages of supervisory staff before a labour force programme is implemented

Further background information on **Government Subsidised Employment Schemes** is available in **Appendix 7.**

13   Public Information and Communication

Important points to remember for management of public information and communication during the Recovery phase are:

- ☑ Provision of public information must be deliberate, planned, and sustained
- ☑ In the transition from response to recovery a media briefing will be held (see **Section 7**)
- ☑ A Public Information Manager (PIM) should be appointed

Further guidance on public information and communication is included in **Appendix 6.**

14   Managed Withdrawal

The Recovery phase must have an end. Organisational arrangements must be wound down and responsibility for completion of outstanding tasks and actions assigned and acknowledged. The Recovery phase involves restoring the community to the point where affected communities and organisations are able to manage their own recovery without direct coordination or external support. Withdrawal of formal recovery structures from the impacted community must be planned and staged. It may be seen as a return to 'Reduction' and 'Readiness' phases of emergency management. In planning for withdrawal the Recovery Manager needs to consider the 'Who', 'Why', 'What', 'When', and 'Where':

Who:

- The recovery management and the supporting organisational structure.
- Organisations that will continue recovery activities after withdrawal of formal recovery management arrangements.

Why:

To ensure businesses and residents take control of their own restoration.

What:

- A list of outstanding planned activities and tasks and the agency responsible for completing each of them.
- A list of the potential risk reduction options available, and what risk reduction work has been done already.

When:

As soon as possible! Withdrawal must be planned into every task and action. Long-term recovery measures requires a thorough project management process to ensure that the projects deliver as planned, but responsibility for monitoring such actions should be built into everyday organisational governance arrangements that assume responsibility from the outset.

Where:

This needs to occur in the public arena. The community needs to know that the level of support is being reduced or transferred, but they should also be invited to participate in the process making these decisions. An event of some kind should be planned to acknowledge what the community has suffered (and survived), what has been achieved, what remains to be done and the process for ensuring that it will happen.

Debriefs

No matter how well the Recovery phase was organised and conducted there will be lessons learnt and these need to be documented. Therefore, as soon as possible after the Recovery phase has ceased, the Recovery Manager should ensure that, as a minimum, a formal debrief of those involved in the Recovery Management organisation is held. Also, the holding of Public Meetings involving those communities affected by the emergency is strongly encouraged.

PART THREE APPENDICES

Appendix 1: Appointments

The Waimakariri District Council has made the following Recovery appointments:

Recovery Manager	Simon Markham
Alternate 1	Yet to be appointed
Alternate 2	Yet to be appointed

Appendix 2: Task Group Membership and Terms of Reference

Social Environment Task Group

Task Group Chair: Ministry of Social Development Representative

Members:
Work and Income
Representatives from affected TA(s)
Child Youth and Family
Red Cross
MCDEM
Group EMO
Salvation Army
DHBs
Community and Public Health
Ministry of Education
IRD
Te Puni Kokiri
Housing NZ Corporation
MAF
Insurance Industry
Others as decided by the Task Group Chair

Terms of Reference:

1. To coordinate relevant agencies to provide services (when, where and how) to all people in the communities affected by the incident. This means restoring the needs of members of the communities for food, accommodation and safety. At the same time, making sure that the psychological and emotional needs of members of the communities are identified and addressed. The provision of support and help, by providing information, specialist services and resources will encourage people, families and communities to get back to normal after a disaster.

2. To establish one-stop-shops of services, which are accessible to those affected by the event.

3. To enable people in communities affected by the incident, to be involved in decision making. This is an important step that will lead on to their return to a state of full self-management.

4. To oversee and organise the contributions of volunteers - both organised (from recognised organisations) and spontaneous (members of the public who offer their services).

Issues of specific interest to the Social Environment Task Group, not necessarily mentioned above, include financial needs (grants, relief funds, emergency payments) cultural and language issues, schooling and healthcare, sanitation and public health, clearances for reoccupation and re-use of buildings, care of foreign nationals and tourists, impact assessments (multi-purpose), and access to insurance services.

Economic Environment Task Group

Task Group Chair: Enterprise North Canterbury

Members:
Economic forum
Business Recovery – includes representatives from: Business Association & Chamber of Commerce
Ministry of Social Development
NZTE
Department of Labour
Federated Farmers
IRD
Others as decided by the Task Group Chair

Terms of Reference:

1. To coordinate an economic impact study of the areas affected, identifying the impact on all sectors of the communities – social, business, rural, Territorial Authorities, overall impacts.

2. To coordinate and support key agencies in determining and responding to the economic impacts as a result of the disaster.

3. To support requests to Central Government for financial assistance and to identify future impacts and potential areas for further assistance and planning.

4. To work to restore banking and other financial services, business operations and community services as soon as possible

5. To work with the insurance sector to ensure co-ordinated response by insurance companies and to address adequacy of cover for reconstruction, and to develop a fast track insurance processing system

Natural Environment Task Group

Task Group Chair: Environment Canterbury

Members:
Regional Council
Representatives from affected TA
Department of Conservation
MAF
Environmental Interest Groups
Others as decided by the Task Group Chair

Terms of Reference:

1. Work to minimise the impact of the emergency and subsequent recovery activities on the natural environment; this may have consequences on the social, built and economic environment.

2. Address any waste/pollution issues that may negatively affect the natural environment.

3. Co-ordinate the preservation of community assets such as parks, reserves and similar amenities

4. Provide advice on threatened or endangered species in the affected area

5. Address the difficult task of achieving an appropriate balance between 'economic activities for enjoying comfortable life and considerations for the global environment' by preserving and improving the natural environment and by efficiently using finite energy resources.

6. Take both a long term and a short term view of natural environment issues, taking into account pre-existing plans for change in the area.

Built Environment Task Group

Task Group Chair: WDC Asset Manager Lifelines

Members:
Waimakariri District Council
EQC
Transit NZ
TOLL/ On Track
Telecom
Electricity Companies; MainPower
Transpower
Rural Representatives
Housing NZ Corporation
MAF
Insurance Industry
Construction and Roading Contractors
House Building Industry
Telecommunications Industry
Others as decided by the Task Group Chair

Terms of Reference:

1. To coordinate and report on the progress being made to repair and reinstate or replace the built environment in affected districts. This will include:
   • Determination of infrastructure recovery priorities
   • Identification of interdependencies amongst infrastructure/utilities
   • To establish contacts between utilities and contractors
   • Consideration of road access within and around the affected area(s)
   • Feedback mechanisms established

2. Responsible for recommending any necessary priorities or other support required to ensure the timely completion of the recovery work and minimisation of future risks to vulnerable utilities.

3. To provide information for situation reports, media releases and reports on infrastructure matters to central government.

The membership and work of this Task Group could be limited to a small number of utilities depending upon the nature of the emergency eg a flooding situation may involve little more than roading and stop-bank works.

The Director's Guidelines for recovery management envisage this Task Group as being divided into 5 sub-Task Groups if necessary for the emergency circumstances; ie, residential housing, commercial/industrial property, public building and assets, rural farmland, and lifeline utilities sub-Task Groups. The Guidelines (chapter 2.4.4) include very detailed checklists for all sub-Task Groups.

Appendix 3: Recovery Manager Terms of Reference

Terms of Reference:

1. In consultation with the EMO establish a structure to coordinate recovery measures for the participating central government and local agencies concerned with the community of Waimakariri District (**NOTE 1)**

2. Facilitate and coordinate the operation of agencies involved in the recovery operation, in particular to:
   - Setup and facilitate:
     - Recovery Management Team (chairs of the various Task Groups)
     - Recovery Task Groups as necessary
   - Identify long-term solutions involving all the affected parties

3. Provide regular reports on recovery plans and operations to the Council such central government agencies that have a role in the recovery process

4. Identify areas where Waimakariri District and other participating organisations will need to make decisions beyond existing policies and procedures, and advise on recommended options.

5. Disseminate information so that all concerned are aware of the steps being taken in the recovery process.

6. Provide a report at the end of the appointment as the Recovery Manager detailing the costs, actions taken, lessons learned, potential risk reduction options and any recommendations.

7. Liaise and work closely with MCDEM staff and other emergency response staff.

Appendix 4: Needs Assessment Form

This needs assessment is being conducted to gather information about your personal circumstances so we can assist you, provide you with information on particular services, or refer you to organisations who can best assist you with your recovery process.

The survey is designed to gather as much relevant information as possible in one interview to avoid having to repeat some details to a number of interviewers. However please note that further contact may be necessary.

You are not obliged to provide any or all of the information requested. You should be aware that the information you provide may be passed to other agencies involved in the disaster recovery process.

Please note that completion of this survey does not guarantee your specific needs will be met immediately, however every effort will be made to obtain the assistance you need as quickly as possible.

If, after completing this survey you need specific assistance not identified on these forms, or you wish to make enquiries about the survey, please ring this telephone number: (03) 313-6136

WAIMAKARIRI DISTRICT COUNCIL
215 HIGH STREET RANGIORA
Telephone: 313-6136

You can also contact the number above should you require specific assistance not identified on these forms, or you wish to make enquires about the survey, or

In terms of the Privacy Act should you wish to access, change or amend any information you have given please ring the above telephone number. You can also contact this agency at *(physical address)*

Interview Conducted at: _____

(Place)

_____   _____

(Date)   (Time)

By   _____

(name)   Interviewer (print

Tear this page off and give it to the person being interviewed, along with any information sheets/brochures.

Council logo here

Introduce yourself to the person being interviewed.

"Hello, I am <mark>*name*</mark>, I am here on behalf of the Waimakariri District Council/Recovery Group about the recent <mark>*emergency event(s).*</mark> I would like to talk with you to see if there is anything we can help you with, or organisations we can refer you to, to help with your recovery."

1. Read through the cover page with the interviewee and complete it. Tear it off and give it to the person interviewed. It is now their receipt.

2. Provide them with the information sheets/brochure.

3. Start at section one and continue to work through all sections.

4. Texts in grey italic font are prompts for the interviewer to note or advise the interviewee on.

5. If an interviewee declines to give any information, complete known details and return form with cover intact.

NOTE: some people may take this opportunity to off load any frustrations. Do not take this personally, it is best to listen and then move on to the next question when possible.

Section One: Occupier and Property

1.1   Principal Occupier's name(s)

Family name   _____   First name(s) _____

1.2   Total number of people normally residing at this property _____(*Number*)

1.3 Other people normally resident

Family name   _____   First name(s) _____

Family name   _____   First name(s)   _____

Family name   _____   First name(s) _____

Family name   _____   First name(s) _____

(Please provide children's ages)

1.4   Have you registered with civil defence by filling in a registration form? (please circle one)

Yes   Got to question 1.4a

No   Go to Question 1.5

You may be required to register to access recovery services. Please ask your interviewer to explain the process to you.

1.4a   If yes, what is your registration number _____

1.4b   Does anyone in your family have a different registration number? Yes / No
                (Please circle one)

Write the other number(s) if you know them

_____

1.5   Location of affected property

Address of affected property: _____

_____

Phone day/night of affected property: _____

1.5a   what is you rates number/valuation number (if known) _____

1.5b   Would you like to be considered for rates relief (if available) Yes / No *(Please circle one)*

1.6   Do you own the property   Yes / No   *(please circle one)*

If **No** please provide contact details of the owner if you know these

Name: _____

Address: _____

Phone day/night: _____

1.7 Where are you currently living *(please tick one)*

(✔)

	Living at affected property – go to Section 2
	Temporary accommodation until we can return to property
	Temporary accommodation looking for new permanent accommodation
	In new permanent accommodation

1.8   Current address and contacts (if not living at affected property)

Address: _____

Phone day/night: _____

Section Two: Damage to Dwelling/Contents and Insurance

2.1 Was your house damaged? (Tick one)
(✔)

	Yes	- Go to Question 2.2
	No	- Go to Question 2.3
	Don't' know as have not yet seen house	- Go to Question 2.3
	Not damaged but not accessible	- Go to Question 2.3

2.2 Please tick the list below to indicate damage that occurred

Nature of damage	(✔)	Describe damage if relevant
Water supply not working		
Sewerage not working		
Drainage blocked		
Electricity cut		
Gas cut		
Telephone cut		
Roading access cut or restricted		
Damage to outbuildings on property		
Other (please describe)		

2.2a When was your house damaged? Date:_____

2.2b To the best of your knowledge, what caused this damage?
(✔)

	Cause of damage
	Flood water
	Storm surge
	Landslide
	Earthquake
	Hydrothermal activity
	Volcanic eruption
	Other *(please detail)*

2.2c   Has your house been inspected by the council (building inspector)?

Yes / No / Don't know   *(Please circle one)*

2.2d   Would you like someone to do a check of your house and property to ensure it is safe to move back into?   Yes/No   *(Please circle one)*

2.2e Is your house insured?
(✔)

	Yes	- Go to Question 2.2e
	No	- Go to Question 2.3
	Don't' own house	- Go to Question 2.3
	I decline to answer this question	- Go to Question 2.3

2.2f   Have you lodged an insurance claim?   Yes / No   *(Please circle one)*

2.2g   What is the name of your insurance company or agent?

_____

2.2h   Has an insurance assessor inspected the property?
Yes / No *(Please circle one)*

2.3   Have you experienced damage to contents in your house?
(Please tick one)
(✔)

	Yes	- Go to Question 2.3a
	No	- Go to Question 2.4
	Don't' know as have not yet seen contents	- Go to Question 2.4

2.3a   Are your house contents insured?   *(Please tick one)*
(✔)

	Yes	- Go to Question 2.3b
	No	- Go to Section 3
	I decline to answer this question	- Go to Question 2.4

2.3b   What is the name of your insurance company or agent?

_____

2.3c   Has an insurance claim been lodged?   Yes / No   *(Please circle one)*

2.3d   Has an insurance assessor inspected the damage? Yes / No
(Please circle one)

2.4   If the house was damaged as a result of natural landslip, volcanic eruption, hydrothermal activity, tsunami, storm, flood or earthquake have you reported this damage to EQC?

Yes / No / Question does not apply   *(Please circle one)*

Section Three: Alternative Accommodation

3.1   Do you need assistance to find alternative accommodation?
            (Please circle one)

              Yes   Go to Question 3.1a

              No   Go to Section 4

3.1a   What kind of accommodation do you require? *(Please tick one)*
(✔)

	Temporary (less than 1 week)
	Short term (1-4 weeks)
	Long term (more than one month) Please estimate number of months ( )
	Permanent

3.1b   The accommodation needed is to house:

        Adults   _____(number)

        Children   _____(number)

3.1c   Do you have any special needs for your accommodation ie, access for wheelchairs,
            aged, *please provide details* _____

        _____

3.1d   Do you have pets?   Yes / No   *(Please circle one)*

            If Yes please detail what kind of pet and how many: _____

        _____

Section Four: Health and Welfare

Household

4.1   Do you require any clean-up assistance for your house or property?
          (Please circle one)

Yes   Go to Question 4.1a

No   Go to Question 4.2

Don't know   Go to Question 4.2

4.1a   Please provide details of what kind of assistance you would like:

_____

_____

(If you have answered yes your details will be passed on to the council who are coordinating clean-up services where available).

4.2   Are you looking after any evacuees at your home? *(Please circle one)*

Yes   Go to Question 4.4a

No   Go to Question 4.5

4.2a   Would you like to receive information from Work & Income about financial
          support for hosting these evacuees?   Yes / No
          (Please circle one)

Personal

4.3   If you have had contents in your home damaged, would you like to be contacted by
          agencies that are distributing donated goods?
          (Please circle one)

          Yes   Go to Question 4.3a

          No   Go to Question 4.4

4.3a   What kind of goods do you need? *(Please list)*

_____

_____

_____

4.4   Do you have a need for clothing/toiletries or bedding? *(Please circle one)*

Yes   Go to Question 4.4a

No   Got to Question 4.5

4.4a   What kind of these items do you need? *(please list)*

_____

_____

_____

4.5   Are there any medications which you or your family use that you are unable to get?
(Please circle one)

        Yes   Go to Question 4.5a

      No   Go to Question 4.6

4.5a   If you would like us to help you get medication, please describe the medications
in as much detail as possible   _____

_____

_____

4.5b   Is a prescription required for these medications?   Yes / No
(Please circle one)

If Yes please provide the name and address of your doctor and
Pharmacist
_____

_____

4.6   Would you like to find out about support or counselling services for you or a family
member?   Yes / No   *(Please circle one)*

4.7   Do you have any iwi affiliation   Yes/No   *(Please circle one)*

If yes please indicate which iwi you affiliate with   _____
(This question is included to help you access services that may be provided by iwi
affiliate organisations)

4.8   Do you have any affiliation to any other groups in the community?
Yes / No   *(Please circle one)*

If Yes please indicate which groups   _____

Domestic animals/pets

4.9   Have you got any domestic animals/pets that are in need of care?
(Please circle one)

Yes   Go to Question 4.9a

No   Go to Section 5

4.9a   What kind of animals are they? *(Please list all your animals)*

_____

_____

_____

_____

4.9b   Where are they located? *(Please provide address/physical location)*

_____

_____

_____

_____

4.9c   What kind of care do they need? *(Please detail)*

_____

_____

_____

_____

Section Five: Financial

5.1   Do you require any assistance with income support?

        Yes   Go to Question 5.1a

        No   Go to Question 5.2

    5.1a   Are you already a client of Work and Income? *(Please circle one)*

        Yes   *Please contact Work & Income directly*

No   *Please contact Work & Income thorough the help-line and they can advise you on assistance available*

Note there may be grants available from other sources such as the Red Cross and Mayoral Relief Funds. Applications will need to be filled in for these grants. Please advise those being interviewed about any relief funds that have been established and provide them with application forms if possible.

Documents

5.2 Have you lost, or do you not have access to, any of the following?
(Please tick all those that apply)

Please indicate who in your house has lost these documents

Document lost or not able to be accessed	Lost	Cannot access	Who in your house has lost this document
Bank Books			
Cheque Books			
Credit cards			
EFTPOS cards (money cards)			
Community cards			
Passport			
Birth Certificate			
Marriage certificate			
Citizenship certificate			
Insurance papers			
Other: Please detail:			

5.3 If you have lost your bank documents do you have access to a branch of your bank?

Yes / No / Does not apply   *(Please circle one)*

Administrative information

Person conducting Interview:

Name (print):   _____

Contact details: _____

Date: _____

Person being interviewed: I have been given the front page of this survey form and agree to the use of the information I have given for the purposes of recovery from this event.

Name (print):   _____

Signature: _____

Date: _____

Appendix 5: Template for Recovery Action Plan

Use Annex B ex Director's Guidelines

Appendix 6: Public Information and Communication

Introduction

Effective information management is paramount in rebuilding community confidence. Only with the return of confidence will the community invest in its own recovery.

In the response phase public information primarily informs and reassures. In the recovery phase it is the mechanism by which the affected community and the wider public are encouraged to participate in the process of restoration and rehabilitation. Public information can reach audiences within the impact area, through the Group area, across the nation and internationally.

Public information continuity

The public information function should continue even when the response phase is ending, lives are no longer at risk, and if applicable the declared state of emergency is over. The focus might change but the purpose of maintaining the flow of information remains. It will be necessary, therefore to ensure that Recovery issues are given sufficient emphasis by the PIM function at local levels, coordinated by the Group ECC PIM and Group Recovery Manager, where necessary.

During major response and recovery operations it may be necessary to establish a separate PIM function within Local and/or Group Recovery offices.

Managing public expectations

Those affected – and the public at large – cannot be expected to understand the challenges faced by a Recovery Manager who, with only limited resources and without any statutory powers, will be attempting to coordinate the whole recovery effort. Prior agreements and planned press releases will serve to inform and to pre-empt unrealistic expectations.

Coordination of public information messages

Every agency participating in the recovery process will have a responsibility to communicate with their customers. Joint information centres, joint or agreed press releases and agreement on key messages will facilitate the process and provide a better service to those affected. There must also be agreement among agencies about who acts as spokesperson in what context.

Role of politicians

Both national and local politicians will play key communication roles in providing information and participating in briefings. They will also have a role as spokesperson from time to time. The recovery phase can last for months or years and the community needs to have the confidence that its leaders are informed of their needs and have the means to address them.

Past experience has shown that the people affected by the emergency event greatly appreciate the presence of political leaders in the impacted areas. Meetings, held in the local marae, barn, hall etc, where politicians can listen to individual and community concerns is immensely beneficial.

Communicating change

Where recovery priorities or actions are likely to be controversial, those affected have the right to learn about it first-hand and to participate in the decision-making process. Face-to-face communication will be essential. Both public meetings and private meetings with impacted residents/organisations will be required.

Managing media interest

Using experienced media liaison personnel will limit the potential for problems. Honesty, accessible personnel, respect for timelines, regular press releases, using a single spokesperson, coordinating the communication of key messages, and using joint information centres (multi-agency coordination) will all assist with media management.

Websites

Electronic media such as websites (hosted by local government and participating agencies) and internet news sites need to be utilised. Providing answers to frequently asked questions on an advertised website is an excellent public information tool.

Information Sheets

The media can be selective with what it wishes to publish and an alternative to paid adverts can be the distribution of information sheets to the targeted audience.

Feedback

Information provision must be part of a two-way process where the expectation is not only that people will receive and process information, but they will also have the opportunity to interact with it and provide feedback. This closes the loop on ownership (or otherwise) of recovery decisions.

Countering misinformation

Misinformation – whether rumour, speculation or media inaccuracies – can derail recovery activities and cooperative undertakings. Monitoring arrangements are required both formally (media outlets) and informally (local gossip).

Timely press releases, talkback radio, buying advertising space/media time, posting information to a designated website and utilising local networks (churches, schools, marae, etc) are all useful ways to keep accurate information in the public arena.

Relief arrangements

Public information is important in making public appeals for donations and/or assistance and for informing people how to access relief aid, whether via government agencies or charitable organisations.

Special needs

Consideration must be given to special needs of the elderly, infirm or disabled.

Public Meetings

Meetings can be large gatherings by all impacted in an area or small working groups to tackle a specific issue. The format of these meetings should include an overview of what has happened, what is being done now and what is planned by each Key Agency, and should be presented by key people.

Information provided from individuals and organisations involved in the recovery should be factual, non-defensive, contain no false promises or hopes, only what is known.

The benefits of public meetings should not be underestimated as those in need or suffering need to see 'the face' and are able to question. They need reassurance that their needs are understood even if it also means they have to vent their anger in the process.

Meetings such as this are also an opportunity to engage with the affected communities and interest groups, to ensure that recovery planning and activities have sufficient community buy-in to be effective and sustainable. The more involved the community feels it is in the recovery process the more likely it will be that the energy of the community will be focused on positive outcomes, and anger, resentment and externalisation of problems (blaming others) will be minimised.

Public meetings of this nature will generally be the responsibility of Local Recovery Managers; however the Group Recovery Manager may be involved in supporting or participating in such meetings.

Appendix 7

Further Background Information on Sections of the Waimakariri Recovery Plan

re Section 4, Transition from Response

As early as possible in the response phase, the Recovery Manager is to communicate to agencies that are already involved in response activities that they will have a continuing role during the recovery phase. Further, any liaison with key agencies who will be involved during the recovery phase and who are already involved in response activities, will also be coordinated by the Recovery Manager to help ensure a smooth transition with the agencies involved.

The Group Recovery Manager is to be consulted prior to any Impact Assessments and surveys being undertaken, in order to provide for an easier transition into determining the recovery needs.

A Recovery Action Plan is an essential part of the process for of transition to Recovery.

The transition from response to recovery is effected by the formal handover from the Controller to the Recovery Manager. This occurs through a formal acknowledgement of transfer of control and accountability at either a Group or Local level as follows:

Group level

- The Group Controller makes a formal report to the CDEM Group Joint Committee.
- The CDEM Group Joint Committee confirms the pre agreed Terms of Reference of the Group Recovery Manager and advises their designated recovery priorities.
- If applicable, the CDEM Group Joint Committee, through its designated elected member, formally terminates the declared state of emergency.

Local level

- The Local Controller makes a formal report to the relevant Territorial Authority Council.
- The Territorial Authority Council confirms the pre agreed Terms of Reference of the Local Recovery Manager and advises their designated recovery priorities
- If applicable, the Territorial Authority Council, through its designated elected member, formally terminates the declared state of emergency.

Formal Transfer Report

The Controller will prepare a formal transfer report outlining:
- The response action plan in place at the time of transition, noting actions that are incomplete.
- The type and status of all assigned resources.
- Action taken to finalise the calculation of emergency expenditure.
- A summary of the type and extent of damage in the area at the time of transition, noting specifically any areas or situations with the potential for a re-escalation to a state of emergency as well as a summary of the condition of the various aspects of the community and environment affected by the emergency and their inter relationships under the following headings (**Section 3** provides a detailed description of the four environments referred to in these headings);

- **Social Environment** Includes estimates of numbers of directly and, where possible, indirectly affected individuals, the nature of the impact on them and estimates of future needs, and the current nature, capability and location of welfare agency resources deployed.
- **Economic Environment** Includes a summary of information currently available and some strategic analysis and direction for economic recovery. It is unlikely that areas will have the economic impact information immediately available.
- **Natural Environment** Include land use changes, the implications for businesses short to long term, use of land or amenities.
- **Built Environment** Includes an outline of roads and infrastructure that remain affected by the emergency.

re Section 7, Co-ordination of Government Agencies, Community Groups, and other Resources

Planning for community involvement in recovery can be maximised by:
- Structuring the planning process so that it is open to and encourages participation.
- Recognising the value of local knowledge and using it to identify and shape improvements to the local physical and social environment.
- Utilising local personalities in the recovery process – key community leaders can shape local opinion, exercise considerable public and political influence and promote cohesion and stability within the affected community.
- Including rural representation if applicable.
- Including business and retail representation if applicable.
- Using humanitarian civic and religious organisations within the community (they will have played a central role during the response period and have an awareness of the issues involved in long-term recovery).

Challenges involved in working with the community, particularly once an event occurs, include:
- Weighing up individual versus community good.
- Balancing local interests with those of the wider region (eg funding allocations). This is predominantly a Group Recovery Manager task
- Minimising delays and meeting community expectations for timeliness.
- Balancing the short term need of the community to rebuild in the existing location with the long term need to build in a lower risk location.
- Balancing the pressure to make a short term decision in response to the immediate physiological state of those involved, or work through a process which allows for those impacted to have regained their objectivity to make a better long term decision.

Most central government involvement and assistance during the Recovery phase is delivered through a variety of established government agencies such as Work and Income, Child Youth and Family, District Health Boards and Housing NZ Corporation. In the structure envisaged for Recovery this would be through the Task Groups and, typically, this should run sufficiently well at the 'Local' level. If further assistance is required, or if co-ordination is required beyond that available within the Local Task Groups, this will be provided by the Group Recovery Manager working as appropriate with MCDEM.

Central government recovery assistance may include:

- Transitional feeding, housing and welfare assistance for affected people where this assistance is not available through other sources and agencies
- Transportation assistance if further evacuation becomes necessary
- Restoration of those services and facilities that are central governments responsibility to provide such as schools, highways and hospitals
- Assistance in the assessment and appropriate restoration of those critical services and facilities which are the responsibility of other agencies to provide, but for which commercial viable insurance cannot be obtained, or where the responsible agency cannot affect restoration within an appropriate timeframe
- Additional expertise to assist in detailed assessment of damage, the establishment of procedures and any necessary support to expedite insurance claims and damage repair
- "One Stop Shops" to provide information and services for such areas as emergency housing, tax policies, and emergency welfare payments. This may be particularly useful for more isolated areas.
- Subsidised Work Schemes, such as Task Force Green or Enhanced Task Force Green, for clean-up operations. These schemes will primarily be designed to provide manual labour to assist in restoring land and assets to productive use
- Specific targeted funding for Recovery actions.

re Section 8, Reporting

The purposes of reporting are to maintain accountability and transparency, to keep the wider community informed, to gain support and assistance and to record an account of Recovery efforts, including lessons learned.

Regular and thorough reporting of an emergency event, and of the Recovery phases following an event, will provide the CDEM Group Joint Committee and/or the individual Council with justification for the actions taken and money spent to:
- The community affected by the emergency
- Ratepayers
- Taxpayers
- The public at large (through the media)
- Central government if there are requests for physical assistance (eg from Taskforce Green or the Defence Forces) or financial assistance (eg requests for a donation to an established Relief Fund, for a Recovery Coordinator, or for Recovery funding assistance).

A reporting system needs to cover the emergency event from its beginning through to the final stages of Recovery. Early in the Recovery process, a timeline should be developed which states when each formal report is due. Reporting will be carried out by a variety of people during the emergency, and the Planning and Intelligence team when set up will co-ordinate this function. In small events the Recovery Manager may take on this role themselves.

Reporting systems must therefore be flexible, simple and succinct and have necessary administration assistance when required. As one type of reporting will not fit all situations, reporting systems should be event-specific.

Regular reporting is needed and it will be important to maintain good records of actions taken/decisions made. The order of events can become confused over time and when decisions were made can be critical if a review is undertaken following the event.

The key people who will need to file regular reports are the Controller (during the Response phase) and the Recovery Manager (during the Recovery phase). It is also essential that someone (an accountant or similar) tracks all expenditure so that it can subsequently be easily reconciled.

As well as keeping a precise record of when (if applicable) the state of emergency was declared and when it was terminated, regular reporting on the state of the following should take place:
- Welfare
- Public health
- Adequacy of local resources
- External assistance
- Transport
- Communications
- Utilities
- Agriculture
- Business
- Environment
- Maori issues
- Private property damage.

Reporting should be done utilising the standard Group SITREP Form and Action Plan, modified if necessary.

The formats, topics covered and frequency of reporting need to be agreed. The Controller and the Recovery Manager will decide this as part of the handover from the Response to the Recovery phase. Coordinating production and ensuring the retention of copies of all reports produced (especially by the various agencies) is a critical management task. The sum of all the reports will provide a record of the Recovery from the event.

re Section 9, Impact Assessment

It is important before data is collected to agree what information is to be collected, and for what purpose the information is to be used. It is also important to have the appropriate data management tools and human resources to manage the data collected.

Personnel used for the inspections should be clearly briefed so as to ensure consistent information is collected.

Data-gathering techniques include inspections and surveys but information will also come from self-reporting (to councils, insurers, social agencies), operational situation reports, welfare and insurance claims, and the media.

The quality of the Recovery process depends on the quality and timeliness of impact assessment, which will determine the allocation of resources and concentration of the Recovery effort. Data collection will begin during the immediate Response phase of an emergency, but of necessity this has a short-term focus.

Where possible, surveys should combine inspections (making judgments from visual checks, such as the health status of a house) with needs assessments (which involve interviewing affected residents). To minimise the number of visits careful management and coordination are required.

Some of the critical information will have been collected during Response activities. Registration (the process of recording personal details of those affected by the emergency) will

have identified many of the affected people and safety inspections may have produced a list of damaged properties.

Inspections and needs assessments require the adoption of clear and consistent criteria for reporting so that accurate summaries can be prepared and appropriate decisions made.

Building inspectors, insurance assessors and public health officers are all likely to want to make inspections. The inspection process needs to be managed to ensure that priority tasks are completed first and that coverage is completed with efficient use of resources.

Surveys can be used to assist short-term Recovery through:

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

Inspections and needs assessments also contribute to longer-term Recovery measures through:

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

This process effectively establishes the priorities for the whole Recovery process.

Impact assessment involves gaining early and accurate information about the impact of the event on individuals, the community and physical infrastructure. Impact assessment is critical to the management of an effective recovery programme and must involve all relevant agencies, working together to exchange information.

Alongside local authority council staff and others working for the Recovery Manager, other people or agencies gathering data will include:

- Social agencies, who will be identifying people in need of immediate assistance
- Insurance inspectors (EQC assessors processing residential property claims and private insurance assessors)
- Environmental health inspectors
- Building inspectors
- Engineers
- Overseas reconnaissance teams.

The collation of data that will form the basis of reports relating to the overall impact of the emergency event on the economic activity (current and future) of the affected area will be the responsibility of the Recovery Manager. The required data will however be collected from the various methods and sources mentioned above.

re Section 10, Financial Management

Expenditure Management

Sound financial management is essential for managing the momentum of the recovery effort and promoting public and central government confidence in the Group recovery effort. The goal should be to facilitate an efficient return to economic and community normalcy through informed rather than ad hoc or reactionary decision-making.

An expenditure management system will have been implemented during the Response phase of any emergency under the control of the Controller. The accounts for that Response must be closed off and reconciled when the declaration of a state of emergency is terminated and/or when the Response phase ends and any claims for reimbursement of costs made as outlined in sections 3.8.5 and 3.8.6 of the Group Plan. A similar expenditure management system must then be implemented under the control of the Recovery Manager for the Recovery phase. As with the Response phase, the system must be able to fully record details of expenditure and where necessary, provide evidence to support claims for Government subsidies and reimbursements as required under section 3.8.7 of the CDEM Group Plan.

Delegations

There are currently no financial delegations in place for the Group Recovery Manager. It is proposed that delegations be sought for the position, similar to those for the Group Controller.

Financial provisions for meeting Group costs in an emergency

The Group has a committed two million dollar emergency expenditure funding facility. This financial facility can be used by the Group to fund emergency Response and Recovery during and after an emergency

Central Government Financial Support

Central Government's emergency recovery funding policy is detailed in section 26 of the Guide to the National Civil Defence Plan. Generally it states:

- Local Authorities take full first-line responsibility for dealing with the impact of a disaster in their geographic and functional areas of responsibility. This includes the prior provision of the necessary physical and financial resources needed for response and recovery.

- Where possible, insurance and emergency reserves should be prepared to cover costs associated with disaster recovery;

- Where local resources are inadequate to cope with the scope of the disaster, Central Government assistance may be available and must be sought;

- Central Government will assist physically or financially with the safety and care of people where the scope of the problem is beyond the resources of the Council;

- State owned Enterprises and Council owned enterprises must manage their own risks and will only qualify for Government assistance where hardship can be demonstrated;

- For uninsurable essential assets, damaged beyond 0.0075% of the net capital value of a city or district council or 0.002% of the net capital value of the regional council, a 60% Central Government contribution may be available for cases above this amount.

- An authority must show significant areas of disaster mitigation and emergency management prior to an emergency, to qualify for Central Government assistance in most cases;

- Central Government may approve and fund Disaster Recovery Employment Schemes for large scale clean-up operations;

- Special assistance, in addition to the above, may be approved and will normally be in the form of fixed period loans at an interest rate based on the principle of "Affordable Finance";

- Government assistance for recovery from damage to private property, productive enterprise etc, will be available only if the risk was uninsurable and hardship can be demonstrated;

- Government is responsible for restoration of its services and facilities;

re Section 11, Management of Aid

Financial assistance is the preferred source of aid. Mayoral Relief Funds and/or a Group Relief Fund should be activated during the Response phase to collect and distribute this aid. Relief Funds may attract Central Government contributions on the basis of a fixed sum rather than the more open ended dollar for dollar formula used in the past.

Each territorial authority and/or the Group should have a trust set up in advance. The feasibility of establishing a Group Relief Fund is a project in the Group Work Programme.

Prior to an emergency event the Public Information Section at Group and Local level should have pre prepared messages available for distribution to the Media highlighting that financial assistance would be greatly appreciated however the forwarding of Donated Goods at this time would place an additional burden on an already over committed CDEM organisation.

Arrangements should also be in place prior to the event to provide and manage a suitable free phone telephone number to which financial donations can be made. This information should be contained in the pre prepared messages. This will minimise the delay of announcing where aid can be sent.

Management of Donated Goods requires the establishment of a team with specialised skills in the receiving, storing, accounting and distributing of a wide range and large quantity of goods or materials. The donation of general goods will be actively discouraged during all emergencies and efforts directed instead to soliciting and enabling the donation and dissemination of goods, services and funds appropriate to the needs generated by the particular emergency. The receiving, storing, accounting and distributing of Donated Goods from within the Territorial Authority area affected by the emergency will be a Local EOC responsibility to organise. The overall management of Donated Goods received from elsewhere is the responsibility of the Logistics Section of the Group Emergency Coordination Centre (see Group Welfare Plan)

Any international assistance provided will be arranged through MCDEM. This will be done in close consultation with both the Group Recovery Manager and affected Local Recovery Manager.

re Section 12, Government Subsidised Employment Schemes

Part of the Government assistance can be the provision of a subsidised employment scheme such as Task Force Green labour force to assist in the clean up and recovery of an event.

Work and Income will provide the labour personnel based on requests normally coordinated by the Group Recovery Manager. The Local Recovery Manager will need to arrange the management of this labour force. People with supervisory skills and knowledge of the following matters will need to be sourced:
- Health and Safety (OSH),
- Safety equipment and clothing,
- Safe practices,
- First Aid,
- Day by day supervision,
- Transport,
- Site facilities, Toilets, Wash room,
- Catering,
- Plant and materials if these resources are to be used effectively and safely.

A decision on who will be responsible for paying the wages of staff employed in supervisory roles and for what duration needs to be clarified with Work and Income before any Task Force Green labour force programme is implemented.