



WEST COAST
EMERGENCY MANAGEMENT

GROUP

West Coast Emergency Management Group Plan 2026-2031

DRAFT 5-00

Foreword

xxx

Mihi

Tēnā koutou katoa,

[Mihi in English]

CONTENTS

PART 1: INTRODUCTION 8

Purpose of the plan..... 9
Audience

About the Group Plan10
Plan development
Plan delivery
Linkages to regional plans and policies

What we do14
What is an emergency?

Who we are15
CDEM Group members
The National Emergency Management Agency (NEMA)
Communities

Iwi relationships – Mahi Tahi (Unity of effort)19

Operational arrangement with Ngāi Tahu.....20
Te Tiriti o Waitangi
Manawhenua
Papatipu Rūnanga structure
Ngāi Tahu response

Meeting Te Tiriti o Waitangi responsibilities22

The 4Rs24

Our vision25

Strategic objectives25

Our principles.....26

Our structure27
Governance
Administering authority
Key appointments
The West Coast Emergency Management (WCEM) Group office
Delegated roles
External support arrangements
Financial arrangements
Mayoral Disaster Relief Fund

PART 2: REGIONAL CONTEXT 42

The West Coast region 44
Key features of the West Coast region

Cross-boundary links 50
People
Response partners

Hazards in the West Coast region 52
The risk assessment process
Our high-risk district hazards
Other hazards in our region
The Coasters guide to emergencies
Learning from past events

Challenges and opportunities to disaster resilience..... 65
Cost of living increases
Increasing elderly population
Increasing technology reliance
Climate change

PART 3: OUR STRATEGY (2026-2031).....68

Introduction69

Reduction – Working together to reduce risk70

- Introduction
- Working with communities
- What we want to achieve – Reduction

Readiness and Response – Preparing to respond and supporting communities during emergencies73

- Introduction
- How you can be part of Civil Defence on the West Coast
- What we want to achieve – Readiness
- What we want to achieve – Response

Operational arrangements.....80

- Response structure
- Response principles
- Response facilities
- Welfare services in an emergency
- Response arrangements and plans
- Community Response Plans
- Training and exercising
- Volunteers
- Warning and informing
- Declaring a state of local emergency
- Event debrief and reporting

Recovery – Supporting communities to rebuild and enhance their disaster resilience.....94

- Introduction
- The transition to recovery
- West Coast’s recovery vision
- Recovery objectives and principles
- Recovery outcomes
- Our recovery structure
- The recovery environments
- Resourcing recovery
- Financial arrangements
- The exit from recovery
- What we want to achieve – Recovery

Monitoring and evaluation.....106

APPENDICES108

Appendix A: Acronyms.....109

Appendix B: Definitions.....110

Appendix C: References.....115

Appendix D: Other useful links.....119



PART 1: INTRODUCTION

Purpose of the plan

The purpose of the West Coast Emergency Management (WCEM) Group Plan (hereafter referred to as ‘the Group Plan’) is to set the operational and strategic management of Civil Defence and Emergency Management (CDEM) in the West Coast region over the next five years through the vision, strategic objectives, and high-level emergency management arrangements outlined in the sections that follow.

Audience

The Group Plan is a shared strategy. It is primarily developed for the WCEM Group office, regional agencies (e.g., emergency services, local government, non-government agencies), local agencies and iwi involved in emergency management in the West Coast region.

This plan should be referenced by all members of the WCEM Group (shown on pg.15) when developing emergency management plans and strategies to ensure alignment with objectives and goals across the 4Rs of reduction, readiness, response and recovery.

The plan also provides the public an overview of how regional and local agencies are planning to manage hazards and risks in the region.

About the Group Plan

The Group Plan, an operational document for the next five years (2025-2030), outlines how the Group will meet the requirements of the [Civil Defence and Emergency Management Act \(2002\)](#) (herein referred to as ‘the Act’). The Act requires local authorities to provide for CDEM within their districts and places a requirement on them, and the agencies involved, to support the coordinated effort of CDEM so as to be able to function to the fullest extent to respond to and recover from an emergency. The relationship between the Group Plan to other documents, plans, and legislation is shown in Figure 1 (pg.15).

Part 1 of the Group Plan introduces the structure of the WCEM Group and outlines how the CDEM Group functions. **Part 2** provides the district context to the strategy, including information about hazards that pose a risk to the West Coast region.

CDEM in Aotearoa New Zealand adopts a 4Rs approach to emergency management, consisting of ‘Reduction’, ‘Readiness’, ‘Response’ and ‘Recovery’. This approach has been used to structure **Part 3** of the Group Plan which outlines how the WCEM Group will work to meet the vision and strategic objectives for the 2025-2030 period. Although the vision and strategic objectives cover a five-year period, past, present, and future factors such as climate change and population change were considered during Group Plan development (refer to Part 2).

Within the document references are made to plans, guidelines, and procedures which support and inform the strategy – these plans and procedures are linked within the text or available [upon request](#) to the WCEM Group office. A full list of referenced documents is included in the ‘References’ section at the end of the Group Plan.

Plan development

This Group Plan has been developed using the guidance contained within the National Emergency Management Agency (NEMA) Director’s Guideline (DGL) 23/22 [Risk Assessment Guidance for CDEM Group Planning](#) and NEMA DGL 09/18 [CDEM Group Planning](#). It is directly informed by the requirements in **s53** of [the Act](#), which include not being inconsistent with the [National Disaster Resilience Strategy \(2019\)](#) (NDRS) and the [National CDEM Plan Order \(2015\)](#).

The Group Plan’s content has been informed by stakeholder surveys, Coordinating Executive Group (CEG) meetings, WCEM Group Sub-committee meetings, internal workshops and discussions with strategic and operational response partners. These include iwi who have been involved in the development of the vision, objectives and activities contained within the Group Plan and all consulted prior to finalisation.

Public submissions will be received during an upcoming public consultation period on the content of this Group Plan. Following the public consultation, those who submit on the plan will be given the opportunity to discuss their submission and will receive feedback on how their submission was considered.

The Group Plan is not a static document and will be updated throughout its life cycle to remain current to the operational and strategic arrangements of the WCEM Group.

Plan delivery

The strategic objectives and activities contained within the Group Plan are operationalised through the annual work programme of the WCEM Group Office, the work programmes of the WCEM Group members (West Coast Regional Council, Buller District Council, Grey District Council, Westland District Council, and iwi) and that of response partners.

The WCEM Group CEG is responsible for overseeing the development, implementation, maintenance, monitoring, and evaluation of the Group Plan. The Joint Committee (JC) provides governance and strategic direction to the Group. For more information, please refer to ‘Our structure’ section.

Linkages to regional plans and policies

Figure 1 (pg.13) shows the link between the Group Plan and local risk reduction plans and documents including the council Long Term Plans (LTPs) and Annual Plans. These strategic documents work in tandem with this Group Plan across the 4Rs to enhance community resilience to disasters on the West Coast. The objectives within this Group Plan are designed to support and enable the objectives and activities within the council plans.

The [Buller District Council 2025-2034 Long Term Plan](#) (LTP) includes specific ongoing activities related to CDEM. These activities support the social outcome that the council is ready to respond in an emergency and empowers residents to be better prepared physically and psychologically for a Civil Defence event. The Buller Civil Defence Emergency Operations Centre and related infrastructure is noted in the LTP as a strategic asset.

The [Grey District Council 2025-2034 Long Term Plan](#) (LTP) outlines what the council will provide in regards to emergency management, for example, maintaining a civil defence operational capacity. The LTP also identifies key issues regarding emergency management (amongst other council activities) and options for addressing these, for example, continuing community education to address community apathy during periods of low emergency risk. The GDC LTP highlights the importance of the provision of lifeline services (to the best of their ability) in the event of an emergency.

The [Westland District Council 2025-2034 Long Term Plan](#) (LTP) outlines what the local authority does in relation to emergency management, the assets it holds, key issues, and where it wants to be in the future across the 4Rs. Key capital projects are outlined as well as performance measures and levels of service.

The [West Coast Regional Council Long-Term Plan 2024–2034](#) includes civil defence delivery as part of its broader focus on infrastructure resilience and regional leadership. Key activities support emergency preparedness through flood protection, hazard monitoring, and communications upgrades like Starlink and VHF radio systems. The Council also works collaboratively within the West Coast Civil Defence Emergency Management Group to coordinate planning, response, and recovery efforts. While civil defence isn’t a standalone section, it is embedded throughout the plan’s strategic priorities and investment in regional safety.

The [West Coast One Plan](#), formally known as the Te Tai o Poutini Plan (TTPP), is a unified planning document that merges the district plans of Buller, Grey, and Westland into a single framework for the region. It streamlines land use and environmental management, introduces spatial planning responsibilities to the Regional Council, and lays the groundwork for integrating other regional plans like the Air, Coastal, and Land & Water Plans. Developed collaboratively with councils, iwi, and the community, the plan supports sustainable development, infrastructure resilience, and responsible resource use. Its implementation is overseen by a dedicated committee and funded through regional rates and loans.

All council LTPs note how climate change is likely to impact lifeline services and/or emergency management in the districts.

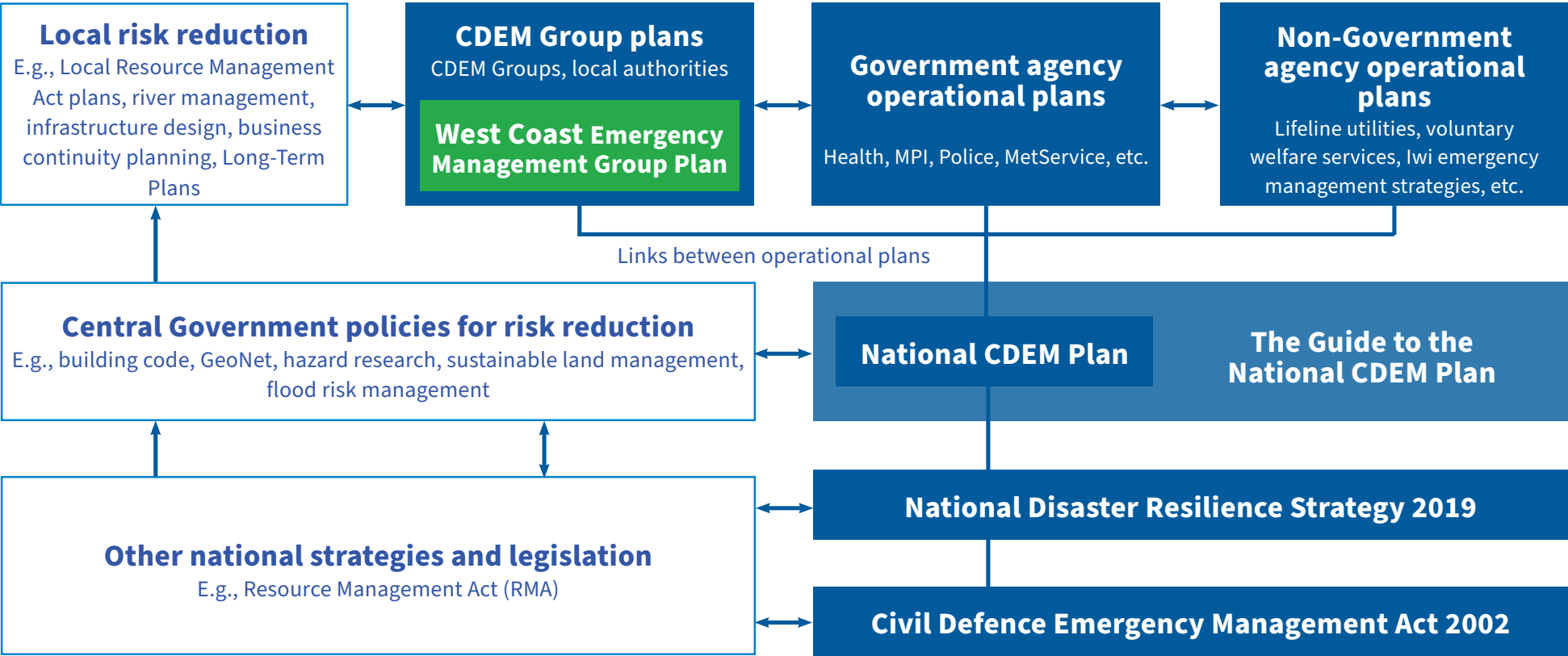


Figure 1: The relationship between the Group Plan and other documents, plans and legislation in Aotearoa New Zealand [Adapted from 'The guide to the National Civil Defence Emergency Management Plan 2015']

What we do

CDEM Groups are responsible for the efficient and effective implementation of CDEM in their region. There are 16 CDEM Groups throughout Aotearoa New Zealand including the WCEM Group.

Before emergencies occur, CDEM Groups work to reduce the risk of hazards (natural, biological, and technological) to their communities and ensure response agencies and communities are ready to respond to emergencies where CDEM is the mandated lead agency¹.

When responding as the lead agency, CDEM Groups coordinate response and recovery activities across a range of agencies (see next section ‘Who we are’). CDEM Groups may also respond to an emergency in support of another lead agency, such as Fire and Emergency NZ.

What is an emergency?

The following definition of an ‘emergency’ is from the Act.

Emergency means a situation that –

(a) is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and

(b) causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand; and

(c) cannot be dealt with by emergency services, or otherwise requires a significant and coordinated response under this Act

¹ CDEM Groups are the lead agency for geological, meteorological, and infrastructure failure emergencies. More information about lead agencies can be found in the Guide to the [National CDEM Plan \(2015\)](#)

Who we are

CDEM Group members

The WCEM Group is formed under **s12(1)(a)** of the Act by the regional council and local authorities who work together with other organisations to provide co-ordinated CDEM planning for reduction, readiness, response, and recovery (the 4Rs).

The multi-agency partnership described above is supported by a range of partners, defined in this Group Plan as agencies, groups or organisations that have a leading role in delivering CDEM in the West Coast region. Key partners are members of the Coordinating Executive Group (CEG), which includes our local authorities, Iwi in Te Tai o Poutini, emergency services, Te Whatu Ora, and Department of Conservation (DOC).

The WCEM Group maintains partnerships and relationships with other organisations outside the CEG, including lifeline utilities², government agencies (through local and regional offices if in place), welfare and community services (including non-profit groups), volunteer groups, businesses, and community groups.

The following table (pg. 16-17) shows the legislative roles and responsibilities of our CDEM Group members and partner organisations.

² Lifeline Utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy, and telecommunications.

CDEM Group Member/Partner	Legislative responsibilities	Relevant legislation/plan
National Emergency Management Agency	Lead national coordination of CDEM; issue warnings; support CDEM Groups.	CDEM Act 2002; National CDEM Plan
West Coast Emergency Management	Develop and implement Group Plans; coordinate local response and recovery.	CDEM Act 2002
Local authorities (territorial/regional)	Maintain lifeline services; enforce building safety; support community resilience.	Local Government Act 2002; Building Act 2004
Iwi and Hapū Authorities	Exercise mana whenua in emergency planning and response; Lead marae-based welfare and recovery efforts; Provide cultural guidance and tikanga-based protocols; Partner with CDEM Groups under Te Tiriti o Waitangi; Coordinate whānau, hapū, and community-led initiatives.	Te Tiriti o Waitangi; National CDEM Plan; Whānau Ora; Local CDEM Group Plans; Marae Preparedness Guidelines
New Zealand Police	Maintain law and order; coordinate evacuation; assist in search and rescue.	Policing Act 2008; CDEM Act 2002; National CDEM Plan
Fire and Emergency New Zealand	Fire suppression; rescue operations; hazardous substance response.	Fire and Emergency New Zealand Act 2017
Hato Hone St John	Provide emergency medical services and patient transport.	National CDEM Plan; Health and Disability Services Act
Health New Zealand - Te Whatu Ora	Coordinate health services; public health response; hospital surge capacity.	Pae Ora (Healthy Futures) Act 2022
New Zealand Defence Force (NZDF)	Provide logistical support, transport, communications, and specialist capabilities.	Defence Act 1990; National CDEM Plan

CDEM Group Member/Partner	Legislative responsibilities	Relevant legislation/plan
Ministry of Social Development (MSD)	Support welfare coordination; provide financial assistance and support services.	Social Security Act 2018; National CDEM Plan
Ministry for Primary Industries (MPI)	Animal welfare coordination; biosecurity response.	Biosecurity Act 1993; Animal Welfare Act 1999
Ministry of Education	Ensure continuity of education services during emergencies; Support emergency planning in schools and ECEs; Coordinate welfare support for students and staff; Manage school property safety and recovery.	Education and Training Act 2020; National CDEM Plan; CDEM Best Practice Guide for ECEs
Te Puni Kōkiri	Advocate for Māori development and wellbeing in emergency planning; Support iwi and hapū-led resilience initiatives; Advise on culturally appropriate recovery and welfare; Monitor government service delivery to Māori communities.	Māori Development Act 1991; National CDEM Plan; Whānau Ora Framework
Ministry of Transport / NZTA (Waka Kotahi)	Maintain transport infrastructure; support evacuation and logistics.	Land Transport Management Act 2003
Lifeline Utilities (e.g., power, water, telecoms)	Maintain essential services during emergencies.	CDEM Act 2002, s60–62
Department of Conservation (DOC)	Support response in conservation lands; fire management; biodiversity protection.	Conservation Act 1987; National CDEM Plan
Non-Governmental Organisations (NGOs)	Provide welfare, shelter, food, psychosocial support.	Voluntary role acknowledged in National CDEM Plan

The National Emergency Management Agency (NEMA)

The National Emergency Management Agency (NEMA) is the Government lead for emergency management. Depending on the emergency, NEMA leads or supports the response and recovery. The WCEM Group works with NEMA at a National level to support the development of doctrine, guidance and regularly contributes to subject matter expert (SME) and special interest groups.

Communities

Community is central to the West Coast region and plays a vital role in the delivery of CDEM. Meaningful engagement across the 4Rs ensures we understand the diverse needs of those we serve and can deliver targeted, effective support. Recognising and valuing community diversity strengthens resilience and enables inclusive, locally informed decision-making.

This Group Plan adopts the following definition³ of community:

A community is a group of people who:

- *Live in a particular area of place (‘geographic’ or ‘place-based’ community);*
- *Are similar in some way (‘relational’ or ‘population-based’ community); or*
- *Have friendships, or a sense of having something in common (‘community of interest’).*

Our communities are dynamic and multifaceted, comprising individuals, groups, and networks with diverse backgrounds, identities, and lived experiences. They encompass a broad spectrum of cultural, social, economic, and generational perspectives, each contributing to the collective resilience and wellbeing of the region. Recognising this diversity is essential to ensuring inclusive engagement, equitable service delivery, and effective policy development. A community’s strength lies not in uniformity, but in its capacity to collaborate across difference, adapt to change, and co-create solutions that reflect shared values and local context.

³ Definition from the [National Disaster Resilience Strategy \(2019\)](#)

Iwi relationships – Mahi Tahī (Unity of effort)

Māori have a special cultural and traditional relationship with the environment and take a holistic view of how all parts of their ancestral lands, wahi tapu (sacred sites), water, and other taonga (treasures) are interconnected. Much can be learnt and applied to emergency management from Mātauranga Māori. For example, values like manaakitanga (the process of showing respect, generosity, and care for others) align with the way communities and response agencies support those affected by emergencies.

The WCEM Group is committed to working in partnership with with Te Rūnanga o Ngāi Tahu and the two Papatipu Rūnanga of Te Tai o Poutini, known as Poutini Ngāi Tahu, through continuing to strengthen relationships and seeking their involvement in national, regional, and local CDEM activities. The WCEM Group has iwi representation on operational sub-committees, the Coordinating Executive Group and Joint Committee.

Those who live within and actively contribute to the rūnanga community carry the responsibility of keeping the ahi kā, the home fires burning. They are the living expression of Ngāi Tahu whakapapa on Te Tai o Poutini, upholding the mana of the marae, welcoming and caring for visitors, laying to rest our loved ones, nurturing future generations, and preserving the stories, tikanga, and traditions handed down through our Tīpuna. Through their commitment, the mauri of the rūnanga is sustained and strengthened.

Poutini Ngāi Tahu is a representation of two Papatipu Rūnanga, who are:

- Te Rūnanga o Makaawhio &
- Te Rūnanga o Ngāti Waewae.

The takiwa of Te Rūnanga o Makaawhio is centred at Makaawhio and extends from the south bank of the Pouerua River to Piopiotahi and inland to the Main Divide, together with a shared interest with Te Rūnanga o Ngāti Waewae in the area situated between the north bank of the Pouerua River and the south bank of the Hokitika River.

The takiwa of Te Rūnanga o Ngāti Waewae is centred on Arahura and Hokitika and extends from the north bank of the Hokitika River to Kahurangi Point and inland to the Main Divide, together with a shared interest with Te Rūnanga o Makaawhio in the area situated between the north bank of the Pouerua River and the south bank of the Hokitika River.

In planning for reduction, readiness, response, and recovery, the WCEM Group remains committed to giving priority to protecting wāhi tapu (sacred areas), protection of ngā taonga tuku iho (treasures of the ancestors) and the kaitiakitanga (guardianship) of the environment in both emergency response and recovery.

Operational arrangement with Ngāi Tahu

Te Tiriti o Waitangi

WCEM recognises the need to continue to build on its relationship with Te Rūnanga o Ngāi Tahu & Poutini Ngāi Tahu, to ensure greater recognition, understanding, and integration of iwi perspectives, tikanga in emergency management, and give effect to Te Tiriti o Waitangi and the treaty partnership. To ensure we achieve these aspirations, Te Rūnanga o Ngāi Tahu is formally a member of the WCEM CEG.

Manawhenua

WCEM recognises Te Rūnanga o Ngāi Tahu as the mandated statutory representative of Ngāi Tahu whānui. There are two Papatipu Rūnanga within the WCEM Group region:

- Te Rūnanga o Ngāti Waewae
- Te Rūnanga o Makaawhio

Papatipu Rūnanga structure

Papatipu Rūnanga exist to uphold the mana of their people over the land, the sea and the natural resources. Those people that live and participate within the rūnanga community take on the responsibility of keeping the home fires burning. They are part of the continuum that is Ngāi Tahu, they maintain the marae, greet and look after the visitors, lay to rest their loved ones, help to raise the next generations and keep alive the traditions and stories of their culture. No rūnanga is the same, each has opportunities and challenges shaped by the land, the environment, the towns and cities and the people that make the region home. The rūnanga have the local knowledge and understand the needs of their marae and community. Papatipu Rūnanga are the face of Ngāi Tahu at the regional level.

Ngāi Tahu response

Previously, Papatipu Rūnanga and Te Rūnanga o Ngāi Tahu have responded to emergencies that have occurred within the Ngāi Tahu takiwā:

- Papatipu Rūnanga response: Following an emergency, marae often become the natural gathering places for affected whānau and their wider communities.
- Marae have established tribal networks and have an inherent ability to manaaki large groups of people. For the most part, marae are able to provide a social wellbeing response for the community and are well-equipped to assist in a welfare capacity during an emergency response, including providing food and accommodation to affected people.
- Te Rūnanga o Ngāi Tahu response: In an emergency, the primary concern of Te Rūnanga o Ngāi Tahu is the welfare of the affected Papatipu Rūnanga, Ngāi Tahu whānau, and the impact on our Ngāi Tahu takiwā. In the event of any emergency, all appropriate Office of Te Rūnanga o Ngāi Tahu resources will be surged in to support Papatipu Rūnanga and whānau where possible.

Meeting Te Tiriti o Waitangi responsibilities

The following table outlines how the West Coast CDEM Group is currently meeting Te Tiriti o Waitangi responsibilities.

Te Tiriti o Waitangi article (summarised*)	Meeting Te Tiriti responsibilities - West Coast CDEM Group
Te Tuatahi: Article one Kāwanatanga Governance Obligation to protect Māori interests - Representation & Kaitiakitanga - Structural mechanisms - Decision making involvement	- Representation on operational sub-committees, the Coordinating Executive Group and Joint Committee. - Representation through the EOC / ECC Iwi liaison team. - Maintaining relationships and a link with NEMA Tākaihere. - Maintaining relationships with Te Puni Kōkiri who oversee Māori interests nationally and are members of the Welfare Coordination Group (WCG) with mandated responsibilities. - Applying a partnership approach to activities across the 4Rs.
Te Tuarua: Article two Tino Rangatiratanga Self-determination Māori exercising authority over their affairs - Engaged, involved. - Capacity & Capability building - Design & Implementation	- Coordination between work programmes of CDEM and iwi across the 4Rs, including identifying shared training opportunities. - Identifying and learning lessons for ongoing improvement in relation to CDEM and iwi coordination during emergencies. - Development of Iwi resilience strategies/plans in partnership with Iwi and marae, e.g., marae activation guidelines.

Te Tiriti o Waitangi article (summarised*)	Meeting Te Tiriti responsibilities - West Coast CDEM Group
Te Tuatoru: Article three Oritetanga Equity Protection and rights - Equitable outcomes - Tikanga & Kawa - Mana enhancement & due regard	- Continue to embed the Iwi CIMS function in training, exercising and response (refer to the ‘Operational arrangements’ section for more information). - Continue to promote the role and importance of the Iwi CIMS function amongst other CIMS functions and response partners to ensure they are suitably trained and competent - Continuing to develop cultural competency in the CDEM Group including the use of Te Reo Māori. - Observe tikanga and cultural practises as part of our way of working - Giving priority across the 4Rs to wāhi tapu (sacred areas), protection of ngā taonga tuku iho (treasures of the ancestors) and the kaitiakitanga (guardianship) of the environment.

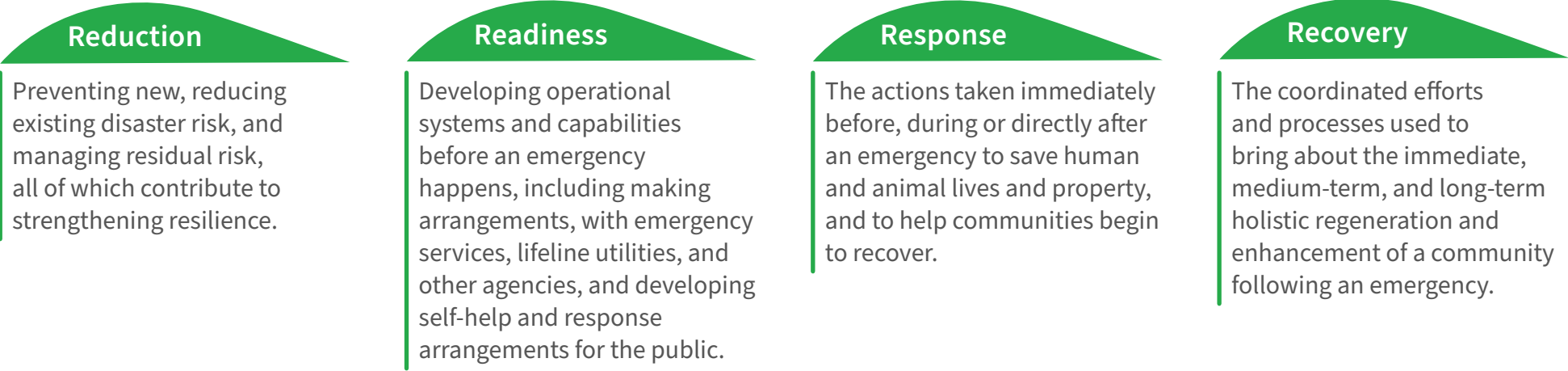
* The full version of Te Tiriti o Waitangi can be viewed [here](#).

The 4Rs

In Aotearoa New Zealand, the integrated approach to CDEM can be described by the four areas of activity, known as the ‘4Rs’: Reduction, readiness, response, and recovery.

This approach has been used to structure Part 3 of the Group Plan, which outlines the WCEM Group objectives and activities for 2025-2030. Objectives in the Group Plan are based on the National Disaster Resilience Strategy (2019) vision and span across the 4Rs.

The National Disaster Resilience Strategy defines the 4Rs as follows:



This approach provides a structure which enables the West Coast CDEM Group to achieve the following outcomes:

- Work together to reduce risk.
- Prepare to respond to emergencies.
- Support communities during emergencies.
- Support communities to rebuild and enhance their disaster resilience.

For the purposes of this Group Plan the readiness and response sections have been combined due to the large crossover between these two areas of work.

Our vision

The vision of the WCEM Group reflects the vision of the [NDRS \(2019\)](#) and is:

‘To build a resilient and safer West Coast region where communities understand and manage their hazards and risks, and are empowered to recover, adapt, and thrive following disruption.’

Strategic objectives

We will achieve this vision through the following strategic objectives:

Objective 1: Managing risks

Where we want to be: The West Coast is a risk-aware region that takes all practical steps to identify, assess, prioritise, and manage risks that could impact the wellbeing and prosperity of individuals (including visitors and animal owners), businesses, organisations, and communities

Objective 2: Effective response to and recovery

Where we want to be: The West Coast region has a seamless, end-to-end emergency management system that enables timely, coordinated response and supports long-term recovery. This system reduces the impacts of adverse events, cares for affected individuals and animals, and protects the enduring wellbeing of those who live in or visit the region.

Objective 3: Enabling and empowering community resilience.

Where we want to be: The West Coast region fosters a culture of resilience where individuals, families, whānau, hapū, businesses, organisations, and communities (including animal owners) are empowered to understand their risks, take proactive steps to reduce them, build resilience to shocks and stresses, and actively participate in civil defence and emergency management.

Our principles

This Group Plan adopts the principles of the [NDRS \(2019\)](#):

- **Manaakitanga | We respect and care for others.**
 - Wellbeing, health, and safety
 - Hospitality, kindness, goodwill
- **Whanaungatanga, Kotahitanga | We nurture positive relationships and partnerships.**
 - Engagement, communication, and shared experiences
 - Acting inclusively, including to incorporate and recognise Treaty of Waitangi principles.
 - Collaboration and collective action
- **Kaitiakitanga, tūrangawaewae | We guard and protect the places that are special to us.**
 - Protecting and enhancing our cultural, historic, and natural environment Intergenerational equity
 - Stewarding our place in the world
 - Feeling enabled and connected
 - Protecting the vulnerable

- **Matauranga | We value knowledge and understanding.**
 - Using scientific, historic, local, and traditional knowledge
 - Striving for a common understanding
- **Tikanga | Our customs and cultural practices are central to who we are.**
 - Cultural identity and expression is respected
 - Ethical and values-based
 - Accountability and transparency
- **Rangatiratanga | We lead by example.**
 - Values-based leadership

Our structure

Governance

The WCEM Joint Committee (JC) and Coordinating Executive Committee (CEG) govern and manage the Group respectively.

Joint Committee (JC)

The Joint Committee (JC) is a committee comprised of the regional council and local authorities established under **s12(1)(a)** of the Act. The committee provides governance and strategic direction to the Group. The functions of the Joint Committee are detailed in **s17** of the Act.

Members of the WCEM Group JC (as per **s13** in the Act) include:

- Buller District Council (Mayor or delegate)
- Grey District Council (Mayor or delegate)
- Westland District Council (Mayor or delegate)
- West Coast Regional Council (Chairperson or delegate)
- Iwi representatives

The regional council and local authorities share common boundaries and work in partnership with iwi, emergency services and other organisations to ensure the effective delivery of emergency management within the region across the 4Rs.

The Joint Committee is chaired by either a Mayor or a Chair of the member Districts or Regional Council. This is decided through a vote at the first meeting at the start of each triennium. The powers and obligations of members of CDEM Groups are detailed in **s16** of the Act. More information about the Joint Committee can be found within the WCEM Group Partnership Agreement [available upon request].

Coordinating Executive Group (CEG)

The CEG is responsible for overseeing the development, implementation, maintenance, monitoring, and evaluation of the Group Plan. In addition, they provide advice to the JC and implement their decisions. The functions of the CEG are detailed in **s20(2)** of the Act.

In addition to the prescribed functions in the Act, the WCEM Group CEG:

- Provides advice on strategic direction of emergency management in the West Coast region.
- Ensures emergency management functions, including the Group Plan, are continually reviewed and monitored.
- Recommends the draft work programme and annual budget to the Joint Committee for approval.
- Recommends to the Joint Committee the appointment of any CDEM personnel including the Group and Local Controllers, Recovery Managers and persons who may declare a state of local emergency and a local transition period for the Group area.
- Liaises with other CEG groups, particularly those of adjoining CDEM Groups.
- Provides input into central government processes, either policy positions or amendments to the legislation.
- Coordinates input into the annual planning process of each local authority with respect to the CDEM function.
- Ensures the provision of professional development and training programmes across the CDEM sector in the West Coast region.
- Advocates for CDEM and CDEM activities across the 4Rs during business as usual and times of activation.

Members of the WCEM Group CEG (with voting rights) include:

- The Chief Executive, or their representative, from each local authority
- Iwi representatives
- A senior member of the NZ Police
- A senior member of Fire and Emergency NZ
- The Chief Executive, or their representative, from Health NZ West Coast

Additional members are:

- Hato Hone St John
- Department of Conservation
- Medical officer of health, Te Whatu Ora

Ex-officio members are:

- Group Manager and Group Controller
- National Emergency Management Agency representative(s)

Individual CEG member responsibilities include:

- Ensuring effective liaison and communication on CDEM matters with their respective CDEM Group member organisation.
- Advocating for and facilitating the implementation of the Group Plan within their respective organisations.

In addition to organisations statutorily required to participate in CEG, other organisations and persons can be represented. Other representatives must be approved under **s20(1)(e)** of the Act.

The CEG chair and Deputy are appointed by the CEG members by a majority vote, from one of the member District Councils or a voting member.

CDEM subsidiary committees

The CEG can establish subsidiary committees to progress key areas of work, or as a liaison with strategic stakeholders, and delegate specific or general decision-making powers as required. Committee’s report to CEG via the Chairperson of each committee – their administrative costs are met by the WCEM Group. The cost of participation in committees is met by each respective member organisation. Iwi where possible are members on all subsidiary committees.

The current WCEM Group subsidiary committees are detailed below.

The **Operational Sub-Committee** meets every quarter prior to CEG, informs the work plan and drives the operational planning focus for emergency planning and integrated operational systems within the CDEM Group. The group has membership from the local authority CDEM officer’s collective, emergency services, and health (including public health). More information about the group including membership is available in the group’s Terms of Reference [available upon request].

The **Lifelines Utilities Group (LUG)** is a group of regional and national organisations that deliver ‘lifeline’ and critical infrastructure services (e.g. utilities). These organisations, including a major West Coast fuel distributor and Westland Milk Products, meet regularly with the WCEM Group Lifelines Coordinator to contribute to CDEM planning in the region. More information about the group including membership is available in the group’s Terms of Reference.

The **Welfare Coordination Group** is mandated by **s65** of the [National CDEM Plan 2015](#). The Group’s role is to provide coordinated planning and delivery of welfare services for the West Coast region consistent with the Group Plan and national guidance. The Group is chaired by the Group Welfare Manager and supported by local welfare committees in each district. Members of the WCG include social agencies, rural advisory networks and agencies involved in animal welfare including the Ministry for Primary Industries (MPI). More information about the group including membership is available in the group’s Terms of Reference and the WCEM Group Welfare Plan (2019) [available upon request].

Administering authority

The West Coast Regional Council is the administering authority for the WCEM Group under **s23** of the Act. The regional council provides administrative and related services through the CDEM Group Office known as WCEM, that may from time to time be required by the WCEM Group. More information about WCEM can be found in the section ‘The West Coast Emergency Management (WCEM) Group office’.

These services include:

- Convening of meetings, preparation of agendas, and related administrative tasks for Group and CEG meetings, and for other group-level committees/working groups involved in CDEM (e.g., Welfare Advisory Group, Operational Sub-Committee).
- Financial management for the Group where required.
- Providing a Group response capability including a Group ECC facility, staff, and resources.
- Entering into contracts with service providers on behalf of the Group.
- Publication of the CDEM Group work programme, budget, and performance in the council’s Annual Plans
- An intelligence function which supports activities across the 4Rs.

The costs of administrative and related services of the Group Office are funded from the West Coast Regional Council targeted emergency management rate. A partnership agreement exists between the West Coast Local Authorities regarding the delivery of CDEM in the region to support the management and operation of the WCEM Group Office.

Further information about the administering authority arrangements is available on request.

Key appointments

Statutory and non-statutory appointments associated with this plan to meet the requirements of the Act include:

- Persons authorised to declare a state of local emergency (**s25** of the Act) – please refer to Declaration section for more information.
- Persons authorised to give notice of a local transition period (**s25** of the Act) – please refer to the Recovery section for more information.
- Group and Alternate Group Controllers (**s26** of the Act) - Controller’s functions are listed in **s28** of the Act.
- Local Controllers (**s27** of the Act).
- Group and Alternate Group Recovery Managers (**s29** of the Act).
- Local Recovery Managers (**s30** of the Act).
- Group and Alternate Group Welfare Managers (WCEM Group appointment).

The West Coast Emergency Management (WCEM) Group office

The WCEM Group office coordinates and facilitates day-to-day planning and project work, informed by the work programme, on behalf of the WCEM Group and CEG.

The four West Coast councils have agreed that their responsibilities under the Act shall be combined and delivered through WCEM with the intention that each council is an active equal participant in the establishment, development and control of it. WCEM employs a full-time CDEM Manager, who has responsibility for delivering CDEM for the entire region with the assistance of Emergency Management Officers (EMOs).

The Buller, Grey and Westland District Councils all have EMOs allocated to and placed in their districts, who report to the Group office and are funded as part of the Regional Council rate.

The WCEM Group office is responsible to CEG for the CDEM work programme, and to the West Coast Regional Council (as administering authority) for corporate functions such as human resources, finance, IT support, etc.; the cost of which are met by the WCEM Group.

Functions of the CDEM Group office include:

- Advice and technical support to the CEG and WCEM Group.
- Maintaining a pool of suitably trained and competent CDEM and Local Authority staff to support the operation of the Group ECC and providing ongoing training and exercising opportunities.
- Operational duties including maintenance of the Group ECC and other facilities; receipt and issuing of warnings, monitoring, initial response to emergency events, maintenance of communication systems, assistance to the Controller during the response phase, and assistance to the Recovery Manager during the recovery phase.
- Providing a duty officer 24/7, 365 days a year.
- External liaison, support, and assistance to and from other CDEM Groups, response agencies and partners.
- Advocating for and contributing to the promotion of the Group’s objectives across the 4Rs.
- Coordination and implementation of the Group Plan and the Group work programme.
- Preparation of the CDEM Group office work programme and reporting against the programme (including the budget for agreement by the CEG and Joint Committee).
- Project coordination and management including the development, implementation, monitoring and review of the CDEM Group Plan and supporting documents.
- Management of contracts entered into on behalf of the CDEM Group or CEG.
- Management and administration of EMOs for each district, Infrastructure entities, Welfare and Recovery, and Readiness and Response.
- External liaison with the CDEM sector and National Emergency Management Agency.
- Coordination of monitoring, evaluation and assurance activities.
- Identification of hazards and risk mitigation.
- Development of plans and SOPs based on regional hazards and risks, regularly updated with new information and research about hazards and risks.

In addition, the Group office has adopted the following strategy regarding District Council Emergency Management Officers:

- District Council EMOs work with the appropriate local authority or agency to carry out relevant work plan objectives.
- District Council EMOs are supported from within member councils by the CEG representative and coordinated by the Manager, WCEM, to ensure implementation of the work programme is achieved.

Delegated roles

The CDEM Group is able, pursuant to **s18(1)** of the Act to delegate any of its functions to members of the Group, the Group Controller, or other persons. These delegations are made by a resolution passed at a CDEM Group Committee meeting.

Group Controller

The Group Controller must, only during a state of emergency, direct and co- ordinate the use of personnel, materials, information, services, and other resources made available by departments, CDEM Groups, and other persons. The Group Controller also has a role to provide strategic advice and direction to ensure the Group priorities are met. In the event of a vacancy in the office, or an absence from duty of the Group Controller, one of the other appointed Alternate Group Controllers is authorised to act.

The Group Controller and their alternates are delegated the authority to:

- Co-ordinate the activities (as are required to perform their duties) detailed in **s18(2)** of the Act, under the direction of the Coordinating Executive Group, and to respond to and manage the adverse effects of emergencies in the WCEM Group area (**s17(1)(d)** of the Act).
- Require information to be provided under **s76** of the Act.
- Exercise all the emergency powers conferred on the Group by **s85** of the Act, provided that the Group Controller shall make reports on the actions undertaken at such intervals as directed by the chairperson of the Group.

Local Controller

*As with Group Controllers, Local Controllers are supported by Alternate Local Controllers who are authorised to act in the absence of the Local Controller. Local Controllers are appointed to ensure the objectives of the Group Action Plan are implemented at the local level in support of the Group Controller. In accordance with **s27(2)** of the Act, the Local Controller must follow any directions given by the Group Controller during an emergency.*

During a state of emergency for the area in which they are authorised, Local Controllers direct and co-ordinate the use of personnel, materials, information, services, and other resources made available by departments, Civil Defence Emergency Management Groups, and other persons. Local Controllers also provide advice to the Group Controller and Group ECC.

Local Controllers and their alternates are delegated powers under **s17(1)(d), 18(2), 76, 78, 81, 85, 86, 87, 88, 89, 90, 91, 92** and **94**, of the Act and may only exercise those powers in the following circumstances:

- Complete isolation of the community to which that Local Controllers has been appointed.
- The proposed response action is urgent.
- When there is no ability to communicate with the Group Controller for direction.
- The Local Controller forms the opinion, from all the circumstances, that due to the magnitude and severity of the event it is likely that a declaration has been made.



West Coast Emergency Management Controllers during exercises (Photo credit: WCEM)

Other delegated roles

The **Group Recovery Manager** (or their Alternate) is responsible for coordinating the recovery and/or transition period activities for the CDEM Group area. The WCEM Group has the practice of permanently appointing a Group Recovery Manager and Alternate Group Recovery Manager to fulfil this requirement. The WCEM Group delegates the powers contained in **s94(h), 94(i), 94(k), 94(l), 94(m)**, and **94(n)** of the Act. These powers are available to the Recovery Manager while a transition period is in force. Recovery Managers must report on use of these powers under **s94(p)** of the Act to the Director of NEMA and the WCEM Group. The WCEM Group has overall responsibility for governance and oversight of the recovery. During a National Transition period the Group Recovery Manager must act in accordance with the direction of the National Recovery Manager.

The **Group Welfare Manager** (or their Alternate) is responsible for the strategic coordination of welfare services (including Civil Defence Centres), supporting the local welfare response, and liaison with welfare service agencies to deliver their welfare services. The Welfare Coordination Group is chaired by the Group Welfare Manager who is a member of the Group office.

Other key roles

The **Public Information Manager (PIM)** is responsible for managing the PIM team and its functions during an emergency. These functions include (but are not limited to) working with and monitoring the media, issuing public information to the community and managing community relations, collaborating with PIM personnel from other agencies, working closely with CDEM spokespeople and managing VIP and media site visits. The PIM team, staffed by communication specialists from the CDEM Group member authorities, works with a range of internal and external partners during readiness, response, and recovery.

The **Lifeline Utilities Coordinator** is responsible for ensuring that critical infrastructure providers understand their interdependencies and have plans in place to ensure levels of service are maintained during an emergency. The role chairs the Lifelines Group and coordinates members response to emergencies.

External support arrangements

When requested and where able, the WCEM Group will provide support and assistance to other CDEM Groups with respect to their CDEM functions.

This may include:

- Assistance in the event of an emergency. It is expected that where possible, CDEM Groups will aid one another during an emergency if required. The [AF8 SAFER Framework](#) outlines possible support arrangements for a large Alpine Fault earthquake.
- Sharing relevant hazard information and planning mechanisms to help develop a common understanding and approach to civil defence and emergency management, including the development and implementation of CDEM Group Plans.
- Seeking and promoting mutual operational arrangements such as training opportunities and standard operating procedures.

Assistance provided to other CDEM Groups will be subject to the operational needs of the WCEM Group and the business continuity of the Group’s members. The Act (**s113**) provides for the recovery of actual and reasonable costs associated with provision of assistance to other CDEM Groups.

Financial arrangements

Day to day activities

The JC and CEG govern, manage, and set the direction for the WCEM Group work programme and budget.

In terms of day-to-day activities, the WCEM Group (via the administering authority) is responsible for funding:

- Administrative and related services under **s24** of the Act.
- The agreed WCEM Group annual work programme.

Each local authority member of the Group will be responsible for funding:

- The reduction, readiness, response, and recovery arrangements required in its district.
- Funding and resourcing the preparation and implementation of local CDEM arrangements.
- Meeting the costs of its representation on committees, the CEG and the Joint Committee.

From time-to-time specific projects may be identified by the CEG for approval by the Group. Once the Group has approved the development of a project a specific cost recovery method will be put in place to fund the initiative. The Group office will oversee any budgets relating to these projects.

Unless agreed otherwise, the costs of completing any specific agency actions as outlined in the annual work plan will be met by the agency concerned.

Expenditure in an emergency

Financial delegations

Group Controllers have a financial delegation determined by the West Coast Regional Council (WCRC) for single purchases/transactions (operational expenditure) in an emergency. Any amount above this requires additional sign off by the WCRC Chief Executive.

In the lead up to an emergency (up to Level 3 – refer to Figure 4, pg.82-83)

In an emergency response agencies are to meet their own operational costs as outlined in the Guide to the National CDEM Plan (2015).

The WCEM Group is responsible for funding:

- All costs associated with resourcing, activation, and operation of the Group ECC.
- All reasonable direct expenses incurred by the Controller.
- All reasonable direct expenses (such as travel, meals, and accommodation) incurred by recognised technical advisors when requested to attend meetings to provide specialist technical advice.

Local authorities are responsible for meeting all costs associated with their own CDEM personnel, facilities, and resources.

During an emergency (Level 4)

The Group is responsible for funding as per Level 3 above.

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

Each local authority is to be responsible for meeting all emergency expenditure incurred in its district or under its jurisdiction, and arising out of the use of resources and services under the control of either a Local Controller (directed to carry out any of the functions or duties of, or delegated to, by the Group Controller), or the Group Controller.

A clear record of who authorises any expenditure, its purpose etc is required to be kept (refer to ‘Recovering costs’ section below). The Group Controller will ensure all costs are properly accounted for.

Recovering costs

Considerations when preparing response and recovery claims include:

- Local authorities are to maintain clear and accurate records of expenditure as per the [Logistics in CDEM Directors Guideline \[DGL 17/15\]](#) for the recovery of specified costs as noted in **s33** of the Guide to the National CDEM Plan (2015).
 - All costs must be GST exclusive and actual, unless NEMA has previously agreed to accept estimates.
 - Only one claim is permissible for each item of eligible expenditure.
 - Claims should be accompanied by all relevant details to support the classification of costs as emergency expenditure.
 - Payment of all expenses must be made prior to claiming (but receipts must be provided before payment is made).
 - The claims must be certified by the relevant chief executive(s) before being forwarded to the Group and NEMA.
- Where an emergency involves more than one district, the WCEM Group Office will co-ordinate and validate respective local authority claims, following the procedure outlined in **s33** of the [Guide to National CDEM Plan \(2015\)](#). Where an emergency affects only the area of a single district, that local authority may handle its own claim.
- Where the CDEM Group incurs costs in caring for the displaced, the costs are considered to have been incurred on behalf of the affected local authority(s) and will be reimbursed through that local authority;

Any reimbursement of expenditure by central government will be apportioned to local authorities as appropriate through individual payment.

Volunteers suffering loss or damage because of any action or measure duly undertaken while carrying out emergency work under the control or authority of a Controller (national or local) may also submit claim for reasonable costs to the local authority or Crown as set out in **s108** of the Act.

The WCEM Group aligns to the WCRC policy in relation to meeting koha and reimbursement of costs to iwi that have been authorised by the Group Controller during an emergency. Costs incurred by iwi in an emergency should be claimed via the WCEM Group.

Recovery

Upon termination of the response phase of an emergency event, the expenditure management regime established for the response phase must be closed off and recommenced for the recovery phase under the control of the Recovery Manager.

A clear record of the authoriser of expenditure and its purpose will be kept to support claims for Government subsidies and repayments. The Recovery Manager will ensure all costs are properly accounted for.

The Recovery Manager will recommend to the WCEM Group which recovery costs could reasonably be met by the Group, and which costs could be recovered from other parties (e.g., insurance or central government). Claims for Government assistance are to be made by the organisation incurring the expenditure, or in the case where there are agreed Group costs, by the WCEM Group. Any central Government involvement will be contingent upon the principles and conditions set out in **s33** of the [Guide to National CDEM Plan \(2015\)](#). If it becomes apparent that there will be a significant number of people suffering financial hardship and more immediate relief is required, Mayoral Relief Funds may be established.

Mayoral Disaster Relief Fund

In the event of a significant emergency, it may be necessary to collect donations to assist those impacted by the event. Donations are made to the Mayoral Disaster Relief Fund.

Monetary donations to the fund, administered by the relevant District Council, will generally be encouraged rather than the receipt of donated goods and services. Information regarding how to donate to the fund and how funds are distributed to those affected are provided to the public at the time of an emergency.

The WCEM Group utilises partnerships with other agencies and the NEMA publication [Donated Goods Management Planning: Best Practice Guide \[BPG 2/06\]](#) to plan for and the manage donated goods during and after an emergency.

PART 2: REGIONAL CONTEXT

This Group Plan covers the Grey District Council, Buller District Council, Westland District Council and West Coast Regional Council areas, which combined, form the WCEM Group area.



The West Coast region

The unique social, cultural, economic, and natural features of the region are considered when conducting activities across the 4Rs in the WCEM Group area. For example, the region’s national parks and natural environment attracts many tourists; our regional demographic has high numbers of older people; ethnic diversity is increasing; and the region relies on several critical roading links to bring in supplies such as food and fuel as needed on a ‘just-in-time’ basis.

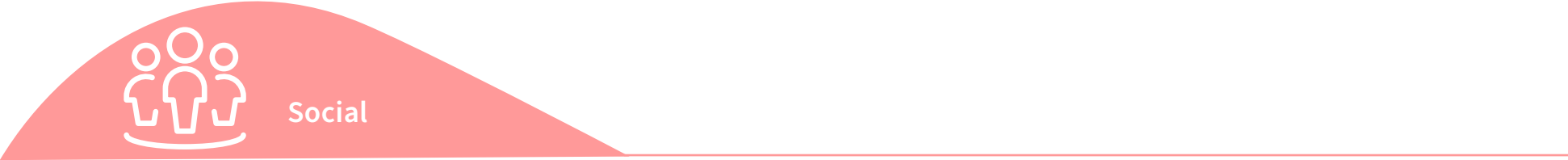
As a region, the West Coast has a geologically diverse landscape. This landscape provides us with the vistas and weather we are known for but provides challenges, such as for transport infrastructure in our region which can be tested with landslides, washouts, liquefaction, seismicity and more. In some emergencies, parts (or all) of our region can become isolated and need to be self-sufficient until access can be restored.

Coasters are known for their resilience and their ability to respond as a community to get through emergencies, even when isolated. Preparedness is key – we are all part of Civil Defence in New Zealand, and all have a role to play to get through the next emergency together. For more information about how to prepare, refer to ‘The Coasters Guide to emergencies’ section of this plan and visit getready.govt.nz.

The WCEM Group undertook a project in 2017 to better understand the vulnerability and interdependencies of lifelines in the region with the aim of improving their resilience to hazards. The West Coast Lifelines Vulnerability and Interdependency Assessment Report can be viewed [here](#).

Key features of the West Coast region

Key features of the West Coast region across the social, built, economic and natural environments are outlined below. For a comprehensive overview of the regional setting, please refer to the Long-Term Plans of the respective local authorities.



- The West Coast is the least populous region in New Zealand with a usually resident population of 33,390*. Between the 2018 and 2023 census, the usually resident population of the region increased by 5.7%.
- The region is rural in nature due to its small and widely dispersed population – following an emergency, parts of the region may become isolated and need to be self-sufficient until support can arrive.
- There are three main urban areas on the West Coast (Westport, Greymouth, and Hokitika) which provide the primary service infrastructure in each of the districts.
- Ethnic diversity in the region has significantly increased between the 2018 and 2023 census. The region’s largest ethnic group is European, followed by Māori, Asian, Pacific peoples and then Middle Eastern/Latin American/African. Activities across the 4Rs need to consider the growing diversity of the West Coast’s population and transient populations.
- The median age is 48.1 years old on the West Coast*. A large proportion of the region’s population is over the age of 65 (22.6%), significantly higher than the national average (16.6%). Resilience, preparedness and communication strategies need to be carefully targeted to ensure adequate reach in the older demographic.
- Franz Josef/Waiau has a resident population of approximately 500 people who mainly service in-excess of 1 million tourists who pass through the town each year. The town accommodates over 3,000 tourists per night in the busy season ([Franz Josef Glacier | Westland District Council](#)). An emergency impacting Franz Josef may result in the requirement to deliver a significant welfare response to those visiting the region.
- At any time there can be many freedom campers along the West Coast who may have limited access to hazard warnings, are driving on unfamiliar roads, and to whom English is a second language. Hazard education and warnings must account for those who do not have English as a first language, and to those visiting and unfamiliar with the region.

(Source: Census 2018 and Census 2023 if marked *)



Built

- There are approximately 18,564 dwellings on the West Coast*.
- The main base hospital is in Greymouth with smaller hospital facilities at Reefton and Westport with medical centres at Hokitika, Whataroa, Franz Josef and Haast townships.
- Local authorities in the region are responsible for the management of three waters infrastructure and local roading (including sealed and unsealed roading). Privately owned septic tanks and water tanks are used in townships without reticulated schemes.
 - The [Buller District Council](#) manages three wastewater treatment facilities – these are operated by WestReef Services Ltd. The Westport water supply is from a creek catchment in the hills behind Westport and is transferred to the reservoirs by a series of underground tunnels and pipes. Stormwater along state highways is managed by Waka Kotahi; however, Council maintains parts of this network in Granity and Ngakawau on their behalf under a cost-share arrangement.
 - The [Westland District Council](#) operates four wastewater treatment systems in the district and nine water supplies. The only township serviced by a significant stormwater reticulation scheme is Hokitika.
 - The [Grey District Council](#) manages six reticulated sewerage schemes for the collection, treatment and disposal of wastewater and five water supply schemes. Grey District Council has a minor Flood Protection responsibility in that it puts floodgates in specific locations when levels in the Grey River reach a specific height.
- Significant parts of the West Coast do not have access to cell phone coverage due to topography, as a result many West Coast residents are reliant on landline infrastructure. In the 2018 census, 76.5% of residents had access to the internet while 85.1% had access to a cellphone/mobile phone. It is very likely that cellular and landline technology will be disrupted in the next major emergency.
- The region imports approximately half of its electricity from outside of the region. Emergencies which disrupt electricity generation and/or transmission lines both within and outside of the region could disrupt services on the West Coast.

(*Source: Census 2023)

- The two fibre-optic cable links between Greymouth and the rest of the country are to Nelson via Reefton, Springs Junction and Murchison, and to Christchurch via Moana and Arthur's pass. Damage to these cables either in the Nelson Tasman or Canterbury regions could impact the provision of telecommunications in the West Coast and vice versa¹.
- The State Highway (SH) system is critical both for West Coast residents travelling between towns and other regions, and from an economic and lifeline utility perspective (several bridges carry telecommunication cabling, water infrastructure and electricity). SH 6 from Haast to Westport and inland to Murchison and SH 73 from Greymouth to Canterbury are both critical links to the region. The reliance on the SH network for the delivery of key services and movement of people is a significant vulnerability in the region.
- The Midland rail links the West Coast (via Greymouth) to Christchurch. An internal rail line exists between Hokitika and north of Westport. The Alpine Fault crosses the Midland rail line at Inchbonnie- large earthquakes have the potential to cause significant damage to rail infrastructure.
- The region has two airports in Westport and Hokitika providing daily flights to Wellington and Christchurch respectively. An airport in Greymouth can accommodate smaller aircraft.
- Two river ports in Westport and Greymouth provide sea access but are particular in the type of vessel they can accommodate due to the challenges presented by being river ports. Jackson Bay south of Haast has a deep-water port and wharf specifically useful for larger ships i.e. cruise liners and cargo vessels
- Fuel for the region is trucked in via SH 73 and SH 6. There is limited bulk storage on the West Coast (60,000 litres) and that which is held by service stations and private users. There are limited oil lubricant and gas supplies on the West Coast. Food and other 'fast moving consumer goods (FMCG)' are also trucked into the region using a just-in-time logistical approach. Any disruption to supply routes can have significant economic and social implications in an emergency given the region's reliance on these routes for FMCG.

¹ [West Coast CDEM Lifelines Vulnerability and Interdependency Assessment: Main report](#)



Economic

- In 2023, the tourism sector accounted for 12.1% of total employment on the West Coast (compared to 6.9% nationally)**.
- The largest industry contributing to GDP in the region is ‘Electricity, gas, water and waste services’, followed by the ‘Agriculture, forestry, and fishing’ industry**.
- The dairy product manufacturing industry had the highest exports in 2023 (\$551m) followed by meat and meat product manufacturing (\$117.6m) and mining industries (\$85.5m). Westland Milk Products processes milk products for almost all of the dairy farming community and is located in Hokitika – it is a significant employer in the area. Emergencies which disrupt supply chain connections can have significant impacts on these industries.
- Mining on the West Coast is dominated by coal production in Buller and a limited amount of gold mining. The large reserves of high-quality coal and gold give the West Coast industry a competitive advantage.
- The tourism sector contributed \$139.8m towards GDP in the region in 2023, amounting to 5.4% of the West Coast Region’s economic output in 2023**. Popular tourism sites include the Franz Joseph and Fox Glaciers, South Westland World Heritage Area, the West Coast Wilderness Trail and Punakaiki.
- State Highways are critical links for the West Coast economy enabling the two-way movement of goods and services, including food and fuel, between regions (including to/from Port Nelson). Disruption to these inter-regional supply chains in an emergency could significantly impact the regions social and economic environments.
- The reliance of the West Cost economy on a few sectors means the economy is particularly vulnerable to economic shocks from outside of the region.

** [Infometrics: West Coast Regional Profile](#)

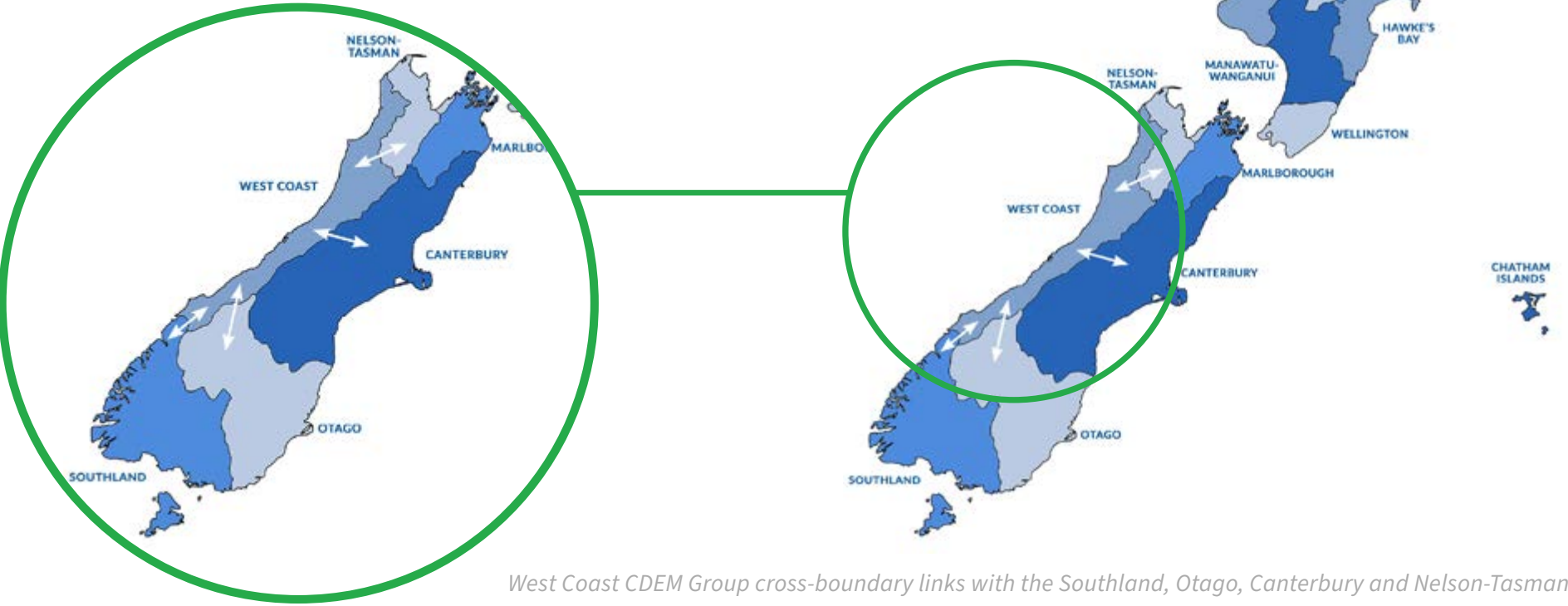


Natural

- The West Coast makes up 8% of New Zealand’s total land area. The region is long and narrow situated between the Southern Alps on the east and the Tasman Sea in the west.
- Approximately 83% of the West Coast region is conservation land, roughly 19,000 square kilometres out of 23,000 total, which is nearly 25% of all conservation land in New Zealand. This makes Te Tai Poutini one of the most protected and ecologically rich areas in the country.
- The region has over 600km of coastline susceptible to erosion. Inland, slope stability problems occur on a wide variety of geological formations throughout the region, often triggered by intense rainfall and/or earthquakes.
- The region includes a series of mountain ranges, notably the Southern Alps which the Alpine Fault runs through.
- Each of the three main urban areas, Westport, Greymouth and Hokitika, are situated on the banks of major river systems. Many smaller settlements are situated on river flats or along the coastline.
- On the western side of the Alps, rivers and streams are steeply graded with the distance between the source and sea seldom exceeding 50km.
- The West Coast is New Zealand’s wettest region, attributed to its exposure to the predominant westerly airflow over the country, combined with the orographic effect of the Southern Alps. Annual rainfall totals at relatively high elevations regularly exceed 10,000 mm, with low elevation coastal locations typically recording between 2,000 and 3,000 mm of rainfall annually (source: [NIWA: The West Coast](#)).
- Temperatures in lowland areas remain mild throughout the year, with temperatures less than 0°C and greater than 25°C occurring infrequently compared to most other regions of New Zealand. The West Coast is not especially windy, and local wind regimes are strongly influenced by the southwest to northeast orientation of the Southern Alps¹.

Cross-boundary links

The West Coast region shares a boundary with the Southland, Otago, Canterbury and Nelson-Tasman CDEM Groups. These shared boundaries are an important consideration when conducting activities across the 4Rs, especially in response and recovery phases. The nature of these links across people, response partners, economies, and infrastructure are summarised below. The WCEM Group maintains strong relationships with these neighbouring CDEM Groups to ensure appropriate arrangements are in place for emergencies which cross regional boundaries.



West Coast CDEM Group cross-boundary links with the Southland, Otago, Canterbury and Nelson-Tasman CDEM Groups

People

- For communities (and their animals) located near regional boundaries it may be easier (or preferred) to cross into the next region to access consumer goods and/or essential services. Disruption to transport links may disrupt access to essential services for these people.
- Residents requiring specialist health services may need to travel across regional boundaries into the Nelson Tasman or Canterbury regions. These people could become stranded and/or experience disruptions to their healthcare if an emergency disrupts transport links connecting the West Coast to these locations. This may result in negative outcomes for vulnerable people.
- Residents on the West Coast are likely to have close connections (family, whānau, birthplace, turangawaewae) to neighbouring regions. Some people may be significantly impacted in an emergency affecting another CDEM Group because of this personal connection. As a result, CDEM Groups need to be connected and work in partnership with each other.

Response partners

CDEM Groups often share the same response partner liaison personnel. When an emergency occurs affecting multiple regions, resourcing liaison officers to all areas can become challenging for response partners.



Multi-agency partners training (Photo credit: WCEM Facebook page)

Hazards in the West Coast region

The West Coast region is exposed to a wide range of natural, biological, and technological hazards. In preparation for the development of the Group Plan, a comprehensive re-evaluation of the current major risks within the region began in 2024 to update the risk assessment conducted in 2016 for the last Group Plan. This assessment explores how these hazards may affect the region across four key environments, with cultural impacts considered within each of the four environments. The four environments are the:

- Social environment
 - Built environment
- Economic environment
 - Natural environment

Insights from the assessment process have helped to shape the current Group Plan objectives and activities and will be continuously refined throughout its lifecycle – and into future iterations – as the WCEM Group’s understanding of hazards and their consequences deepens. The following sections outline the ongoing assessment process and emerging findings.

The risk assessment process

The risk assessment process involved the development of maximum credible hazard scenarios⁴ by subject matter experts and scientists for a range of hazards. Primary hazards, like earthquakes and flooding, were used for the assessment with secondary hazards, such as liquefaction, accounted for in scenario descriptions.

It is important to note that maximum credible scenarios are only developed for risk assessment purposes. They are not a representation of what the next hazard event will look like, and their likelihood does not indicate when they will next occur. The maximum credible event scenarios are used to assess the impact of each hazard across the four main environments. Within each environment a number of elements are assessed. When the impact, or consequence, of each hazard is combined with its likelihood of occurring, we gain an understanding of the hazards overall risk.

The risk assessment process follows guidance contained within the [NEMA Risk Assessment Directors Guideline \[22/23\]](#). The full set of results will be updated in the **WCEM Group Hazard Summaries** once the process has been completed [Available upon request]. For hazards not re-evaluated yet, the WCEM Group is utilising the information from the previous risk assessment (2016) to inform the development of this plan and will update the Group Plan should these significantly change when re-assessed.

⁴ A maximum credible scenario is defined as the hypothesised worst-case event for the geographical area being considered. The scenarios may have a very low likelihood and should align with the reasonable expectations for hazard planning.

Determining the likelihood of occurrence

Each hazard is first categorised by its likelihood of occurrence. Using maximum credible scenarios means the likelihood is often lower than smaller scenarios.

The likelihood is determined by the potential for occurrence as per the table below:

Likelihood classification	Likelihood description
Rare	Almost certainly not to occur but cannot be ruled out
Unlikely	Considered not likely to occur
Possible	Could occur, but is not expected to
Likely	A good chance that it may occur
Almost certain	Expected to occur if all conditions met

These likelihood levels are set within the [NEMA Risk Assessment Directors Guideline \[22/23\]](#) and are informed by scientific research and the frequency/occurrence of past events at a similar scale to the maximum credible scenario.

Determining the consequences of our hazards

The potential consequences of a hazard scenario to the four environments is determined using a scale from insignificant (little to no consequence) to extreme (widespread, significant consequences). Each of the four environments is split into specific individual elements to enable a more detailed assessment of the potential consequence. A determination is made using descriptors to assist those making the assessment to identify the appropriate **level of consequence**.

- ★★★★ Catastrophic
- ★★★ Major
- ★★ Moderate
- ★ Minor
- Insignificant

Consequences have been assessed across all identified hazards from the WCEM Group Risk Assessment process (2025) to support the development of objectives and activities across the 4Rs in the Group Plan (refer to Figure 2), including prioritising specific planning in response and recovery for consequences that appear at high level across multiple hazards.

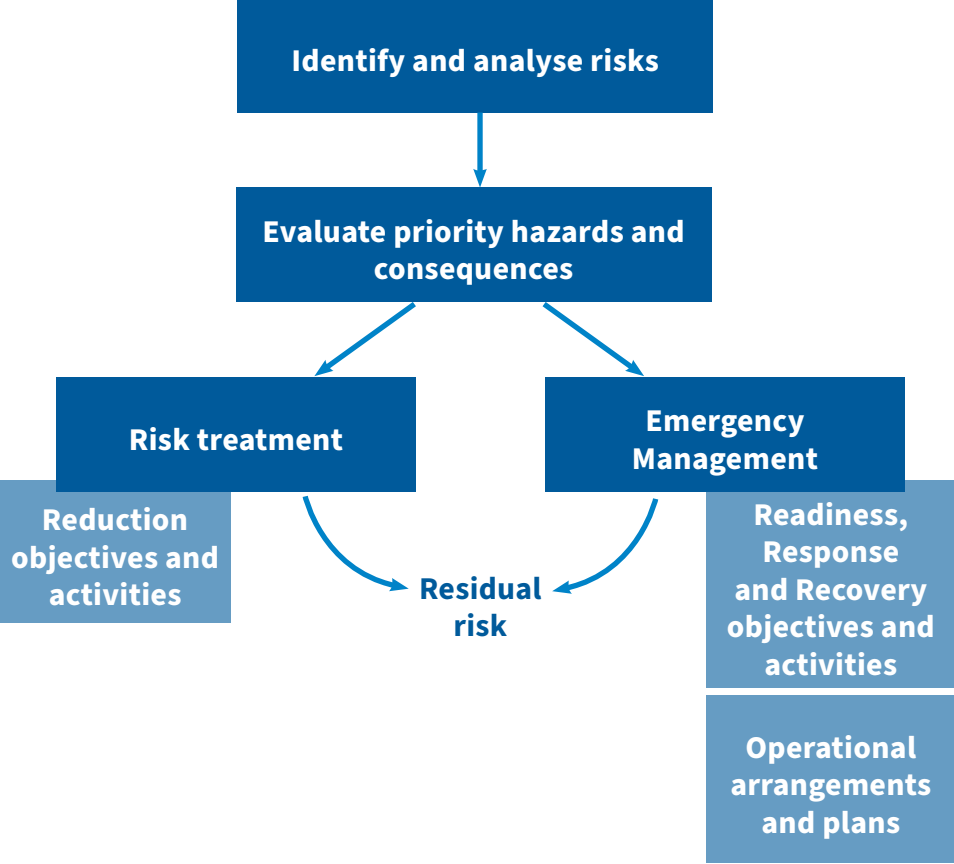


Figure 2: Risk-based approach to emergency management (Adapted from Figure 4 of NEMA CDEM Group Planning DGL [09/19])

Assessed risk levels

Upon the completion of the process a hazard can have a risk level assigned to it based on the likelihood of occurrence and the consequence to the district across the four environments.

The risk levels are shown below:

- Extreme
- Very high
- High
- Medium
- Low

Limitations to the process:

The risk assessment process is conducted by representatives from all CDEM Group partners and supporting organisations. As such, the process is based on the knowledge of those representatives regarding the impacts a specific hazard may have. While this provides us with a degree of guidance in our regional hazards, their potential impacts and the risks they present, this is not a definitive risk assessment and may change with the advent of new research, events occurring or emergence of new hazards.

Once completed, the risk assessment will provide the CDEM Group with a holistic understanding of the consequences of emergencies across the four environments. This will enable trends to be seen where consequences occur at a high level across multiple hazards and support the CDEM Group to identify specific planning and arrangements that might be needed to address these.

Our high-risk district hazards

Through the previous risk assessment (2016) and the current re-assessment of regional hazards, none were assessed to present an ‘extreme’ risk to the region. However, several hazards pose a high risk and may have significant implications for our communities, infrastructure, economy or natural environment. High risks can occur from less frequent hazards with severe consequences or from more frequent hazards with lesser consequences. The risk assessment process helps to understand which hazards pose the highest risks to the four environments and informs the prioritisation of work across the WCEM Group.

Our high-risk hazards include:

- Flooding
- Earthquake
- Animal pest/disease
- Cyclone
- Human pandemic
- Tsunami

Flooding

Flooding occurs when storms and heavy rain make rivers overflow their banks or drainage systems overflow, often into the streets. Flooding is the most commonly occurring major natural hazard in the region. Sources of flooding can include large cyclones, southerly storms, and atmospheric rivers. There are 17 freshwater catchments in the West Coast region. Rivers in these catchments have varying degrees of management along their lengths. Some rivers, when in flood, have the potential to impact urban areas.

Severe flooding events have occurred in the region before, notably in February 2022, resulting in widespread consequences across rural communities and small towns. Any high magnitude flood event may cause loss of life and is likely to cause significant damage to vulnerable residential and commercial buildings in the region. Lifeline utilities are also likely to be impacted in the short to medium term, in particular roading, which can limit access to key services including supermarkets and health facilities, and isolate communities from the rest of the region. Severe flood events can lead to the deposition of silt and debris in areas that have flooded, further impacting the built and natural environments, and in turn the economic and social environments. The rural sector can be particularly affected by flood events through impacts to soil quality, damaged farm infrastructure, reduced access to markets due to disrupted transport networks, and loss of livestock. Full recovery from severe flood events can take years across all four environments.

Cyclones

Cyclones are caused by severe low pressure weather systems, forming in the warm seas of the tropics north of New Zealand from November to April each year. Cyclones can be categorised in five levels according to the maximum windspeeds within the system. On average, ten named cyclones will form in the Pacific Ocean each year, but this does not always result in cyclones reaching New Zealand.

When cyclones move towards New Zealand they are reclassified as ex-tropical cyclones, however, this does not reduce their impacts. While they might decrease in intensity, they can still bring huge sea swells, winds in excess of 120km/h and intense periods of rainfall.

Cyclone events have occurred on the West Coast previously, including Cyclone Fehi in 2018, which was followed shortly after by Cyclone Gita. Cyclone Fehi caused widespread damage to infrastructure and isolated communities. Coastal erosion was severe, particularly around Westport and Granity, where debris littered beaches and roads. Slips and fallen trees disrupted transport routes, and power outages affected hundreds of residents and tourists. The storm exposed vulnerabilities in coastal settlements and prompted urgent repairs to flood protection and roading networks.

Just weeks later, Cyclone Gita compounded the disruption. Gita delivered intense rainfall and gale-force winds, triggering further flooding, road closures, and structural damage. Schools across Buller and Grey districts were closed as a precaution, and Civil Defence issued alerts to thousands of campers and residents.

Both of these events had significant impacts in the economic sector, particularly in agriculture, where severe land damage occurred. The natural environment also experienced severe impacts, with damage to rivers, silt deposition, coastal erosion and significant land instability in the hill country. Any future cyclones in the region would be likely to have widespread impacts across all environments and may potentially be more severe than previous events due to the increasing intensity of cyclones that are impacting New Zealand.



Cyclone Fehi, 2018 (Photo credit: Peter Lusk)



Bridge loss, 2019 severe weather (Photo credit: WCEM)

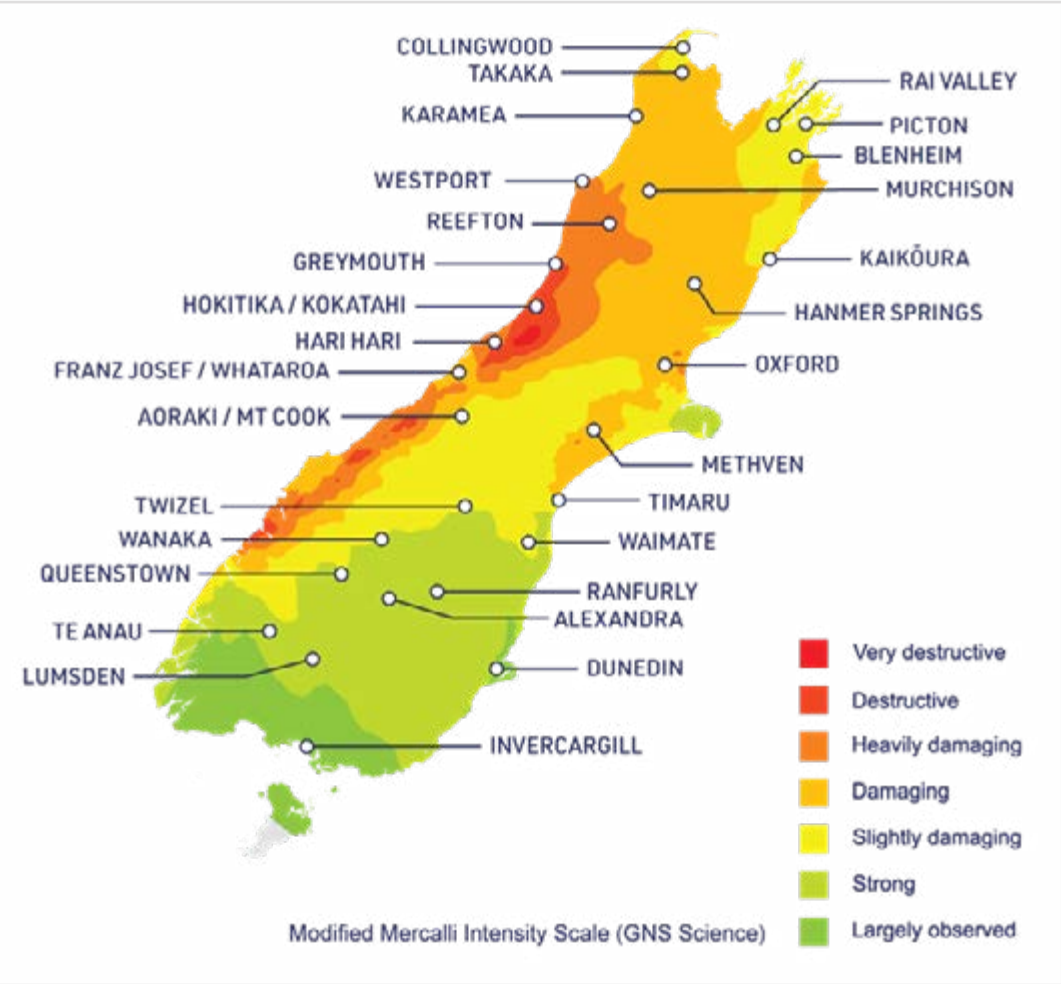
Earthquakes

Earthquakes are caused by ruptures along faults in the earth’s surface, resulting in shaking and ground acceleration as energy is released. In addition, earthquakes can also result in significant land deformation and liquefaction, along with other co-seismic events, such as landslides and tsunamis. Earthquakes can lead to severe and diverse consequences across all environments including (but not limited to) injuries, fatalities, building damage, road damage, disrupted supply chains including food and fuel, and disruption to lifeline services such as power, water and telecommunications.

Our region contains a number of active faults which have the potential to cause significant impacts across the social, built, economic and natural environments. Some major faults extend across multiple regions, such as the Alpine Fault, and have the potential to significantly impact areas beyond the West Coast.

The following resources provide more information about these faults including their return periods:

- [The GNS National Seismic Hazard Model: West Coast Factsheet](#)
- [The GNS Active Faults Database](#)



Shaking intensity (modified Mercalli intensity scale) expected in a large magnitude 8+ Alpine Fault event (AF8 Project)

The Alpine Fault

The South Island is intersected by a major plate boundary in the earth’s crust which presents a significant earthquake hazard. The Alpine Fault, located on this boundary, runs the length of the South Island and is the largest continuous fault extending from Fiordland along the length of the Southern Alps before transitioning into the Marlborough Fault System.

The Alpine Fault has been the subject of both national and regional emergency planning and scientific research due to the potential for a significant rupture to occur. Scientists estimate there is a 75% chance of a major earthquake occurring on the fault in the next 50 years (80% chance of a magnitude 8+ event occurring) which would have significant impacts both regionally and nationally.

Many scenarios have been developed for an earthquake on the Alpine Fault. Due to the region’s proximity to the fault, all scenarios result in significant impacts to the West Coast region. The maximum credible event scenario (rupture of the northern extent of the Alpine Fault) would expose the West Coast region to damaging shaking – parts of the region could experience up to MMI 10 (extreme) shaking. Co-seismic hazards such as landslides, rockfall, liquefaction (where shaking exceeds MMI 7) and lateral spreading are likely to be experienced throughout the region.

A large Alpine Fault earthquake would significantly impact the way of life on the West Coast and have lasting impacts to West Coast communities - recovery would take many years. For more information about the consequences of a large Alpine Fault earthquake please visit <https://af8.org.nz/>.



AF8 Roadshow, Greymouth (Photo credit: WCEM Facebook page)

Human pandemic

In the past 100 years there have been several significant pandemics that have affected New Zealand, the most notable being the Spanish Flu in 1918 and the recent COVID-19 pandemic.

Both events demonstrated the impact a major communicable disease can have on our region, with many unforeseen impacts experienced during the COVID-19 pandemic. As a result, the risk assessment considered the impact of another human pandemic occurring in the region, similar in scale and consequence to the COVID-19 pandemic.

Animal pest/disease

The West Coast region has a diverse but tightly interwoven agricultural sector, with dairy farming, beef production, and niche horticulture supporting many of our rural communities. This sector is a key economic driver, particularly in districts like Westland and Grey, where farming underpins local employment and services. However, it remains highly vulnerable to biosecurity threats such as Mycoplasma bovis, Foot and Mouth Disease, or Bovine Spongiform Encephalopathy (BSE).

A serious outbreak of any of these diseases would have far-reaching consequences across the region’s social, natural, and economic systems. Livestock losses could be substantial, with psychological impacts on farming families and rural contractors already facing isolation and economic pressure. The dairy industry – central to the West Coast’s export earnings – would suffer direct financial losses, while downstream effects would ripple through transport, processing, and local retail. Movement restrictions could disrupt pest control operations in parks, forests, and conservation areas, particularly where feral animal populations intersect with farmland. Specialist waste management would be required to safely dispose of infected carcasses, placing further strain on local infrastructure and emergency services. Recovery would be slow and complex, requiring coordinated support across agencies, iwi, and community networks.

Tsunami

A tsunami is a series of ocean waves with very long wavelengths (typically hundreds of kilometres) caused by large-scale disturbances of the ocean. Most tsunami are generated by large magnitude, shallow earthquakes that rupture the sea floor. Other sources of tsunami include onshore and offshore landslides. The West Coast is subject to tsunami hazard from various local, regional, and distant sources. Tsunami evacuation zones for the West Coast region can be found [here](#).

Our local source tsunami risk

A large earthquake on the Cape Foulwind fault (located offshore between Hokitika and Kahurangi Point) has the potential to generate tsunami. A large earthquake and tsunami from this fault could significantly impact the West Coast (particularly coastal communities) however the likelihood of it occurring is rare.

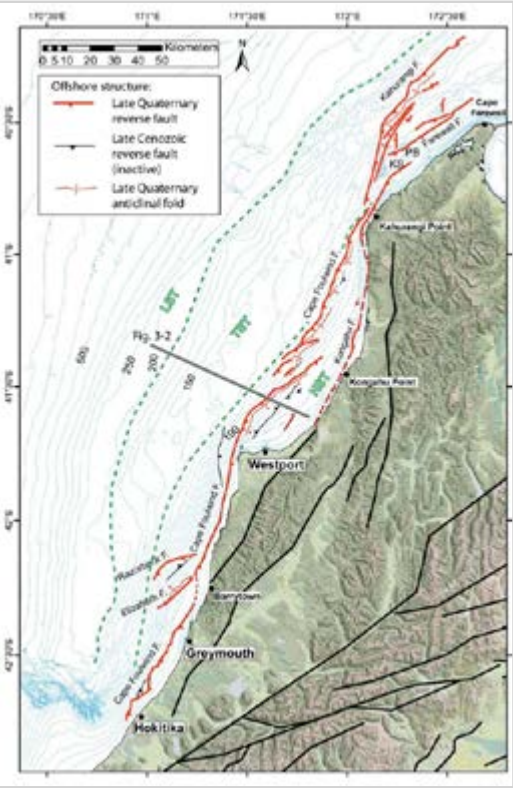
Due to the fault’s location close to our coastline, tsunami from this fault would arrive very soon after the initial earthquake. Therefore, we take the approach “Long or Strong – get gone” for any earthquake that occurs in the region, as it could be from a nearby offshore fault which poses a risk of tsunami.

Our regional/distant source tsunami risk

The West Coast is exposed to both regional and distant source tsunami, including from the Puysegur Trench (located offshore, southwest from the South Island) and Solomon Islands.

A large earthquake and tsunami from the Puysegur Trench would impact a large part of Aotearoa New Zealand. Parts of the West Coast region would be exposed to strong shaking and co-seismic hazards such as landslides, rockfall, lateral-spreading and liquefaction where shaking exceeds MMI 7. In addition to strong shaking, low-lying coastal settlements may be significantly impacted by tsunami inundation.

Tsunami generated from further afield, from places such as the Solomon Islands, may result in inundation low-lying coastal settlements and infrastructure. Given the distance from New Zealand, it will be several hours after the earthquake has occurred before the tsunami arrives on the West Coast of New Zealand. This makes the use of warning systems important to ensure our communities are prepared and able to evacuate to safety.



Active marine faults in the north Westland region including the Cape Foulwind Fault (NIWA, 2013)

Lake tsunami risk

Tsunamis can happen on lakes, and the long, strong, get gone message applies when you’re near a lake shore, especially as the warning time can be very short. A tsunami would cause lake levels to rise and fall rapidly. It may not flood land but could affect the steep lake beach or create strong currents. Staying out of the water and away from the shore can save lives and reduce the load of emergency responders after a big earthquake.

These are some of the ways a tsunami could be generated on a lake:

- Collapse of the underwater sands and gravels (the delta) at the heads of lakes, most likely caused by an earthquake. For example, the Crooked River delta at Moana/Lake Brunner, with the Alpine Fault 10 Km away.
- A landslide into a lake, again most likely caused by an earthquake. Many of our lakes have steep slopes near them.
- Shaking or tilting of the lakebed as earthquake waves pass through them from nearby or distant large earthquakes. This can cause water in lakes to ‘slosh’ back and forth, also known as a seiche (pronounced ‘saysh’). Seiches don’t usually cause large waves at the shore.

Even if a tsunami in the lake does not flood land, it may still cause dangerous surges on the lake shore, so it is important to move away from the lake shore if you feel a long or strong earthquake.

Other hazards in our region

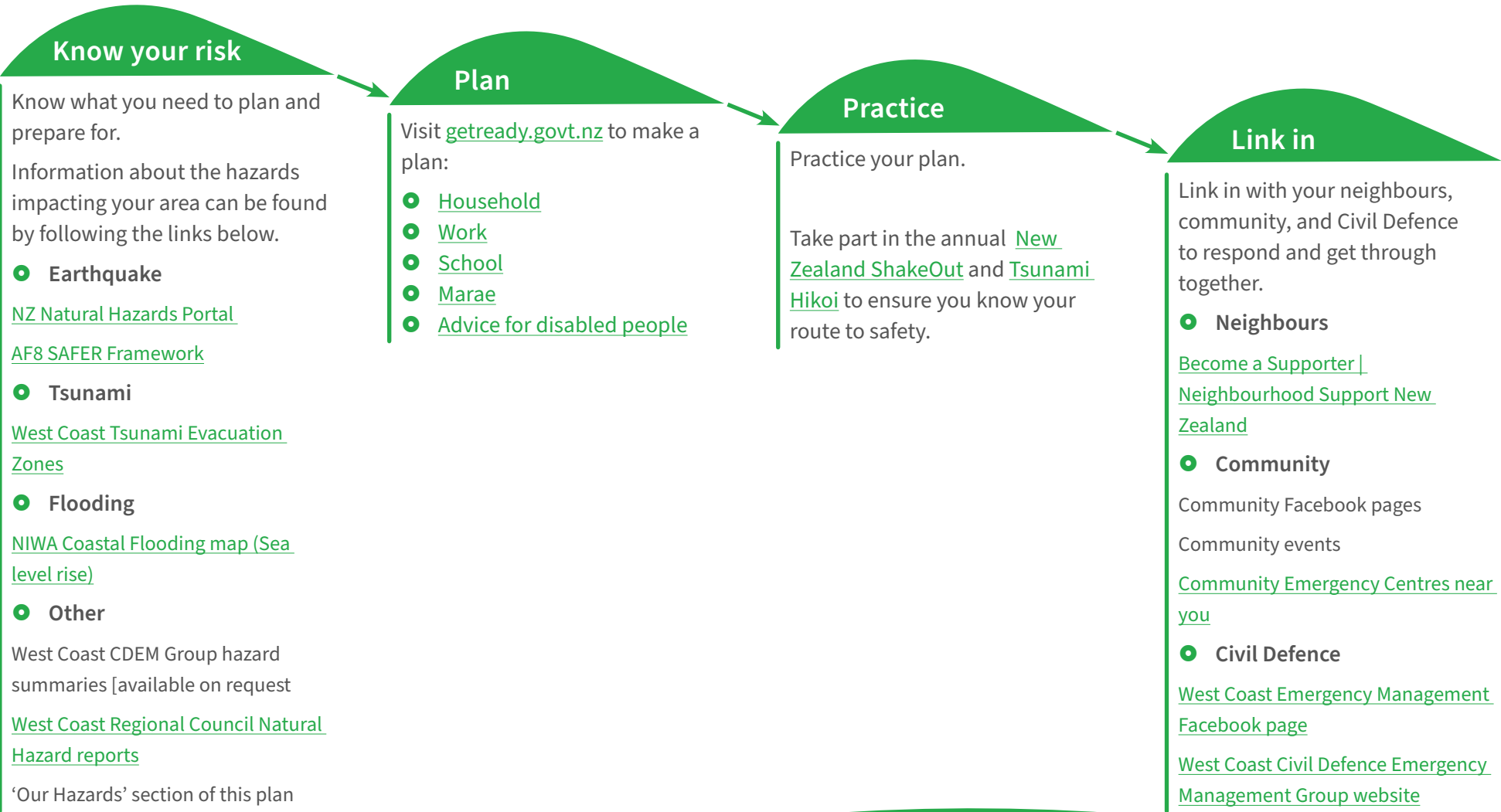
While we have several hazards that present a high risk to our region, there are other hazards that can impact our communities, economy, infrastructure and natural environment. These include:

- | | | | |
|----------------------------|-------------------------------|-------------------------------------|------------------------------|
| ● Aquatic pest/disease | ● Flash flooding/thunderstorm | ● Major transport accident | ● Terrorism |
| ● Civil unrest | ● Fuel disruption | ● Marine incident or spill | ● Tornado |
| ● Coastal erosion | ● Glacier burst | ● Maritime pollution | ● Water supply contamination |
| ● Dam break/failure | ● Hazardous substance event | ● Plant pest / disease | ● Water supply failure |
| ● Drought/heatwave | ● High winds | ● Snowfall (low elevation)/hail/ice | ● Wildfire |
| ● Fire (built environment) | ● Landslide dam break | | |

The consequence of infrastructure failure (e.g., loss of power, water and telecommunications) has been considered across all hazards in the risk assessment process. Please refer to ‘The risk assessment process’ section for more information.

The Coasters guide to emergencies

Our region can be affected by a range of hazards, and in some cases, there can be big consequences. It’s not all bad news though; we can reduce how much these events affect us by taking a few simple steps to prepare and practicing how we respond.



Learning from past events

At the national level, learnings from major disasters have influenced recent moves to introduce a new Emergency Management Bill, alongside considering system improvements using existing mechanisms in the Civil Defence Emergency Management Act 2002 and non-legislative levers. Consultation and engagement activities associated with this change process draw heavily on the resources of CDEM Groups across New Zealand.

Regionally, learnings from disasters that occur across Aotearoa New Zealand and in the West Coast region inform the work we do through the WCEM Group Corrective Action Plan. Included in this plan is a specific objective to ensure that as a CDEM Group, we analyse and apply the learnings (as appropriate) from disasters in the West Coast region and the rest of Aotearoa New Zealand to inform future CDEM Group activities across the 4Rs.



Cyclone Fehi (2018)



Wesport floods (2021)

Challenges and opportunities to disaster resilience

Disaster resilience is defined by the National Disaster Resilience Strategy (NDRS) as

“the ability to anticipate and resist the effects of a disruptive event, minimise adverse impacts, respond effectively post-event, maintain or recover functionality, and adapt in a way that allows for learning and thriving.”

Further to this definition, the NDRS (2019) notes that resilience can be viewed across environments or capitals (social, cultural, economic, built, and natural) and at individual, community, and societal levels. Disaster resilience is affected by various external factors, including the following which were considered when developing the vision and objectives of this Group Plan.

Cost of living increases

Annual living costs are increasing within Aotearoa New Zealand. Many basic goods and services have seen cost increases over the past several years, particularly following supply issues experienced during the COVID-19 epidemic. These cost increases decrease the available surplus funds that individuals and households have to spend on preparing for emergencies. Despite having a family member in full time employment, an increasing number of families within the region are utilising food banks. With wages not likely to increase at the same rate as the cost of living, there is a risk that many more living within the region will become reliant upon support to meet their everyday living costs. This may have the implication of lower food stocks and essentials in households, increasing the number and urgency of people requiring support with household goods and services during an emergency. For those whose preparedness is affected by costs of living increases, talk to your friends, neighbours, family and whānau about how they may be able to support you and identify available resources in your community which could help you in an emergency (e.g. community food pantries / Pātaka kai).

Increasing elderly population

Nationally the proportion of the population aged 65+ years is increasing - by the 2050s, this group could make up 25% of the population⁵.

There is a need to ensure readiness activities meet the needs of this increasing demographic, ensuring preparedness information is bespoke and accessible to their needs. This changing demographic means there is also likely to be an increasing reliance upon public services (including health services) for the everyday and response needs of this demographic. A larger elderly population may also contribute to a lack of workers to fill vacancies within the region, where labour shortages have already been observed within key industries. Labour shortages could in the long term affect the speed of recovery from emergencies affecting the region.

This population group does however bring strengths to the community response, through leveraging their existing networks, resources and life experience. Community response groups are encouraged to engage with this demographic to identify how they can mutually support one another through the next emergency.

Increasing technology reliance

Society is now hugely dependent upon technology to support our everyday lives. Smartphones have become critical to communication, particularly in younger demographics and traditional communication methods are now seen as obsolete. In addition, electric cars are increasing in numbers and huge investment is being seen within this sector. Many of the tech innovations that are currently part of everyday life are hugely dependent upon critical infrastructure and could easily see failures during events. There are opportunities to leverage advancing technologies (e.g. SpaceX satellite to mobile technology) when building resilience as well as a need to remind users that power and internet may not be available during an emergency.

⁵ [StatsNZ](#)

Climate change

Climate change is a long-term change in the average weather patterns that have come to define Earth’s local, regional, and global climates. Climate change is referred to in this context as the rise in global temperatures from the mid-20th century, largely due to human activity like burning fossil fuels, natural gas, oil and coal.

The impacts of climate change are likely to change the frequency, severity, and range of hazards the WCEM Group plans and responds to. A climate change lens is applied by the WCEM Group to activities across the 4Rs.

Climate change is anticipated to have the following impacts in the West Coast region⁶:

- An increase in frequency and intensity of high rainfall events which could increase flood risk, which is already high in many parts of the region. There may be increased impacts to coastal roads and infrastructure from coastal erosion and inundation, increased storminess, and sea-level rise.
- The region will become wetter, particularly in winter and spring. Increased average precipitation in the main divide will increase river flows throughout the region and will have consequences for local and regional infrastructure including land drainage, flood protection, culverts and bridges, and erosion control. Higher rainfall will also increase the risk of problems with soil management such as compaction and nutrient run-off.
- It is likely plant pests will become more of a problem with higher temperatures and increased rainfall. Higher temperatures will generally be of benefit to pastoral farming in the region.
- Changes in pasture composition could take place, particularly in the north of the region, with a potential increase in the incidence of sub-tropical pasture species such as paspalum.
- Higher temperatures will impact the region’s glaciers and alpine industries in the long-term, with knock-on impacts to the region’s tourism industry and economy.
- Animal health may be affected over time, particularly with warmer and more humid conditions in the north of the region.
- Climate change impacts in other places, in New Zealand and overseas, may have an adverse effect on supply chains in the West Coast region.

⁶ [Climate change projections | Ministry for the Environment](#)

PART 3: OUR STRATEGY (2026-2031)

Introduction

The following sections utilise the 4Rs to outline what the WCEM Group will do over the next five years to achieve the Group Plan's vision:

'To build a resilient and safer West Coast region where communities understand and manage their hazards and risks, and are empowered to recover, adapt, and thrive following disruption.'

To view the WCEM Group's vision and strategic objectives, please refer to the 'Our vision' section of the Group Plan (Part 1).

Reduction – Working together to reduce risk

Introduction

This section of the Group Plan outlines the reduction-related activities of the WCEM Group.

Disaster risk reduction aims to reduce existing disaster risk, prevent new risk, and manage residual risk; all of which contribute to strengthening resilience ([National Disaster Resilience Strategy \(2019\)](#)). Reducing the risk regional and local hazards pose to our communities (either the likelihood or severity of consequences), means that the impacts of emergencies are less severe, and therefore more easily managed by agencies and affected communities.

Reduction-related activities of WCEM Group’s local authority members and partners are given effect through other legislative requirements (e.g. the Resource Management Act 1991, the Building Act 2004 etc.), and included in their respective relevant Long Term Plans. These activities are usually undertaken as part of member council’s and partner agencies ‘business as usual’ functions and practises. They can offer the best means for enabling communities to manage risks to acceptable levels.

External factors and trends that can influence disaster resilience have been considered in the development of strategic reduction objectives. Examples of these factors include the increasing ‘cost of living’, an increasing elderly population, and an increasing reliance on and capability of technology. Factors that may exacerbate hazard consequences such as housing intensification, development in hazardous areas, and climate change are also considered.

Working with communities

How you can get involved

We are all part of Civil Defence in the West Coast region. Individuals and communities play a key role in reducing the risk of hazards in our region. To reduce risk, you can:

- Learn about local hazards which could affect you, your whanāu, and your business. Read the ‘Hazards in the West Coast region’ section of this plan to learn about our hazards and discover interactive maps. Follow the [AF8 project on Facebook](#) to see when public science talks relating to the Alpine Fault are taking place.
- Take practical measures to reduce how much an emergency will affect your property or business. The [WCEM Facebook page](#) is a useful resource for tips and tricks along with our partners, the Natural Hazards Commission (formerly EQC). Visit this link to [learn how to quake safe your home](#).
- Submit on local authority risk reduction plans and policies to champion building disaster resilience in your neighbourhood. Learn more in the ‘Linkages to regional plans and policies’ section of this plan.



Local school children learning about our regional hazards, Hokitika
(Photo credit: WCEM)

What we want to achieve – Reduction

The following objectives outline what the WCEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the West Coast region.

Our reduction goal: To mitigate disaster risk across the West Coast by implementing targeted objectives and activities that reduce existing hazards, address residual risk, and enhance community resilience through coordinated, evidence-based planning.

Objective	Activities to support objective
1. Our CDEM Group members, response partners and communities have a clear understanding of the regional hazards, their impacts and the effects on our communities, mana whenua, economy and natural environment.	a. Utilise available regional and national hazard research to underpin activities across the 4Rs.
	b. Ensure that hazard information is accessible and digestible to support reduction activities and is accessible in a variety of formats.
	c. Continue to develop our understanding of the consequences of regional hazards across the 4Rs through the CDEM Group Risk Assessment process.
	d. Work with our major regional economic partners, including our primary industries (fishing, agriculture, mining) to understand the economic impacts of a major emergency.
	e. Embed climate research and findings into preparedness and resilience planning activities within our communities.
2. Our CDEM Group members, response partners and communities have access to hazard information that enables them to understand the risks and embed reduction practices.	a. Embed mechanisms to ensure hazard advice and information is utilised as part of local authority planning and decision-making processes to build resilience for current and future generations.
	b. Work with our communities to understand specific local risks and impacts from our regional hazards.
	c. Identify opportunities for collaboration between CDEM Partners to embed resilience within our communities.
	d. Work in collaboration with Te Rūnanga o Ngāti Waewae, Ngāti Makaawhio and Ngāi Tahu to understand the specific impacts of hazards to Mana Whenua and support reduction activities.

Readiness and Response – Preparing to respond and supporting communities during emergencies

Introduction

Readiness is about developing operational systems and capabilities before an emergency happens, including making arrangements with emergency services, lifeline utilities, and other agencies, and developing self-help and response arrangements for the general public.

Additionally for agencies, readiness includes the requirement to function to the fullest possible extent following an emergency, including the maintenance of necessary equipment and operational systems, and general business continuity for critical services.

Response includes the actions taken immediately before, during or directly after an emergency to save human and animal lives and property, and to help communities begin to recover ([National Disaster Resilience Strategy](#)). It is important to note that recovery starts in response and is integrally linked to the actions undertaken during response.



Preparing our communities (Photo credit: WCEM)

How you can be part of Civil Defence on the West Coast

Working together

The WCEM Group works closely with community organisations during readiness and response. The WCEM Group actively encourages the participation of community organisations in CDEM activities across the 4Rs, recognising the many benefits which come from working collaboratively.

How you can get involved

We are all part of Civil Defence in the West Coast region. Individuals and communities play a key role in being ready for and responding to emergencies. You can:

- Participate in the establishment of Community Response Groups and the development of Community Response Plans. Follow the [WCEM Facebook page](#) to be notified about upcoming meetings. Visit the ‘Community Response Plan’ section of this plan to learn more – your area may already have a plan in place.
- Get involved in your community and know your neighbours, join a community Facebook page or [Neighbourhood Support](#).
- Become a volunteer to support your community through the next event. Read the ‘Volunteers’ section of this plan to learn more about how you can get involved.
- Consider how as an individual, whanāu or business how you will get through the next event. Make a plan today. Visit the [‘Get Ready’ website](#) or, if you’re a business, visit [business.govt.nz](#) to learn more about becoming resilient.
- Don’t leave it until it’s too late – regularly practice DROP, COVER, HOLD and evacuation routes to safety. Participate in the annual Tsunami Hīkoi week to practice your tsunami evacuation route.

What we want to achieve – Readiness

The following objectives outline what the WCEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the West Coast region.

Our readiness goal: Operational systems and capabilities, arrangements with our response partners, and self-help and response arrangements for our communities are developed before an emergency happens.

Objective	Activities to support objective
3. The West Coast CDEM Group members and partner agencies are prepared to respond to major emergencies that occur within and beyond our boundaries.	a. Review the response arrangements of the West Coast CDEM Group across a range of CDEM-led hazards and consequences utilising the regional risk assessment results to ensure that they are appropriate and take into account the lessons of previous regional and national emergencies.
	b. Ensure the West Coast CDEM Group members and partner agencies develop plans for non-CDEM led events that may significantly impact the region, including human pandemic and animal disease.
	c. Work with Local Authorities and the West Coast CDEM Group members to ensure that business continuity arrangements are in place to mitigate the impacts to key services during an emergency.
	d. Undertake regular needs analysis to identify the minimum number of staff and capability required to effectively operate our emergency facilities.
	e. Undertake regular multi-agency training and exercising to test and ensure that the West Coast CDEM Group has the required capability in all areas of response.
	f. Ensure that regional response facilities have the appropriate levels of resources and resilience required to support response across a range of hazards.
	g. Ensure our Mayors, Deputies and Chairs are appropriately trained to support response and recovery activities.

Objective	Activities to support objective
4. Our communities have the capability and resources to be self-reliant without support of the West Coast CDEM Group members and partners if isolated.	a. Continue to work with our communities (including potentially isolated communities) to develop response plans and support these with resources as appropriate, including technology and life sustaining resources (e.g., generators, water supply).
	b. Ensure that communities are provided with opportunities to take part in training and exercising activities to increase their capability.
	c. Improve public awareness and preparedness through targeted public education campaigns and activities.
5. The welfare needs of our communities can be met in a major emergency.	a. Identify suitable facilities to operate as a Civil Defence Centre and provide a range of support to those impacted by an event, including resourcing these with equipment.
	b. Utilise forums such as the Welfare Coordination Group to develop specific arrangements for the provision of welfare services in an emergency.
	c. Collaborate with the West Coast CDEM members and partner agencies to identify disproportionately affected communities and conduct targeted resilience building activities.
	d. Collaborate with NGOs, community, businesses and Government agencies to develop a pool of volunteers that can support the delivery of welfare within the region, including the operation of Civil Defence Centres.

Objective	Activities to support objective
6. Regional Lifeline providers understand and have planned for the impacts of major emergencies within the region.	a. A Lifeline Vulnerability study is conducted to ensure specific risks to critical infrastructure, the interdependencies between regional lifeline providers and restoration requirements are clearly understood.
	b. Provide opportunities for our lifeline providers to train and exercise in collaboration with our CDEM Group members and partners to further understanding of the West Coast CDEM Group response structure and needs.
7. Our regional iwi and Rūnanga have the capability to support the needs of Mana Whenua and Māori / iwi perspectives and tikanga are embed in all aspects of response.	a. Support Te Rūnanga o Ngāti Waewae, Ngāti Makaawhio and Ngāi Tahu to identify planning, training and resource requirements to effectively support Mana Whenua in response.
	b. Work with Te Rūnanga o Ngāti Waewae, Ngāti Makaawhio and Ngāi Tahu to build the cultural competency of CDEM Group members and partner agencies.
8. Our key regional industries are supported to develop response arrangements that support effective community recovery after an event.	a. Work with our key regional industries, including mining, primary industries and tourism, to identify response requirements that enable the continued provision of services, employment and key supply chains.
	b. Collaborate with our key regional industries and skilled workforces to identify how they can support response efforts and improve our regional capability, including supporting the operation of emergency facilities with specific skillsets.

What we want to achieve – Response

The following objectives outline what the WCEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the West Coast region.

Our response goal: We are effective in taking actions before, during and after an emergency to save human and animal lives, property, and to support recovery in our communities.

Objective	Activities to support objective
9. The West Coast CDEM Group has effective communication and ability to share information in an emergency.	a. Ensure we utilise a range of communication methods that can be accessed by our communities to receive warnings and emergency messaging.
	b. Implement a suite of systems and processes to promote a clear common operating picture across all West Coast CDEM Group members and response partners.
	c. Effectively resource the Public Information Management Team to provide consistent messaging across all West Coast CDEM Group members and partners, Mana Whenua and ethnically diverse communities, including foreign tourists.
	d. Ensure all key West Coast CDEM Group leadership roles have undertaken media training and are provided with opportunities to develop relationships with local media in readiness.
	e. Utilise elected officials and community groups to provide effective communication between the response centres and affected populations.

Objective	Activities to support objective
10. All West Coast CDEM Group members and partners are able to effectively contribute to response.	a. The West Coast CDEM Group members and partners provide appropriate levels of liaison with the GECC and Local EOCs.
	b. Business continuity arrangements are in place to ensure minimal disruption to key services and support delivery of the Regional and National response objectives.
	c. Te Rūnanga o Ngāti Waewae, Ngāti Makaawhio and Ngāi Tahu are effectively engaged in all aspects of response planning and delivery.
11. Impacts across the four environments are identified early within an event to ensure we take a holistic approach to response.	a. The West Coast CDEM Group members and partners with responsibilities within the four environments are included within our response structure and contribute to the development of the CDEM Group Action Plan.
12. Learn from emergency events (as appropriate) across Aotearoa New Zealand to inform future CDEM activities across the 4Rs.	a. Consistent arrangements for effective debriefing of all West Coast CDEM Group members and partner agencies are implemented throughout and following a response.
	b. Learnings from previous major events, both within the West Coast and nationally are incorporated into future response.
	c. Our communities are engaged in the debriefing process to ensure we are meeting the needs in response.

Operational arrangements

Operational arrangements enable the effective delivery of CDEM in the West Coast region. Flexible systems, plans, processes, and platforms are used to ensure the WCEM Group can respond to the wide range of hazards the district is exposed to.

The [Coordinated Incident Management System \(CIMS\) 3rd edition](#) is Aotearoa New Zealand’s official framework to achieve effective coordinated incident management across responding agencies. CIMS is used by all CDEM Groups in Aotearoa New Zealand including the WCEM Group.

Response structure

Facilities at the incident, local, regional and/or national levels provide for either the co-ordination, management, support, or delivery of response activities in the region. Generally, only large-scale incidents require all levels of response to be activated. Figure 3 (pg.81) shows the different levels of response facilities relevant to the WCEM Group.

The response arrangement matrix (Figure 4, pg. 82-83) provides a high-level overview of how we respond to incidents and emergencies at different scales. Important features of this figure include:

- The relationships of the emergency services (as Incident Controllers), interfacing with Local, Group and National Controllers.
- The levels of activity within EOCs and the ECC for the different levels of incident and emergency.
- An overview of how an escalating incident would be handled, and the various steps and considerations involved in leading to the WCEM Group assuming the role as lead agency and a possible state of local emergency.

More information on response levels and key CIMS functions within the Group EOC can be found within [CIMS 3rd Edition](#).

Iwi CIMS function

Iwi/Māori representatives within the Iwi CIMS function provide cultural advice to the Controller and ensure iwi/Māori interests are represented. The Iwi CIMS Function sits alongside other advisory functions in the Incident Management Team (IMT) including risk and legal advisors and technical and science advisors.

On the West Coast, mana whenua representatives fulfil these roles to support the iwi/Māori emergency management system.

National response

Regional response

Local response

Incident response

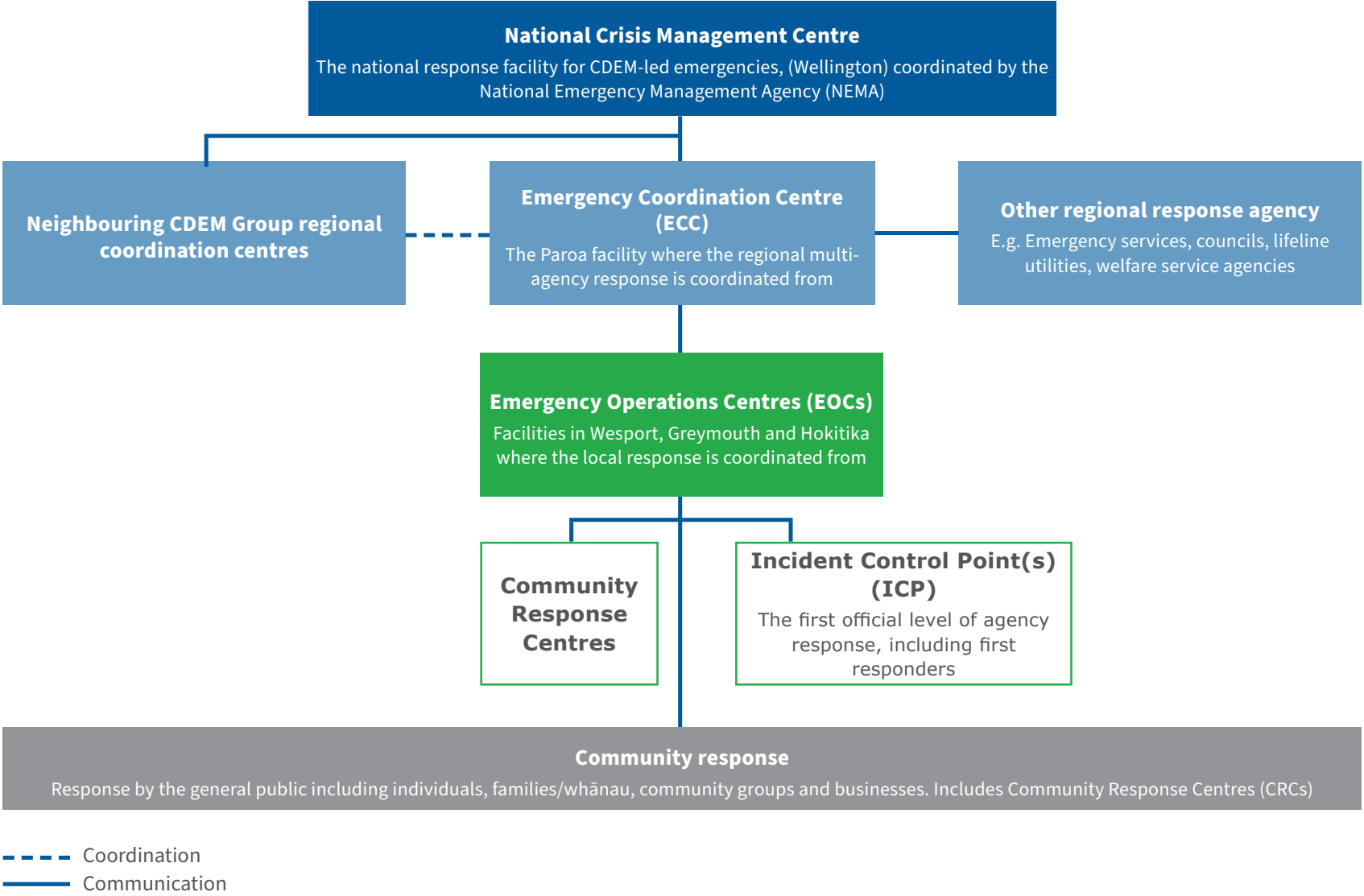


Figure 3: The structure of the West Coast CDEM Group for operational response to a CDEM-led emergency

Figure 4 (below, cont. next page):
Response arrangement matrix in the West Coast CDEM Group, adapted from Section 3 Part 7 of the Guide to the National CDEM Plan (2015).

Response level	Event status/Procedures	ECC/EOC role	Controller's role
Level 1 <i>Local incident, single agency</i> Can be dealt with by Emergency Services and/or Local Authority resources alone. Specialists may be required for specific circumstances.	Declaration not required or appropriate. The incident is dealt with using CIMS structures and principles. Nature of the incident will dictate the Lead Agency.	Nil	Nil
Level 2 <i>Local incident, multi-agency event</i> Can be dealt with by emergency services and/or Local Authority EOC. Specialists may be required for specific circumstances.	The incident is managed by the incident controller of the relevant agency. Inter-agency coordination, using CIMS, is required. Declaration not required or appropriate.	Local CDEM staff will monitor the situation if not directly involved and support the response where necessary. Relevant EOC may be partially or fully activated and coordinating agreed functions.	Local and Group Controller notified. Local Controller coordinating the agreed functions if Local EOC required.
Level 3 <i>Multi-agency emergency led by an agency other than a CDEM Group or led by CDEM at a level below Group level (e.g., district or ward)</i> Emergency response involving several response organisations where significant coordination and direction of the response and resources is required.	The incident is dealt with using CIMS structures and principles. Declaration of a state of local emergency for the district or ward may need to be made to appropriately respond to the event.	EOCs activated by lead or support organisations in support of Local Controllers, whether a state of emergency has been declared or not. CDEM Group support and coordination may be required.	Group Controller notified. The incident may be monitored by the National Controller.

Response level	Event status/Procedures	ECC/EOC role	Controller's role
Level 4 <i>Multi-agency emergency requiring CDEM Group ECC or Local EOC level support and coordination between agencies or areas or both.</i> Due to the magnitude or geographic spread of the incident, the ECC has been activated to manage the emergency and co-ordinate region resources. OR A warning of a significant event that will have a significant impact has been received, OR Co-ordinated assistance is required to support an adjoining CDEM Group. In circumstances above CDEM Group becomes the lead agency – a declaration is not necessarily required. A state of local emergency is possible.	Declaration of state of local emergency is being considered, or had been deemed necessary, that involves the entire CDEM Group area. OR An adjacent CDEM Group requires assistance, or a major population centre is seriously affected.	ECC and EOCs fully activated. National Crisis Management Centre and adjacent Group ECCs may be alerted or activated.	Group Controller is in operational control. Exercising statutory powers if a declaration is in place. Local Controllers responding to priorities set by the Group Controller. National monitoring will occur, and national support is available. National Controller giving consideration to further escalation.
Level 5 <i>Imminent or State of National Emergency. Coordination by the National Controller will be required.</i>	Declaration of state of national emergency is being considered, or has been deemed necessary.	The respective national coordination facility, such as the National Crisis Management Centre (NCMC) or National Health Coordination Centre (NHCC), will be activated to support Group ECCs, which in turn will be supporting participating agency ECCs and EOCs.	National Controller exercising statutory powers. Group Controller responding to priorities set by the National Controller. Local Controller responding to priorities set by the Group Controller.

Response principles

The response principles of the WCEM Group are:

- The CDEM response to an emergency is locally delivered with support and coordination by the CDEM Group.
- The CDEM Group is the mechanism through which requests for resources and support for emergency services agencies and welfare services are coordinated.
- To ensure an effective response, agencies will use the Coordinated Incident Management System (CIMS) framework with enhancements and adjustments to reflect the operating business model.
- Emergency response will be in accordance with national objectives and priorities (**s114** [National CDEM Plan Order 2015](#))
- The response will escalate to the level and size required to manage the emergency.
- Agencies will respond to an emergency by coordinating with the lead agency and activating their own plans and procedures in alignment with their roles and responsibilities.
- The lead agency will be the organisation mandated by legislation or with the best expertise and resources to manage the emergency. Other agencies (including the WCEM Group) may operate as support agencies.
- Recovery measures should be planned for in readiness and implemented (with necessary modifications) from the first day of the response (or as soon as practicable). Recovery measures must be coordinated and integrated with response actions.

Response facilities

Emergency Coordination Centre (ECC)

The ECC is located at the Westland Recreation Centre, 83 High Street, Greymouth. The section of the facility housing the ECC is built to Importance Level 4 (IL4) standards, meaning it is designed to withstand significant earthquakes. It is also situated outside the designated tsunami zone.

The building has backup generator capabilities, although WCEM does not have a generator with capibilty to power the entire facility. It is also equipped with emergency communications systems.

In 2026, the ECC is planning to relocate to a new purpose-built Fire and Emergency NZ facility.

If the ECC becomes unusable, an alternate ECC will be established at a safe and operationally suitable location.

Emergency Operations Centres

Emergency Operations Centres (EOCs) serve as the coordination hubs for local emergency responses. They connect with regional and national coordination centres depending on the scale and complexity of the event.

The WCEM Group maintains an EOC in each local authority area. Each EOC is supported by an emergency cache, enabling the rapid establishment of a safe and operational EOC at an alternate location if required.

Current EOC locations:

- Buller EOC: Westport
- Grey EOC: Greymouth
- Westland EOC: Hokitika



Westland EOC, Hokitika (Photo credit: WCEM Facebook page)

Welfare services in an emergency

Delivering welfare services to individuals, animals, families/whānau, and communities affected by emergencies is fundamental to effective emergency management.

Welfare service agencies, identified in clauses 67-75 of the [National CDEM Plan Order 2015](#), are responsible for delivering welfare services to individuals, families/whānau, and communities affected by an emergency. For example, CDEM Groups are responsible for registration and needs assessment, the provision of household goods and services, and emergency accommodation and the Ministry for Primary Industries (MPI) is the lead agency for the management of animal welfare in response (for domestic and livestock animals) . These agencies are supported by charities, non-for-profit organisations and rural advisory groups who support welfare service delivery to those impacted by emergencies.

Welfare service delivery in an emergency is coordinated in West Coast through the WCG which includes social agencies, rural advisory networks and agencies involved in animal welfare. For more information about welfare services in an emergency, please refer to the [Director's Guideline for CDEM Groups and agencies with responsibilities for welfare services in an emergency \[DGL 11/15\]](#).

Community Response Centres (CRCs)

In some emergencies, the WCEM Group will open Civil Defence Centres (CDC) (otherwise known as Community Emergency Centres) to provide a place where affected people can register for welfare services and gain access to emergency welfare services thar are available to support their needs. These facilities are run by trained council staff and volunteers. A number of buildings potentially suitable for CDCs have been identified throughout the West Coast region, the details of which are set out in local authority arrangements.

For many of our smaller and remote communities, due to their location, their accessibility to welfare agencies limits the ability of the CDEM Group to establish a CDC.

In these instances, a Community-Led Centre (CLC) may be established to support those affected. A CLC provides a place for people to gather and get support, seek assistance, get information, or to offer help. The services offered are likely to be dynamic and resourced by the community in the short term, with support from official welfare agencies provided as soon as possible.

Strong communication between the CLC and their Local Welfare Manager at the EOC is critical wherever possible to ensure the CLC is best meeting he needs of those affected, and that there is adequate information and resources for those impacted.

Response arrangements and plans

Response arrangements and plans relevant to the WCEM Group include:

- ECC and EOC activation manuals [internal]
- Response SOPs [internal]
 - Group Emergency Coordination Centre SOP
 - Group Warning Systems SOP
 - Communications SOP
 - Engineering Lifelines Response Protocols
- Tranz Alpine Response Plan for failure within the Otira Tunnel
- Community Response Plans
- WCEM Group Welfare plan (2019)
- WCEM Group Fuel Plan
- GDC Flood Action Plan for Greymouth Flood Scheme
- Evacuation plans: Westport, Greymouth, Hokitika and Franz Josef
- West Coast Regional Council Flood Manual
- FIRST (Flood Impact Risk Specialist Team)
- [West Coast Lifelines Vulnerability and Interdependency Assessment: Main Report](#)

Marine

In the event of an incident in the coastal marine area (CMA), the relevant Harbourmaster has primary responsibility for maritime safety and response, unless it's an oil spill where the Regional On Scene Commander (ROSC) takes the lead role – Maritime New Zealand is the lead agency at the national level. Should a declaration be required for response, the WCEM Group may assume lead agency responsibility with support from the Harbourmaster.

Multi-agency incidents where CDEM is the support agency

Incidents can occur on the West Coast which are not led by the WCEM Group, and instead led by our partner agencies (e.g., Level 2 events - refer to Figure 4, pg. 82-83). In these events, the Group ECC can stand up and support the response of partner agencies as required.

Community Response Plans

Smaller population centres often have local civil defence arrangements including locations that are designated for the purposes of coordinating response and providing welfare services. In many rural areas and smaller centres, readiness and response at the local level is supported by Community Response Plans (CRPs). These CRPs include information about local hazards, key resources, community leadership, Civil Defence Centres (for emergency welfare services), emergency communications and sources of public information – please [contact your Local Emergency Management Officer](#) at your local Council to discuss your Community Response Plan.

Training and exercising

The professional development of ECC Incident Management Team staff is one of the most important functions of the WCEM Group. The WCEM Group has a Group Training Programme in place that aims to prepare key CDEM appointees for their roles. Each member of the Group is required to ensure it maintains an appropriate number of suitably trained and competent staff to support the response to emergencies affecting the West Coast region. In addition, personnel from partner organisations such as emergency services, lifeline utilities, and welfare services take part in CDEM activities including multi-agency exercises. The WCEM Group partners remain responsible for the training and professional development of their own staff.



Exercise Rū Whenua testing our ECC facility, 2024 (Photo credit: WCEM Facebook page)

Volunteers

Volunteers play a significant role in any response and recovery operation, particularly after large-scale disasters. The health and safety of volunteers (and their animals, such as search dogs) needs to comply with legislation and organisational requirements.

There are three types of volunteers in a CDEM context:

- **CDEM trained volunteers:** Those who have undergone official CDEM training, provided or facilitated by CDEM organisations, e.g., welfare volunteers. Visit the [WCEM Group website](#) to register your interest as a Civil Defence volunteer.
- **Affiliated volunteers:** Those who are members of a specific organisation, such as the Red Cross or Salvation Army, and are trained by and accountable to that organisation.
- **Spontaneous volunteers:** Those who are members of the public (or groups) and who respond spontaneously to emergencies. Spontaneous volunteers can support community-led responses by liaising with leaders or groups in their local community, or by volunteering with organisations such as Volunteering NZ. Follow the [WCEM Facebook page](#) to learn how you can best support your community during the next emergency.



Training community response volunteers (Photo credit: WCEM Facebook page)

Warning and informing

Early warnings and alerts to potential hazards and emergency events enables effective response planning and timely mobilisation of resources. There are a number of agencies involved in surveillance, monitoring and assessment of hazards, both at a national and Group level. Agencies responsible for alerting the public and local authorities to an incident that may be a pre-cursor to a civil defence emergency are listed in **s119(1)** of the [National CDEM Plan \(2015\)](#). Several platforms in the region enable warning and informing activities and are elaborated on below.

Public Information Management and education

Public information management is utilised across the 4R’s to convey important information to the public across a range of platforms. Using a range of platforms such as radio, television, cell broadcast, txt-messaging, alerting apps, and social media ensures our messages have wide reach across our communities in readiness and response. The WCEM Group utilises its partnerships and networks with iwi to ensure that messaging has wide reach across whānau, hapu and iwi on the West Coast. The type of platform used depends on the needs and preferences of the particular community needing to be contacted and the reliability of communications technology. For example, Radio NZ and public radio broadcasters are used to get messaging out especially if power is lost.

Several hazard information sources are available to the public. These include (but are not limited to):

- The [West Coast Regional Council website](#) which hosts rainfall, river and flood monitoring data, which residents can use to monitor river levels and rainfall in their communities.
- [Geonet](#) to obtain the size and location of earthquakes.
- The [MetService website](#) to obtain weather updates and alerts.
- Local council websites ([Buller District Council](#), [Grey District Council](#), [Westland District Council](#)) to obtain information about property risks and local assets.
- The [WCEM website](#) to obtain information on regional hazards and plans.

PLEASE NOTE: Sirens are NOT used for tsunami alerting in the West Coast region. Please read the natural warning signs, if an earthquake is long or strong, get gone!

Emergency Mobile Alerts

Emergency Mobile Alerts are one method used to inform the public when life, well-being or property are in imminent or serious danger. The alerts appear are like text messages and are received by cell broadcast enabled mobile phones in targeted areas. The alerts and can be written and sent by the WCEM Group or NEMA through the Monitoring, Alerting and Reporting (MAR) team. More information about Emergency Mobile Alerts can be found [here](#).

National Warning System (NWS)

The National Warning System is a 24/7 process for communicating hazard information to response agencies for which CDEM is the lead. National Warnings and Advisories are issued to alert recipients to a potential or imminent threat that may result in an emergency requiring a response. The system is operated by NEMA and monitored 24/7 by the WCEM Group Duty Officer.

Alternate communication

Alternate forms of communication, such as a backup VHF/UHF radio network and Starlink satellite systems, are maintained and available to the WCEM Group should internet and phone services become unavailable in an emergency.



Testing satellite communications systems (Photo credit: WCEM)

Declaring a state of local emergency

When an emergency⁷ occurs and extraordinary powers from the Act are required to effectively coordinate the response, a state of local emergency may be declared (**s68**). A declaration is not required to activate CDEM plans and resources, and not all emergency events require a declaration.

Where possible, prior to the decision to declare an emergency, consultation with NEMA through the Regional Emergency Management Advisor (REMA) occurs. Additionally, where possible, all impacted agencies and organisations are consulted including emergency services, iwi, and any impacted lifeline and welfare providers.

The person (as specified in **s25** of the Act) who makes a declaration must immediately (where possible) send a copy of the declaration as soon as possible to the NEMA MAR and the NEMA REMA for that region. The person who makes the declaration must also give notice to the public by any means of communication that is reasonably practicable in the circumstances and ensure that the declaration is also published in the Gazette (the official Government newspaper) as soon as practicable.

A state of emergency comes into force at the time and date that a declaration is made and expires seven days after coming into force unless terminated prior. Before a state of emergency expires, a person authorised by **s25** of the Act to make a declaration of local emergency for an area may, by declaration, extend the state of emergency as set out in the Act.

In accordance with **s25(2)** and **s25(5)**, persons authorised to declare a state of local emergency in the WCEM Group area are as follows:

Organisation	Representative	Alternate
West Coast Regional Council	Chairman	Deputy Chairman
Buller District Council	The Mayor	Deputy Mayor/CDEM Councillor
Grey District Council	The Mayor	Deputy Mayor/CDEM Councillor
Westland District Council	The Mayor	Deputy Mayor/CDEM Councillor

Any person authorised to declare a state of local emergency may also make a declaration extending or terminating a state of emergency in accordance with **s71** and **s72** of the Act.

The Minister for Emergency Management and Recovery may declare a state of local or national emergency under **s69** of the Act. Under s69 the Minister can declare a state of local emergency for the period between the public notification of election results in the local authority elections and the swearing-in of new elected representatives.

If a state of national emergency is declared by the Minister for Emergency Management and Recovery, any other state of emergency, then in force in the area to which the State of National Emergency applies, ceases to have effect **s16(3)**. Under **s66** of the Act the Minister for Emergency Management and Recovery may declare a state of national emergency exists over the whole of New Zealand or any area or district.

Transition periods are covered in the ‘Recovery’ section of this document.

Event debrief and reporting

There will be a debrief at the conclusion of any event for which there has been an activation of the Group ECC. The debrief process will be managed by the Group office on behalf of the Coordinating Executive Group, who will report the findings to the WCEM Group.

A copy of the findings will be communicated to all relevant agencies involved in the event. Findings will be incorporated into the WCEM Group work programme as appropriate, and progress will be monitored by the CEG.

⁷ As defined by the Act

Recovery – Supporting communities to rebuild and enhance their disaster resilience

Introduction

Recovery is the coordinated efforts and processes to bring about the immediate, medium- and long-term holistic regeneration and enhancement of a community following an emergency. Recovery is not just about what happens after an emergency. How well we recover from events will depend on how well we have prepared to recover. Depending on the nature, scale and complexity of the emergency, recovery may take a short time or many years, possibly decades. Recovery not only needs to be holistic (considering the social, economic, natural, and built environments) – it must also address the long-term and include a Te Ao Māori lens across all the environments.

The role of the WCEM Group is to plan for and carry out recovery activities, including the coordination of, and collaboration with, partners for effectiveness.



Buller District Council infrastructure Recovery (Photo credit: BDC)

The transition to recovery

The transition from response to recovery starts when the response phase moves more towards recovery than response. The purpose of a transition period is to aid recovery by providing the Recovery Manager powers to manage, coordinate, or direct recovery activities. The Act (refer **Part 5B**) provides powers during the transition period and if those powers are exercised, the Recovery Manager must report in writing to the Director of Civil Defence and Emergency Management (NEMA) within 7 days of the expiration or termination of the local transition period.

The Act (**s94(b)**) provides for CDEM Groups to give notice of a transition period following an emergency, where a state of local emergency has been declared. Notice is given by a person authorised by **s25(1)(b)** to do so. Where a transition period is required following a non-declared emergency an application to the Minister for Emergency Management and recovery is required. The Minister for Emergency Management and recovery can also give notice of a local or national transition period. Guidance for CDEM Groups on requirements relating to local transition periods can be found here.

The WCEM Group, with the Group Controller and the Recovery Manager, will execute a formal acknowledgement of the transfer of control and accountability by:

- The Group Controller making a formal report to the Joint Committee.
- The Joint Committee confirming the terms of reference of the Recovery Manager (this may be through an extraordinary or scheduled CDEM Group meeting).
- The Joint Committee, through its designated person, formally terminating the state of emergency (if one has been declared).
- The Joint Committee, through its designated person, giving notice of a local transition period for the recovery phase (if one is required).

Local transition periods have a maximum duration of 28 days. They may be extended one or more times (for a further 28 days) or terminated at any time. If a local transition period is extended three (3) or more times, the person who has extended the period must give the Minister a copy of the Notice at the same time notifying the public.

In accordance with **s25(1)(b)** of the Act, the CDEM Group must appoint at least one person as a person authorised to give notice of a local transition period for its area. Under **s25(2)**, the appointed person(s) must be chosen from representatives of the members of the Group, i.e. a member of the CDEM Group Committee. The Act defines “representative” as “an elected member of a local authority”(4). The WCEM Group appoints the mayor of the affected district as that person, or in the case of a region-wide transition period, the Chair of the Joint Committee. In their absence, the deputy mayor of the impacted district can give notice of a local transition period. The Minister for Emergency Management and Recovery may also give notice of a local or national transition period.

Any person authorised to declare a notice of local transition may also extend or terminate a transition period in accordance with **Part 5A, s94(d)-s94(e)** of the Act.

West Coast’s recovery vision

A holistic approach to recovery is required, reflecting the social, built, economic and natural environments. The WCEM Group’s vision for recovery from emergencies recognises that people and their communities are central to recovery:

'Our West Coast communities recover from emergencies in a way that strengthens wellbeing, restores livelihoods, and enhances resilience – guided by local values, inclusive partnerships, and a commitment to building back better for future generations.'

The WCEM Group and recovery support agencies will support communities to achieve this vision.

Recovery objectives and principles

The WCEM Group recovery objectives are to:

1. Strengthen recovery capability and capacity across all agencies and the wider community.
2. Promote coordinated and standardised recovery activities amongst partner agencies.

To be able to achieve the recovery vision and objectives, the following principles, in addition to those mentioned in the [National CDEM Plan](#) (**Part 9, clause 154**) guide our work:

Recovery actions

- Protect the health, safety and security of people, animals and property.
- Be locally led, regional co-ordinated, nationally supported.
- Be responsive to the communities’ concerns.
- Engage with the community in making recovery decisions.

Recovery engagement

- Whakaute – be respectful for each other as partners.
- Pono – be truthful and create genuine engagement opportunities.
- Kanohi ki te kanohi – meet in person.
- Tikanga a Iwi – follow iwi protocols and belief systems.

Recovery outcomes

Recovery outcomes for an emergency will reflect the nature of affected communities, the communities’ priorities and visions for the future, and the steps that need to be taken to fulfil that vision.

In the period immediately following the event, desired outcomes will reflect the immediate needs of communities. These might include food, water, the restoration of critical infrastructure and lifelines and access to information.

In the process of transition from response to recovery, the medium to long term outcomes that are desired by communities will start to emerge. This process forms the basis of an event specific recovery plan.



Greymouth flood cleanup (Photo credit: Greymouth Star)



Flood protection Recovery work in Westport (Photo credit: Resilient Westport)

Our recovery structure

The recovery structure enables the delivery of objectives within the recovery plan. The recovery structure in the WCEM Group (please refer to Figure 5 , pg. 100) is flexible and adaptable to meet the requirements of the emergency.

The recovery role at both the Local and Group levels includes:

- Coordinating and supporting the recovery process with communities and recovery staff.
- Continuation of response initiatives that support recovery.
- Re-provisioning and readiness for subsequent emergencies.
- Emphasise, both before and after events, reduction opportunities for those in a position to influence change.

Governance

Effective and responsive governance is vital to achieving effective management of the recovery process. The Joint Committee will provide the governance structure for recovery at the time of the emergency, in consideration of the nature and scope of the event and the needs of affected communities. This includes approving Terms of Reference, delegations and authorities and approving high-level plans and resources. The CEG will retain overall operational responsibility for implementing decisions made by the Joint Committee. This includes receiving reports, monitoring recovery progress and allocating resources.

The Group Recovery Manager

The WCEM Group has a permanently appointed Group Recovery Manager and an alternate who can act on behalf of that person if required. The Act (**s29** and **s30**) set out the requirements relating to the appointment of Group and Local Recovery Managers.

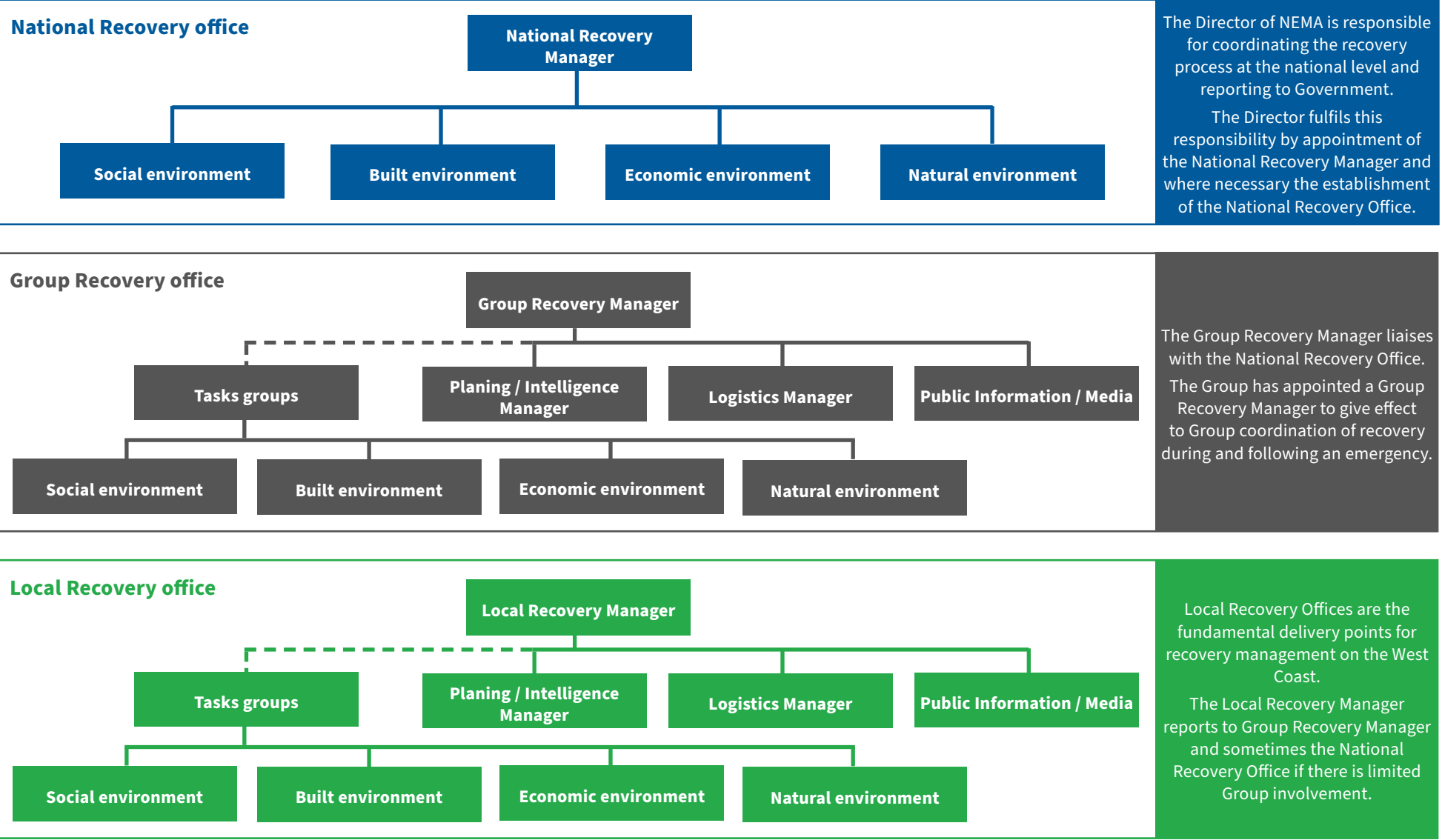
Under s30A of the Act the Group (or Local) Recovery Manager coordinates the recovery activities across the West Coast, in liaison with local recovery agencies through the Group(or Local) Recovery Office. If a National Recovery Manager is appointed, the Group Recovery Manager will also liaise with that person as necessary. The Recovery Manager is likely to be supported by staff (the recovery team) in the response and recovery phases of an emergency, where resourcing allows, to develop recovery plans and strategies.

The Group and/or Local Recovery Manager ensures that:

- A suitable location is identified for the Recovery Office and the office is sufficiently resourced.
- Planning, prioritising, and management functions are undertaken by the right agencies at the right time.
- Appropriate and timely reporting mechanisms are in place.
- The Group and National Recovery Offices, Joint Committee and Government are informed of significant issues as appropriate.
- Environment leads are appointed.
- Iwi are given opportunities to be involved across all aspects of the recovery.
- Recovery resources are identified and obtained as and when required.
- Affected communities, recovery partners and other stakeholders are informed about the impact of the event and progress of recovery.
- Affected communities and recovery partners are supported to identify emerging issues and develop collaborative solutions.

Reporting requirements of the Group Recovery Manager include:

- Overseeing the development of the Group Recovery Action Plan, to be received by the WCEM Group CEG and JC.
- Providing recovery update reports to CEG, JC, the organisations undertaking recovery operations, and affected communities as per the Terms of Reference.
- Reporting on the use of transition powers under **Part 5B** of the Act to the CEO of NEMA and WCEM Group at the earliest opportunity.
- Quarterly reporting relating to significant essential infrastructure recovery programmes.



The Group Recovery Manager liaises with the National Recovery Office.

The Group has appointed a Group Recovery Manager to give effect to Group coordination of recovery during and following an emergency.

Local Recovery Offices are the fundamental delivery points for recovery management on the West Coast.

The Local Recovery Manager reports to Group Recovery Manager and sometimes the National Recovery Office if there is limited Group involvement.

Figure 5: The West Coast CDEM Group Recovery Structure at the Local, Group and National levels.

The recovery environments

In recovery, activities across the recovery environments (social, built, economic and natural) are coordinated by the Local and/or Group Recovery Manager who reports to CEG. The cultural environment is interwoven as the ‘golden thread’ throughout the recovery environments and recognised in partnership. Examples of agencies which are involved in each of the recovery environment are listed below – please note this list is not exhaustive and other agencies may be involved depending on the needs of affected communities

Social environment

- Ministry of Social Development – Work and Income / Te Manatū Whakahiato Ora
- Oranga Tamariki
- Health New Zealand - Te Whatu Ora
- Salvation Army
- Inland Revenue / Te Tari Taake
- Iwi and Poutini Waiora
- Kāinga Ora
- West Coast Rural Support Trust
- Victim Support
- New Zealand Red Cross
- Support agencies for people with disabilities.
- Residents’ and ratepayers’ associations
- Insurance Claim Resolution Service
- CDEM Group Welfare Manager

Built environment

- Housing New Zealand / Kāinga Ora
- Natural Hazards Commission / Toka Tū Ake
- Local Authority building inspectors
- Structural engineers
- Lifelines utilities
- Ministry of Business Innovation and Employment/ Hikina Whakatutuki
- Waka Kotahi / NZ Transport Agency

Economic environment

- Ministry of Social Development
- Inland Revenue / Te Tari Taake
- Banking sector
- Insurance sector
- Ministry for Primary Industries / Manatū Ahu Matua
- Mining and forestry companies
- Development West Coast
- Primary industry organisations, including West Coast Rural Support Trust and Federal Farmers

Natural environment

- Department of Conservation / Te Papa Atawhai
- West Coast Rural Support Trust
- West Coast Local Authorities
- Industry organisations (e.g. Mining and forestry)
- Forest and Bird

Resourcing recovery

Recovery is an intensive process which requires a significant amount of resources and coordination from the Local Authority, CDEM Group, and organisations represented on the Recovery Committee. This can have significant impacts on the staff and organisations involved.

Learnings from past recoveries⁸ show that critical success factors in terms of resourcing recovery include:

- Ensuring the right resources are appointed to the Group Recovery office and are released from their day jobs to focus on recovery, with their BAU roles backfilled.
- Ensuring governance and management support is in place.
- Relationships, trust and communication pathways are built with organisations involved in recovery before and during emergency events.
- The public information management function in recovery is well resourced and managed to inform and engage communities in recovery.
- The wellbeing of the recovery team is prioritised to ensure recovery operations are sustainable.

Financial arrangements

In recovery, the Recovery Manager has a dedicated budget and is responsible for its management. Costs incurred during an emergency are normally charged to a dedicated emergency account within the council accounting system and re-apportioned after the event if the external funding thresholds have been exceeded.

Each agency has a requirement to manage their own risks including the provision of adequate financial resources for emergency contingencies. Territorial Authorities meet their obligations through a combination of budget provision, financial reserves, insurance, and support from national agencies such as Waka Kotahi.

The WCEM Group aligns to council policy in relation to meeting koha and reimbursement of costs to iwi which have been authorised by the Recovery Manager.

Cash donations are the preferred source of aid and mayoral relief funds will be set up to collect and distribute this aid as required.

Part 10 s162-163 of the [National CDEM Plan 2015](#) defines the principles for central government financial support both for the response and recovery phases. **Section 33** of the [Guide to the National CDEM Plan 2015](#) provides more specific principles for the provision of recovery assistance.

⁸ [Learning from Regional Recovery Events: A Practical Guide for Territorial Authorities and Local Recovery Managers](#)

The exit from recovery

Although the duration of each recovery period cannot be determined prior to an event, recovery nevertheless needs to be a finite process. The Group Recovery Manager is responsible for ensuring the transition from recovery to business as usual occurs as quickly and effectively as possible. This transition needs to be carefully planned and properly managed through the development of an exit strategy.

A recovery exit strategy, required under **clause 158** of the [National CDEM Plan 2015](#), sets out the staged plan for withdrawing formal recovery assistance to the level of business as usual. Exit strategies are developed early in the recovery process and are bespoke to the consequences of the emergency.

The exit strategy identifies work that needs to be completed and the steps that need to be taken to make this transition. It is unlikely that all aspects of the transition to business as usual will happen at the same time – a staged approach may need to be utilised. For example, psychosocial recovery from an event generally lasts longer than other aspects of recovery.

The exit strategy will ensure that affected people and communities continue to receive services that support business as usual, that lessons identified from the event are recorded, and actions are taken to reduce hazards that contributed to the impact of the emergency.

The exit strategy must include:

- A description of assistance required in the long term.
- A transition plan to business-as-usual so as to manage long-term recovery.
- How planning and reporting will continue in the long term.
- How public information and communications will be managed.
- Opportunities for communities to discuss unresolved issues and to continue to participate in their recovery.
- Changes to organisational arrangements, including the need for recovery environment sector groups.
- A plan for how debriefing and reviewing will occur.

A critical element of the transition to business as usual is keeping all parts of the community informed. Affected communities and individuals should know where they can go for any advice and support they still need as part of their continuing recovery from the event. For more information on the transition from recovery to business as usual, please refer to the [NEMA Recovery Preparedness and Management \[DGL 24/20\]](#).

What we want to achieve – Recovery

The following objectives outline what the WCEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the West Coast region.

Our recovery goal: Our communities are enhanced by the coordinated efforts and processes used to bring about immediate, medium-term, and long-term holistic regeneration and enhancement following emergencies.

Objective	Activities to support objective
13. An appropriate structure is implemented following an event that provides a consistent strategic approach to recovery across the 4Rs.	a. A CDEM Group Recovery Manager is identified, appropriately trained and resourced to enable effective planning and implementation of Recovery requirements from the initial stages of response.
	b. A CDEM Group Recovery Plan is developed that identifies the roles and responsibilities of CDEM Group Members and partners and communities.
	c. The West Coast CDEM Group Members and partners have plans for delivery of recovery across the recovery environments, including financial arrangements.
	d. Recovery training and exercising is conducted to review and ensure arrangements are appropriate.
	e. Recovery lessons from previous regional and national responses are reviewed and implemented into the West Coast CDEM Group Recovery structure as appropriate.
	f. Recovery planning considers cross-boundary issues and arrangements for widespread national events, e.g., AF8.

Objective	Activities to support objective
14. West Coast communities are engaged in recovery and able to effectively contribute.	a. Local recovery issues are discussed with our communities to determine potential recovery needs prior to events.
	b. Effective mechanisms are in place to enable the community to contribute to Recovery planning and delivery.
15. Recovery planning and delivery includes our key economic sectors.	a. Key representatives of our key economic sectors, including Primary industries and tourism, are identified and included as part of the recovery structure across the 4Rs.
16. Our natural and cultural heritage is central to our recovery from emergencies.	a. Te Rūnanga o Ngāti Waewae, Ngāti Makaawhio and Ngāi Tahu are effectively engaged in all aspects of recovery planning and delivery.
	b. Work with appropriate agencies to ensure identification of critical natural assets and areas of high natural value and the recovery requirements of these across variety of hazards.

Monitoring and evaluation

Monitoring and evaluation throughout the lifecycle of the Group Plan ensures the WCEM Group is on track to meet the strategic vision and objectives in Part 3 of this plan.

Monitoring involves tracking progress against the Group Plan or performance against standards, generally using qualitative data.

Evaluation measures effectiveness and compares what is happening against what was planned (goals, objectives, and actions) and interprets the reasons for differences.

The main objectives of monitoring and evaluation are to:

- Enhance organisational oversight.
- Ensure informed decision-making.
- Support substantive accountability.
- Build capacity and capability.

Monitoring and evaluation of this Group Plan will take place through the following mechanisms.

Governance

- The annual work programme, approved by CEG, will be aligned to this Group Plan.
- CEG meetings will be used to formally report on progress towards achieving the objectives and activities outlined in this plan.

The WCEM Group office

- The WCEM Group office staff will conduct an annual check to ensure the Group Plan is still accurate and legislatively compliant. Legislative requirements of a CDEM Group regarding monitoring and evaluation are outlined in **s17(1)(h)** and **s37(1)** of the Act.
- There is not a current/up to date National Assurance Framework or Monitoring & Evaluation programme available from NEMA. When a National Assurance Framework or Monitoring Evaluation programme is developed, the WCEM Group will investigate how this can be applied at the regional level for monitoring and evaluation purposes.
- Following activation of the ECC for either response or exercise purposes, the performance of the CDEM system is evaluated through debrief and/or review processes. Areas of improvement from this process will be prioritised and integrated into the annual work programme [internal document] as appropriate.
- A Corrective Action Plan is maintained; actions are regularly reviewed and prioritised, and progress on the achievement of actions monitored by the CEG.
- Community resilience surveys are used to understand long term resilience trends and progress.
- Annual residents satisfaction surveys are carried out by Local Authorities and include an individual section on emergency management.
- The WCEM Group office staff will evaluate the Group Plan/Work Plan to ensure these meet the members requirements regarding timing and delivery.

APPENDICES

Appendix A: Acronyms

4Rs	The four areas of emergency management: Reduction, Readiness, Response and Recovery
AF8	Alpine Fault project
AP	Annual Plan
BCM	Business Continuity Management
BDC	Buller District Council
CDC	Civil Defence Centre
CDEM	Civil Defence Emergency Management
CEG	Coordinating Executive Group
CEO	Chief Executive Officer
CIMS	Coordinated Incident Management System
CMA	Coastal Marine Area
ECC	Emergency Coordination Centre
EOC	Emergency Operations Centre
Fire and Emergency NZ	Fire and Emergency New Zealand / Whakaratonga Iwi
GDC	Grey District Council
ICP	Incident Control Point
JC	Joint Committee

LTP	Long Term Plan
LUC	Lifeline Utility Coordinator
MBIE	Ministry of Business, Innovation and Employment / Hīkina Whakatutuki
MPI	Ministry for Primary Industries / Manatū Ahu Matua
MSD	Ministry of Social Development / Te Manatū Whakahiato Ora
NEMA	National Emergency Management Agency / Te Rākau Whakamarumarū
NCC	National Coordination Centre
NCMC	National Crisis Management Centre
NZDF	New Zealand Defence Force / Te Ope Kātua o Aotearoa
NZTA	New Zealand Transport Agency Waka Kotahi
PIM	Public Information Manager
WDC	Westland District Council
WCEM	West Coast Emergency Management
WCG	Welfare Coordination Group
WCRC	West Coast Regional Council

Appendix B: Definitions

AF8
The Alpine Fault programme is a joint programme between all six South Island CDEM Groups and the science sector that includes scientific modelling, coordinated response planning, and community engagement, designed to build resilience to the next Alpine Fault earthquake.

The Act
The Civil Defence Emergency Management Act 2002 (CDEM Act).

Emergency
As per the CDEM Act (2002) **Part 1(4)** means a situation that:

Is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and

Causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in Aotearoa New Zealand or any part of Aotearoa New Zealand; and

Cannot be dealt with by emergency services, or otherwise requires a significant and coordinated response under the Act.

Civil Defence Emergency Management
Civil Defence Emergency Management:

- Is the application of knowledge, measures, and practices that are necessary or desirable for the safety of the public or property; and
- Is designed to guard against, prevent, reduce, recover from, or overcome any hazard or harm or loss that may be associated with any emergency; and
- Includes, without limitation, the planning, organisation, coordination and implementation of those measures, knowledge, and practices.

Civil Defence Emergency Management Group (CDEM Group)
A Joint Committee (JC) of the local authorities, established in accordance with **s12(1)(a)** of the Act 2002. The CDEM Group sets the vision, goals and high-level arrangements for the Civil Defence Emergency Management Group Plan.

Coordinating Executive Group (CEG)
The Coordinating Executive Group, established under **s20** of the Act. Comprised of representatives from Local Authorities and emergency services. Functions include providing advice to the CDEM Group and any sub-groups of the CDEM Group; co-ordinating and overseeing as appropriate the implementation of decisions of the CDEM Group by the CDEM Group Office or by individual members; and overseeing the implementation, development, maintenance, monitoring, and evaluation of this Plan.

Coordinated Incident Management System (CIMS)
The scalable framework to assist in effective, efficient and consistent response to an incident / emergency management.

Emergency Coordination Centre (ECC)
Means the established facility where the regional response to an event may be managed and supported.

Emergency Services
The New Zealand Police, Fire and Emergency New Zealand, St John and providers of health and disability services.

Group Controller
The person appointed under **s26** of the Act with those functions set out in **s28** of the Act. The Group Controller must, during a state of emergency for the area for which the Group Controller is appointed, direct and coordinate the use of personnel, materials, information, services, and other resources made available by other departments, CDEM Groups, and other persons.

Group Committee
A Group Committee is a committee of Council established under the Act. The committee provides governance and strategic direction to the Group – the functions of the Group Committees are detailed in **s17** of the Act.

Group Plan

Means a plan prepared and approved under **s48** of the Act.

Group Recovery Manager

The person appointed as a Group Recovery Manager under **s29** of the Act.

Hazard

Means something that may cause, or contribute substantially to the cause of, an emergency.

Hui

Meaning to gather, congregate, assemble or meet.

Incident Control Point (ICP)

The facility where site response to an incident is managed and controlled.

Lead Agency

Means the organisation with the current responsibility for managing an emergency as per the National CDEM Plan.

Lifeline Utility

Means an entity named or described in Part A of Schedule 1, or that carries on a business described in Part B of Schedule 1.

Local Emergency Operations Centre (Local EOC)

Means the established facility where the local response to an event may be managed and supported.

Mahi

Meaning to work, do, perform, make, accomplish, practise, raise (money).

Minister

Means, subject to any enactment, the Minister of the Crown who, with the authority of the Prime Minister, is for the time being responsible for administration of the Act.

National Coordination Centre

Based in Wellington and staffed by members of NEMA who generally work from the NCMC. Other agencies will have their own NCC’s staffed by their own staff.

National Crisis Management Centre (NCMC)

A secure, all-of-government coordination centre used by agencies to monitor, support or manage a response at the national level.

National Welfare Coordination Group (NWCG)

Provides strategic oversight for the planning and development of integrated welfare services. The NWCG provides coordination at the national level, and support to CDEM Groups at the regional level.

Readiness

Means developing operational systems and capabilities before an emergency happens, including self-help and response programmes for the general public, and specific programmes for NEMA, CDEM Groups, local authorities, emergency services, lifeline utilities, and other agencies’.

Recovery

Means the coordinated efforts and processes used to bring about the short, medium, and long-term holistic regeneration and enhancement of a community after a civil defence emergency.

Recovery Manager

Means the National Recovery Manager, or a Group Recovery Manager, and includes any person acting under the authority of the National Recovery Manager or a Group Recovery Manager.

Recovery Taskforce

Leads the regional recovery activity under this Plan and comprises of approximately 6 personnel, chaired by the Recovery Manager.

Reduction

Means identifying and analysing risks to life and property from hazards, taking steps to eliminate those risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an acceptable level.

Response

Means the actions taken immediately before, during, or directly after a civil defence emergency to save lives and property, and to help communities recover.

Risk

Means the likelihood and consequences of a hazard.

Standard Operating Procedure (SOP)

Refers to a document describing a formally established set of operational procedures that are the commonly accepted method for performing certain emergency management tasks.

Transition Period

Means a national recovery transition period or local recovery transition period.

Welfare Coordination Group (WCG)

A collective of welfare services agencies that provides a mechanism for collaboration and coordination between agencies to plan for and establish arrangements for the effective delivery of welfare services and develops work programmes.

West Coast Emergency Management (WCEM) Group office

Carries out functions as are assigned to it by the WCEM Group.

Whānau

Meaning extended family, family group, a familiar term of address to a number of people - the primary economic unit of traditional Māori society. In the modern context the term is sometimes used to include friends who may not have any kinship ties to other members.

4Rs

Means the Aotearoa New Zealand approach to emergency management: Reduction, Readiness, Response, and Recovery.

Appendix C: References

Available online

- AF8 SAFER (South Island/Te Waipounamu Alpine Fault Earthquake Response) Framework
<https://af8.org.nz/media/tmkaaiwe/af8-safer-framework-2018-lr.pdf>
- AF8 [Alpine Fault magnitude 8] website
<https://af8.org.nz/>
- Buller District Council Long Term Plan
<https://bullerdc.govt.nz/media/z0udrkyb/21-31-ltp-final-with-audit-report.pdf>
- CDEM Group Planning [DGL 09/18]
<https://www.civildefence.govt.nz/cdem-sector/guidelines>
- Civil Defence Emergency Management Act (2002)
<https://www.legislation.govt.nz/act/public/2002/0033/51.0/DLM149789.html>
- Continuity and contingency planning
<https://www.business.govt.nz/risks-and-operations/planning-for-the-unexpected-bcp/continuity-and-contingency-planning>
- Coordinated Incident Management System (CIMS): Third Edition
<https://www.civildefence.govt.nz/assets/Uploads/documents/cims/CIMS-3rd-edition-FINAL-Aug-2019.pdf>
- Climate change: Effects and impacts
<https://www.mpi.govt.nz/dmsdocument/26800-regional-summary-effects-and-impacts-west-coast-2010>
- Donated Goods Management Planning: Best Practice Guide [BPG 2/06]
<https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/best-practice-guides/05/10-development-needs-analysis/bpg-02-06-donated-goods-management-planning.pdf>

- Emergency Mobile Alerts

<https://www.civildefence.govt.nz/get-ready/civil-defence-emergency-management-alerts-and-warnings/emergency-mobile-alert>

- ‘Get Ready’ website

<https://getready.govt.nz/>

- Grey District Council 2021-2031 Long Term Plan

https://www.greydc.govt.nz/repository/libraries/id:2cvtsvtyv1cxbyz1k6uz/hierarchy/sitecollectiondocuments/Your_Council/Council_Publications/long-term-plans/Final2021-2031GreyDC_LTP.pdf

- GNS National Seismic Hazard Model: West Coast Factsheet

<https://www.gns.cri.nz/assets/Research-projects/NSHM/Regional-results-update/WestCoast.pdf>

- GNS Active Faults Database

<https://www.gns.cri.nz/data-and-resources/new-zealand-active-faults-database/>

- Logistics in CDEM [DGL 17/15]

<https://www.civildefence.govt.nz/cdem-sector/guidelines/logistics-in-cdem>

- National Civil Defence Emergency Managment Plan Order (2015)

<https://www.legislation.govt.nz/regulation/public/2015/0140/latest/DLM6486453.html?src=qs%20>

- National Disaster Resilience Strategy (2019)

<https://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-disaster-resilience-strategy>

- Neighbourhood support

<https://www.neighbourhoodsupport.co.nz/join-now>

- NEMA Recovery framework and guidance

<https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery/recovery-framework-and-guidance>

- NEMA Recovery preparedness and management – Director’s Guideline for CDEM Groups [DGL 24/20]

<https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf>

- Risk Assessment: Guidance for CDEM Group Planning [DGL 23/22]

<https://www.civildefence.govt.nz/cdem-sector/guidelines>

- Strategic Planning for Recovery [DGL 20/17]

<https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/20/17-strategic-planning-recovery/Strategic-Planning-for-Recovery-DGL-20-17.pdf>

- Te Tiriti o Waitangi | The Treaty of Waitangi

<https://www.tepapa.govt.nz/discover-collections/read-watch-play/maori/treaty-waitangi/treaty-close/full-text-te-tiriti-o>

- The Guide to the National Civil Defence Emergency Management Plan (2015)

<https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guide-to-the-national-cdem-plan/Guide-to-the-National-CDEM-Plan-2015.pdf>

- The New Zealand Gazette

<https://gazette.govt.nz/>

- Tsunami Evacuation Zones: West Coast

<https://gis.westcoast.govt.nz/custom-apps/tsu-map-switcher/>

- Tsunami Hikoi week information

<https://getready.govt.nz/emergency/tsunami/tsunami-hikoi>

- Volunteering NZ

https://www.volunteeringnz.org.nz/finding-volunteer-roles/?gad_source=1&gclid=Cj0KCQiAkoe9BhDYARIsAH85cDPM5QT0xxTIP40rLPS9zehis7LE Ea78Jmv2x-QnaaCQWhzbLzc25_IaApqbEALw_wcB

- Welfare services in an emergency [DGL 11/15]
<https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/11/15-welfare-services/dgl/Welfare-Services-in-an-Emergency-Directors-Guideline.pdf>
- West Coast Emergency Management Facebook page
<https://www.facebook.com/emergencywestcoast>
- West Coast Emergency Management website
<https://westcoastemergency.govt.nz/contact/volunteer-for-civil-defence/>
- Westland District Council 2021-2031 Long Term Plan
<https://www.westlanddc.govt.nz/your-council/plans-policies-and-bylaws/long-term-plan/>

Available on request

- West Coast Emergency Management Group:
 - Readiness and Response Committee Terms of Reference
 - Welfare Coordination Group Terms of Reference
 - Lifelines Utilities Group Terms of Reference
 - Hazard Summaries
- NEMA Partnership Charter

Appendix D: Other useful links

Civil Defence Facebook pages:

- West Coast Emergency Management Group: <https://www.facebook.com/emergencywestcoast/>
- National Emergency Management Agency: <https://www.facebook.com/nemagovau>

Local Authorities Facebook pages:

- West Coast Regional Council: <https://www.facebook.com/WestCoastRegionalCouncil>
- Buller District Council: <https://www.facebook.com/bullerdistrictcouncil>
- Grey District Council: <https://www.facebook.com/GreyDC>
- Westland District Council: <https://www.facebook.com/westlanddistrictcouncil>

Other organisations Facebook pages:

- Geonet: <https://www.facebook.com/geonetnz>
- MetService New Zealand: <https://www.facebook.com/MetService>
- NZ Transport Agency Waka Kotahi: <https://www.facebook.com/nztransportagency>



WEST COAST
EMERGENCY MANAGEMENT

GROUP

