

CDEM WELFARE PLAN

NEW ZEALAND STRUCK BY
DEADLY EARTHQUAKE



February 2018



WAIMAKARIRI
DISTRICT COUNCIL

Distribution List

Canterbury CDEM Group Office

CCS Disability Action

Deaf Aotearoa

Housing New Zealand

IDEA Services

Miss Lilly's Angels Trust

Ministry of Social Development

Muscular Dystrophy New Zealand

North Canterbury Rural Support Trust

Oranga Tamariki – Ministry for Children

Oxford Community Trust

Pegasus Health Primary Health Organisation

Presbyterian Support

Red Cross

Royal New Zealand Foundation of the Blind

Rural Canterbury Primary Health Organisation

Salvation Army

Tuahiwi Marae

Victim Support

Internal:

CDEM Sector Posts (5 copies)

CDEM Welfare Team (6 copies)

Emergency Management Office (2 copies)

EOC Welfare Kit Box (5 copies)

NZRT12

EOC Welfare Manager

Amendments Record

The amendments below are operative from the *effective date* recorded in this amendments record. Please read the instructions below on how to use this amendments record.

No.	Amendment	Effective Date	Incorporated by	Date
1	Complete review	21 August 2018	Brennan Wiremu	23 August 2018

To record amendments:

- Insert the number of the section and or page that has been changed into the '*Amendment*' column.
- Enter the date that the amendment is operative from in the 'Effective Date' column.
- Enter the name of the person entering the amendment into the 'Incorporated by' column.
- Enter the date on which the amendment was inserted into the 'Date' column.

This plan will be reviewed annually in July.

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WAIMAKARIRI CDEM WELFARE PLAN

1. Introduction

1.1. General

Under the National CDEM Plan 2015 and the CDEM Director's Guidelines for Emergency Welfare (DGL 11/15), Waimakariri District Council is principally responsible for overall coordination of CDEM Welfare in its district. CDEM Welfare is supporting people with emergency shelter; accommodation; food; clothing; financial assistance; personal support including care and protection services for children and young families; and advice. A formal registration process and needs assessment database records details of people that need such support and enables CDEM staff to track such people as they transition between welfare service providers. An inquiry system enables police to assist with locating missing people who might have been processed through a Civil Defence Centre (CDC) during an emergency.

Welfare activity begins with understanding the hazards and risks that might create a welfare need, readiness planning to meet these needs, and it extends throughout an emergency and possibly the duration of the recovery phase. The New Zealand CDEM experience suggests that effective emergency welfare is that provided at the lowest practicable level within the affected communities.

1.2. Purpose

The purpose of this Plan is to explain how CDEM welfare support is coordinated in the Waimakariri District, and provide guidance to welfare staff on how to deliver this support.

1.3. Principles

The principles applying to welfare services are to —

- (a) recognise the diverse and dynamic nature of communities
- (b) strengthen self-reliance as the foundation for individual, family/whānau, and community resilience
- (c) ensure that emergency welfare services address the specific welfare needs of individuals, families/ whānau, and communities
- (d) ensure flexibility in the services provided and how they are best delivered, and
- (e) integrate and align with local arrangements and existing welfare networks.

1.4. Linkages

- This Plan relates to other key documents including:
- Guide to the National CDEM Plan 2015 – Section 14 Welfare Services
- Ministry of CDEM Director's Guidelines for Welfare (DGL 11/15)
- Canterbury CDEM Group Plan 2015
- Canterbury CDEM Group Welfare Plan
- Waimakariri District CDEM Local Arrangements
- Waimakariri District CDEM Recovery Plan (work in progress)
- Waimakariri CDEM Welfare Standard Operating Procedures (work in progress)
- Responsible agency Sub-function Plans (works in progress)

1.5. Risk Analysis

Section 6 of this Plan provides a synopsis for Canterbury's most significant natural hazard risk, namely a major rupture of the Alpine Fault. The synopsis provides estimates of some very generic welfare needs for this scenario, on which to base local welfare action planning.

This consequence-based planning will estimate the services required to meet potential welfare needs, assess whether existing resources in the Waimakariri District are able to meet those needs and if not, identify what external assistance is likely to be required.

Waimakariri District Council has embraced the intents of the *Vulnerable Children Act 2014* to protect and improve the wellbeing of vulnerable children. In so doing, the council's staff and trained CDEM volunteers that work directly with children in the course of their CDEM duties, are police vetted in accordance with the requirements of the *Vulnerable Children Act 2014*. Other trained CDEM volunteers whose work does not normally involve direct contact with children, and spontaneous volunteers, are not so-vetted. However they must remain under direct supervision of a staff member that is so-vetted when working with children.

2. National and Regional Welfare Arrangements

2.1. General Structure

Welfare is coordinated and delivered at local, regional and national levels through the following respective organisations:

- Local – Territorial Authorities (Local Councils)
- Regional – CDEM Groups
- National – the National Welfare Coordination Group.

The National Welfare Coordination Group will assist with the provision and coordination of welfare when an affected CDEM Group (and therefore territorial authorities) cannot meet this need and requires support.

2.2. National CDEM Plan

Section 14 of the Guide to the National CDEM Plan 2015 provides guidelines for the organisation, planning and operation of CDEM welfare arrangements throughout the country. However, its focus is mainly on national-level welfare arrangements.

3. Canterbury Regional CDEM Welfare

The Canterbury CDEM Group has:

A high-level advisory welfare organisation called the Welfare Coordinating Group (WCG). The WCG is a forum of representatives from territorial authorities, Government, and Non-Government Organisations with a welfare responsibility that provides a strategic overview, inter-agency policy and arrangements on CDEM welfare in the Canterbury Region. Waimakariri District Council is represented on the WCG by the Council's CDEM Welfare Manager or in their absence the Emergency Management Office (EMO).

A welfare section in its operational headquarters (Emergency Coordination Centre) that coordinates welfare support across the region if necessary. The manager of the CDEM Group welfare section is also the Chairperson of the WCG. In both capacities, the manager will liaise with agency welfare

managers including those from local authorities during the response phase of an emergency ¹ and where necessary, will assist coordination of external welfare support to them from WCG and other national agencies.

4. Waimakariri District Council Emergency Welfare

4.1. Introduction

Waimakariri District Council uses an Emergency Operations Centre (EOC) as its operational headquarters during an emergency. CDEM support from the Council can be initiated for any emergency regardless of whether or not a state of emergency has been declared.

Within the EOC is a Welfare Section made up of Council staff and the responsibility of this team is to manage and coordinate emergency welfare support across the district. Emergency welfare generally involves but is not exclusive to the following key functions:

- Welfare services to the affected public:
 - Household goods and services
 - Shelter and accommodation
 - Health
 - Psychosocial services
 - Care and protection services for children and young families
 - Pastoral care
 - Financial support
 - Inquiry
 - Animal welfare

- Welfare administrative support processes:
 - Reception
 - Registration
 - Needs assessment
 - Managing donated money and goods

Under the National CDEM Plan 2015 welfare arrangements, responsibilities for delivering these services and functions are delegated to agencies as illustrated in Table-1.

¹ *Emergency* for the purposes of this document refers to any event of an emergency or disaster nature that has a significant impact on the lives, safety, wellbeing and property of the community or on the environment; and/or requires a significant coordinated response. It includes *adverse events* as used by CDEM in the past and by MPI still; events for which a state of emergency has been declared; and events for which a state of emergency has not been declared.

Table 1: Welfare Sub-function Responsible and Support Agencies

Welfare Service/Function	Responsible Agency at national level	Responsible Agency at regional level	Responsible Agency at local level	Support Agencies
Registration	MCDEM	Canterbury CDEM Group	Waimakariri District Council	Support maybe provided by other government agencies or non-government organisations that can provide relevant advice, information or trained staff
Needs Assessment	MCDEM	Canterbury CDEM Group	Waimakariri District Council	DHB's, St John, Ministry of Primary Industries Ministry of Social Development, Police, Te Puni Kokiri, Red Cross, Salvation Army, Victim Support
Inquiry	Police	Police	Police	CDEM Group, Local Authority, Ministry of Education, Ministry of Foreign Affairs and Trade, Ministry of Health/DHB's/Primary Care/Ambulance Services, Red Cross
Care and protection services for children and young people	Oranga Tamariki	Oranga Tamariki	Oranga Tamariki	Ministry of Social Development, Ministry of Education, Police, Red Cross, Te Puni Kokiri
Psychosocial support	Ministry of Health	Canterbury District Health Board	Canterbury DHB, Rural Canterbury PHO, Pegasus PHO	DHB's, PHO's, Ministry of Education, Ministry for Primary Industries, Ministry of Social Development, Oranga Tamariki, Te Puni Kokiri, Red Cross, Salvation Army, Victim Support, Community based organisations and networks, Agencies and organisations that provide employee assistance programmes
Household goods and services	MCDEM	Canterbury CDEM Group	Waimakariri District Council	DHB's, Public Health Units, Local Authorities, Ministry for Primary Industries, New Zealand Defence Force, New Zealand Food and Grocery Council Incorporated, Red Cross, Salvation Army
Financial Assistance	Ministry of Social Development – Work and Income	Ministry of Social Development – Work and Income	Ministry of Social Development – Work and Income	ACC, Earthquake Commission, Inland Revenue, Insurance Council of New Zealand, Ministry of Business, Innovation & Employment, Ministry of Primary Industries, Red Cross.

Welfare Service/Function	Responsible Agency at national level	Responsible Agency at regional level	Responsible Agency at local level	Support Agencies
Shelter and accommodation	MCDEM: shelter and emergency accommodation	Canterbury CDEM Group: shelter and emergency accommodation	Waimakariri District Council: shelter and emergency accommodation	CDEM Groups, Housing New Zealand Corporation, Ministry of Education, Ministry of Health, Ministry of Social Development, New Zealand Defence Force, Te Puni Kokiri, The Salvation Army, Community based organisations and networks, local authorities, Industry organisations, business groups, banks and financial organisations
	Ministry of Business Innovation & Employment (MBIE): temporary accommodation	MBIE: temporary accommodation	MBIE: temporary accommodation	Housing NZ Corporation, Ministry of Education, Ministry of Health, MSD, NZDF, TPK, Salvation Army
Animal Welfare	Ministry for Primary Industries (MPI)	MPI – Regional Animal Welfare Coordinator	MPI – Local Animal Welfare Coordinator	Federated Farmers of NZ, NZ Companion Animal Council, NZ Veterinary Association, RNZSPCA, Territorial Authority Animal Control Offices, World Animal Protection, Public Health Units

To deliver this range of welfare support across the district the Council's welfare response structure during the emergency response phase involves a Welfare Response Structure (Figure-1) and a Civil Defence Centre Services and Staff Structure (Figure-2). The Civil Defence Centres (CDC) in Figure-1 are merely venues that the council has arrangements with should they be needed as a CDC. The CDC structure in Figure-2 is then applied to any activated CDC.

Figure-1

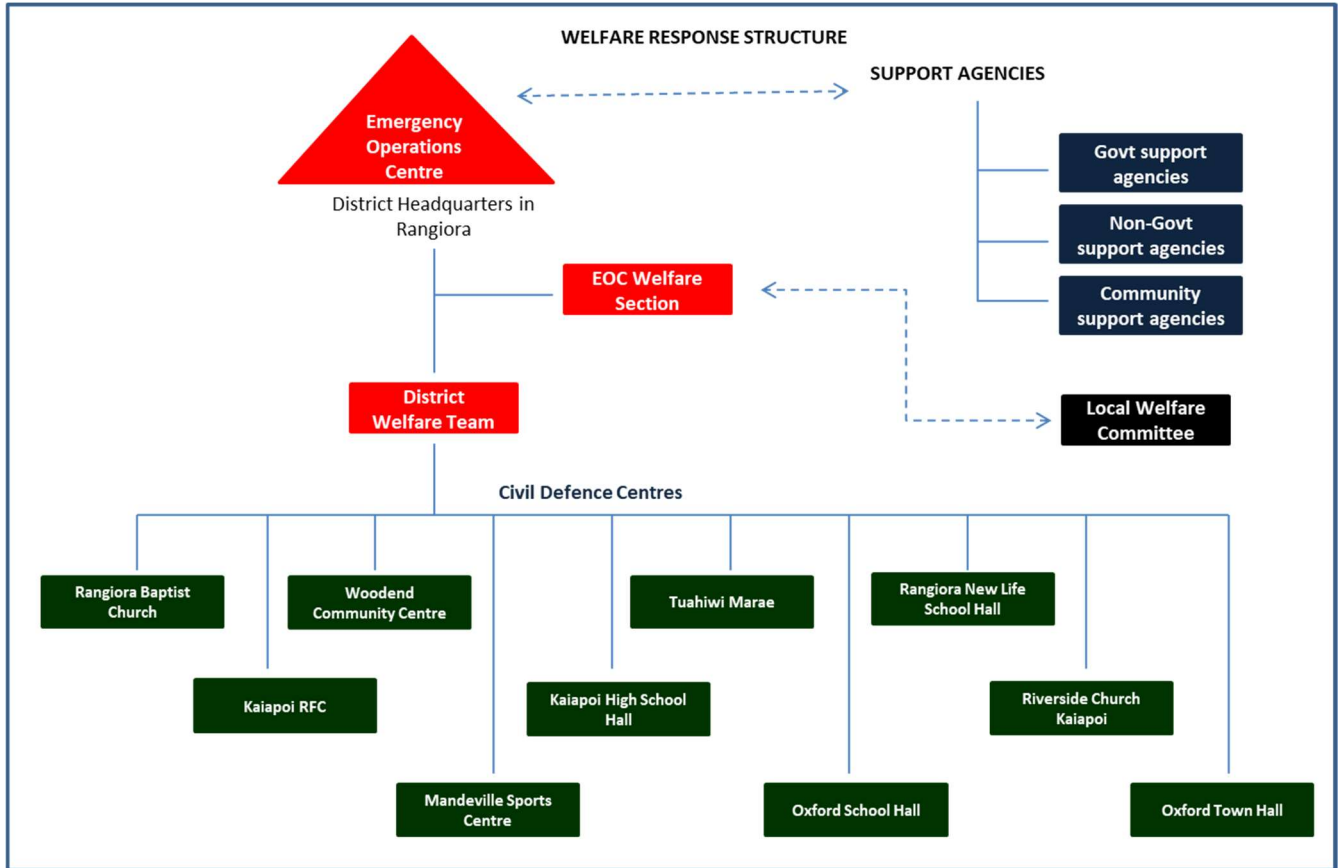
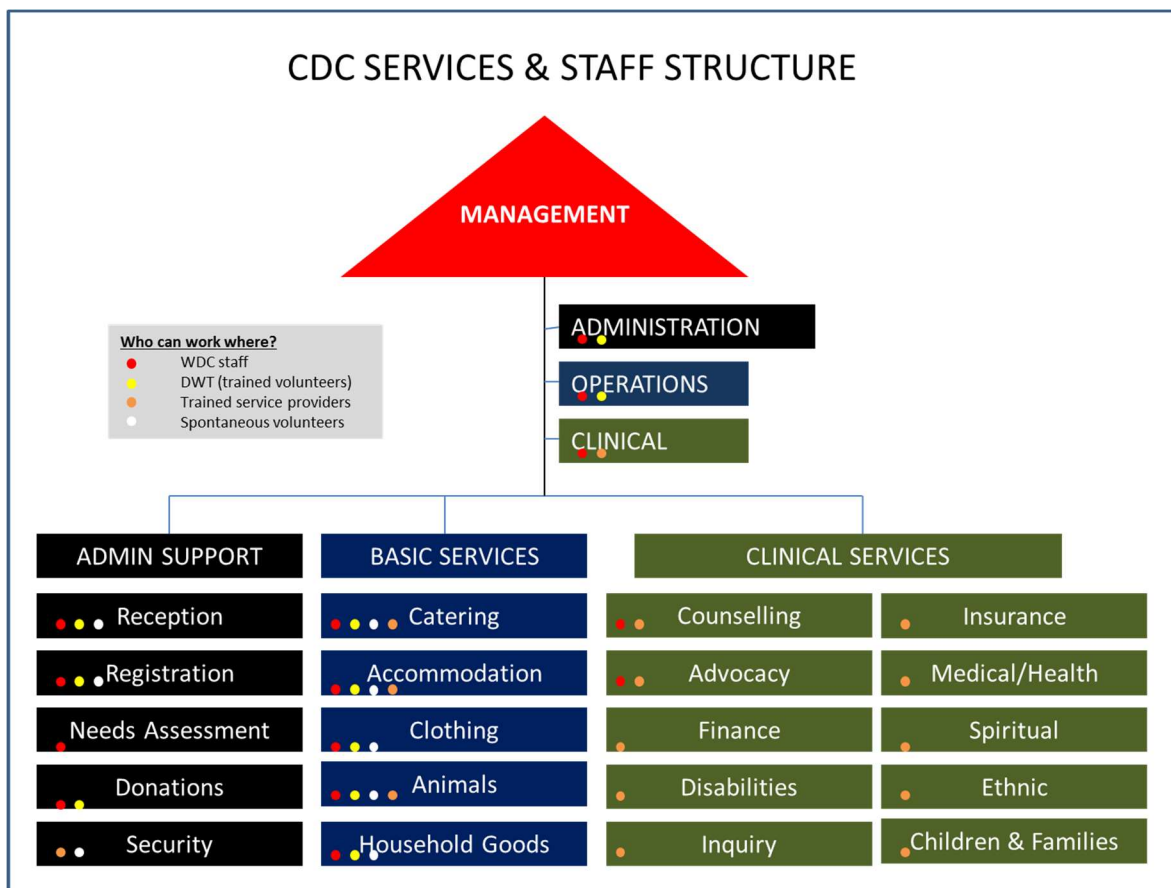


Figure-2



4.2. EOC Welfare Section

The EOC Welfare Section comprises the Council's Community Team. If necessary, they may acquire the services of any health and social services reps they may require from time to time. As a team they will determine how to deliver welfare services and if appropriate how many community-based Civil Defence Centres (CDC) need to activate for a specific emergency; identify the support needs of those welfare teams and coordinate delivery of that support to the teams. Welfare support is generally provided through centralised CDC that people in need can come to for support. In some cases, it may be necessary to deliver welfare in homes (this method is referred to as '*outreach*') for the elderly and/or physically immobile who cannot leave their residences. In a major health emergency where it is essential to restrict movement in order to reduce spread of disease, welfare will most likely be delivered via outreach.

The EOC Welfare Manager:

- Reports directly to the Council's CDEM Local Controller;
- Manages the Civil Defence Centre Managers in the community-based CDC; and
- Liaises with the CDEM Group Welfare Manager, welfare support agency representatives and the Welfare Managers of supporting districts as required.

During an emergency, the EOC Welfare Section will determine the welfare plan to support CDEM operations within the Waimakariri District. During the recovery phase, Waimakariri District Council's CDEM Recovery Management Team delegates this responsibility to the *Social Environment* group.

The Council's Emergency Management Office coordinates the training of the EOC Welfare Section through an annual training calendar, which also provides networking opportunities with other welfare stakeholders; and facilitates some developmental opportunities for the Recovery Management Team.

Local Welfare Committee

The '*Local Welfare Committee*' is a collective of agencies (see Appendix 1) who provide health and social services; some within Waimakariri and some further afield. The committee serves Waimakariri, Hurunui and in some of the member agencies' cases Kaikoura districts². The committee agrees to meet quarterly in peacetime to strengthen the relationships between the member agencies, and as required during the *response* and the *recovery* phases of emergencies. Across the 4R's of emergency management the committee's roles are:

- *Reduction.*
 - Identifying and understanding the likely welfare demands of the major hazards and their associated risks within the districts.
- *Readiness.*
 - Developing capability, capacity and plans to meet the welfare demands of those risks.
 - Reviewing welfare plans, operating procedures and structures to optimize the delivery of service during emergencies.

² Kaikoura is supported by some agencies via Marlborough (e.g. Work and Income).

- *Response.*
 - Supporting the welfare effort with appropriate agencies' resources.
 - Providing liaison where necessary between the respective Emergency Operations Centres and the regional Welfare Coordinating Group to ensure optimum welfare support across the districts.
 - Ensuring continuity of the relevant health and social services support during the transition from *response* to *recovery*.
- *Recovery.*
 - Coordinating delivery of relevant health and social services through the Recovery Management Teams of the affected districts.

The member agencies have mutually agreed upon a Terms of Reference for the committee, which is at Appendix 2.

District Welfare Team

There is one District Welfare Team in the Waimakariri District that can be scaled up or down in size according to the needs of the emergency. This team comprises three component parts:

- A trained CDEM volunteer component with an appointed volunteer team leader.
- A professional health and social services agencies component, which uses respective agencies delivering their own core services using their own integral structures and arrangements.
- A management component. This is a customized team of Council staff with management experience gained from their normal work portfolios as managers. The management component will be divided into an operations section; an administrative section; and a clinical management section (staffed by health and social services professionals).

The volunteer component can be activated at any time night or day including weekends. It has been trained to establish a CDC; provide a range of basic CDEM welfare services and manage this service delivery until professional health and social services agencies and the council management components are available. At that time, it will transfer overall management responsibilities for the CDC and continue to support the welfare effort under the enlarged model.

Through the EOC Welfare Section, this team could be sub-divided in order to provide multiple CDC teams if an emergency required more than one centre. Supplementation will be sought from various agencies via the *Local Welfare Committee* arrangement and Canterbury regional CDEM welfare arrangement. The EOC Welfare Section must coordinate this level of supplementation.

The Council's Emergency Management Office coordinates the training of the District Welfare Team through an annual training calendar, which also provides networking opportunities with other welfare stakeholders.

Tuahiwi Marae

The Council has an arrangement with Tuahiwi Marae to provide its premises and any available roopu members to run it as a Civil Defence Centre facility. Similarly and where available, professional health and social services agencies will be asked to provide reps to deliver their services at Tuahiwi Marae.

Sector Post Teams

Additionally each of the five CDEM sector post teams across the district could potentially provide very limited welfare support to their local community until the District Welfare Team opens a Civil Defence Centres to provide more comprehensive welfare service. Each sector post team has at least one member delegated the portfolio of Welfare Officer in case there is a need to provide a small-scale temporary welfare facility. This facility is likely to be at a school or community hall, with CDEM volunteers offering comfort, information and rudimentary catering (hot beverages, soup and scones) until the District Welfare Team can take over.

4.3. Civil Defence Centres

There are ten locations in the Waimakariri District (Figure-1) designated as Civil Defence Centre sites. While there are designated sites, Sector Post and Civil Defence Centre teams can be deployed anywhere within the district to meet the needs of specific events. Alternative sites can be used and in all cases will be publicly notified once the Emergency Operations Centre decides where centres will be opened.

All of the Sector Post and Civil Defence Centre teams are made up of volunteers from the community. Some of these are permanent volunteers while other people may simply be people that turn up on the day of a disaster and offer their services or support. This latter group of people is called *Volunteers of the Day (VOD)* or *spontaneous volunteers*.

Civil Defence Centre staff members are trained to provide or coordinate the provision of welfare services to evacuees, displaced persons or people in need. They are trained to deliver some of the basic services that do not require technical or specialist training; and they are trained to look after guests that need specialist care and collate information from them until they can be referred to a specialist provider. Our Welfare Plan includes arrangements for bringing a number of different specialist providers to our Civil Defence Centres as early as possible during an emergency.

4.4. Reporting and Communication

Within Waimakariri District, the Welfare Manager in the EOC reports directly to the Waimakariri District Council Local Controller. The Welfare Manager will coordinate community-based Civil Defence Centres indirectly through the District Welfare Team, appointed council staff and welfare agencies. As required, the EOC Welfare Manager will liaise with agency representatives of the Local Welfare Committee and/or the Canterbury CDEM Group Welfare Manager.

Welfare Officers in the sector posts report directly to their Sector Post Team Leader in the first instance and when they are providing sector post-level welfare service, they may be required to report to the EOC Welfare Manager.

If support is provided to a Civil Defence Centre from another agency through either the Local Welfare Committee or Canterbury CDEM Group Welfare Section, initial liaison with that agency will be initiated by the Council's EOC (either the Local Controller or EOC Welfare Manager). The EOC Welfare Manager will then arrange for agency representatives to meet with the respective Civil Defence Centre Manager or Sector Post Welfare Officer.

4.5. Welfare Services

4.5.1. Household Goods and Services

Waimakariri District Council is primarily responsible for this service. The service attempts to support some of the very basic essential needs of people such as food and clothing; alternative methods of accessing urgent medicines otherwise held by individuals at their home; personal sanitary resources; temporary access to the lifeline utility services of electrical power supply, drinking water, toilet and shower (where applicable) amenities at Civil Defence Centres. Food can vary from being a simple hot or cold drink for a small emergency involving a few people, to being three square meals per day for hundreds of people in a large-scale emergency. It can involve delivering food to people's homes; ensuring people are fed in some other location where they have been temporarily accommodated during an emergency; or being fed at a Civil Defence Centre. Clothing involves the provision of emergency clothing, normally tops, bottoms, socks, basic toiletries and a blanket. These are most likely to be sourced for people who arrive in torn, badly soiled or wet clothing and need emergency clothing for their immediate warmth and protection. Civil Defence Centre staff will attempt to source clothing from donations or local purchase where emergency funding is made available either through Work and Income or emergency disbursements by the Council. In this latter case, arrangements will be made by the Emergency Operations Centre Welfare Section to support staff handling clothing needs in the Civil Defence Centres.

4.5.2. Accommodation

Accommodation falls into three categories: *emergency shelter* for a few days or *emergency accommodation* for up to 14 days both provided by CDEM; and *temporary accommodation* for longer durations provided by MBIE. Waimakariri District Council as the provider of CDEM in Waimakariri is responsible for managing emergency shelter and emergency accommodation. The council will do this either through its activated Civil Defence Centre(s) or through its Emergency Operations Centre. Our approach regardless is always to consider the following range of accommodation options in the following specific order of priority:

- In the first instance, we will encourage people in need of accommodation to stay with family, friends, or neighbours wherever possible.
- Failing this, we will house people in commercial accommodation (e.g. hotels, motels, bed & breakfast outlets, camping grounds, etc). This solution will always require approval through the Emergency Operations Centre.
- Failing this, we will attempt to seek billets from the local community. During emergencies, people in the community sometimes offer free accommodation for those in need. We will attempt to vet carefully billets and guests to ensure match-ups are safe, compatible and a good match. Billets are normally local but can sometimes be from distant locations outside of our district.
- As a last resort, we will be prepared to accommodate people for the shortest possible time, in the Civil Defence Centre itself.
- The EOC Welfare Section will negotiate transition of accommodation responsibility from CDEM to MBIE. Once determined the *accommodation staff* will collate any information about people who still require accommodation assistance in preparation for handover to MBIE. The Emergency Operations Centre will facilitate this information handover.

4.5.3. Psychosocial Services

This area can cover a wide range of services including trauma counselling for grieving persons (see also *health care*), budgetary and financial services (see also *financial services*), spiritual support (see also *pastoral care*), insurance advice for property damage etc. Professional health and psychosocial services staff will provide these specialist services; the volunteer component of our *District Welfare Team* can only act as a referral mechanism to professional providers when guests needing these services arrive at the Civil Defence Centre. *Social Services Waimakariri (SSW)* is a local forum of health and social services providers that meets regularly. The Council's *Community Team*, which is also our EOC Welfare Section, represents the Council on the SSW forum. Even though Table-1 delegates responsibility for psychosocial support services to the health sector, at local Waimakariri level, the most appropriate agencies within the SSW and WHAG (see health care below) collectives will oversee this responsibility. At regional and national levels, the delegations of Table-1 will apply.

4.5.4. Oranga Tamariki, Ministry for Vulnerable Children

Care and protection services for children and young people deliver and coordinate statutory care and protection to children (under 14 years) and young people (under 17 years) who have been identified (after registration in EMIS) as being unaccompanied/separated from their parents, legal guardians or caregivers during an emergency.

Oranga Tamariki—Ministry for Children provide support to any child in New Zealand whose wellbeing is at significant risk of harm now, or in the future. They also work with young people who may have offended, or are likely to offend. In the event of an emergency, Oranga Tamariki is responsible for planning the delivery of and coordination of statutory care and protection services to unaccompanied children.

They are supported by the Ministry of Education, NZ Police, Te Puni Kokiri and NZ Red Cross.

In Waimakariri, emergency responders will be responsible for identifying separated children in the community and alerting the Civil Defence Centre. Reasonable steps should be taken to reunite unaccompanied children with their parent, legal guardian or usual caregiver before referring to Oranga Tamariki.

Oranga Tamariki can be reached 24/7 on 0508 326 459.

4.5.5. Health Care

Health care covers a wide range of services (emergency first aid; secondary care/medical care beyond first aid; mental health care; care for the elderly; special needs care). While at the national level the MOH is responsible for coordinating these services, Waimakariri CDEM will endeavour to procure their assistance to deliver their service from its Civil Defence Centres. Canterbury District Health Board (CDHB) contracts Rural Canterbury Primary Health Organisation (RCPHO) and Pegasus PHO to manage delivery of primary health care across many of Canterbury's rural communities, which also includes the whole of Waimakariri District. At Waimakariri Civil Defence Centres, the following types of health care will be sought from respective providers:

- First Aid - St John Ambulance will be asked to provide initial response from the Civil Defence Centre. If this is not available Waimakariri EOC will request support from the nearest primary health medical centre. As a last resort, Civil Defence Centre staff with basic and work place first aid certificates will be used until the arrival of St John Ambulance or a professional primary health provider.
- Secondary Care - It is envisaged this will require services that are normally only available from Christchurch public hospital. If that is CDHB's plan in a civil defence emergency, the Civil

Defence Centre can arrange transport if necessary, via the EOC to move guests who are referred to this level of health care.

- Mental Health, Care of the Elderly and Special Needs Care - The EOC will request that RCPHO or Pegasus PHO provide a professional rep at the Civil Defence Centre to coordinate all forms of health care including specialist care for people with disabilities. It is envisaged this rep will have pre-established relationships with the appropriate health care providers and will make the necessary referrals with transport being arranged via the EOC if necessary. Waimakariri Health Advisory Group (WHAG) is an existing forum through which such assistance can be sought and both RCPHO and Pegasus PHO are member agencies of this forum. Waimakariri Access Group (WAG) is another local forum that deals with a range of services for people with disabilities. WAG is also represented on the WHAG forum. Waimakariri District Council's *Community Team* has representation on both WHAG and WAG.

4.5.6. Financial Services

The Ministry of Social Development (MSD) is responsible for this service and it is delivered by Work and Income. Work and Income has a range of financial services that eligible people can apply for during an emergency. These financial supports may be extended to people that are not otherwise entitled during a civil defence event³. Financial assistance can be used for essentials such as food, accommodation, clothing, etc. Work and Income has a number of channels to deliver its services. Delivery mechanisms will depend on the size and scale of the event.

4.5.7. Inquiry

NZ Police is responsible for providing an Inquiry service that seeks to assist individuals or families that are seeking information on potentially missing family members that may have been caused by the emergency. Civil Defence Centres might already have such information through the *registration* function and be able to assist the inquirer but where they do not have information, they should assist the inquirer to make contact with the police *Inquiry* function.

4.5.8. Pastoral Care

Pastoral care covers a wide range of people care services including ethnic and religious needs services that are delivered by a range of agencies and community groups. Ethnic services (including language interpreters) are not readily available at Waimakariri Civil Defence Centres however Waimakariri CDEM is prepared to cater for them where possible and if a need arises. Presbyterian Support has agreed to oversee coordination of pastoral care under this Plan. If supplementary staff are required to assist Presbyterian Support in this role, the Civil Defence Centre manager will seek more staff and where necessary, will direct equipment resource requirements to the EOC to secure. The volunteer component of Waimakariri CDEM welfare includes a significant staff and resource contribution from Rangiora Baptist Church. This includes a willingness to facilitate religious services for other denominations. Further guidance could be obtained from the Office of Ethnic Affairs http://www.ethnicaffairs.govt.nz/oeawebsite.nsf/wpg_url/Advisory-Services-Ethnic-Advisors-Ethnic-Advisors-in-Christchurch

4.5.9. Animal Welfare

Companion animals are essentially domestic pets and are not livestock or wild animals. While the care of all animals during emergencies is delegated to the Ministry for Primary Industries (MPI), under this Plan the council will assist the provision of care for companion animals. The care of all other animals is managed elsewhere in our CDEM arrangements through collaboration between the Council and MPI.

³ There are some regulatory restrictions on the provision of emergency money to people who are not NZ citizens and people who are not NZ residents.

Civil Defence Centres will be prepared to assist the management of companion animals where possible. This may require the erection of temporary holding pens and shelter adjacent to the Civil Defence Centre main facility. In the interests of safety, health and hygiene, animals will not be permitted inside the main facility unless they are a registered disability assist animal. Under no circumstances will dangerous animals that present an immediate threat to the safety of staff or the public be admitted into the care of a Civil Defence Centre. If temporary holding facilities cannot be made available at the Civil Defence Centre, animal boarding facilities will be sought where possible. The EOC will assist this effort by trying to merge the services of the Council's Animal Control Office, RSPCA if available, veterinary clinics and animal boarding outlets if available. The Council's Animal Control Office has a written plan for this purpose (TRIM Reference 180706075334).

4.5.10. Entertainment

The EOC will procure hardware resources on request of the Civil Defence Centre manager to provide TV and if possible telephone and internet facilities to guests. Waimakariri CDEM will attempt to provide crèche-type facilities at the Civil Defence Centre using local knowledge and local contacts. This aims to provide entertainment for children and an opportunity for parents to have time out and to attend important matters pertaining to their homes, insurance matters etc.

4.5.11. Support to Response Workers

People that are part of the organised emergency response including emergency services will be able to access the same support provided to citizens. This support however should not be confused with administrative and logistic support that they should seek from their parent organisation or from the EOC. Support from Civil Defence Centres is primarily aimed at emergency welfare for people who cannot cope with the impacts of the emergency, which could also be emergency responders and their families.

4.6. Welfare Administrative Support Processes

4.6.1. Reception

Reception is a Meet and Greet service at the entrance to a Civil Defence Centre. Staff here will greet people as they arrive at the facility and determine their immediate needs and then facilitate their referral to the various welfare services within that facility. This process also allows staff to know who is in the centre at any time. This function is not used where we are delivering welfare services to people in their homes.

4.6.2. Registration

Registration is where evacuees, displaced persons and people in need of welfare services are registered in a database that enables their needs, their movements and the services they are receiving through the CDEM response, to be tracked. The registration database used in New Zealand is principally a web-based product called *Emergency Management Information System (EMIS)* but if necessary, a temporary improvised paper substitute can be used until EMIS becomes available again online. At that time, the information captured in paper form must be uploaded into *EMIS* as soon as possible. The volunteer component of the *District Welfare Team* including some Citizens Advice staff, normally provide this function.

4.6.3. Needs Assessment

Needs Assessment is the process of acquiring a written record of the help (services) that affected people believe they need. The process involves either trained professionals or at least trained personnel interviewing affected persons and recording in writing the outcomes of the interview. That written record becomes a source document for starting the pursuant process of determining

and delivering the requisite help (services). This Ministry of CDEM produced a *welfare* Needs Assessment template (Appendix 3) intended for use across welfare agencies. Some agencies may be using different tools for the same purpose. The *EMIS Registration* tool includes information-recording fields that essentially provide a Needs Assessment as well. Waimakariri District Council has adopted the Ministry of CDEM template, however if during an emergency this tool is found lacking, the EOC Welfare Manager is authorised to modify the tool at Appendix 3 or to use any other Needs Assessment tool that in his/her opinion will meet our Needs Assessment requirement.

Registration and *Needs Assessment* are necessarily interdependent and are not linear processes. This means that an affected person could be registered and during this initial interview, all of their needs could potentially be identified and processed for service delivery. Alternatively, potentially a person could be registered and only some of their needs are identified during initial interview and then subsequently as they are receiving assistance, we might discover they have other needs. Equally, this discovery might occur during subsequent interviews with service providers rather than at the *Registration* desk of a Civil Defence Centre. Accordingly, multiple *Needs Assessment* tools may have to be used by different agencies to assist affected persons.

4.6.4. Donated Goods and Cash

Donations are often offered very quickly by caring members of the community and need a central point at which they can be dropped, managed and delivered. Civil Defence Centres are a likely place where donors will go to offer their help. Civil Defence Centre staff will filter donations to ensure only usable, appropriate and manageable items are accepted.

Monetary donations will be sent to the EOC for management under a disaster relief fund that will be activated when the need arises.

Non-monetary donations will be managed in the first instance by the Civil Defence Centre staff and where they consider it necessary, some items may be sent to a central location for management by the EOC staff. Items that are not healthy, clean or in good repair, should not be accepted and a public communication should be arranged to explain what types of donations are needed. The EOC Welfare Manager should initiate this in concert with the EOC Public Information Manager.

People that are offering services or resources not required at a Civil Defence Centre but which are useful to support emergency field response in the community will be referred either to a CDEM sector post or to the Emergency Operations Centre.

4.6.5. Management of Volunteers of the Day (VOD)/ Spontaneous Volunteers

Often people will turn up during an emergency and volunteer their labour to support the emergency. The Civil Defence Centre will manage persons offering to support welfare activities. The Operations Section at the local Sector Post or the EOC Operations Section will manage persons offering to support non-welfare activities. In managing VOD / spontaneous volunteers, it is imperative to:

- Record who they are, where from and family contacts.
- Record where they are being employed within the emergency response.
- Ensure they are clearly briefed on safety issues relevant to the disaster and the work they will do and provide the necessary safety equipment.
- Ensure they are clearly briefed on the work they are to do for you.
- Ensure they are monitored for their personal safety and comfort and that they are doing the job right.

4.6.6. Training and Exercises

4.6.7. CDEM Training Coordination

The Council's Emergency Management Office coordinates delivery of all CDEM training to its staff and trained CDEM volunteer teams. It also coordinates an annual CDEM field exercise that focuses on CDEM welfare. This exercise enables all agencies and all aspects of this Plan to be practised in a realistic and practical simulated emergency.

4.6.8. Other Stakeholders

The other stakeholder welfare agencies implicated in this Plan are responsible for development and delivery of training for their own core services and procedures.

4.6.9. Merging Programs

Merging of these two independent programs of training and exercise activities with the various networking opportunities that exist between the agencies, is critical to building CDEM welfare capability and capacity for North Canterbury.

5. Support Agencies

Waimakariri District Council has lead responsibility for overall coordination of emergency welfare in its district. Support agencies are those departments of the public service listed in Schedule 1 of the State Sector Act 1988. Section 59 of the CDEM Act 2002 requires every department to comply with any regulations or plans to support CDEM. Section 12 of the Guide to the National CDEM Plan provides direction on welfare in the CDEM context and provides roles and responsibilities for government departments.

5.1. Accident Compensation Corporation

ACC is responsible for ensuring during the emergency continuity of ACC claims; provision of quality health, rehabilitation and compensation payment services to its clients; continued good service and care for its more vulnerable clients (e.g. tetraplegics); and that health service providers are paid for the services they provide to people injured during the emergency.

5.2. Citizens Advice Bureau

CAB Rangiora has a longstanding arrangement with Waimakariri CDEM to provide data entry staff for the *Registration* function. In providing this, they have an association with the trained volunteer component of our District Welfare Team.

5.3. Inland Revenue Department

IRD is responsible for the provision of advice and the payment of family support and child support payments to the public. It is also responsible for monitoring and assessing the impacts on Crown revenue during large-scale emergencies.

5.4. Ministry of Business Innovation and Enterprise

MBIE is the lead agency for *temporary accommodation*. However, during an emergency CDEM is responsible for *emergency shelter* and *emergency accommodation* (approximately 3 – 14 days).

5.5. Ministry of Education

MoE is responsible for working with CYF to look after children in school who are separated from their caregivers during an emergency; and working with CDEM and MBIE to identify accommodation options.

5.6. Ministry of Social Development

MSD is primarily responsible for delivering financial support and information to affected individuals through government 0800 help lines. MSD delivers this service through its business unit, Work & Income (WI).

5.7. Ministry for Primary Industries

MPI is responsible at the national level for reporting and delivering government programmes for emergencies that affect primary industries (forestry, farming, horticulture, agriculture etc). MPI is also responsible for coordinating and monitoring animal welfare assistance for all animal types including *companion animals*⁴. It is expected that as a designated support agency, local authorities through their Animal Control Offices will assist with their business as usual responsibilities for animals.

5.8. Miss Lilly's Angels Trust

Miss Lilly's Angels Trust is a not-for-profit Waimakariri-based community organisation that seeks to assist communities in a range of areas including disaster relief. The Trust established in response to the November 2016 Hurunui-Kaikoura Earthquake. It provided welfare support during the emergency response phase and continued to provide social environment support into the recovery phase. Its support is essentially as a third party convenor of and referral centre to a range of health and psycho-social support services; and as an advocate for peoples' needs.

5.9. North Canterbury Rural Support Trust

NC RST is a community-based rural farming organisation that serves Selwyn, Christchurch (including Banks Peninsula), Waimakariri, Hurunui and Kaikoura Districts. It is partially funded by MPI and many of its members are volunteers. During emergencies, MPI might provide specific-to-the-emergency funding for NC RST to assist affected farmers. NC RST's focus is principally on health and psychosocial services rather than on-farm operational services however, it can act as a referral mechanism for the latter.

5.10. NZ Police

NZ Police is responsible for the *Inquiry* function within emergency welfare arrangements. This service largely seeks to assist the search for people who are known or thought to be missing. However, its core services of law and order and to a degree physical security can be delivered subject to available resources, at Civil Defence Centres. Within Waimakariri CDEM physical security in terms of patrols and guards at Civil Defence Centres is contracted out to commercial security firms (primary local service is Court Security). Police can supplement this but more practically, they assist identification and planning of security measures and actual physical threats to the security and protection of CDEM response and recovery operations.

5.11. NZ Red Cross

At the national level NZ Red Cross will provide assistance with international offers of assistance; an international tracing facility through its International Red Cross and Red Crescent partners; and management of national relief appeals. At a local level, Red Cross offers a management representative when possible in the Waimakariri Emergency Operations Centre; support to local Civil Defence Centres with registration surge staff; and provision of multi-skilled Red Cross Response Teams where available

⁴ '*Companion animal*' is defined in the Guide to the National CDEM Plan as an animal that is kept by humans for companionship and enjoyment rather than for commercial reasons. They are often referred to as pets.

5.12. Oranga Tamariki

Oranga Tamariki is the lead agency for the care and protection services for children and young people welfare sub-function. This service is for children and young people who have been identified after registration in EMIS as being unaccompanied/separated from their parents or usual caregivers. Oranga Tamariki may also be able to provide assistance with psychosocial support for children and young people, including the provision of programmes that support the welfare of affected children and young people.

5.13. Presbyterian Support

Presbyterian Support works in the field of people's wellbeing. It has agreed to coordinate pastoral care (see 4.5.8) aspects of wellbeing under this Plan. Pastoral care is very loosely explained in this Plan but can include but is not limited to counselling, mental health support, social work support and spiritual support.

5.14. Rural Canterbury and Pegasus Primary Health Organisations

Canterbury District Health Board (CDHB) contracts Rural Canterbury Primary Health Organisation (RCPHO) and Pegasus Primary Health Organisation (Pegasus PHO) to coordinate delivery of primary health care services in many parts of Canterbury including Waimakariri District. These health services include but are not restricted to medical and mental health services. RCPHO has direct links to CDEM in Ashburton, Selwyn, Waimakariri, Hurunui and Kaikoura districts via their respective Emergency Management Officers.

5.15. St John

At a national level, St John can assist with provision of first aid; meet, greet and advocacy for patients at hospitals and Civil Defence Centres; some psychological support and caring activities. Within Waimakariri District, there is only limited St John resource and most likely local support will be confined to first aid via 111 call-out system.

5.16. Salvation Army

Salvation Army at a national level can provide a range of welfare support services. However, within Waimakariri District they agree to provide a field catering response. Through regional and national arrangements, this might be supplemented with pastoral care support; needs assessments for furniture and clothing; meet and greet reception services at Civil Defence Centres; and critical incident stress support teams. Waimakariri District Council would seek these additional services via Canterbury Regional CDEM arrangements.

5.17. Te Puni Kokiri

TPK will provide staff for recovery centres; work with local iwi to assess the need for mobile welfare services; link to iwi providers who can deliver welfare support; and work with relevant government and CDEM agencies to coordinate support to Maori.

5.18. Victim Support

Victim Support provides ongoing emotional and practical support, information and personal advocacy to ensure the needs, rights and entitlements of affected persons are met; and long-term psychological support for serious trauma victims. Within Waimakariri District Victim Support works closely with CDEM, NZ Police and MSD and can be contracted directly by any of these agencies.

5.19. Memoranda of Understanding

MOU exist between Waimakariri CDEM and Rangiora Baptist Church; and between Canterbury CDEM Group and certain support agencies namely Work and Income; Child, Youth and Family; Red Cross, Housing NZ and Salvation Army.

These MOU aim to prescribe a minimum level of service to the region and generally entail a combination of the nationally prescribed role and responsibilities for the respective agency; a representative of the agency to the Canterbury Regional Emergency Coordination Centre; and where the agency has sufficient resource a representative to local Emergency Operations Centres.

If any of the services offered under these MOU are required during an emergency, the EOC Welfare Manager will identify the need and liaise with the Group ECC Welfare Manager to secure the services.

At a national level, Red Cross has a MOU with CDEM that seeks to provide a range of services and skills to any region of New Zealand during an emergency. The services and skills include general support at CDEM Civil Defence Centres; Civil Defence Centre supervisor assistance; and first aid and pre-hospital emergency care. Waimakariri will access these levels of support on request, via the Canterbury Regional Emergency Coordination Centre.

5.20. Mutual, National and International Aid

Mutual Aid - Some territorial authorities have mutual aid arrangements with key partners and neighbouring districts for certain services (e.g. supplementary utilities and roading staff and resources; supplementary environmental health officer support). In an emergency that only affects Waimakariri District, these mutual aid arrangements can be used without restriction. However, in emergencies that affect multiple districts mutual aid arrangements must be explained to the Group ECC to avoid duplication of effort when the ECC is trying to secure supplementation for some districts.

National and International Aid - National and international levels of support are coordinated at the Group ECC and the National Crisis Management Centre respectively. If there is a need to coordinate national and international welfare services into Waimakariri District it shall be done via the EOC Welfare Manager in collaboration with the EOC Management team. The Waimakariri CDEM Controller will then place any requests on the Regional ECC via the Group Controller's teleconferences. Once approval in principle has been obtained, the Waimakariri CDEM Controller will pave the way for the EOC Welfare Manager to liaise directly with the service providers or if necessary indirectly through the Group ECC.

5.21. Caring for the Vulnerable

The term '*vulnerable*' is widely used in emergency management and with varying degrees of interpretation. In the context of Waimakariri CDEM, people and communities can be vulnerable for different reasons: elderly people are vulnerable to health issues but the young may not necessarily be vulnerable to those same issues. People in an area affected by tsunami are vulnerable while they are in that area. People who cannot speak or read English may be vulnerable if they receive emergency messages that are only in English. Technically, any person who needs emergency help during a civil defence emergency is vulnerable.

This Plan aims to provide welfare care to those who need it during an emergency. What causes a person to be vulnerable or to be in need of welfare care is not a barrier to this Plan. However, this Plan also recognises that the emergency itself may challenge the normal methods by which that care is provided. Collateral damage to structures and utilities; deaths and injuries to care givers; non-availability of supplies may force some service providers to improvise; Civil Defence Centres may have to operate from improvised shelters.

In this context, the services that this Plan attempts to provide will be provided on a best endeavour basis. Wherever possible we will provide service as close as possible to the way it is normally provided when there is no civil defence emergency; and we will acknowledge and attempt to meet the religious, cultural expectations of our people while observing any relevant human rights.

6. Risk-based Welfare Planning

6.1. Maximum Credible Event (MCE)

This refers to the use of hypothetical realistic scenarios that describe a predicted hazard, consequences and outcomes model that together enable identification of resources and response options for each scenario. In simple language we take a scenario, analyse what could happen and estimate the effort required to respond to it.

6.2. Scenario

The most likely MCE scenario for Waimakariri District is a severe earthquake based on the Alpine Fault that triggers eruptions in adjacent fault lines. This type of event will create the most widespread and most severe damage to structures and the environment and will therefore require the greatest response effort. Under this scenario, the following generic impacts are envisaged:

- Potentially the most severe structural damages would occur in the western parts of the district because of their proximity to the Alpine Fault.
- Additionally if the Alpine Fault eruption causes secondary fault lines to erupt, then we could find similar consequences occurring in the far less populated area of the line Eyrewell Forest – West Eyreton – Springbank – Fernside impacted by Springbank Fault.
- Liquefaction could create similar outcomes along the coastal strip where there is good evidence of liquefaction vulnerability and the Canterbury Earthquakes of September 2010 and February 2011 have demonstrated this vulnerability.
- Widespread damage to roads and bridges would be expected across most of the district with the worst damage likely in the west and a very good possibility of landslides in Ashley Gorge isolating Lees Valley.
- Potential flooding in all major rivers owing to the build-up of debris from landslides.
- Widespread collateral damage to houses and buildings across the District but perhaps more so in the west.
- Widespread disruption to the lifeline utilities of power, water, sewage, highways and telecommunications. The greatest impact could be in areas close to the Porters Pass-Amberley Fault, which is predominantly a line through Oxford, North Loburn and Okuku; and the Springbank Fault, which generally runs northeast from Eyrewell Forest through West Eyreton, Springbank, Fernside and Rangiora Airfield.
- Tsunami would not be generated solely from an Alpine Fault rupture unless it ruptured in the sea (Kaikoura or Cook Strait). If this occurred, best scientific estimates suggest very little or even no wave action for Pegasus Bay but some dangerous currents might be felt in the water.
- The risk to human lives, livestock and domestic companion animals is too difficult to estimate however; those in the western parts of the district are likely to be most at risk.
- Emergency services, other response organisations and lifeline utilities ⁵ are likely to be stretched as a result of widespread casualties and damaged structures and unstable natural areas (e.g. landslips) presenting further risk to life. Damage to roads and bridges will further restrict their mobility and therefore effectiveness.
- Medical centres especially in Oxford area will be challenged by the combinations of the volume of casualties, structural damage and disruption to lifeline utilities especially power, water and telecommunications.

⁵ *Lifeline Utilities* refers to critical infrastructure such as roads, bridges, railways drinking water, waste, telecommunications, energy, ports, airports, Radio NZ and TVNZ.

6.3. Predicted Welfare Demand

The full range of welfare support is likely to be required. During the initial Response Phase life-saving and protective measures (water, food and shelter) that are best provided at Civil Defence Centres will be in high demand and the disruption to utilities means bulk packaged water supplies will likely be in demand. Days and weeks later in the Recovery Phase, more long-term support from Government and Non-Government agencies will be in high demand and likely delivered through the mechanism of Recovery Assistance Centres/ Civil Defence Centres.

6.4. Civil Defence Centre Capacities

Across the ten Civil Defence Centre sites in the Waimakariri District, there are differing capabilities and degrees of support that can be generated locally. Population base, access routes and the presence of resources in each area influence these differences. Table-2 summarizes the key capacities of each of the designated centres.

6.4.1. Rangiora Baptist Church – 111 East Belt Road, Rangiora

This facility was used as a Civil Defence Centre during the February 2011 earthquake response. The main hall itself could sleep approximately 300 people in makeshift beds (mattresses on the floor) and the smaller hall offers an ideal dining room with its attached commercial kitchen. Capacities at this centre could be increased by also using the adjacent Rangiora High School hall and two halls of the AMI Fitness Centre, which occurred during the February 2011 earthquake response. This offers makeshift sleeping space to another 200 people comfortably. The facility is inside Rangiora Township so has excellent access to suppliers. Shower amenities would need to be brought in unless the school and fitness centre facilities are made available. Similarly, for more than 100 guests, existing toilet amenities within the church may need to be supplemented. Proximity to the town centre means that telephone and broadband services are easy to access or supplement (existing church services). CDEM VHF radio connectivity exists at the centre through a permanently mounted external antenna. The council has wired up this facility to receive a large-capacity generator and has a contract with a supplier to provide generators on a hire arrangement during an emergency if needed.

6.4.2. Rangiora New Life School Gymnasium Hall – 2 Dench Road, Rangiora

This Civil Defence Centre is within easy reach of the Rangiora CBD. It is a significant multi-cavity building with multiple usable areas. It has multiple shower and ablution blocks. The facility is in good proximity for VHF radio connectivity and wireless broadband. There is ample parking and easy access for service vehicles. It can hold more than 500 people (seated) and the main hall itself could sleep approximately 300 people in makeshift beds (mattresses on the floor); it has classroom buildings that could offer additional accommodation floor space. The school has wired up this facility to receive a large-capacity generator and the council has a contract with a supplier to provide generators on a hire arrangement during an emergency if needed.

6.4.3. Kaiapoi Rugby Football Clubrooms – 8 Smith Street

This Civil Defence Centre is a split-level building with an adjacent toilet and ablutions block and very good vehicle access and carpark space. The main building has a commercial kitchen and toilets. It could hold about 100 people (seated) and about 50 people sleeping on the floor. It is very close to Kaiapoi CBD where there is good commercial and retail service. It is also very close to SH1. The council has wired up this facility to receive a large-capacity generator and has a contract with a supplier to provide generators on a hire arrangement during an emergency if needed.

6.4.4. Woodend Community Centre

This facility offers a large gymnasium cavity plus some small adjacent rooms that could serve as breakout rooms for guests or as office space for Civil Defence Centre management staff. The main cavity could sleep up to 200 people on mattresses if needed. The facility is adjacent to SH1 and in close proximity to both Rangiora and Kaiapoi, which offers good access to commercial resources. It has good vehicle access and car parking space. The facility lacks space for improvised animal shelters. The council has wired up this facility to receive a large-capacity generator and has a contract with a supplier to provide generators on a hire arrangement during an emergency if needed.

6.4.5. Mandeville Sports Centre

This facility offers a main sports clubroom building and a number of small-detached buildings. It is some distance from the larger population centres however remains an option should large-scale evacuations of the eastern or Rangiora parts of the district occur. It is well placed however to serve the southern communities of Clarkville, Mandeville, Ohoka and Swannanoa. This facility has ample parking space and good access including for helicopters. Its distance from large population areas means makeshift holding pens could potentially be established to hold pets close to their owners during evacuations. The council has wired up this facility to receive a large-capacity generator and has a contract with a supplier to provide generators on a hire arrangement during an emergency if needed.

6.4.6. Oxford School Hall/A&P Show Grounds

This is a large facility, which shares real estate that also offers potential use of a multitude of other detached buildings (rugby clubroom and Oxford School with a variety of buildings). Within the main hall, there is sufficient sleeping space for approximately 100 beds but across the total real estate, there is sleeping space potentially for in excess of 300 people. Similar to Mandeville Sports Centre this real estate offers space to establish makeshift holding pens for animals and its regular use as an A&P Show Ground means there is resource including expertise in the local community to make this happen quickly. The council has wired up this facility to receive a large-capacity generator and has a contract with a supplier to provide generators on a hire arrangement during an emergency if needed.

6.4.7. Tuahiwi Marae

Ngai Tuahuriri (the local iwi) offered use of this facility and their people that run it, as a Civil Defence Centre. In 2011, the Council resolved to contribute financially to a proposed rebuild of the marae wharenui (main hall) which was completed in 2013. It has a permanent emergency generator installed and cabling for VHF radio communications and internet connection. If necessary, the Council's supply arrangement for emergency generators can provide a back-up to the Marae's own generator. The facility can accommodate approximately 100 people in beds with the ability to increase holdings if temporary shelters (e.g. marquees, tents, campervans etc) are hired.

6.4.8. Riverside Church, Kaiapoi

Riverside Church offered use of this new facility as a Civil Defence Centre in 2018. This centre comprises three component buildings: the main building is new, being part of the Canterbury Earthquakes re-build, and has multi-levels based around a main auditorium room. At the rear of this building is a remnant building that formed part of the pre-earthquake facility. Immediately adjacent is another detached remnant. All three buildings are available for use for civil defence emergencies. The church is located in the centre of Kaiapoi central business district so it is surrounded by commercial and retail service providers. Across the total real estate there is sleeping capacity for approximately 200 people and standing space for approximately 300. The facility has a number of shower and ablution blocks, and a designated crèche room. The council's Emergency Management Office hopes to seek funding to wire this facility to be able to receive a large-capacity generator akin to the other already-wired Civil Defence Centres.

6.4.9. Kaiapoi High School Hall

Kaiapoi High School also offered in 2018 use of its new gymnasium hall principally, and adjacent buildings if necessary (new cultural hall, cooking class facilities). The gymnasium hall is a joint venture of the school and the council. This centre has similar capacity to Riverside Church but no dedicated crèche facility. Again, council's Emergency Management Office hopes to seek funding to wire this facility to be able to receive a large-capacity generator.

6.4.10. Oxford Town Hall

Oxford's Town Hall which is also the product of the Canterbury Earthquake rebuild, was made available in 2018 as a Civil Defence Centre. It is located in the centre of Oxford central business district and is well serviced by commercial and retail services. It can sleep approximately 100 people and seat approximately 300 across its various annexes. It has commercial kitchen and toilet facilities but no showers. Again, council's Emergency Management Office hopes to seek funding to wire this facility to be able to receive a large-capacity generator.

6.5. Gaps and Vulnerabilities

There are no gaps of such significant concern that require immediate attention of the Canterbury CDEM Group however there are several vulnerabilities. There are ways to mitigate the impact of these vulnerabilities through collaborative action planning between the Waimakariri District Council and supporting agencies. The key vulnerabilities are:

6.5.1. Telecommunications.

There is a high dependency on the sustainability of telecommunications and radio communications. Telecom NZ and the Council have a range of mitigation strategies and resources that will help maintain this capability:

6.5.2. Oxford and Lees Valley Area

Telecom has invested in providing roadside cabinets in the Oxford and Lees Valley area to enhance the sustainability of service continuity in this local rural area. Designated property owners have entered into arrangements with Telecom to provide portable generators to these sites during significant power outages.

6.5.3. Communications to activated CDEM teams

WDC CDEM provides VHF radio communications to any activated Civil Defence Centre and CDEM sector post team. Additionally, where necessary the Council will also provide telephone and internet-capable computer services to activated CDEM teams.

6.5.4. Geographical Isolation.

Lees Valley is a very small rural farming community in a location that could easily be isolated by heavy rain, ice, snow or earthquakes that disrupt the major access route of Lees Valley Road. The only other road access is by 4WD via Okuku Pass and in winter, this can become dangerous even to 4WD vehicles sometimes making helicopter the only viable means of access. WDC CDEM has an arrangement with the dominant resident (a commercial farm corporation called Lees Valley Station - LVS) to use their homestead plus the designation of the old school building which is no longer used as a school, as Civil Defence Centres. LVS has a bunkhouse with commercial kitchen facilities and ablutions while the old school building is used as a type of community hall. The Council provides a VHF radio at the homestead and invested in a joint project with the station to install a joint radio repeater in the valley that is linked to the Council's primary repeater on Mt Grey. Additionally WDC CDEM has in the past sent a satellite phone into the homestead during potentially adverse times and remains committed to doing this if necessary.

WAIMAKARIRI DISTRICT CIVIL DEFENCE CENTRES - CAPACITY SUMMARY

	Hold People (not sleeping)	Sleep People	Toilets	Showers	Kitchen Facilities	Wheelchair Access	Animal Holding Capacity	Re-supply Access	Communications Reception	Drinking Water Supply	Sewage Supply	Proximity to Commercial Area
Rangiora Baptist Church	500	200	G	N	E	Y	N	E	E	Town	Town	E
Rangiora New Life School	500	200	E	E	N	Y	N	E	E	Town	Town	E
Kaiapoi RFC	100	50	G	E	E	Y	N	E	E	Town	Town	E
Woodend Community Centre	300	100	G	Y	G	Y	N	G	E	Town	Town	G
Mandeville Sports Centre	100	50	G	G	E	Y	N	G	G	Town	Town	P
Oxford School	200	100	E	E	E	Y	Y	G	G	Town	Town	G
Tuahiwi Marae	100	100	E	E	E	Y	N	G	G	Town	Town	F
Riverside Church Kaiapoi	300	200	E	G	G	Y	N	E	E	Town	Town	E
Kaiapoi High School	300	200	E	E	E	Y	N	G	E	Town	Town	G
Oxford Town Hall	300	100	E	N	G	Y	N	E	E	Town	Town	E

Key:

P = Poor

F = Fair

G = Good

E = Excellent

Y = Yes

N = No

Table-2



Rangiora Baptist Church, 111 East Belt Rd



Rangiora New Life School Hall, 2 Denchs Rd



Kaipoi Rugby Football Cubrooms, 8 Smith St



Woodend Community Centre, 6B School Rd



Oxford Community Hall, 32 Bay Rd



Mandeville Sports Centre, 405 Mandeville Rd



Tuahiwi Marae, 221 Tuahiwi Rd



Riverside Church, 45 Charles St, Kaiapoi



Oxford Town Hall, 30 Main St, Oxford



Kaipoi High School Gymnasium Hall, 101 Ohoka Rd, Kaiapoi

7. Welfare Action Planning

7.1. General

The District Welfare Plan outlines the arrangements across the district to deliver CDEM welfare support during any emergency. The welfare action plan is a plan that outlines the actual welfare support that will be delivered on the day of a specific emergency and it is normally an annex to a larger action plan that covers the entire emergency response across the district. Welfare action planning is conducted at EOC level and starts with the EOC Management Team providing initial guidance on the overall concept for response to the emergency. That guidance will then lead to the EOC Welfare Section developing a welfare plan to support that concept.

7.2. Capability and Capacity

7.2.1. The Welfare Section will use the data gathered from MCE analysis to give estimates of what each Civil Defence Centre is generally capable of providing and match that to the operational situation as briefed by the EOC Management Team.

7.2.2. The EOC Management Team brief will give an idea of where there is a welfare need, how much support is likely given the known data on affected people and animals and what routes are available for use.

7.2.3. The EOC Welfare Section will then confirm with the community-based Sector Posts and Civil Defence Centres, exactly what staff and resources they have and what capacity they have to support affected people and companion animals.

7.2.4. The collated summary of all of this information should give an idea of how many Civil Defence Centres can realistically be established and at which locations based on where the greatest need is; where the largest number of available resources are; and the availability of easy access routes. This deliberation should also identify any resource requirements that will be needed to supplement or support the Civil Defence Centres.

7.3. The Welfare Plan

The EOC Welfare Section Manager should then brief the EOC Management Team on this outcome. The EOC Management Team will confirm acceptance of the welfare plan and assign any supporting resources as required. The EOC Management Team will then ensure all Sector Posts and other relevant agencies are briefed on the overall Action Plan including welfare support details. Once that is complete, the EOC Welfare Section Manager should then make contact with the Civil Defence Centres to coordinate implementation of the welfare plan and monitor its progress.

7.4. Information Sharing

As part of this ongoing monitoring, the EOC Welfare Section must ensure that Registration information is collated and provided to the EOC Management Team so that numbers of evacuated or displaced persons can be tracked, and call centres can be advised of details that may answer public queries. This vital information needs to be shared with the Planning/Intelligence Section, Public Information Manager and Council-owned Service Centres through which the public are likely to place queries when searching for their lost family members.

8. Transition from Response to Recovery

8.1. Emergency Response Phase End

The emergency response phase can end before the recovery starts; alternatively, it can end sometime after the recovery has started. The Local Controller uses an EOC structure to manage the emergency response phase. That structure uses an EOC *Welfare Section* to coordinate the welfare effort. The Recovery Manager uses a Recovery Management Team structure to manage the recovery phase. That structure uses a *Social Environment* group to coordinate the welfare effort. The welfare effort is delivered through *Civil Defence Centres* during both the response phase and the recovery phase and can be delivered in peoples' homes if necessary.

8.2. Transition Phase

Regardless of when recovery commences it is necessary to have a transition process that enables continuity of the welfare effort from the response phase through to the recovery phase. Transition from response to recovery is articulated in both the Waimakariri CDEM Local Arrangements document (essentially the District CDEM Plan) and Waimakariri EOC Standard Operating Procedures document. The following transition process aims to provide continued welfare support from the response phase through to the start of the recovery phase.

8.2.1. Decision to Transition

This is made by the Local Controller and is a signal the response phase will soon end. The EOC Welfare Manager will convey necessary information from the EOC to Civil Defence Centres about closedown and transition. This transition from response to recovery should not be confused with the statutory mechanism of '*declaration of transition*', which is a process under the CDEM Amendment Act 2016 that provides special legislative powers to a Recovery Manager.

8.2.2. Planning Consultation

The management team of the Civil Defence Centre(s) must then commence planning in consultation with the EOC Welfare Section and if appropriate the manager of the *Social Environment* (from the recovery structure), for the transition of all necessary information and resources required to inform and support the recovery phase.

8.2.3. Focus of Transition

The focus throughout the transition should be continuity of service to those people who will still need support into the recovery regardless of whether that support is delivered through the CDEM recovery structure or directly from a service provider without coordination by the CDEM recovery structure.

8.2.4. Key Issues to Consider

A specific transition plan template is not offered. However, the following key issues should be considered in developing the welfare transition plan:

8.2.4.1. Registration and Needs Assessment Data - A database must be created that collates the details of all persons still being supported through the response phase welfare effort. This database must be prepared in such a way that it can be easily handed over to the manager of the *Social Environment* group within the recovery structure, and ideally, it should contain all hardcopy data plus an electronic equivalent. The *Emergency Management Information System (EMIS)* is a web-based product that offers this capability. The EOC might choose to use EMIS or might choose to use something else customized for the emergency. The data no matter what form it comes in should clearly articulate:

- The personal details and contact details of the person being supported.
- The support being offered to them.
- The agencies providing that support; and contact details of the agency rep handling it.
- The database must be verbally explained to an appropriate member of the incoming recovery staff so that its construct and method of operating are clearly understood and it can continue to be used by recovery staff.

- 8.2.4.2.** Other Documents - Any other documents that are considered critical to recovery should also be collated, labelled clearly, and their relevance briefed verbally to an appropriate member of the recovery staff.
- 8.2.4.3.** Key Staff - Any key staff considered critical to the start of the recovery phase welfare effort should be identified by agency, role and name; and their employment in the recovery operation confirmed. This process can occur in parallel between the EOC Welfare Section and Social Environment group, and respective agency reps and their parent organisations. Critically these considerations should clarify who will continue into the recovery phase.
- 8.2.4.4.** Key Resources - Identify what physical resources (e.g. IT equipment; office real estate; signage etc) will be handed over for continued use into the recovery phase.
- 8.2.4.5.** Debrief - Arrangements for a debrief of the response phase welfare effort to see what critical lessons can be learned to assist the recovery phase and to enhance CDEM welfare for future emergencies.
- 8.2.4.6.** Key Timelines - Confirm when close down of the Civil Defence Centre(s) and response phase will occur, remembering that Civil Defence Centres could close before the response phase is terminated. Confirm when the recovery phase will commence and Civil Defence Centre(s) will open at all.

8.3. Completion of the transition plan.

Once the transition plan is completed and confirmed, it must be verbally briefed to an appropriate member of the recovery staff, possibly the Social Environment Manager. This could involve one brief that covers all relevant information and decisions made at the EOC Welfare Section level plus all relevant matters pertaining to the Civil Defence Centre(s). Alternatively, it could be divided into multiple briefs: EOC Welfare Manager briefs the Social Environment Manager on welfare planning issues while the Civil Defence Centre Manager briefs an appropriately appointed member of the Social Environment group on service delivery issues.

8.4. Close Down.

Having completed the transition brief all that remains now is to close down the welfare response at the time designated by the EOC. The EOC Standard Operating Procedure prescribes the necessary actions for the entire EOC; and the Civil Defence Centre SOP prescribes the same for the field-based Civil Defence Centres.

GLOSSARY AND ABBREVIATIONS

4 R's of Emergency Management	The philosophy of emergency management used in New Zealand based on the concepts of <i>Reduction, Readiness, Response and Recovery</i> .
CAB – Citizens Advice Bureau	A voluntary organisation, which provides free, confidential information and advice to anyone about any query or problem.
CDEM - Civil Defence Emergency Management	The application of knowledge, measures and practices that are necessary for the safety of the public or property; and are designed to guard against, prevent, reduce or overcome risks, harm or loss associated with an emergency.
CDHB – Canterbury District Health Board	Public health agency for Canterbury region north of Timaru.
Civil Defence Centre	The venue from where the District Welfare Team delivers its services. There are 7 specified venues across Waimakariri District where this is planned to occur from, however if necessary during an emergency, any other venue deemed appropriate could also be used.
Civil Defence Centre Manager	The leader of the community-based Civil Defence Centre (s) at which welfare services are delivered.
District Welfare Team	A composite team within Waimakariri District that involves council staff, support agencies of health and social services, and a trained civil defence volunteer team that collectively coordinates and deliver health and social services at any activated civil defence Civil Defence Centre in the district.
ECC - Emergency Coordination Centre	Canterbury Regional CDEM operational headquarters that is activated to coordinate civil defence emergencies across Canterbury.
Emergency Operations Centre Welfare Section	The functional team within the Emergency Operations Centre whose responsibility is coordination of civil defence welfare.
EOC – Emergency Operations Centre	A local council or other member agency equivalent to the ECC.
HNZ – Housing New Zealand	Govt Dept responsible for state-owned accommodation.
Local Welfare Committee	A forum of health and social services agencies which acts outside of the Emergency Operations Centre and Recovery Management Team to support civil defence welfare across the four R's of emergency management. North Canterbury Local Welfare Committee serves Waimakariri, Hurunui and Kaikoura Districts.
MCE – Maximum Credible Event	Hypothetical planning process based on identifying the likely consequences of a known risk scenario.
MfE – Ministry for the Environment	Govt Dept responsible for environmental issues.
MoE – Ministry of Education	Govt Dept responsible for education services.

MPI - Ministry for Primary Industries	Govt Dept for primary industries; previously <i>MAF</i> .
MSD – Ministry of Social Development	Govt Dept responsible for social welfare services
NWCG - National Welfare Coordination Group	A national forum of principal Govt and non-Govt agencies whose core services involve the provision of health and social services.
Pegasus Health – Pegasus Primary Health Organisation	Private organisations contracted by CDHB to coordinate delivery of primary health care across many parts of Canterbury.
RCPHO – Rural Canterbury Primary Health Organisation	
Readiness	The preparation of the community in anticipation of emergencies occurring.
Reception	The meet and greet function within a civil defence Civil Defence Centre that acts as an initial triage (non-medical) point for the centre.
Recovery	The process of a community bouncing back from the consequences of an emergency and re-establishing a quality of living post-emergency.
Recovery Management Team	The forum of the council whose role is to manage the recovery phase of a civil defence emergency. It is normally lead by the local council but includes members of numerous agencies.
Reduction	Reducing the risks and impacts of emergencies.
Registration	The civil defence process of recording details of people receiving civil defence welfare assistance.
Response	The period of time and processes, that occurs when an emergency happens.
SCDHB – South Canterbury District Health Board	Public health agency for Canterbury region south of Timaru.
TPK – Te Puni Kokiri	Ministry for Maori Development.
VOD - Volunteer of the Day	Spontaneous volunteer – a person from the public who offers their time to assist in any way possible during an emergency.
WCG – Welfare Coordinating Group	A regional equivalent to the NWCG.
WHAG – Waimakariri Health Advisory Group	A forum of health services agencies within Waimakariri District.

APPENDIX 1 – NORTH CANTERBURY LOCAL WELFARE COMMITTEE MEMBERSHIP

The following agencies have confirmed their membership of the *North Canterbury Local Welfare Committee*:

Agency
Waimakariri District Council - Civil Defence and Community Team ⁶
Hurunui District Council – Civil Defence
CCS Disability Action
Deaf Aotearoa
Housing New Zealand
IDEA Services
Kaiapoi Community Support
Ministry of Social Development - Regional
Muscular Dystrophy
North Canterbury Rural Support Trust
Oranga Tamariki
Oxford Community Trust
Pegasus Health Primary Health Organisation
Presbyterian Support
Red Cross NZ
Rural Canterbury Primary Health Organisation
Salvation Army
Tuahiwi Marae
Victim Support
Work and Income

⁶ The Leader of Waimakariri District Council's Community Team is also the council's CDEM Welfare Manager; and represents both of these portfolios on the North Canterbury Local Welfare Committee.

APPENDIX 2 – TERMS OF REFERENCE

The following Terms of Reference have been agreed between the member agencies of North Canterbury Local Welfare Committee:

- Purpose. To assist the development of partnerships, policies, plans and procedures needed to support welfare services during civil defence emergencies in North Canterbury.
- Frequency of Meetings. The committee agrees to meet quarterly in peacetime to strengthen the relationships between the member agencies, and as required during the response and the recovery phases of emergencies.
- Roles. Across the 4R's of emergency management the committee's roles are:
 - Reduction. Identifying and understanding the likely welfare demands of the major risks within the districts.
 - Readiness.
 - Developing capability, capacity and plans to meet the welfare demands of the likely risks.
 - Reviewing welfare plans, operating procedures and structures to optimize the delivery of service during emergencies.
 - Response.
 - Support the welfare effort with appropriate agencies' resources.
 - Provide liaison where necessary between the respective Emergency Operations Centres and the Regional Welfare Coordinating Group to ensure optimum welfare support across the districts.
 - Ensure continuity of the relevant health and social services support during the transition from *response to recovery*.
 - Recovery. Coordinate delivery of relevant health and social services to the Recovery Management Teams of the affected districts.



Privacy Statement

We collect personal information from you, including information about your:

- Name and contact details
- needs resulting from **[please enter the name of the event here]**

We collect your personal information in order to provide you with support to recover from this event.

Besides our staff, we share this information with:

- government and non-government agencies that provide welfare support in an emergency.

Providing your information is optional. If you choose not to enter information about your needs, we can give you information about where to get help.

You do not have to register with us to get further support.

You have the right to ask for a copy of any personal information we hold about you, and to ask for it to be corrected if you think it is wrong.

If you'd like to ask for a copy of your information, or to have it corrected, please contact us at **[please enter the contact details of your council here]**.

Data entry complete		Underway		Referred		Completed	
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Call Back Notes (Office Use Only)

Registration and Rapid Needs Assessment



Has read and agreed to privacy statement and has agreed to be registered? Agree Disagree

Interviewer		Organisation	
Date		Location	

PERSONAL AND CONTACT INFORMATION

Surname		Given name(s)	
Other names/aliases		Date of birth	
Usual Residential Address		Current Residing Address <i>(if different from Usual)</i>	
Street Address		Street Address	
Street#		Street#	
Street Name		Street Name	
Suburb/District		Suburb/District	
Town/City		Town/City	
Post Code		Post Code	
Contact details			
Landline		Cell phone Number	
Email			
Gender			
<input type="checkbox"/> Female		<input type="checkbox"/> Male	
<input type="checkbox"/> Other:			
Residency Status			
<input type="checkbox"/> New Zealand Citizen		<input type="checkbox"/> Permanent NZ Resident	
<input type="checkbox"/> Visiting New Zealand:		From Where	
Ethnicity			
<input type="checkbox"/> New Zealand European		<input type="checkbox"/> New Zealand Maori	
<input type="checkbox"/> Other		Specify	
ID Information (If available)			
Type:		Number:	
What is your first language if not English			

Ability to Access Support				
Is there anything that might make it difficult for you to access support? (such as hearing impairment, use of a wheelchair, access to information or property, transport)				
Do you have someone who can or usually supports you?				
(Family member, friend, in home care, meals on wheels other services)				
RAPID NEEDS ASSESSMENT				
	<i>Do you or your family have concerns with any of the following?'</i>	Yes	No	Notes
Food	Do you currently have sufficient food?	<input type="checkbox"/>	<input type="checkbox"/>	
Water	Do you have a working drinkable water supply?	<input type="checkbox"/>	<input type="checkbox"/>	
Power	Do you have power?	<input type="checkbox"/>	<input type="checkbox"/>	
Waste Water	Do you have working toilet, shower and wastewater?	<input type="checkbox"/>	<input type="checkbox"/>	
Heating Cooking	Do you have sufficient heating/ cooking supplies?	<input type="checkbox"/>	<input type="checkbox"/>	
Essential Items	Do you or your Family Require Household Items, eg: Clothing, Bedding or Linen?	<input type="checkbox"/>	<input type="checkbox"/>	
Medical Requirements	Do you need assistance with medicine essentials such as prescription medicines? Health services, a doctor?	<input type="checkbox"/>	<input type="checkbox"/>	
Cultural Requirements	Do you have cultural or religious requirements?	<input type="checkbox"/>	<input type="checkbox"/>	
Child concerns	Do you have concerns about a child or young person?	<input type="checkbox"/>	<input type="checkbox"/>	
Inquiry	Do you need help to contact someone whom you are concerned about?	<input type="checkbox"/>	<input type="checkbox"/>	
Safety and Wellbeing	Are you concerned about the wellbeing of family/ friends or animals?	<input type="checkbox"/>	<input type="checkbox"/>	
Accommodation Requirements	Do you require somewhere to stay?	<input type="checkbox"/>	<input type="checkbox"/>	
Household Goods	Do you require personal products, eg: Sanitary products, nappies etc.?	<input type="checkbox"/>	<input type="checkbox"/>	
Financial assistance	Do you require financial assistance) E.g. a Grant, government payment, help with insurance or EQC)	<input type="checkbox"/>	<input type="checkbox"/>	
Personal Support	Do you want to talk to someone about what has happened or be connected with a support agency or network?	<input type="checkbox"/>	<input type="checkbox"/>	
Animal Welfare	Do you require assistance with your pet(s) , Disability Assistance Dog, farm or other animals	<input type="checkbox"/>	<input type="checkbox"/>	
What kind of additional support would be helpful for you?				
What do you have in place to get through the next few days?				

NOTES