West Coast Civil Defence Emergency Management Group Plan

Version 2.1 November 2016

Chairman Tony Kokshoorn
Joint Standing Committee

FOREWORD FROM THE CHAIRMAN

This is the third generation Group Plan for the West Coast Civil Defence Emergency Management (CDEM) Group. Over the life of the last Group Plan a strong focus was on growing the understanding of the hazards and risks faced by communities in the Region with much of the focus of the regions emergency management fraternity being on response capability, growing the volunteer cadre and creating community response plans.

During that time an emphasis was placed on further nurturing the already strong relationships developed across and within the Group at all levels, including the emergency management, local government, and partner agency sectors – this focus will continue under this Group Plan. The principles of the Group of consistency, accountability, best practice and support, have been, and will continue to be the foundation of the West Coast Group.

One of the strengths of the West Coast CDEM Group is that of the experience that members of the Group have gained over recent times in responding to and recovering from events that have occurred within the region e.g floods, cyclones and windstorms . This has been achieved through a planned and cooperative approach aligned to the Groups principles of operation. It is this level of cooperation and mutual support that will continue to assist communities to prepare for, respond to and recover from emergencies when it counts.

Over the life of this Group Plan there will be a strong focus on the development of community resilience and recovery planning to ensure that, should the worst happen, we are all in a position to respond to events and recover as quickly as possible.

Whilst this Plan addresses the statutory requirements of the Group, the day-to-day workings are detailed in the CDEM Work Plan of the Group and the Annual Plans of members. The Coordinating Executive Group oversees the coordinated implementation of this Plan and the Work Plan on behalf of the Group with the Joint Standing Committee providing the governance and accountability to the community.

Changes made through the review include an update to the hazard scape and change of priorities in the risk profile; risk reduction reflecting more of a consistent regional approach; alignment of welfare management responsibilities to the national mandate on welfare delivery; and updated administrative arrangements reflecting the new entity of Civil Defence West Coast.

This Group Plan is a strategic document that outlines our visions and goals for CDEM and how we will achieve them, and how we will measure our performance. It seeks to:

- Strengthen relationships between agencies involved in CDEM;

- Encourage cooperative planning and action between the across the roles and functions of hazard and emergency management and within local communities; and,

- Provide information on the hazards and risks in the CDEM Group, and document the principles of operation within which agencies involved in CDEM agree to cooperate.

APPROVAL

The West Coast Civil Defence Emergency Management Group Plan is approved by the West Coast Civil Defence Emergency Management Group Joint Standing Committee with effect from 15th November 2016 and replaces the Plan approved on 13th September 2010. Minor amendments were made in May 2018 to meet legislative requirements.

The Plan will remain in effect until reviewed by the Group and either amended, revoked, replaced or left unchanged. The review will begin no later than 30th September 2021.

Date   15th November 2016

PLAN STRUCTURE

SECTION 1
Introduction

Outlines the plan purpose, audience and structure and Plan development process.

Provides an introduction to the West Coast CDEM Group, vision and goals.

Explains how the Group goals align with the National CDEM Plan and Strategy.

SECTION 2
Risk Profile

Outlines the context for the West Coast CDEM Group area; a summary of the natural, social, built and natural environments.

The hazards that could impact on the CDEM Group, likelihood, and consequences.

SECTION 3
Reduction

Frameworks, processes, and responsibilities to achieve long term risk reduction.

The principles for risk reduction within the West Coast CDEM Group.

Risk reduction objectives and the methods by which they will be achieved.

SECTION 4
Readiness

The capabilities and resources of CDEM agencies and stakeholder organisations.

An overview of community readiness (awareness and preparedness).

Objectives and methods for improving readiness.

SECTION 5
Response

The CDEM Group's response principles, objectives, priorities, information flows and the organisational framework that will be used in responding to emergencies.

Response roles, functions, responsibilities, and relationships.

Processes for emergency escalation and declaring states of emergency.

SECTION 6
Recovery

The planning arrangements, frameworks, structures, responsibilities and processes for helping the community to recover from an emergency.

The transition from response to recovery, and the Recovery Managers role.

Financial arrangements and the recovery exit strategy.

SECTION 7
Monitoring and Evaluation

The basis for monitoring and evaluation of the CDEM Group Plan.

The method of measuring achievement of objectives for Plan reviews

Legislative compliance monitoring.

SECTION 8
Management and Governance

Management and governance of the provision of CDEM on the West Coast.

Roles and responsibilities of the CDEM Group, CEG members, and the Group Emergency Management Office.

Key appointments and Group funding arrangements.

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Record Of Amendments

Date Amended	Amendment	Page Reference
May 2018	Strategic Planning for Recovery	Various

Glossary of Terms

Commonly used terms and abbreviations found throughout the Plan.

4Rs: Four areas of emergency management: Reduction, Readiness, Response, and Recovery.

The Act: The Civil Defence Emergency Management Ammendment Act 2016.

CDEM Group: Civil Defence Emergency Management Group established under section 12 of the Act. Unless otherwise stated in the Plan, the Group refers to the West Coast CDEM Group which is a joint standing committee with membership comprising the Mayoral representatives from the Buller, Grey and Westland Districts, and the Chairperson of the West Coast Regional Council.

CEG: Coordinating Executive Group established under section 20 of the Act whose functions include providing advice to the CDEM Group and any sub-groups of the CDEM Group; coordinating and overseeing as appropriate the implementation of decisions of the Group by the Group CDEM Office or by individual members; and overseeing the implementation, development, maintenance, monitoring, and evaluation of this Plan.

CIMS: Coordinated Incident Management System is the nationally agreed and recognised response mechanism for interagency response to provide command, control, and coordination of incidents, emergencies, and disasters.

Declaration: A Declaration allows the Controller and others access to statutory powers with the purpose to grant people the necessary authority to protect life and property in extraordinary emergency events. The rationale for declaring a state of emergency is:
- an emergency event has occurred or may occur;
- the safety of the public or property is endangered;
- loss of life, injury, illness, or distress may be caused; or,
- usual services are inadequate to deal with the emergency.

Emergency: As defined under the Act: 1. 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 an lifeline utility, or actual or imminent attack or warlike act; and 2. 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 3. Cannot be dealt with by emergency services, or otherwise requires a significant and coordinated response under the Act.

Emergency Services: The New Zealand Police, Fire and Emergency New Zealand, hospital, and health authorities.

GECC/EOC: Group Emergency Coordination Centre/Emergency Operations Centre: An established facility where the response to an event may be managed and supported.

Lead Agency: The organisation with the legislative authority; or because of its expertise and resources, agreed authority; primarily responsible for the control of an incident or emergency.

Lifeline Utility: An entity named in or described in section 1 of the Act.

Local Authority: Means a Regional Council or District Council.

MCDEM: Ministry of Civil Defence and Emergency Management. MCDEM provides the leadership, strategic guidance, national coordination, and the facilitation for activities across the CDEM sector and across all 4Rs.

Regional Significance: Due to the magnitude or geographic spread of the incident one or more local EOCs may have been activated to manage the emergency. This may also require GECC coordination however the level of any declaration whether local or regional shall be made at the time based upon the event. All declarations shall follow the guidlines outlined by MCDEM.

Key Appointments

Group Controllers:	Mark Crowe
	Mike Meehan
	John Canning
Group Recovery Manager:	Mark Crowe
Group Lifeline Coordinator	Rob Daniel
Group Welfare Manager	Claire Brown

Local Controllers:

Buller District Council

Local Controllers:	Bob Dickson
	Chris Coll
	Craig Scanlon

Grey District Council

Local Controllers:	Allan Wilson
	John Canning

Westland District Council

Local Controllers:	Simon Bastion
	Chris Pullen
	Mark Davies

This schedule of key appointment is current at time of approval of Version 2.0 of the November 2016 Group Plan. It is not expected that this schedule remain current for the full life of this document nor that an updated plan will be approved or issued at the change of any of the abovementioned appointments. A current list of key appointments is available from the West Coast CDEM Group office upon request.

PART 1
INTRODUCTION

This is the Civil Defence Emergency Management (CDEM) Group Plan for the West Coast Region

1. Introduction

The Civil Defence Emergency Management (CDEM) Act 2002 (the Act) required the establishment of CDEM Groups – made up of local authorities within the region working in partnership with emergency services, lifeline utilities, and others to deliver CDEM at the local level.

Every CDEM Group is required to prepare a plan to describe the Group's CDEM arrangements and how these arrangements build on the national framework for CDEM in New Zealand. This Plan has been developed in line with the Directors Guideline on CDEM Group Plan Review to assist in obtaining national consistency across Group Plans.

This Plan has been developed in consultation with the emergency management sector, been made available for public submission, and submitted to the Minister of Civil Defence for comment prior to approval by the West Coast CDEM Group.

1.1 Plan Development and Approval

This CDEM Group Plan is the third edition for the West Coast CDEM Group. It has been developed in consultation with the Coordinating Executive Group (CEG) and other key agencies.

The Draft Plan was publicly notified in May 2016 and the final revised Plan was approved by the West Coast CDEM Group in November 2016 taking effect from that time. The Plan will remain in effect for five years from the date of approval until reviewed by the Group and either amended, revoked, replaced or left unchanged.

1.2 Composition and area of the CDEM Group

The West Coast CDEM Group comprises the three territorial authorities and the Regional Council of the West Coast region. These are:

- Buller District Council;
- Grey District Council;
- Westland District Council; and the,
- West Coast Regional Council

The landward boundaries of Buller, Grey, and Westland District Councils and the seaward boundary of Regional Council constitute the boundary of the CDEM Group. The seaward boundary of the CDEM Group is the Regional Councils 12 nautical mile boundary.
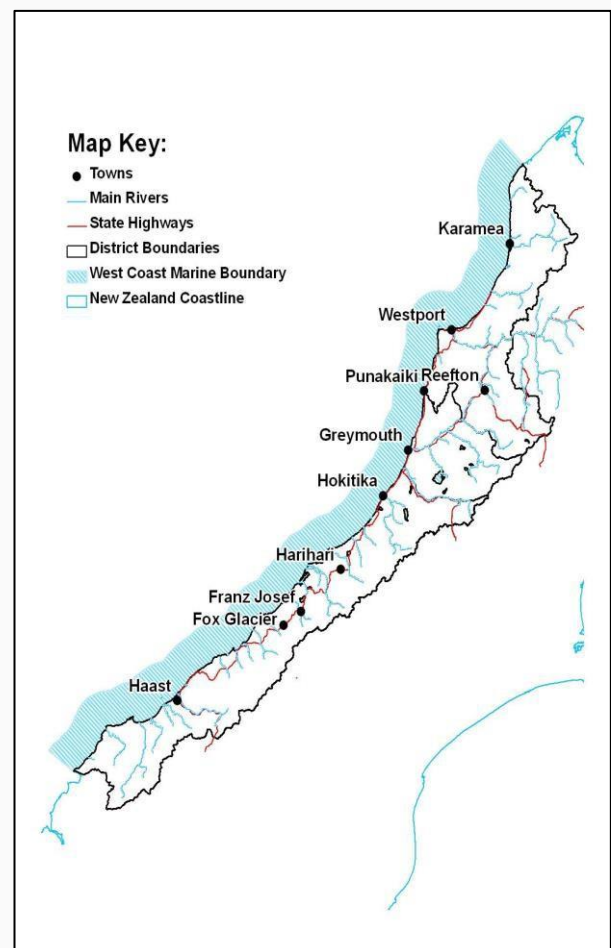

Figure 1: West Coast CDEM Group Area

1.3 Plan Context

1.3.1 Statutory Requirements

This Plan is a statutory requirement of the CDEM Act 2002 (section 48). The Act requires that Group plans must not be inconsistent with the National CDEM Strategy (2007) and the National CDEM Plan. Figure 2 shows the CDEM framework and the relationship between the plans.

Figure 2: The New Zealand CDEM Framework

1.3.1.1.The CDEM Act

Below is the intent of the Act.

(a) improve and promote the sustainable management of hazards (as that term is defined in this Act) in a way that contributes to the social, economic, cultural, and environmental well-being –

(b) and safety of the public and also to the protection of property; and

(b) encourage and enable communities to achieve acceptable levels of risk (as that term is defined in this Act), including, without limitation,—

(i) identifying, assessing, and managing risks; and

(ii) consulting and communicating about risks; and

(iii) identifying and implementing cost-effective risk reduction; and

(iv) monitoring and reviewing the process; and

(c) provide for planning and preparation for emergencies and for response and recovery in the event of an emergency; and

(d) require local authorities to co-ordinate, through regional groups, planning, programmes, and activities related to civil defence emergency management across the areas of reduction, readiness, response, and recovery, and encourage co-operation and joint action within those regional groups; and

(e) provide a basis for the integration of national and local civil defence emergency management planning and activity through the alignment of local planning with a national strategy and national plan; and

(f) encourage the co-ordination of emergency management, planning, and activities related to civil defence emergency management across the wide range of agencies and organisations preventing or managing emergencies under this Act and the Acts listed in section 17(3).

1.3.2 The 4R's Principles

The Act requires that an integrated risk management approach be taken when dealing with hazards. This integrated approach is often described by the four areas of activity, known as the '4Rs'.

Reduction: Identifying and analysing long term risks to human life and property from hazards; taking steps to eliminate these risks if practicable, or reducing the magnitude of their impact and the likelihood of their occurring.

Readiness: Developing operational systems and capabilities before a civil defence emergency happens; including self-help and response programmes for the general public, and specific programmes for emergency services, lifelines utilities, and other agencies.

Response: Actions taken immediately before, during or after a civil defence emergency to save lives and protect property, and to help communities recover.

Recovery: The coordinated efforts and processes to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.

Local authorities and the regional council work together in a number of areas on behalf of their communities in some specific areas e.g. RMA planning, river control and building consenting as examples. These are all functions of CDEM in the area of risk reduction.

A typical example for readiness is community response planning, occurring across West Coast communities where CDEM agencies determine and prioritise local hazards, risks and consequences, with communities, create an integrated readiness /response system with community volunteers and emergency response agencies and formulate local response and recovery plans .

1.3.3 Plan Purpose

The broad purpose of this Plan is to enable the effective and efficient management of those regionally significant hazards and risks for which a coordinated and integrated approach is required by agencies in support of people and communities throughout the region. The Plan sets out a strategic direction, Group objectives, and a framework for continuous improvement.

The CDEM Plan seeks to:

- Strengthen relationships between agencies involved in CDEM;
- Encourage cooperative planning and action across the roles and functions of hazard and emergency management and within local communities; and,
- Provide information on the hazards and risks in the CDEM Group, and document the principles of operation within which agencies involved in CDEM agree to cooperate.

1.4 Vision and Goals

1.4.1 National CDEM Goals

CDEM Groups are the mechanism by which the Crown can achieve its own visions, goals, and objectives (refer Table 1). Careful consideration has been undertaken to ensure that the Group's direction supports these national goals.

1.4.2 West Coast Group Vision and Goals

The vision of the West Coast CDEM Group reflects the national vision and is:

> '*To build a resilient and safer West Coast with communities understanding and managing their hazards and risk.*'

The goals of the Group set out what the Group would like to achieve, encapsulating the Vision above, and assisting with directing work streams in CDEM on the West Coast. The goals for the region are drawn from the national goals and are:

1. Increasing community awareness, understanding, preparedness, and participation in civil defence emergency management.
2. Reducing the risks from hazards in the region.
3. Enhancing the region's ability to respond to emergencies.
4. Enhancing the region's ability to recover from emergencies.

Civil defence training at Franz Josef

1.4.3 How this Plan supports the National Plan Goals

Table 1 demonstrates the linkages between the actions of the Group and the goals and objectives described at a national level.

CDEM Goals	National CDEM Objectives	West Coast CDEM Group Objective
Readiness 1. *Increasing community awareness, understanding preparedness and participation in CDEM*	1a) Increasing the level of community awareness and understanding of the risks from hazards. 1b) Improving individual, community, and business preparedness. 1c) Improving community participation in CDEM. 1d) Encouraging and enabling wider community participation in hazard risk management decisions.	▪ Increase level of business and community awareness through public education and consultation ▪ Improve community participation and preparedness through community-based planning.
Reduction 2. Reducing the risks from hazards	2a) Improving the coordination, promotion, and accessibility of CDEM research. 2b) Developing a comprehensive understanding of New Zealand's hazard-scape. 2c) Encouraging all CDEM stakeholders to reduce the risks from hazards to acceptable levels. 2d) Improving the coordination of government policy relevant to CDEM.	▪ Improve the understanding of the hazardscape of the West Coast and the associated risks and consequences. ▪ Work towards the long-term, strategic reduction of risks from hazards through collaborative planning with stakeholders.
Response 3. Enhancing capability to manage civil defence emergencies	3a) Promoting continuing and coordinated professional development in CDEM, 3b) Enhancing the ability of CDEM Groups to prepare for and manage civil defence emergencies. 3c) Enhancing the ability of emergency services to prepare for and manage civil defence emergencies. 3d) Enhancing the ability of lifeline utilities to prepare for and manage civil defence emergencies. 3e) Enhancing the ability of government agencies to prepare for and manage civil defence emergencies. 3d) Improving the ability of government to manage an event of national significance.	▪ Continue to increase the profile and delivery capability of CDEM on the West Coast. ▪ Enhance professional development for all emergency management personnel through training, exercises, and learning from other CDEM Groups in line with the CDEM Competency Framework. ▪ Strengthen the coordination and cooperation amongst all relevant sectors in planning for and responding to an emergency ▪ Develop and maintain appropriate documentation to describe key activities, functional responses, and protocols in support of the CDEM Group Plan between all member local authority and partner organisations. ▪ Provide effective warning systems to enable agencies and the community to respond rapidly to a potential event. ▪ Establish and maintain effective and resilient inter-agency communication systems
Recovery 4. Enhancing capability to recover from civil defence emergencies	4a) Implementing effective recovery planning and activities in communities and across the social, economic, natural, and built environments. 4b) Enhancing the ability of communities, agencies and stakeholders to manage the recovery process.	▪ Strengthen recovery capability and capacity across all agencies and the wider community

Table 1: Relationship of the National Strategy and Plan to the West Coast CDEM Plan

PART 2
RISK PROFILE

Developing a clear understanding of the vulnerabilities and consequences of hazards within the region is fundamental to the context of the CDEM Group.

2. RISK PROFILE

2.1 Introduction to the Risk Profile

This Section provides a risk management context for the West Coast CDEM Group. Developing a clear understanding of the vulnerabilities and consequences of hazards within the Group is fundamental to guiding the level of activity and effort applied across the 4Rs. This Section therefore provides the foundation upon which CDEM reduction, readiness, response, and recovery activities are built. New studies on tsunami risk and land sliding have also been added.

This Section is also supported by additional material which is not contained within the Plan. This material includes the risk analysis information developed for the third CDEM Group Plan and the 2006/2017 Lifeline Reports and Grey Recovery plan 2012 based on the effects of an Alpine Fault Earthquake:

- Hazards Register of the West Coast Region (2010). West Coast Regional Council.

- Dewhirst, R., Elms, D., & McCahon, I. (2006). *West Coast Engineering Lifelines Group Study: Alpine Fault Earthquake Scenario*. West Coast Regional Council.

- Dewhirst, R., Elms, D., & McCahon, I. (2006). *Buller District Council Lifelines Study: Alpine Fault Earthquake Scenario*. Buller District Council.

- Dewhirst, R., Elms, D., & McCahon, I. (2006). *Westland District Council Lifelines Study: Alpine Fault Earthquake Scenario*. Westland District Council.

- Dewhirst, R., Elms, D., & McCahon, I. (2007). *Grey District Lifelines Utlity Plan: Communities and Council. Alpine Fault Earthquake Scenario & Lifelines Vulnerability Assessment*. Grey District Council.

- Power W et al *Review of tsunami Risk facing New Zealand (2015)* GNS Science Consultancy Report 2015/38
- Robinson T. R. and Davies T. R.H(2013) *Potential geomorphic consequences of a future great (Mw = 8.0+) Alpine Fault earthquake, South Island, New Zealand.* Natural Hazards and Earth System Sciences

The risk profile provides a context for the CDEM Group – a snapshot of the people, the land, the buildings/infrastructure, and the economy. These elements are commonly referred to as the social, natural, built, and economic environments. The combination of these environments helps the CDEM Group to develop an understanding about the specific combination of factors that either create risks from, or that support resilience to hazards within the West Coast. Each environment may include the following components:

1. **Social environment:** the population total and distribution, social structures, vulnerable groups, ethnic diversity, and tangata whenua.
2. **Built environment:** residential, commercial, key lifeline utilities, and industrial and agricultural infrastructure.
3. **Economic environment:** the regional economy, growth, employment income, tourism and resources.
4. **Natural environment:** the geography, geology, topography, ecosystems, and climate.

2.2 CDEM Group Environment

2.2.1 Social Environment

General Population

The West Coast region had a usually resident population of 32,148 people at the 2013 Census, making it the least populous region in New Zealand with less than 1% of the Country's population. Between the 2006 and 2013 censuses, the population increased by 2.6%, or 822 people. The West Coast also has the lowest population density of any region in New Zealand at 1.4 people per square kilometer compared to the national average of 16.

The region is rural in nature due to its small and widely dispersed population. 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.

The region's largest ethnic group is European/New Zealander making up 91% of the total population, Maori 10.5% and Asian and Pacific peoples making up 3%.

The regional age demographic information is also based on 2013 Census data and is specific to the West Coast region. The West Coast has 16.1% of its population aged 65 years and over. This is compared to the national average of 14.3%.

The median income on the West Coast is $26,900, compared to the national median of $28,500 for the rest of the Country.
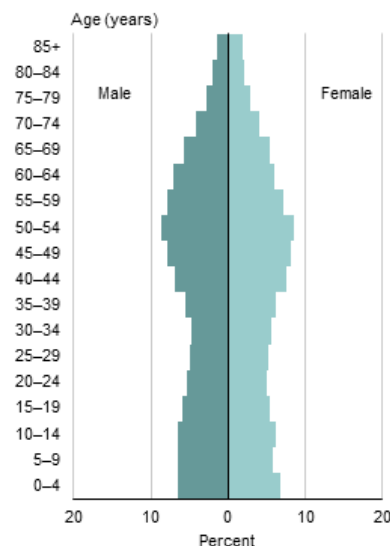
Source: Statistics New Zealand

Vulnerable Groups for CDEM emergencies include;

- Māori
- Pacific Islanders
- Other ethnic communities where English is not spoken or is a second language
- Remote / isolated communities
- The aged and/or infirm, including those within aged care facilities
- People with special health needs, including those within disability residential facilities
- Children and young people
- Low income households
- Medically and chemically dependent
- People with sensory or physical impairment
- Tourists, freedom campers, unpredictable in area or location
- New residents unfamiliar with the West Coast climate

During summer at any one time there can be over 10,000 tourists on the West Coast. In Franz Josef there can be 4000 tourists overnight with a residential population of approximately 400. At any time there can be many freedom campers along the West Coast who may have limited access to hazard warnings, driving on unfamiliar roads and to whom English is a second language for communication.

2.2.2 Built Environment

Number of dwellings

There are approximately 13,793 occupied dwellings and 2,793 (17%) unoccupied dwellings on the West Coast.

District	Occupied	Unoccupied	% Occupied
Buller	4,611	954	83%
Grey	5,460	969	85%
Westland	3,732	870	81%
Total	**13,793**	**2,793**	**83%**

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. The resource lists of medically dependent households and vulnerable clients are held by the West Coast District Health Board . The list of Civil Defence Centres which may serve a welfare function are held by each local authority CDEM organisation.

Lifeline Infrastructure

Each of the Territorial Authorities of the region is responsible for delivering lifeline services in varying degrees to their local communities. These services include local road networks, potable water supplies, and sewerage and wastewater services. Detail on the extent of the service and the location of infrastructure is maintained by each Territorial Authority.

There is a West Coast Lifelines Utility Group comprising representatives from local authorities, energy, telecommunications, railways, fuel transport, Westland Milk Products   which meets three monthly to strengthen resilience actions along the West Coast. In addition a study to identify lifeline assets, pinch points, interdependencies and priority areas has been completed in significant detail and is publically available from the Group website.

Telecommunications

Telecommunications network providers in the region include Spark, 2 Degrees and Vodafone.

- 65% percent of households on the West Coast have access to the internet, compared with 72.8% of households throughout New Zealand.

- On the West Coast, 68.4% of households have access to a cell phone, compared with 79.3% of households for New Zealand as a whole.

Significant parts of the West Coast do not have access to cell phone coverage due to topography e.g south of Fox Glacier to Makarora, parts of the Coast Road between Greymouth and Westport and in many areas cellular coverage can be poor reducing the ability to make calls. The only satisfactory cellphone coverage is in the main towns of Westport, Greymouth and Hokitika. As a result   West Coast residents are reliant on landline infrastructure to make calls.

Broad band technology is limited outside the main towns. The Rural Broadband initiative is being rolled out across parts of the West Coast with fibre optic cabling being laid along State highways.

It is highly likely that cellular and landline technology will be lost folllowing a major earthquake affecting the West Coast.

There are also a number of VHF radio and HF networks utilised throughout the region by agencies to provide backup to telephone and cellular systems. Some CDEM community response areas utilise UHF/VHF simplex radios within their local communities back to their local Civil Defence Centre.

Energy

Estimates for electricity demand for the region predict a slow increase in demand over the next ten years, following an initial reduction due to closure of the Globe Mine at Reefton and the Holcim Cement Plant at Westport . Peak demand on the West Coast is currently 50 MW and the 2015 Transpower annual planning document predicts 80MW demand by 2030.

Existing West Coast generation totals 29 MW, (small hydro schemes at Lake Brunner and South Westland) means just under half of the electricity used on the West Coast is imported from outside of the region.

HOUSEHOLD ACCESS TO PHONES, INTERNET AND FAX MACHINES ON THE WEST COAST, 2013 CENSUS

	WEST COAST (%)	NEW ZEALAND (%)
NO ACCESS	3.1	1.5
CELL PHONE	68.4	79.3
TELEPHONE	79.9	81.1
FAX MACHINE	12.1	13.8
INTERNET	65.0	72.8

NOTE: HOUSEHOLDS CAN ACCESS MORE THAN ONE TYPE OF TELECOMMUNICATION DEVICE; THEREFORE PERCENTAGES DO NOT ADD UP TO 100.

Transport

The State Highway system is critical to the West Coast. For the majority of the region there is the only road to get from one town to another (State Highway 6 – Haast to Westport and inland to Murchison). Links to other regions are crucial for the West Coast from both an economic and Lifelines Utilities perspective. The importance of the State Highway links east via State Highway 73 and Arthur's Pass, and via State Highway 7 and Lewis Pass; to the north via State Highway 6 and Hope Saddle; and to the south via State Highway 6 and the Haast Pass are critical to retaining access to the region. A   number of bridges carry telecommunication cabling and in some   cases water pipes & electricity. The frequent rain events that impact the coast will at times induce flooding and   slips along parts of the network.

There is a rail link from the West Coast linking the three main urban areas with the Midland rail line. The Alpine Fault crosses the Midland rail line at Inchbonnie. The region has two airports in Westport and Hokitika providing daily flights to Wellington and Christchurch respectively (runway lengths of 1280m and 1314m respectively). An airport in Greymouth can accommodate smaller aircraft (runway length of 1091m). These airports can undertake night flights. 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

Fuel for the region is trucked in via State Highway 73 and State Highway 6. There is no bulk storage on the West Coast other than that which is held by service stations and private users. A Fuel Storage Report was undertaken in 2008 to identify fuel storage locations, the primary routes of transport in, and also investigated alternative methods for bringing fuel into the West Coast should normal transport routes be disrupted. This fuel study is being updated in 2016 to determine locations of rural fuel sites. There are also limited oil lubricants and gas supplies on the West Coast .These are shipped by road from Christchurch or Wanaka (South Westland).Service stations at   Westport, Reefton and Greymouth have alternative power supplies e.g. generator   capability. Local CDEM SOPS indicate which agencies will get priority access to fuel during a fuel crises or emergency.

Food

Food and other 'fast moving consumer goods' are trucked into the region on a just-in-time logistical approach, similar to fuel. This also applies to other stocks such as hardware required for making repairs following a major event.

2.2.3 Economic Environment

Business

In the last ten years the West Coast which had emerged as one of the country's fastest growing regional economies, has had a downturn in the world commodity prices which have impacted on minerals extraction coal and gold and agriculture (dairying), but tourism continues to thrive. The performance of the regional economy has more or less matched the national economy despite the well-publicised downturn.

Minerals extraction: 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. Coal mining is now not regarded to be the key contributor to future economic opportunities for the region owing to the slump in world coal prices.   In 2014 Buller had the strongest reliance in mining with 9.5% of the district employment involved in the mining industry, Grey district has had a downturn in mining employment in recent years with now only a small number employed at the Solid Energy and Roa Coal opencast mines.

Agriculture: Dairy farming is the leader in this sector and has experienced rapid growth over the last ten years. Over this time, the increase and expansion in dairy herds on the West Coast has occurred faster than any other region in New Zealand. Westland Milk Products processes milk products for almost all of the dairy farming community and is located in Hokitika. It is a significant employer with approximately 400 people employed.

Tourism: The tourism sector and its related industries play an increasingly important role in the West Coast economy. Tourism numbers are growing with the percentage of international visitors increasing. The most popular destination is the Glacier Country encompassing Franz Josef and Fox Glaciers (600,000

visitors per annum) and the South Westland World Heritage Area. With the increasing popularity of cycling, the West Coast Wilderness Trail is also becoming a significant attraction. The second most visited area is Punakaiki. Approximately 84% of the region is under the administration of the Department of Conservation, who have area offices and depots throughout the West Coast 11.2% of Westland district jobs are supported by tourism.

Impact of hazards on the economic environment

A major event will have a significant impact on the economic environment of the West Coast. For example, the effects of major flooding or an Alpine Fault earthquake are likely to result in access to various communities being cut for possibly significant lengths of time. This will result in considerable economic impacts to the industries described above and may seriously threaten their viability.

2.2.4 Natural Environment

Geography

The West Coast makes up 8% of New Zealand's total land area ($23,000^2$km) with approximately 0.8% of the country's population living within the region. The region is long and narrow situated between the Southern Alps on the east and the Tasman Sea in the west. The region extends over 600 kilometers between Karamea in the north and Jacksons Bay in the south, further than the distance between Auckland and Wellington. The West Coast has over 600 kilometers of coastline susceptible to erosion.

The West Coast is composed of a variety of rock types of variable age. The old resistant granites and gneisses form the bulk of the mountainous terrain to the north of Greymouth. Younger schists and greywackes form the alpine sequences to the east. Sedimentary rocks throughout the region comprise sandstones, siltstones, limestones and mudstones. These form scenic attractions including the pancake rocks, limestone caves and karst landscapes. Slope stability problems occur on a wide variety of formations throughout the region. Failures may be induced by intense rainfall or earthquakes, or a combination of both.

Each of the three main urban areas, Westport, Greymouth, and Hokitika are situated on the banks of major river systems. Many smaller settlements are also situated on river flat areas and or along the coastline. On the western side of the Alps, rivers and streams are steeply graded with the distance from the source to the sea seldom exceeding 50km.

The region includes a series of mountain ranges, notably the Southern Alps which the Alpine Fault runs beneath. The mountain ranges provide a natural buffer to weather systems traveling west to east which aid in producing higher than average rain fall on the western side.

Climate

The region has a comparatively mild climate with average summer and winter temperatures. By national and international standards, the West Coast receives a generous and reliable rainfall. Near the main divide, rainfall exceeds 8,000mm annually (with the Cropp catchment receiving 13,000mm), reducing to 2,000mm nearer the coast (with the mid-upper Grey Valley having the lowest rainfall in the region). Rainfall also decreases towards the north of the region.

A low pressure area to the east of the South Island may promote an easterly airflow over the region. On these occasions, particularly in winter, strong cold easterly winds may descend down major river valleys. Climate change may accentuate rainfall events in future years.

The Alpine Fault from space

2.2.5 Implications for the West Coast CDEM Group Environment

Implications of the West Coast's regional profile for civil defence emergency management include;
- A large geographical area with a dispersed population subject to a wide range of hazards.
- Numerous rural communities that have the potential to become quickly isolated in an emergency because of their remoteness and geography (State Highway 6 - Westland).
- The vulnerability of some of the regions infrastructure (roads, power, and telecommunications) may impact on the regions ability to recovery quickly following an event. The reliance on the State Highway network in particular for the import and export of goods to and from the West Coast is a major implication should routes be severed for extended periods of time.
- Urban areas are situated near or adjacent to river systems.
- An increasing elderly population.
- Significant transient populations, particularly throughout Westland as a result of the tourism industry.

2.3 CDEM Group Hazardscape

2.3.1 Natural Hazards

The CDEM Group area is subject to many natural hazards including meteorological hazards, earthquake, tsunami, coastal erosion, and landslide. The most significant natural hazards to affect the West Coast and their consequences are described below.

Severe Storms

Severe storms pose a risk in that they bring both intense rainfall and wind, and increase the risk of landslides, coastal erosion and flooding due to storm surges. Strong winds are commonly associated with storms that produce flood events (i.e. westerly storms), and thus occur several times a year. Although strong winds can occur from any direction, the very strongest are from the South East. The Easter Cyclone Ita event in 2014 resulted in wind damage throughout the region from downed trees, damaged and destroyed buildings.

River flooding

Rainfall can result in river flooding and stormwater system overload. Flooding is the most common occurring natural hazard on the West Coast and has caused the most damage of all hazards. Telemetered river level recorders and high altitude rain gauges operate in the major catchments, providing an early flood warning system. There is no seasonal trend for flooding, therefore flood events can be expected at any time of the year and at any location throughout the region. River flooding has resulted in some river control systems developed throughout the region. The main rivers of concern in the region include the Grey, Buller, Karamea, and Waiho Rivers.

Tornadoes

Tornadoes are relatively frequent occurrences affecting the entire region, although most reports have been concentrated around the main coastal settlements. By international standards tornadoes on the West Coast are small scale, short duration events, although they have caused significant damage historically. The high number of tornado reports from such a small and dispersed population base indicates that the West Coast is one of the most at risk regions in the country.

Tornadoes are usually associated with thunderstorms arriving from a westerly aspect. The March 2005 tornado in the Greymouth urban area resulted in significant damage through the town. The consequences of tornadoes are severe damage to property and infrastructure, and possible injury and death.

Earthquake

The West Coast is one of the most seismically active regions in the country with numerous active faults especially in the Paparoa Tectonic Zone and the South Westland Shear Zone/Fiordland. However, the West Coast is dominated by the Alpine Fault, which extends for nearly 500km through the entire region and beyond from Milford Sound to the Marlborough Sounds. It is one of the world's major active faults, comparable in size to the San Andreas Fault in California and the Anatolian Fault in Turkey. None of the West Coast regions settlements are located far from the Alpine Fault or other active faults (Franz Josef township is located directly on the fault), and most of these

settlements are at risk from other natural hazards associated with large magnitude earthquakes including liquefaction, tsunami, seiches, landslides, and ground surface rupture.

Highly destructive earthquakes in 1929 (Murchison M7.8) and 1968 (Inangahua M7.1) were centred on local faults in the Paparoa Tectonic Zone independent from the Alpine Fault. Ruptures of the Alpine Fault will cause catastrophic earthquake damage along the fault and probably much further afield. Recent research by GNS indicates that the Alpine fault is a regular mover and averages a major earthquake every 250-300 years. The last great earthquake was 299 years ago. There is a high probability that the Alpine Fault will rupture in the next 50-100 years.

The consequences to the built environment become progressively more severe towards MM10, and it is anticipated that the human health and safety, social, and economic damage expected would mirror the damage to the built environment.

Tsunami

The West Coast coastline is vulnerable to tsunami hazard, however recent research has been undertaken to ascertain what this risk may entail. (Power 2015).This risk is anticipated to be lower on the West Coast compared to other North Island regions. Small tsunami have been recorded in 1868, 1877, 2009 and 2010 on the West Coast. All low lying coastal margins are potentially at risk from both local and distant source tsunami. Tsunami hazard potentially poses a threat to the region as most of the region's population, assets, and economic and infrastructural bases are located in the coastal zone (particularly in the major urban areas of Greymouth, Westport, and Hokitika which are located on low-lying river delta mouths). Much of the region's remaining population live in smaller settlements in similar coastal/river mouth environments.

Distant source tsunami are most likely going to be refracted tsunami waves generated by large earthquakes in South America as experienced as a result of the Chilean earthquake on 27 March 2010. Recent earthquake activity near Samoa and Vanuatu in 2009 resulted in the second highest sea gauge level readings on the West Coast for all of New Zealand. However, in all of these instances, only relatively small increases in wave heights resulted. The warning time for tsunami is highly variable ranging with more than 10 hours for those of distant source to almost
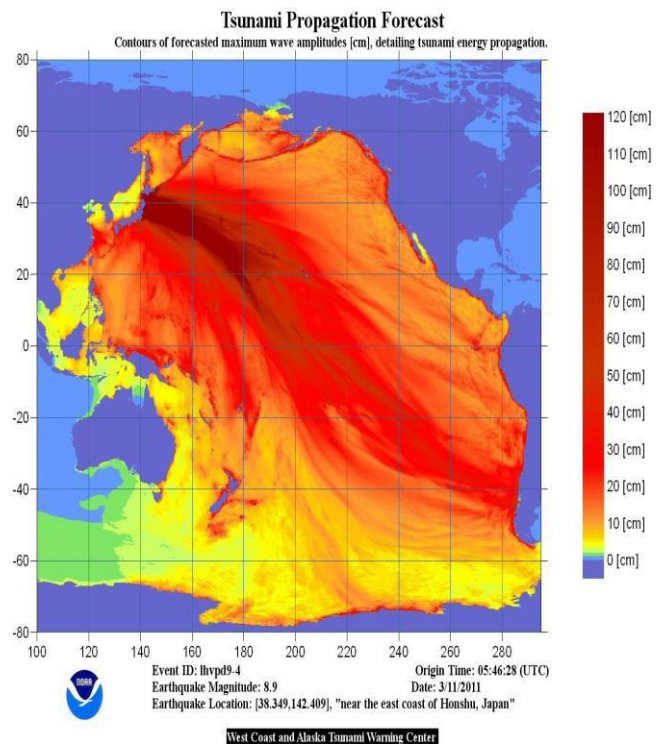

Image showing Tsunami wave propogation forecast

nothing for those of local source.

The impacts of tsunami events vary widely depending on the type and size of the event, local topography, and in the case of human life and safety, the time of day. Should a wave be generated which is large enough to have an impact, typical consequences include the loss of life and injuries from debris, and the accompanying social consequences and damage to infrastructure, particularly buildings near the coast and along river banks near the coast, and to transportation and coastal utilities. There are also likely economic impacts to local business and industries, along with damage to coastal ecosystems and changes to local coastal processes.

Landslides

Much of the West Coast is prone to landslides (Robinson 2015). Landslide hazards are highly dependent upon the type and slope of the terrain, the land use and vegetation cover, climate, and susceptibility to seismic events. Landslides cause damage by direct impact and burial, landslide dams, and slides falling into water bodies causing seiches. All of these events have been recorded in the Region. Many of the regions settlements are partly located on, or at the base of unstable slopes e.g. Little Wanganui, Granity-Hector, Punakaiki, Greymouth, Otira, Hokitika, Blackball, Dobson, Reefton, and Franz Josef.

The consequences of landslides are generally localised in scale, and relate mainly to damage to infrastructure including roads, railways, farm infrastructure, and occasionally buildings. There have been 13 people killed by earthquake and rainfall induced land slips since 1929, therefore the potential for loss of life and injury, and property and asset damage is high.

Coastal erosion

Coastal erosion is a long-term phenomenon affecting most of the region's 600km coastline. Coastal erosion can be a gradual process it can usually be planned for and effects minimal. However, there are periods when coastal erosion is more rapid and severe than normal and significant damage can occur. The Regional Council has established two coastal protection schemes at Punakaiki and Okuru. The major centres of Greymouth, Westport, Hokitika, as well as Punakaiki have all been affected to varying degrees, as well numerous smaller coastal settlements such as Granity and Rapahoe. Traditionally Hokitika and Punakaiki have had the most assets affected from severe coastal erosion phases.

As the region's population and asset base is located in the coastal zone, the potential for localised damage to infrastructure to occur from coastal erosion exists. However, this is largely offset by the gradual nature of the hazard. Coastal erosion is not a hazard that presents a risk to life and is unlikely to result in a CDEM response.

Rural fire

Most regional fire studies in New Zealand place the West Coast in a low hazard class because of the regions ample rainfall, high humidity, and relative lack of strong winds during dry periods. However, some synoptic conditions can lead to long dry spells that may lead to significant fire danger. Consequently, scrub and bush fires may pose significant problems in some years.

A wildfire threat analysis has been completed. Areas that are considered to be of a higher risk are around the Charleston and Whitecliff areas due to vegetation type. The Okarito area is also considered to be of a higher risk for the same reason. The slopes above Waimangaroa and Granity are also at risk.

The consequences of rural fires are normally to vegetation, infrastructure, conservation (habitat, natural character, and amenity values), and occasionally buildings rather than a direct threat to human life and safety on the West Coast.

2.3.2 Technological hazards

Lifeline utilities failure

Lifelines utilities are the essential infrastructure and services that support our communities. The hazards associated with lifeline utilities failure are related to the inability of communities and organisations to carry out 'normal' daily activities.

Lifeline utilities are commonly categorised as:

- **Energy:** electricity supply and distribution, and fuel supply.
- **Telecommunications:** telephone land and cell networks, radio, and televisions services.
- **Transportation:** road and rail networks, airports and ports.
- **Civil services:** water supply, wastewater reticulation, and stormwater networks.

Within the region, lifeline utilities failure can either be a result of direct systems failure, or a consequence of a large-scale natural hazard event. The Regional Lifelines Project 2006, based on the effects of a major Alpine Fault Earthquake, found that lifelines utilities throughout the region are at serious risk of disruption. The Project also found that there are interdependencies between lifelines utility ; one lifeline depending upon another. The lifelines utilities that are most depended on by other lifelines utilities are fuel, road networks, power, and communications.

Electricity failure

The West Coast is dependent on power for the provision of essential services and maintenance of everyday lifestyles. While some power is generated on the Coast, the bulk is bought from the national grid and therefore transported into the region by wooden, concrete pole structures and steel towers. The critical consequences of electricity failure include impacts to health care in homes and hospitals where power is critical, such as dialysis and surgery, inability to cook food and loss of perishable food stocks and the impact to other lifeline services that rely on power such as water and fuel supplies, and sewage treatment. There would also be economic impacts on business and industry such as farming and mining.

The primary cause of large-scale system failure is most likely to be as a result of an Alpine Fault or other large scale earthquake centred in the region. Storm and flood events also present considerable risk to the

electricity network due primarily to the loss of structures in the river beds, bridges and landslide. There are many structures in the Otira, Taramakau and Grey river beds.

Telecommunications failure

The West Coast does not have comprehensive cellular coverage and is consequently dependent on landlines to a large extent. Given the topography and the natural hazards in the region, the rural community is also affected by failures as access to line breaks is potentially difficult which adds to the outage time and consequences. The primary causes of system failure are similar to the electricity network, but there is also a critical dependency upon electricity supply.

The consequences of failure include the disruption to emergency communications both from the public to emergency services, and amongst emergency response organisations. Businesses would be affected through significant disruption to ATM, EFTPOS and banking/financial systems which will impact on the ability of people to purchase essential supplies.

Transportation failure

The communities on the West Coast are primarily linked through the State Highway road network and access to these communities would be challenging without this. The road network has been identified as being the most critical of the transportation networks. The Midland rail line is used to freight coal out of the region and providing for the TranzAlpine train experience. In a recovery scenario the rail line may also provide an alternative route for the transportation of goods until roads can be restored to a sufficient standard to take sustained use by heavy vehicles once the line has been reinstated.

The main causes of large-scale failure are earthquake and flooding, with severe storms and landslides causing most site-specific failures. The consequences are primarily social and economic, with isolation and restricted access being the main issues. There is limited redundancy with the network due to limited access routes to areas. There have been contingency plans developed, and being further developed, on transportation hazards.

Civil Services failure

Main towns have a reticulated water supply, stormwater drainage to pumping stations and sewage ponds. Water reservoirs in some areas have shutoff valves for

earthquake impacts. In some outlier areas some communities still rely on tank water and septic tanks for supply and removal of waste from properties .It is expected that damage for large earthquakes will disrupt supply of water to households, inability to provide urban fire fighting capability and sewage and stormwater systenms disrupted.

2.3.2.1.Non Technological hazards

Fires incidents

Fire incidents can occur from a number of factors, and can be associated with residential, commercial and industrial activities, as well transportation and vegetation fires. Fire and Emergency New Zealand has legislated responsibility to protect and preserve life and property, with one of its main functions being to respond to fires incidents (Fire and Emergency New Zealand Act 2017, Section 11). Response to these events is undertaken on the West Coast by a network of volunteer fire brigades, in conjunction with employees of Fire and Emergency New Zealand.

Civil Defence resources may assist where the nature or size of the incident requires support due to significant property damage, disruption of local social fabric, or a need to provide welfare support for displaced community members and/or visitors.

Hazardous substances incidents

The West Coast while isolated still has significant quantities of chemical, oils and other hazardous substances transported and used throughout the region. Significant land-based spills have the potential to impact upon human life and safety, contamination of the environment, disruption to land transport, and community activities.

Transportation accidents

Rail and air accidents have a very low frequency, while road accidents including those involving larger vehicles such as buses, fuel tankers and other heavy vehicles are more frequent. The increasing tourist market is seeing more self drive foreign tourists unfamiliar with the roading network and weather patterns on the West Coast. The consequences of transportation accidents depends on the vehicles involved i.e. a fuel tanker, however it is primarily cars that are involved. The consequences of accidents often involve loss of human life and injury, and temporary disruption to transportation networks.

Civil unrest and terrorism

These hazards are less likely to occur on the West Coast, although there may be potential for civil unrest as a result of a hazard occurring. This may require multi-agency coordination.

Human disease

The 2009 influenza A (H1N1) pdm09 virus (commonly known as swine 'flu) demonstrated the speed with which modern travel can facilitate the spread of disease. Since 2004, the pandemic potential of novel influenza viruses has been of concern to governments worldwide and considerable planning and preparation has been undertaken in New Zealand (including the West Coast) to enable an effective response. The impact of any particular pandemic is not known until the time but may be severe in terms of morbidity and mortality. If warranted public health measures such as the closure of facilities and schools and the prevention of mass gatherings would be implemented to limit the spread of the disease. If severe there would be a reduction in productivity affecting business and industry as well as a decline in the tourism.

A pandemic may also affect infrastructure and emergency response organisations because of widespread absenteeism, resulting in a decreased capacity to provide essential services.

Animal disease

Animal diseases relate to those found in livestock such as foot and mouth disease and bovine encephalitis. A widespread animal epidemic has the potential for major consequences due to New Zealand's dependence on horticultural, agricultural, and forestry industries. New Zealand has limited historical exposure to disease, and is very susceptible to biological hazards. The consequences of a major animal epidemic within the region could include the destruction of and economic losses to dairy and cattle industries including the loss of exports to overseas markets and loss of employment and some businesses. There may also be restrictions on the movement of people affecting social and business lives and consideration required for the disposal of carcases with attendant land, air, and water pollutants.

Biological pests and organisms

Biological pests and organisms have the potential to have strong effects on the primary production base of New Zealand, and in particular causing problems for the agriculture, silviculture and possibly aquaculture industries. Of concern on the West Coast currently is the invasion of the Varroa bee mite. The consequences of biological pests and organisms may include the quarantining of certain parts of the region, or the country, effects on exports and consequently the economy. This hazard is unlikely to result in a CDEM response compared to the other hazards identified.

2.4 Risk Analysis and Evaluation

2.4.1 Analysing the Level of Hazard Risk

Risk analysis considers the likelihood and consequences associated with each hazard. The process involved rating the likelihood of each hazard as 'almost certain', 'likely', 'possible', 'unlikely' or 'rare', and the consequences as 'catastrophic', 'major', 'moderate', 'minor', or 'insignificant'. The combination of likelihood and consequence resulted in each hazard being assigned a risk rating of 'very low', 'low', 'medium', 'high', 'very high', or 'extreme'.

2.4.2 Risk Evaluation

In order to refine the results of the risk analysis, two CDEM stakeholder workshops were held. The workshops involved an evaluation of each hazard risk based on the following criteria:

- **Seriousness:** the relative impact in terms of human life and well-being, the built environment including infrastructure, economic damage, and the natural environment.

- **Manageability:** the degree of difficulty in managing the hazard, and the degree of effort being applied across the 4Rs.

- **Growth:** the rate at which the risk will increase through time – either through an increase in the probability of the event occurring, or an increase in the exposure of the community, or both.

The risk evaluation process was informed by all previous information including hazard risk descriptions and scenarios, recent and historical events, general knowledge, staff experience, and research. The combination of seriousness,

manageability, and growth was combined at the workshop to produce a prioritised list of risks. Table 2 shows the results of the risk evaluation process, and lists the major hazards to the West Coast CDEM Group with the most significant hazard at the top   and least significant at the bottom . All these hazards   will have some planning emplaced around them. The top 10 listed hazards will become the main focus of the Group work plan for the life of this plan.

The risk analysis is not incorporated within the Plan, though is available to stakeholders and the public from the CDEM Group.

More information on particular hazards and risks, and their relevance for specific localities and communities, is available from local territorial authorities through various information sources, such as:

- Land Information and Property Information Memoranda;
- Hazard mapping;
- Policies and plans; and,
- Public information/educational programmes on hazard management and civil defence.

Activities for CDEM agencies and stakeholders to further investigate hazards and risks i.e the hazard scape and to update, collate, and disseminate hazard risk information, are included within the Reduction Section of this Plan. New hazards may be added in the lifetime of this plan e.g coastal erosion. Hazard and risk analyses, and the ongoing review of existing control mechanisms, are ongoing activities carried out by and shared among CDEM stakeholders.

2.4.3 Hazards of national significance

Table 2 identifies the hazards that pose the most significant risks to communities on the West Coast.

While the CDEM Group and Emergency Services will prepare for and manage these hazards and the consequent risks, to the best of their abilities, some events may result in consequences that are beyond the capacity to be managed within the region. These events will require assistance from other Groups and/or a national level response. The hazard that poses the most risk to the West Coast and is likely to result in a request for national assistance is an Alpine Fault earthquake. Emergency responses to widespread human or animal

pandemics will most likely require national level coordination.

Assistance from outside the region, and any coordination or direction nationally, to manage an emergency still requires the Group and Local agencies carrying out their roles and responsibilities in preparing and responding to, and recovering from such emergencies to the fullest extent possible.

Work will begin in this plan's life to consider the CDEM/Emergency service response to an Alpine Fault rupture.

Hazard Priority

1	Major Earthquake	17.4
2	Human Pandemic	14.0
3	Flood	12.8
4	Tsunami	11.9
5	Severe storm	9.8
6	Tornado	8.1
7	Animal pandemic/Biological Pest)	7.8
8	Transport accident	7.8
9	Lifeline utility failure	7.6
10	Fire(Rural/Urban)	7.6
11	Transportation failure	6.3
12	Hazardous chemical incident	6.3
13	Landslide/slope instability	5.8
14	Coastal erosion/storm surge	5.8
15	Terrorism	5.3
16	Drought	5.3
17	Civil unrest	5.3
18	Artificial dam failure	5.0
19	Snow/hail/ice	4

Table 2: Summary of CDEM Group Risk Profile

PART 3
REDUCTION

Identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring

REDUCTION

3.1 Introduction to Reduction

Risk reduction is the process of:
"Identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring" (National CDEM Strategy 2007).

West Coasters face a multitude of risks in their everyday lives. Some risks can be reduced but in other instances living with the risk may be the only possible outcome. Disaster risk reduction must be underpinned by a proactive approach, informing, motivating, and involving all people in all aspects of disaster risk reduction in their own local communities.

3.2 Statutory and Policy Framework

CDEM Groups have a role to play in reduction under the Act by identifying, assessing, and managing hazards and risks. This function sits alongside many other stakeholders including central government organisations, local authorities, emergency services, and lifeline utilities, as well as individuals and communities. The Act is one of a number of statutes which provide legislative provision for risk reduction. Others include:

- Resource Management Act 1991
- Local Government Act 2002
- Building Act 2004
- Soil Conservation and Rivers Control Act 1941
- Forest & Rural Fires Act(1977)

The policy framework in New Zealand incorporates policies and plans including Regional Policy Statements and District Plans under the Resource Management Act 1991, and Long Term Plans under the Local Government Act 2002.

3.3 Reduction Principles

The West Coast CDEM Group risk reduction principles are:
- To identify and co-ordinate reduction activities among key stakeholders and the community, rather than undertaking significant risk reduction projects as a Group.
- To prioritise reduction activities taking into account the impact on human life and safety, the economy and the built and natural environment, as well as the
  - manageability of the risk and the likelihood of it occurring.

- Manage risk reduction activities by bringing together a wide range of existing methods and actions that are the responsibility of individual Group members and key stakeholders, using the current risk management framework.
- Consider the effects of all risk reduction programs and activities on potential future event recovery priorities,

3.4 Focus for Reduction

The CDEM Group Plan has identified the following issues relating to risk reduction:
- The West Coast has a complex hazardscape with a wide range of hazards. Some good hazard analysis material exists on the region (Alpine Fault Earthquake, Lifeline Reports, Buller River Flood mapping, and Tsunami; however there are gaps in some areas that require further scientific input and analysis).
- Risk reduction often has the highest cost compared with other 4Rs areas – it can involve costly infrastructure programmes that are difficult to justify economically with the small rateable population base of the West Coast.

Most risk reduction methods on the West Coast have focussed on flood mitigation particularly around commercial and residential areas. Risk reduction has also been built into national building codes (earthquake/wind/flooding protection) and regional/local land use planning. In addition, individual agencies such as lifeline utilities design and upgrade their networks to increase resilience to hazards. The Lifeline Utilities Group has received funding to determine the interpendencies, hotspots, vulnerabilities and critical paths based an Alpine Fault rupture scenario. Health undertakes pandemic planning and evaluation; community surveys from risk reduction projects could be useful. A survey will be undertaken at completion of the Westport Evacuation Plan project to evaluate its effectiveness prior to similar plans being developed for other communities.

3.5 Objectives

The West Coast CDEM Group has identified the following objectives for reduction, based on the goal of reducing the risks from hazards to the West Coast. These are:

1. To improve the understanding of the hazardscape of the West Coast and the associated risks and consequences.
2. Undertaking community surveys to assess effectiveness of risk reduction programmes
3. To work towards the long-term, strategic reduction of risks from hazards through collaborative planning with stakeholders.

3.5.1 Understanding the West Coast's Hazardscape and Associated Risks

Increasing the level of knowledge to understand the hazardscape of the West Coast is a long term objective for the West Coast CDEM Group. Events locally and globally have impacted on the knowledge required, while other studies undertaken have increased the knowledge held on other hazards for the region.

Objective 1:	Improve the understanding of the hazardscape of the West Coast and the associated risks and consequences.
Current status	As part of the review of this CDEM Plan, the hazard and risk assessment in Section 2 was updated in consultation with the Readiness Response Committee and Lifelines Utility Group. Several specific projects have also been completed over the life of the previous Plan including: **Lifelines Utility Group Project:** The Alpine Fault Lifelines Reports completed for each of the districts and the region identifies the effects an 8.2 magnitude earthquake would have on critical lifeline infrastructure, and includes recommended actions to increase resilience. *Flood Defence schemes.* Theoretical flood level analysis has been undertaken on several of the river protection schemes. Rating districts are then provided with the level of risk they are living with and the options provided as to whether work should be done to improve the standards of the schemes. Council commissioned modelling work in the Buller River catchment looking at options for flood mitigation works. Work is well underway looking at Civil Defence Action Plans and improvements to the flood warning network to strengthen the resilience in the Westport area. **Flood modelling** work has been completed on the Waiho River and work is underway to deliver a wider hazards report through GNS for the wider Franz Josef area. NIWA completed work looking at the risk associated with near field tsunami. The report indicted a low risk from the known fault lines off the coast. Robinson et al (2015) has produced potential landslide maps for an Alpine Fault rupture event **Earthquake**: GNS continue to research the probability and likely impacts of major earthquakes in the region.
Methods, Tools, and Actions	There will be ongoing Regional Council and Lifelines Utility Group infrastructure resilience projects undertaken as a result of the projects undertaken above. These initiatives are not included within the CDEM work programme as they are led by other agencies. It is anticipated that other initiatives will continue to be developed and led by individual agencies. ✓ The CDEM Group will maintain an overview of how these collective efforts will support regional risk reduction. ✓ The CDEM Group will require the various agencies to report on progress of their various initiatives. CDEM-led projects in relation to hazard knowledge are: ✓ Review existing information on the risk and impacts to the West Coast from an Alpine Fault rupture in conjunction with the West Coast Lifelines Utilities Group

3.5.2 Collaborative Risk Reduction across the Group

All key stakeholders need to have ownership of the risk reduction objective to implement across their field of activities and in plans and policies. The CDEM Group has, and can continue to play, an important role in facilitating the spread of risk reduction information. It also has an important role in promoting collaborative CDEM and RMA planning. This can include linking CDEM planning with RMA planning and vice versa, as well as joining up the various Councils' planning efforts to promote a consistent regional approach to hazards. An example could be providing CDEM input into District Plan efforts like Westland's Plan Change 7: Fault Rupture Avoidance Zone (FRAZ), and supporting these efforts through coordinated approaches to central government for transitional or relocation assistance for any significantly affected properties.

Objective 2:	To work towards the long-term strategic reduction of risks from hazards through collaborative planning with stakeholders.
Current status	Risk reduction is actively promoted across many areas; and many CDEM Group members and stakeholders have ongoing programmes to reduce the risk of hazards on the region.
Methods, Tools, and Actions	The CDEM Group will work with relevant stakeholder groups and CDEM partners to: ✓ Promote a shared understanding amongst all stakeholders, and West Coast communities, of the common objectives to be achieved by risk reduction and how this is to be done, for example, the continuation of the adoption of the reduction recommendations made in the 2006 Lifelines Utility Reports and other subsequent reports; ✓ Improve the links between CDEM Group Plans and other statutory and non-statutory methods as they relate to risk reduction, such as Long Term Plans, and under the Resource Management Act through policy statements, district plans, regional plans, and the consenting process. ✓ Facilitate information exchange, and discussion around best practice planning, on risk reduction across the Group, for example the continuation of the updates to District Council planning and building staff on hazards in their areas, and for creating policy to assist in reducing the risk from hazards such as Westland's Fault Rupture Avoidance Zone.

Photograph of Landslide at Jackson Bay, South Westland

PART 4
READINESS

Organisational and Community readiness are key components of the readiness of the West Coast Regional Community.

4. READINESS

4.1 Introduction to Readiness

A significant portion of the CDEM Group's work is undertaken as readiness initiatives. Many of the arrangements made in this phase of emergency management set in place the arrangements, standards, and processes for response and recovery. A number of the objectives in this section of the Plan therefore have an operational focus and reflect the issues that arose from the Risk Profile section of this Plan.

Readiness comprises two distinct aspects:

Organisational readiness which tends to focus on the readiness of emergency response organisations, emergency services, local authorities, health service providers, etc but has also become increasingly inclusive of private businesses that have roles in the 4Rs.

Community readiness which focuses on the ability of communities, families, and individuals to be able to meet their own needs during and after emergencies e.g. community response and recovery planning. The public education activities of agencies involved in CDEM play a key role in developing community readiness.

4.2 Focus for Readiness

The focus for readiness includes:

- Ensuring that the community is capable of responding appropriately to warnings (formal, informal, and natural).
- Increasing community awareness of hazards, particularly of those hazards that are not as common, and ensure that this awareness is translated into actual planning activities.
- Continued training, exercising, and professional development for agencies involved in CDEM to further increase the response and recovery capacity and capability of councils and partner response organisations.
- Enhancing and fostering relationships with key partners.
- Review of emergency management systems and technology to be compatible with those used by other agencies, Groups and at the national level.

4.3 Objectives

The readiness objectives for the West Coast CDEM Group are to:

- Improve community participation and preparedness with community-based planning, recruiting community volunteers and developing community response and recovery plans.

- Deliver effective public education programmes that build communities who understand and are prepared to manage the impacts of their hazards and risks. Continue to increase the profile and delivery capability of CDEM on the West Coast. Done through development of community response and recovery plans .

- Enhance professional development for all emergency management personnel through training, exercises, and learning from this and other CDEM Groups.

- Strengthen the coordination and cooperation amongst all relevant agencies in planning for and responding to an emergency.

- Develop and maintain appropriate documentation to describe key activities, functional responses, and protocols in support of the CDEM Group Plan between all member local authority and partner organisations.

- Provide effective warning systems to enable agencies and the community to respond rapidly to a potential event.

- Establish and maintain effective and resilient interagency communications systems.

4.4 Community Readiness

4.4.1 Awareness, Readiness, and Community Participation

All individuals and communities need to be aware of the hazards and risks in their area, and how to prepare for and cope during and after an emergency. CDEM communicates with "at risk" communities about their local risks and hazards. As part of this risk communication process the potentially impacted community prioritises their risks and consequences into potential community impacts from which the community response and recovery plan is developed.

Many communities on the West Coast can be isolated during an emergency event making it imperative that communities can survive with little or no outside assistance during this time. Community Response Plans seek to address these issues by working with local communities to specifically:

- Ensure that communities identify hazards and risks, and collectively understand how they will manage during and after any future event, particularly by identifying roles, responsibilities, and resources before an event occurs.
- Identify local leaders, or an individual (volunteers), in the community who are prepared to champion CDEM in the area. The leader will communicate CDEM information to the community and relay community impacts back to the local authority's CDEM support structure.
- Outline what resources the community has and how they may be used during and after an emergency, for example
    communications, identification of civil defence centres, physical equipment, and a list of key community contacts.

Objective: 3	To deliver effective public education programs that build communities who understand and are prepared to manage the impacts of their hazards and risks.
Current status	Public education is one method of improving levels of community resilience. However, the costs associated with public education have required alternative ways of getting messages into the community e.g. Exercise Shakeout. Council newsletters have also been utilised to get information out however these only go to the ratepayers of the region and not to every household.
Methods, Tools, and Actions	✓ Develop a public education programme to determine what is to be implemented and who will undertake it. ✓ Maintain current, and identify alternative, methods of providing public information to the community. ✓ Work with tourist operators to develop and implement Visitor Action Plans ✓ Ensure copies of hazard research are available to affected communities (website).

Objective: 4	Improve community participation and readiness through community-based planning.
Current status	There are a variety of Community Response Plans developed and being developed on the West Coast. Additional communities on the West Coast would benefit from developing their own Community Response Plans or reviewing and improving their existing plans. The Flood Action Plans for the major rivers also involve the community.
Methods, Tools, and Actions	✓ Identify and prioritise the list of 'at risk' communities and develop a programme for completion of Community Response and Recovery Plans in these areas over the next 5 years. ✓ Proactively support the community to undertake the activities identified as needing improvement in the Plans. ✓ Provide opportunities for community plan leaders to attend other training and participate in exercises. ✓ Support communities to understand the likely consequences from certain events and incorporate recovery preparedness into community plans

The CDEM Group recognises that communities understanding their hazards and risks are the first step in reducing the potential impacts from emergencies. Self-help and community self-resilience is encouraged throughout the West Coast general public due to the likelihood of isolation resulting from events. As a guide, this self-help period is for a minimum 3-day (72 hours) period. It is expected that large scale regional events e.g Alpine Fault rupture affected communities may be isolated for one to two weeks.

Further work will continue to be directed towards the public on:
- Developing awareness and understanding of hazards, prioritizing risk and engaging in preparatory activities;
- Developing understanding and knowledge of what to do before, during, and after an event; and,
- Participating in rebuilding and restoring communities.

The Group accepts that there will be people at risk in the community who may need assistance. These include the elderly both at home and in rest homes (albeit that they are required to have a planned response), and children, especially preschool establishments, who are also encouraged to pre-plan and the tourist sector, especially international tourists. In conjunction with community response plans , visitor action plans(VAP) with tourists operators are also being considered.

4.5 Group Readiness: Staff Capacity and Capability

4.5.1 CDEM Structure Capacity and Capability

MCDEM undertook a Monitoring and Evaluation assessment on the capability and capacity of CDEM on the West Coast in 2015. The profile and delivery capability of CDEM in the region was reasonable but there are always areas to improve in.

Objective: 5	Continue to increase the profile and delivery capability of CDEM on the West Coast
Current status	CDEM functions are provided through a fulltime Group Manager at the regional council supporting 3 staff representing the 3 local authorities. Funding is obtained via a Regional Council targeted rate which also provides for a Group Natural Hazards and Group Welfare roles.
Methods, Tools, and Actions	✓ Monitor the effectiveness of the current CDEM structure for further improvement, or to identify alternative options to increase the efficiency and delivery function of CDEM on the West Coast. ✓ Implement changes as determined and agreed by the CDEM Group if required. ✓ An annual training plan is developed and delivered to Group personnel including volunteers

4.5.2 Professional Development
Professional development is a core part of readiness for both response and recovery. Appropriate performance during an emergency can be attributed to strong working relationships established, and exercised, prior to emergency events. It is important that senior management and   all CDEM partners demonstrate commitment to professional development through allocation of resources and staff release time. MCDEM has a role to externally support the professional development of all CDEM group personnel.

4.5.3 Exercises
Exercises play an important role in testing readiness and will be undertaken on a regular basis. The running of exercises will remain the responsibility of the agencies involved. The Regional Manager will help to coordinate these exercises in order to apply consistency across the region. Exercises will be evaluated and plans/procedures adjusted accordingly. Exercises also assist in identifying training opportunities.

Objective: 6	Enhance professional development for all emergency management personnel through training, exercises, and learning from other CDEM Groups in line with the CDEM Competency Framework.
Current status	CIMS and EOC/ECC training is regularly available and is recommended for all West Coast people involved in emergency response and recovery. Uptake of this can differ between agencies. A Training Needs Analysis was completed in 2015 to produce a more coordinated approach to training. The identified training needs for the West Coast are (in priority order): 1. Controllers 2. Public Information Management 3. Emergency Operations Personnel 4. Civil Defence Centre Staff and volunteer personnel 5. Recovery The Group has participated in national, intergroup, Group and local group exercises over the past 5 years. Involvement in national and group Exercises has been planned for the next 2 years, with further involvement expected in the following years. The Lifelines UItility Group is participating in group exercises. Controllers from around the region meet annually to be updated on developments in the sector and to participate in specific controller based training workshops.
Methods, Tools, and Actions	✓ Maintain current professional development forums where available (Controllers Forum/training, MCDEM courses) ✓ Develop a training programme to address any gaps identified in the Training Needs Analysis. ✓ Facilitate the provision of training in accordance with the programme. ✓ Ensure each CDEM Stakeholder undertakes a training and exercise programme for staff to be fully aware of their roles in CDEM response. ✓ Develop a training database that records level of training qualification for all CDWC personnel paid & volunteer ✓ Develop an exercise programme which is consistent with the National Exercise Programme (NEP) and which ensures that all CDEM Group members and strategic partners are involved regularly. Seek opportunities for joint and multi agency exercises led by other agencies. Hold exercises and debriefs in accordance with the National CDEM Exercise Guide (DGL 10/09).

4.6 CDEM Group Readiness

The process of planning is often the most productive part of planning. The opportunity to plan an approach to hazard management with other agencies encourages coordinated and integrated planning. This leads to clarity of roles and responsibilities, timelines for response, and the effective prioritisation of resources. To assist with integrated and coordinated planning at both the Group and Local level the following groups have been established that report to the CEG which in turn reports to the Joint Committee of the CDEM Group.

Readiness Response Committee (R & R) This group comprises membership from the local authority CDEM officer's collective, emergency services, health and public health. The 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.

Lifelines Utilities Group (LUG): This group consists of the four local authorities and all lifeline utility operators on the West Coast including a major West Coast fuel distributor and Westland

Milk Products. The Lifelines Utility Group is involved in the 4 R's of Comprehensive Emergency Management following on from identified outcomes in the Lifelines Reports published in 2005, as well as participating in regional CDEM exercises. Civil Defence West Coast employs the Group Lifeline Coordinator who manages the Lifeline work programme and linkages to the CDEM officers collective.

Welfare Coordination Group (WCG): Chaired by the Group Welfare Manager. The WCG brings together the welfare agencies on the West Coast and comprises representatives from Civil Defence West Coast, MSD, MBIE, MPI, Housing NZ, Health, Public Health, Red Cross, St John , NZ Police, Rural Support Trust and Salvation Army to deliver a regional coordinated welfare response in the event of an emergency. The WCG is supported by local welfare committees which have been set up in each district.

A Group Recovery Sub-Committee will be formed by the end of 2018.

Objective: 7	Improve the CDEM Group organisational structure to enhance the provision of strategic direction for the CDEM sector on the West Coast and to strengthen the coordination amongst sectors in planning for and responding to an emergency.
Current status	The CEG is now taking a more strategic focus with the operational issues now being assessed and actioned through the various CEG sub committees A number of cross-sector operational planning groups are in place. The Readiness Response sub committees reports three monthly via the regional manager to CEG, the Chairs of the other CEG sub committees (Welfare and Lifelines Utilities) attend the CEG to facilitate the sharing of information.
Methods, Tools, and Actions	✓ Initiate local level CDEM planning groups where appropriate e.g. Mass Evacuation ✓ The CDEM Group will continue to support and communicate with operational planning groups and encourage reporting to the CEG on matters of interest. ✓ The CDEM Group will work with existing stakeholder groups in the development of programs that will benefit from the involvement of the 'wider' CDEM community.

4.7 Group Readiness: Plans and Procedures

4.7.1 Group Plans

To assist with effective and coordinated response to, and recovery from, emergencies, it is essential to develop plans and standard operating procedures that address the significant hazards and key activities that support them. The CEG is responsible for developing and approving the supporting Group Plans. Where required other agencies will take the lead or joint lead in developing a supporting plan.

Future Plans to be developed or are in development include:
- Public Information Management Plan
- Group Welfare Plan updated
- Mass Evacuation Plan (e.g. Tsunami , impending flood)
- Alpine Fault Initial Response Plan
- Westport flood evacuation Plan

4.7.2 Local Authority CDEM Arrangements

In addition to joining together to form a CDEM Group and produce a CDEM Group Plan (this Plan), territorial local authorities must plan for and provide for civil defence emergency management within their own districts (section 64(1)).

To meet this obligation, Civil Defence West Coast(CDWC) regularly reviews local CDEM Arrangements for their areas of jurisdiction. These Arrangements must be consistent with the Group Plan to give effect to the Group's operational arrangements to activate EOCs, respond volunteers, undertake situational awareness and carry out welfare support from Civil Defence Centres. Local CDEM Arrangements are approved by the CEG.

Objective: 8	Develop consistent and standardised documentation to describe key activities, functional responses, and protocols in support of the CDEM Group Plan between all member local authority and partner organisations.
Current status	A number of Plans and Standard Operating Procedures have been developed at both the Group and Local level to support CDEM processes. Recent exercises have prompted the need to review and simplify documentation to ensure ease of use, relevant information is conveyed, and that the documents used are consistent across the Group
Methods, Tools and Actions	✓ Review existing Plans at the review frequency identified in each Plan. Ensure relevant stakeholders groups are involved in the process. ✓ Develop the following plans over the 2016-2021 period of this CDEM Plan: • Public Information Management Plan • Mass Evacuation Plan(includes tsunami plan) • Alpine Fault Initial Response Plan ✓ Local CDEM Arrangements to be reviewed to take into account the objectives of the Group Plan. ✓ to align with Welfare Services in an Emergency Director's Guideline (DGL 11/15) ✓ Business continuity plans are implemented across the Group ✓ Review operating documents (Standard Operation Procedures and, specialised plans) to ensure they are efficient, consistent, and workable.

4.7.2.2. Business continuity arrangements

In addition to CDEM planning, local authorities must ensure that they are able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency (section 64(2)). This requires the Buller, Grey, and Westland District Councils, and the West Coast Regional Council to have business continuity management processes in place. West Coast CDEM overviews BC processes within councils. Refer National CDEM Plan Order 2015 Section 97.

4.8 Warnings

4.8.1 National Warning System

MCDEM is responsible for issuing national warnings to CDEM Groups and other key emergency response agencies for events of national significance. The West Coast CDEM Group is required to be capable of receiving, acknowledging and responding to national warnings messages at all times within 30 minutes and have procedures in place to facilitate an effective response. The national warning system is tested by MCDEM quarterly.

4.8.2 West Coast CDEM Group Warning System

The Group operates a 24 hour point of contact to receive and pass on all warnings to partner agencies and the public

across the West Coast. Each Territorial Authority is required to maintain a 24 hour point of contact to receive warnings affecting their areas of responsibilities and inform their communities.

Warnings will be issued in accordance with the West Coast CDEM Group Warning System Standard Operating Procedures. These may include use of Smartphone apps, email, radio stations, use of sirens and local community response plan procedures , e.g. telephone trees .

4.8.3 Other agencies Involved

There are a number of agencies involved in the surveillance, monitoring, assessment of hazards, and issuing alerts and warnings to incidents or events that may be a pre-cursor to an emergency. The mandated agencies are responsible for the dissemination of warnings to agencies and individuals concerned, and to the public where appropriate (refer Table 3). Agency procedures will then determine what action to take.

HAZARDS ALERTS/WARNINGS	MONITORING/SURVEILLANCE AGENCY
Earthquake notification[1]	GNS (Geonet)
Forecasting and warnings/watches/advisories for heavy rain, gales, snow, thunderstorms, swells, surge.	NZ MetService
Flood warnings for major rivers	West Coast Regional Council
Tsunami (distant and regional source)[2]	MCDEM interprets notification from Pacific Tsunami Warning Centre for New Zealand threat and issues national advisories and warnings.
Public health warnings	Ministry of Health and District Health Boards
Weather conditions likely to increase rural fire risk	Fire and Emergency New Zealand
Animal disease outbreaks and pest invasions	Ministry of Agriculture and Forestry (MAF)
HAZNO incidents	Community Public Health/Fire and Emergency NZ

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[1] There is no means of forewarning an earthquake but notification is given once one has occurred.
[2] A tsunami generated with a large local earthquake or undersea landslide may not provide sufficient time to implement a warning.

Objective: 9	Clarify warning systems and define responsibilities to enable agencies and the community to respond rapidly to a potential event.
Current status	There are a number of warning systems and arrangements in place. Further clarity in regards to processes for what will happen once agencies receive these warnings is required.
Methods, Tools, and Actions	Review the Group Warning System SOP detailing actions to be followed to acknowledge receipt of warning messages.

Develop a response procedure for warnings to include
- ✓ Warning and notification arrangements
- ✓ Public alerting processes
- ✓ Media arrangements
- ✓ Stand down arrangements

Photograph of damage caused by tornado Hector

PART 5
RESPONSE

Response describes the activities taken immediately before, during, or directly after an emergency to save lives, protect property, and to aid communities to recover.

5. Response

5.1 Introduction to Response

Response describes the activities taken immediately before, during, or directly after an emergency to save lives, protect property, and to aid communities to recover. Response, like recovery, starts prior to an emergency being declared and lasts until the normal (albeit expanded) systems can accommodate the full recovery processes.

5.2 Response Principles

The key principles for response for the West Coast CDEM Group are:

- Locally delivered with support and coordination by the CDEM Group.
- Command, control, and coordination of incidents, emergencies and disasters will be dealt with using the Coordinated Incident Management System (CIMS), the nationally agreed and recognised response mechanism for interagency response.
- The response will escalate only to the level required to manage the Incident (from individual agency Incident Control processes to Local, Group, and National CDEM coordination). ICP's and EOC's will be flexible and be able to be established by Controllers to a size and structure appropriate to the incident (refer Section 5.5).
- The CDEM Group is the mechanism through which requests for resources and support for emergency services agencies and welfare services are coordinated (Note: the Group is not a primary care or emergency service agency).
- Emergency response will be in accordance with national objectives and priorities (see below)
- Recovery measures should be planned for and implemented (with necessary modifications) from readiness preparations, then from the first day of the response (or as soon as practicable) and must be co-ordinated and integrated with response actions.

The National CDEM Plan Order 2015 (section 114) sets out the principles of response as:

1. Agencies should respond to an emergency by activating their own plans and coordinating with the lead agency.
2. Within the constraints that the emergency creates, each agency, operating within its own jurisdiction, must cooperate with interdependent agencies to:
   a. Assess the impact of an event on its own staff, assets, and services; and
   b. Activate its own continuity and emergency arrangements; and

c. Maintain or restore the services it provides;
d. Communicate with lead agencies, other responders, and the public, and
e. Align response activities with other agencies to avoid gaps and duplications.

3. In addition, the emergency services are expected to:
   a. Assess the effect of an event on the community;
   b. Coordinate the local efforts of their agency;
   c. Communicate assessments and actions with the appropriate lead agency.

The Response Objectives are;
a. Preservation of life; and
b. Prevention of escalation of the emergency; and
c. Maintenance of law and order; and
d. Care of sick, injured, and dependent people (first aid, medical, evacuation facilities, and welfare); and
e. Provision of essential services (lifeline utilities, food, shelter, public information, and media); and
f. Preservation of governance (continuity of the machinery of government); and
g. Asset protection, including buildings and historic heritage assets (including structures, areas, landscapes, archaeological sites, and wahi tapu); and
h. Protection of natural and physical resources (to the extent reasonably possible in the circumstances); and
i. Preservation of economic activity.

5.3 Objectives

The West Coast CDEM Group response objectives are:

- To ensure response planning and procedures are implemented appropriately to provide an effective and coordinated response to an emergency.
- Establish and maintain effective and resilient inter-agency communication networks and processes.

5.4 Levels of Response

The West Coast CDEM Group recognises five levels of emergency aligned to the CIMS response levels (Section 3.3) CIMS 2nd edition but attuned to West Coast resource capabilities. Owing to limitations of emergency service available resources, Incident Control Points are not always set up and the response coordination is undertaken from local agency or CDEM EOC's .The information detailed below aligns with CIMS but recognises the limitations on available manpower to manage the incident tasking verses on field agency management resources.

Community

Level 1   Single-agency incident with on-site coordination

A local incident or response with activities dealt with by an emergency service, local authority, community responders or other responsible organisation, may be a business possibly through an Incident Control Point (ICP) but probably without the activation of an Emergency Operations Centre (EOC). Level 2 may be activated if more than one organisation is, or is likely to be, involved.

Incident Control Point

Level 2 Multi-agency incident with on-site, local coordination at an ICP; these are managed   by   the incident controller of the relevant agency.

Localised incident dealt with by the emergency services and or local governments, where inter-agency coordination, using CIMS, is required. Incident coordination may be provided from an ICP type facility either established at the site, or from a pre-established facility such as a police or fire station. A local authority or agency EOC is not likely to be activated in support of a single incident   if sufficient coordination is able to be provided at ICP level, but may be if required.

Note: Local CDEM staff will monitor the situation if not directly involved and support the response where necessary.

Local EOC

Level 3   A multi-agency emergency coordinated by the CDEM Group/Lead agency , or a state of local emergency below CDEM Group-wide (district or ward); at this level, CDEM Group support and coordination may be required and the incident may be monitored by the National Controller.

An emergency response involving several response organisations where significant coordination and direction of the response and resources is required. EOC's should be activated by lead or coordinating organisations in support of Incident Controllers, whether a state of emergency has been declared or not.

Note: Responding agencies may request Local Controllers to undertake a coordinating role without a local emergency having been declared. The Group's Emergency Management Office will monitor the situation and support the response where necessary.

Regional ECC

Level 4   A multi-agency emergency with more significant consequences than in level 3; coordination may be required between agencies or areas, or both; CDEM Group EOC level support and coordination is required; CDEM Group-wide local declaration made or being considered; national monitoring will occur and national support is available.

An emergency that is regionally significant, or where the response and resources provided to a single or multiple EOCs would benefit from being coordinated. This level of coordination is provided from the Group ECC. A state of local emergency will be declared in this instance if there is a need to access the powers of the CDEM Act 2002, but it is not a prerequisite for "Group Coordination" to be activated.

National ECC

Level 5   A state of national emergency exists or the local emergency is of national significance; at this level, coordination by the National Controller will be required

An emergency that is nationally significant, or requires national coordination and support for regionally coordinated responses. 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 ECC's, which in turn will be supporting participating local/agency EOC's. The NCMC will alco procure national and international resources to support CDEM Groups. A state of national emergency does not necessarily have to have been declared for this level of coordination to be initiated.

5.5 CDEM Emegency Coordination Centres

5.5.1 Structure and Roles

The role of the Group ECC is to:

- Collect, collate, analyse, and disseminate intelligence and information about the event including the management of Public Information.
- Provide advice to the NCMC on the nature of the response and predicted recovery activities within the Group;
- Provide advice to Local EOC's on response and gathered intelligence; and
- Coordinate the response of regional level agencies in support of the local response, and the transition to recovery.

The Group ECC may be activated whenever an emergency response is being initiated and is not dependent on whether or not an emergency has been declared. A state of local emergency may or may not be declared for the event to be regionally significant. Regionally significant events are defined with the following characteristics:

- Due to the magnitude or geographic spread of the incident(s), one or more local EOC's have been activated and Group coordination is required; or,
- A warning of a significant event that will have wide-spread impacts has been received; or
  - Coordinated assistance is required to support

another CDEM Group.

The role of the Local EOC's is to:

- Collect, collate, analyse and disseminate intelligence and information about the impact of the event locally through Public Information.
- Provide advice to the Group EOC on the nature of the response locally and any assistance that may be required;
- Coordinate the response of local agencies;
- Activate Welfare Centres to service the needs of the affected communities; and to,
- Keep decision makers, responders, and the local community informed.
- Identify and report recovery requirements

Each territorial authority member of the Group is to maintain the EOC identified within its jurisdiction. The Local EOC may be activated at the request of responding agencies, the Local Controller, or the Group Controller. A temporary EOC may be established depending on the nature of the event to suit the needs of the emergency.

5.5.2 Other Emergency Coordination Points

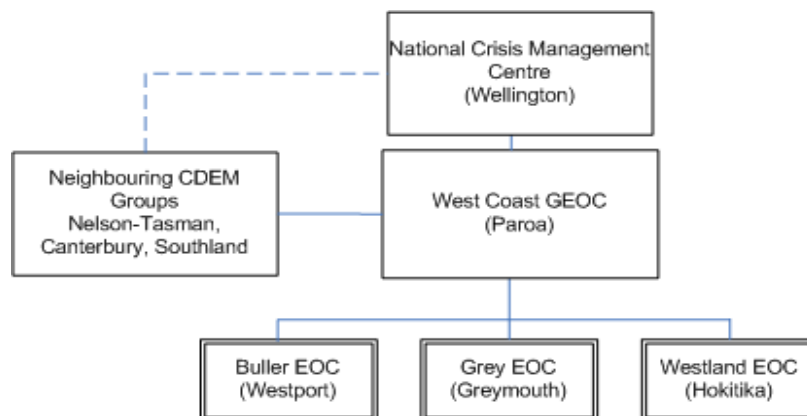Other key locations for emergency management

Figure 4 shows the relationship between the various Coordination Centres. The NCMC coordinates events of national significance with MCDEM responsible for its operation. Routine communication between the Group ECC and NCMC ensures that Government and other departments are informed about emergency issues.

functions include:

- Individual agency EOCs: as a lead or supporting agency for example the District Health Board will set up an EOC to coordinate information in a health event such as a pandemic.

- Civil Defence Centres: Local Coordination Centres- where the local response to an emergency will be coordinated and resourced. Welfare services are also delivered from Civil Defence Centres   and provide the point of contact for many agencies to interact with impacted communities. They are temporary facilities usually established at a prearranged venue such as a school or sport complex to provide immediate welfare needs to an impacted community. Welfare Centres can also be set up in other venues to suit the needs of the community depending on the type of emergency. In some isolated West Coast communities schools are the only option where civil defence centres can be established as that is the only facility available that can hold a number of people from the area.

5.6 Other Agency Roles and Responsibilities

The following operational responsibilities are provided as an outline for key supporting agencies to the Local and Group EOC's. Operational responsibilities for other agencies can be found in the Guide to the National CDEM Plan Section 4 (refer Objective 7: Methods, Tools and Actions).

Fire and Emergency New Zealand

The principal roles of Fire and Emergency New Zealand in a civil defence emergency are firefighting, containment of releases and spillages of hazardous substances, urban search and rescue (USAR) and the overall co-ordination of USAR, limitation of damage, and redistribution of water for specific needs.

NZ Police

The NZ Police are responsible for reducing crime and enhancing community safety. The NZ Police are also the lead agency for counter-terrorism emergencies. The principal roles of the Police in a civil defence emergency are maintaining law and order, protecting life and property, assisting the movement of rescue, medical, fire, and other essential services, assisting the coroner as required by the Coroners Act 2006, coordinating movement control over land, and conducting inland search and rescue. Police also have a role in the new welfare guidelines managing inquiry for the displaced.

Health

Health sector agencies are responsible for undertaking the planning and response necessary to provide the health services required in the event of any emergency. Health is the lead agency for health emergencies, and is therefore responsible for planning for and responding to these emergencies through the National Health Emergency Plan. Health agencies on the West Coast include the West Coast District Health Board, St John Ambulance, and Community Public Health. Health also has a role in pyscho-social support in the CDEM   welfare sub function.

5.7 Emergency Communication Systems

The ability to effectively communicate in the lead up to, during, and after an emergency is a critical component of the Groups operational capability. It is the Group's expectation of all responding agencies that they can effectively communicate at all times.

Objective: 10	Establish and maintain effective and resilient inter-agency communication networks and processes.
Current status	Telephone, facsimile (i.e. land lines), cell phones and email are the usual means of communication and are utilised first in an emergency situation. As a backup, a VHF radio network operates throughout the region Portable and fixed Satellite phones provide another alternative.
	The Group is responsible for ensuring effective communications between the Group and the Local EOC's. Communications from the Local EOC's out to their respective communities is the responsibility of the territorial authorities.
	In some sectors, processes for reporting and communication have been drafted (for example Lifelines), but this needs to be implemented across the Group.
Methods, Tools, and Actions	✓ Review the Communications SOP to update new systems and to further identify any gaps.
	✓ Agree and implement region wide protocols for inter-agency reporting during an emergency event.

5.8 Other Response Functions and Processes

5.8.1 Declaration Processes

The persons authorised to make a declaration under the Act are identified in Appendix 1.

The processes for declaring, extending, or terminating a state of emergency are outlined in the Directors Guide DGL 05/06 Declaration. The decision to declare must be based on whether there is a significant threat to life and/or property that the normal response agencies cannot respond to without extra 'powers' or a higher level of coordination. Use of the checklist, consideration of the community's ability to cope with the emergency, the benefits of co-ordination, and the need to utilise the functions and powers of the Controller should all be considered. This is often best achieved through a pre-declaration briefing involving responding and key supporting agencies, the Controller/s, and the person authorised to make the declaration. A declaration checklist and forms are contained in the Group EOC SOP.

Continued consultation throughout the emergency between the Local and Group Controllers is essential to ensure that appropriate advice and direction can be provided by the Group Controller.

Following the decision to make a declaration, extending, terminating a state of local emergency or using the transitioning to recovery process the appropriate documentation must be completed. The person making the declaration must then give notice to the public of the declaration by any means of communications that are reasonably practicable in the circumstances.

The local authority member making the declaration will ensure that the declaration is published in the Gazette as soon as practicable. Group-wide declarations will be published by the Regional Council.

5.8.2 Volunteer Management

There are likely to be two types of volunteers; those from a specific organisation such as the New Zealand Red Cross and the Salvation Army (organised volunteers), and those members of the general public who offer their services after the disaster has occurred (spontaneous volunteers). The CDEM Group will coordinate designated group and spontaneous volunteers through the local EOC's and civil defence centres.

5.8.3 Welfare Management

CDEM Groups are responsible for the overall coordination of welfare services in an emergency as detailed in the National CDEM Plan 2015. This includes requests for support by any other Lead Agency for welfare services.

Local EOCs will determine when and where Civil Defence Centres are to be activated. Civil Defence Centres are temporary facilities established to provide assistance to the community. Services provided through Civil Defence Centre(s) may include:

- information on the event and response:
- Shelter & accommodation
- Inquiry
- Care and protection services for children and young people
- Registration;
- Psychosocial support
- Needs assessment
- Household goods and services
- Financial assistance
- Animal welfare

Refer to Group welfare plan for more detail.

5.8.4 Support from outside the Group

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

- Personnel: persons trained in EOC and CDC centre operations, radio operators, rescue personnel, public information managers, technical and other specialists.
- Equipment and materials: stocks on hand of particular items or supplies, e.g. portable radios and EOC equipment.
- Logistics management: management of air, rail, and other supply points outside of the CDEM Group area that are being used for logistics and supply chain operations.
- Evacuee management: management of evacuees arriving from the affected area, including registration and arranging food, clothing, and shelter/emergency accommodation where necessary.

5.8.5 Requests for Assistance

Depending on the scale of the emergency, the Group will generally seek assistance for resources it requires from outside the region through MCDEM, not direct to other CDEM Groups. It is anticipated that the primary resource requests to be made from the West Coast CDEM Group include:

- Additional staff to assist with manning the Group and Local EOC's;
- Provision of fuel, food, and other critical resources if access to the region is severed;
- Assistance with the evacuation of tourists from key tourist areas;
- Public information management assistance; and,
- Medical personnel and resources.

5.8.6 International Support

A major emergency in New Zealand may generate offers of assistance from overseas governments and non-governmental organisations, or necessitate requests from New Zealand for external help. International agencies responding to emergencies in New Zealand will be co-ordinated by the National Controller at the NCMC, however Command and Control of these resources will fall to the Group Controller in the appropriate region.

Supporting tourists would be a key area of need in the West Coast event. Not to be underestimated is the need to manage international enquiries and the interests of foreign embassies about their citizens.

Assistance with the evacuation of tourists from impacted areas, and managing the specific needs of and enquiries about foreign nationals (through the Visitor Sector Emergency Advisory Group arrangements under the National CDEM Plan) will need to occur.

Beehives in Taramakau during a flood

PART 6
RECOVERY

The coordinated efforts and processes used to bring about the immediate, medium term and long term holistic regeneration and enhancement of a community following an emergency.

6. RECOVERY

6.1 Introduction to Recovery

Recovery means the coordinated efforts and processes used to bring about the immediate, medium term and long term holistic regeneration and enhancement of a community following an emergency.

Recovery activities can include, without limitation

- the assessment and ongoing monitoring of the needs of a community affected by the emergency

- the co-ordination and integration of planning, decisions, actions, and resources
- measures to support
    - the regeneration, restoration, and enhancement of communities across the 4 environments (built, natural, social, and economic)
    - the cultural and physical well-being of individuals and their communities
- measures to enable community participation in recovery planning
- new measures
    - to reduce risks from hazards
    - to build resilience

A CDEM Group can exercise recovery arrangements through Section 17 1(e) & 18 of the CDEM Act, but relies in part on the collaboration of partners and stakeholders for its effectiveness.

6.2 Strategic Planning for Recovery

Through Strategic Planning for Recovery we are intending to achieve the following four objectives:

1. Community is connected and prepared with improved resilience

2. Communities, Councils and Recovery Stakeholders understand, acknowledge and prepare for the consequences of events

3. To build and develop and engaged recovery network that is capable to plan for, manage and support recovery

4. Develop assurance that recovery activities are fit for purpose and are achieving recovery outcomes.

These outcomes will be achieved over a five year period:

YEARS 1&2

COMMUNITY ENGAGEMENT/VISION AND OUTCOMES
- Community response plans – include recovery
- Community confidence in CDEM and Community connectivity/responsibility – professional, branded organisation
- Mapping/planning exercise to I.D priority communities and approach to raise preparedness
- Identify community coordinator/leader (recovery)
- Community understanding of risk
- Engagement in LTP process
- Influence 'one plan' for all districts

COMMUNITY IS CONNECTED, PREPARED, IMPROVED RESILIENCE.

YEAR 3

UNDERSTANDING CONSEQUENCES
- Engage with:
  – Primary industries   – Tourism   – Private sector
- Specific consideration of economic impact
- Small private businesses
- Animal welfare
- Education/exploration of consequences eg workshop (HAZARDS➔BCP➔CONSEQ➔MITIGATION)
- Assessment of hazards vs communities

COMMUNITIES, COUNCIL AND RECOVERY STAKEHOLDERS UNDERSTAND, ACKNOWLEDGE AND PREPARE FOR CONSEQUENCES

YEAR 4

CAPACITY, CAPABILITY, COLLABORATION, LEADERSHIP
- Increase all of council awareness
- Iwi engagement
- Recovery sub-committee ⌐ TLA / Economic reps / ie broadminded
- Resource recovery eg recovery managers (group and local)
- Priorities for rebuild ie reinstate/abandon and assessment
- Identify key stakeholders, how best to work with them and why.
- Raise recovery capability through training, attending recovery forums, participating in working groups.

ENGAGED RECOVERY NETWORK THAT IS CAPABLE TO PLAN FOR, MANAGE AND SUPPORT RECOVERY.

YEAR 5

MONITORING AND EVALUATION
- Identify and develop preparedness measures
- Identify baseline measures
- Develop outcomes framework for post event recovery
- Develop and conduct effectiveness measures
- Conduct surveys/questionnaires as appropriate to measure
- Work with community groups to assess their confidence in recovery framework

ASSURANCE THAT RECOVERY ACTIVITIES ARE FIT FOR PURPOSE AND ACHIEVING RECOVERY OUTCOMES.

■ **2018-2019** ■ **2020-2021** ■ **2022**

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6.3 Transition from Response to Recovery

The transition from response to recovery is a complex process requiring careful management.

The recovery phase usually starts while response activities are still in progress. This is to allow the Recovery Manager the opportunity to become familiar with the situation, liaise with the Controller as required, and make the necessary preparations to execute a seamless transfer from the response to the recovery phase of the emergency. The transition to recovery will occur once the risk to life/or property has reduced to such a level that the powers bestowed to the Controller under the Act are no longer necessary or there is no longer a need to undertake a significant coordinated response.

The Recovery Manager, which is a statutory appointment, can make significant preparation for the eventual recovery task during the response phase, including preparation for a "Transition Notice".

The transition from response to recovery is effected by the cessation of the response phase, either through the declaration of emergency being terminated or with the approval of the Minister if no declaration has been made.

The CDEM 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 CDEM Group

• The CDEM Group confirming the terms of reference of the Recovery Manager

• The CDEM Group, through its designated person, formally terminating the state of emergency (if one has been declared)

• The CDEM Group, through its designated person, giving notice of a local transition period for the recovery phase (if one is required)

6.4 Objectives

The West Coast CDEM Group recovery objectives are to:

• Strengthen recovery capability and capacity across all agencies and the wider community.

• Promote coordinated and standardised recovery activities amongst partner agencies.

6.5 Structure and Staffing Requirements

6.5.1 Structure

The recovery management structure of the West Coast CDEM Group is shown in Figure 5 and is based upon the national recovery framework. The recovery management structure comprises the following:

• Recovery offices at the local, group and national levels; and,

• Recovery task groups as required at the local and national level.

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.

The Local, Group, and National offices operate as follows:

▪ Local Recovery Offices are the fundamental delivery points for recovery management. The Local Recovery Manager reports to the Group Recovery Manager and sometimes the National Recovery Office if there is limited Group involvement.

▪ 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.

▪ The Director of the Ministry of CDEM is responsible for coordinating the recovery process at the national level and reporting to Government. The Director fulfils this responsibility by appointment of the National Recovery Manager and where necessary the establishment of the National Recovery Office.

The recovery organisation arrangements will need to support administration, information management, public liaison, aid management, financial management, and coordination of government initiatives such as Enhanced Task Force Green. The arrangements need to be flexible enough to allow the recovery organisation to rapidly adjust to the specific nature and duration of the event.
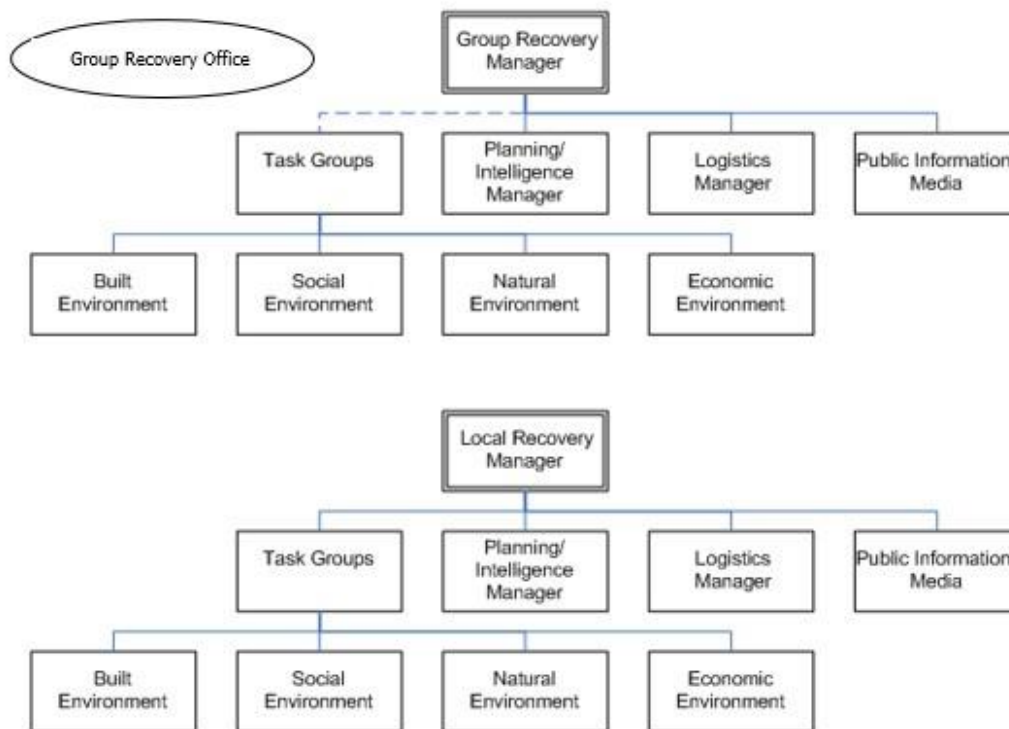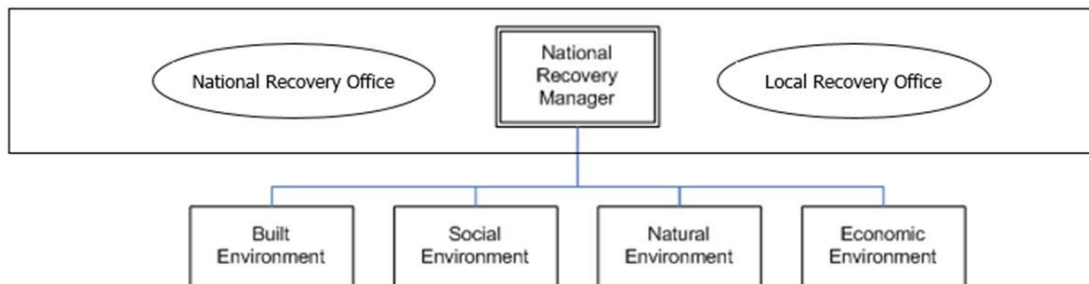

Figure 5: West Coast CDEM Group Recovery Structure

6.5.2 Task Groups

There are four key task groups that are based on sectors.Task groups will established at local, group and national level depending on the scale of recovery required (Note: Only one level of Task Group may be established between the Local and Group levels to avoid duplication of resource). The key role of each task group is to represent and support the interests of that sector, contribute to the resolution of issues and development of recovery goals, and coordinate tasks among participating agencies. The task Groups are:

- **Built Environment**: establish priorities for and implement reconstruction and recovery for residential, industrial, commercial, and Lifelines Utilities and services.
- **Social Environment:** welfare of people and communities (safety, well-being, and health).
- **Natural Environment:** minimise impacts on the natural environment which could have consequence for the other three environments.
- **Economic Environment:** support economic recovery for individuals and business.

6.5.3 Recovery Managers

The role of the Local Recovery Manager is to coordinate the recovery activity within the local authority area. The role of the Group Recovery Manager is to coordinate across recovery activities within the Groups jurisdiction, and to liaise with Local Recovery Managers and when required, the National Recovery Manager to ensure:

- Planning, prioritisation, and management functions are undertaken;
- Effective reporting mechanisms are in place;
- Government is informed of local and regional issues;
- Recovery resources are identified and obtained as required;
- Information is provided on the impact of the event on the affected area;
- Emerging issues are identified and solutions sought.
- Affected communities are actively engaged in the restoration of their environments

The West Coast CDEM Group has designated a Recovery Manager and an alternate (these positions are listed at the front of this Plan).

6.6 Recovery Processes

The following methods and actions guide the achievement of recovery objectives and provide a systematic way of

organising tasks and activities both before and after activation.

Damage needs assessment: Contribute to the longer term recovery measures and the process effectively establishes the priorities for the whole recovery process.

Facilitation of Government Assistance: Most central government involvement and assistance during the recovery phase of an emergency is delivered through a variety of normal government agency functions, for example Work and Income NZ (Ministry of Social Development); Child Youth and Family'; Housing New Zealand. To assist with access, 'One-Stop-Shops' can be set up in accessible locations or alternatively a 'Mobile Task Force' can be organised. Work and Income NZ normally organises this facility. Government may also approve and fund schemes such as Enhanced Task Force Green to be used for helping clean up and repair damage.

Public information and communication: Community recovery will occur more quickly if individuals understand the process of recovery and actively participate in the process.

Information management and reporting: Reporting maintains accountability and transparency, keeps the wider community informed, gains support and assistance, and records an account of recovery efforts and financial commitments.

Professional development, training, and exercising: Recovery training and exercising arrangements require further incorporation into exercising and training processes.

Financial Arrangements: Government policy on the reimbursement of local government expenditure for recovery activities is set out in section 26 of the Guide to the National CDEM Plan. Cash donations are the preferred source of aid and Mayoral Relief funds will be set up to collect and distribute this aid as required.

Exit Strategy: The exit strategy outlines the handover responsibilities for the Recovery Manager, the Recovery Office, the tasks groups, and any other support teams.

Withdrawal of formal recovery structures from the impacted community must be planned and staged and the responsibility of outstanding tasks and actions must be assigned and acknowledged.

Review and Improvement: The Group will hold appropriate and timely debriefs and reviews following an emergency, including the recovery process. Debriefs

will be conducted internally within the Group and externally with key stakeholders to allow for learning and improvements to occur.

Support from other regions: Recovery can be a protracted and lengthy process that draws upon local and regional resources. A prolonged recovery phase may require additional resources which can be sourced from other

CDEM Groups; this is coordinated through the National Recovery Manager.

6.7 Recovery Methods and Tools

The CDEM Group will undertake the following methods to achieve the two agreed objectives:

Objective: 11	Strengthen recovery capability and capacity across all agencies and the wider community and to promote coordinated and standardised recovery activities amongst partner agencies.
Current status	A Group Recovery Plan has been adopted by the CDEM Group. No formal exercising has taken place for training. Training has only been provided for Recovery Managers.
Methods, Tools, and Actions	✓ Ensure sufficient recovery managers are appointed and trained at District/Regional level to provide initial recovery actions to small and moderate sized events ✓ Exercise the Recovery arrangements.

Punakaiki seawall building in 2005

PART 7
MONITORING AND EVALUATION

The CDEM Group recognises the importance of an effective monitoring and evaluation programme.

7. MONITORING AND EVALUATION

7.1 Introduction

Monitoring allows for comparisons to be made between actual and desired states providing for the improvement of processes and outcomes. Monitoring involves tracking progress against a plan, or performance against standards, generally using quantitative data. Evaluation is about measuring effectiveness; it compares what is happening against what was intended by the Plan (the goals, objectives, and targets) and interprets the reasons for any differences.

Monitoring and evaluation can be undertaken internally or by external agencies and is generally focussed in three different areas:

Compliance - monitoring compliance of the CDEM Group against any relevant legislative requirements.

Performance - can be measured as capability and capacity – whether the CDEM Group Plan or work programmes (Group and Local) are being carried out according to needs and requirements.

Outcomes - monitoring and evaluating progress towards the high-level goals and objectives of the CDEM Group.

The legislative requirements of CDEM Groups for monitoring and evaluation are:

Section 17(1) (h) – monitor and report on compliance within its area with the Act and legislative provisions relevant to the purpose of the Act.

Section 37(1) – a CDEM Group must ensure that its actions in exercising or performing its functions, duties, and powers under the Act are not inconsistent with any National CDEM Strategy that is in force.

The Group meets these requirements by:

- Undertaking a review of CDEM Group compliance against the Act.
- Routine reporting on compliance to the CDEM Group.
- Identifying the legislative provisions of the Acts (described in section 17(3) (a-k) of the Act).

7.2 Summary of the Objectives and Tasks

Table 4 presents an overview and summary of the key tasks (detailed in Sections 3-6) which the CDEM Group proposes to undertake in achieving the objectives which have been set. The CEG will develop a work programme to undertake the tasks summarised in the table. This programme is then approved by the Group.

West Coast CDEM Group Objectives	Key CDEM-led Tasks
1. To improve the understanding of the hazardscape of the West Coast and the associated risks and consequences.	✓ Maintain an overview of how collective efforts will support regional risk reduction. ✓ Require agencies to report on initiatives. ✓ Review existing information on the risks and impacts to the West Coast from an Alpine Fault rupture ✓ Use community response planning as vehicle to impart hazards & risks to wider community
2. To work towards the long-term, strategic reduction of risks from hazards through collaborative planning with stakeholders.	The CDEM Group will work with relevant stakeholder groups and CDEM partners to: ✓ Promote a shared understanding amongst all stakeholders of the common objectives to be achieved by risk reduction and how this is to be done. ✓ Improve the links between CDEM Group Plans and other statutory and non-statutory methods as they relate to risk reduction. ✓ Facilitate information exchange on risk reduction across the Group.
3. To deliver effective public information programs that build communities who understand and are prepared to manage the impacts of their hazards and risks.	✓ Improve public information management capacity and capability ✓ Work with tourist operators to develop and implement Visitor Action Plans ✓ Ensure copies of hazard research are available to affected communities, public talks & website.
4. Improve community participation and preparedness for response and recovery through community-based planning.	✓ Identify and prioritise the list of 'at risk' communities and develop a programme for completion of Community Response Plans in these areas over the next 5 years.. ✓ Support the community to undertake the activities identified as needing improvement in the Plans. ✓ Provide opportunities for community plan leaders to attend training and exercises.
5. Continue to increase the profile and delivery capability of CDEM on the West Coast.	✓ Monitor and review the CDEM structure for further improvements, identify options to increase efficiency and delivery function ✓ Implement changes as determined and agreed by the CDEM Group if required.
6. Enhance professional development for all emergency management personnel through training, exercises, and learning from other CDEM Groups in line with the CDEM Competency Framework.	✓ Maintain current professional development forums where valuable. ✓ Develop a training programme from the Training Needs Analysis. ✓ Facilitate the provision of training in accordance with the programme. ✓ Ensure each CDEM Stakeholder undertakes a training and exercise programme. ✓ Develop a training database that records level of training qualification for all CDWC personnel paid & volunteer ✓ Develop implement exercise programme which includes joint and multi-agency exercises, Group-wide exercises, Recovery.
7. Improve CDEM Group organisational structure to enhance strategic direction and to strengthen coordination on planning for, responding to and recovery from emergencies.	✓ Initiate local level CDEM planning Groups were appropriate. ✓ The CDEM Group will continue to support and communicate with operational planning groups and encourage reporting to the CEG on matters of interest. ✓ The CDEM Group will work with existing stakeholder groups in the development of programs that will benefit from the involvement of the 'wider' CDEM community. ✓ Develop resources database for operational response and recovery & link to Lifelines activity

8. Develop consistent and standardised documentation to describe key activities, functional responses, and protocols in support of the CDEM Group Plan between all member local authority and partner organisations.	✓ Review existing plans at the review frequency identified in each plan.
	✓ Develop the following plans over the 2016-2021 period of this CDEM Plan:
	  • Public Information Management Plan
	  • Mass Evacuation Plan
	  • Alpine Fault Initial Response plan
	✓ Local CDEM Plans to be reviewed to take into account the objectives of the Group Plan.
	✓ Business continuity plans are implemented across the Group
	✓ Review the current Welfare Group Plan to align with the latest guidelines.
	✓ Review operating documents to ensure are consistent and workable.

9. Clarify warning systems and responsibilities to enable agencies and the community to respond rapidly to a potential event.	✓ Review the Group Warning System SOP. ✓ Develop a response procedure for warnings.

10. Establish and maintain effective and resilient inter-agency communication networks and processes.	✓ Review Communications SOP to update new systems and to further identify any gaps. ✓ Agree and implement region wide protocols for inter-agency reporting.
11. Strengthen recovery capability and capacity across all agencies and the wider community and to promote coordinated and standardised recovery activities amongst partner agencies.	✓ Ensure sufficient recovery managers are appointed and trained at District/Regional level to provide initial recovery actions to small and moderate sized events ✓ Exercise the Recovery Managers. ✓ That the annual workplan review shall include the review of effectiveness of the recovery program
12. Continue to monitor and evaluate the Recovery function of the 4's as the Group delivery matures and improves	✓ Identify preparedness measures ✓ Develop outcomes framework for post event recovery ✓ Identify baseline measures for Prepardeness ✓ Identify baseline measure for delivery

Table 4: Summary of the tasks to deliver on Group Objectives

7.3 Biannual Work Programme

The Biannual Work Programme will identify who, and when, the various Methods, Tools, and Actions detailed in the Plan will be undertaken. The Work Programme will be developed and reviewed on an annual basis. There are also several Methods, Tools, and Actions that will not have a date specified as they are ongoing activities and will be undertaken throughout the life of the Plan.

7.4 Monitoring/Evaluation Process

7.4.1 Outcome Monitoring and Evaluation

Monitoring and evaluation of the outcomes will take place over the life of this Plan to assess progress towards the high level goals and objectives of the Group. The CEG will undertake, or direct agencies to undertake, the Methods, Tools, and Actions required to achieve the Objectives identified with the CDEM Group maintaining oversight. This will allow Group members the opportunity to adapt programs where outcomes are not being achieved or where improvements are desired.

7.4.2 MCDEM Capability Assessment Tools

Under section 8 of the Act, the Director of Civil Defence Emergency Management has a function to "monitor the performance of CDEM Groups and persons who have responsibilities under this legislation". This will be undertaken primarily via the MCDEM Capability Assessment Tool. This Tool aims to create a standard assessment of emergency management capability in New Zealand. It consists of a set of key performance indicators and performance measures against which organisations can assess themselves or be externally assessed. The assessment is carried out every five year. On completion of the MCDEM capability assessment report.

As well as providing an understanding of the organisational strengths, weaknesses, and gaps, it also enables MCDEM to provide a nationwide picture of implementation of requirements of the Act and progress towards CDEM's high-level goals and objectives.

- Improve Public Information Management
- Improve awareness building opportunities
- Improve the monitoring of hazard risk and vulnerability
- Improvement of logistics planning, management and critical resources
- Improvement in recovery planning and management
- Improvement in CDEM funding and reporting
- Improvement in formalised business continuity management .

7.4.3 External Reviews of the Plan

As well as internal Plan reviews, the Plan will be been reviewed by external parties to ensure that it meets community expectations and is in line with good industry practice, including:
- Public submissions were sought on the Draft Plan, and
- The Plan will be sent to the Ministry for review against legislation to ensure consistency.

PART 8
MANAGEMENT AND GOVERNANCE

The CDEM Group recognises the importance of an effective monitoring and evaluation programme.

8. Management and Governance

8.1 Structure and Members of the CDEM Group: Joint Standing Committee

The West Coast CDEM Group was constituted in May 2003 under section 12 of the Act, as a Joint Standing Committee. This Committee comprises the Mayor or Chairperson of the Group's three District Councils and Regional Council. Each member also appoints an alternate representative to act in the absence of the appointed representative. The CDEM Group constitution sets out:

- The legislation relevant to the formation of the Group;
- The members and their representatives;
- The functions, responsibilities, and powers of the Group;
- The term of the agreement and review procedures;
- Meetings and procedures;
- Finance;
- The administering authority;
- Functional responsibilities of the Group; and
- Staffing.

8.2 Powers, Obligations, and Functions

The powers and obligations of members of the CDEM Group are covered in section 16 of the Act. The Group has all the powers to enable it to perform its functions, including the power to delegate any of its functions to members, the Group Controller, or any other person.

The functions of the Group are detailed in section 17 of the Act, and are summarised as follows:

- *Risk Management:* Identify, assess and manage relevant hazards and risks. Consult and communicate about risks, and identify and implement cost-effective risk reduction.
- *Planning for CDEM:* Develop, implement, monitor, and review the CDEM Group Plan. Participate in the development of the National Strategy and Plan.
- *Delivering CDEM:* Maintain and provide resources for effective CDEM including materials, services, information, and suitable trained and competent personnel, including volunteers, response and recovery activities.
- *Provide assistance to other CDEM Groups.*
- *Promoting and monitoring CDEM:* Promote and raise public awareness of the Act and monitor and report on compliance with it.

The Regional Council keeps records of all Group meetings, which meets at least three times a year and may coincide with the Mayors and Chair forum. All meetings are held in public and follow the New Zealand standard for Standing Orders.

8.3 Members of the Coordinating Executive Group

8.3.1 Members

The CEG is also a statutory Group that is responsible to the CDEM Group for delivering CDEM as defined in the Act and outlined in section 8.3.2 (below). It comprises the statutory appointments under Section 20 :

- The Chief Executive, or their representative, from each local authority;
- A senior member of the Police;
- A senior member of Fire and Emergency New Zealand; and,
- The Chief Executive, or their representative, from the West Coast District Health Board

Additional members are :
- St John
- Department of Conservation
- Medical officer of Health

Ex Officio members
- Group Manager/Group Controller
- MCDEM

The CEG chair is appointed by the members of the CEG.

8.3.2 Functions

The CEG has the following prescribed functions (section 20(2) of the Act):
- Providing advice to the CDEM Group and any subgroups or subcommittees of the Group;
- Implementing, as appropriate, the decisions of the CDEM Group; and,
- Overseeing the implementation, development, maintenance, monitoring, and evaluation of the CDEM Group Plan.

Individual CEG members' responsibilities include:
- Ensuring effective liaison and communication on CDEM matters with their respective elected representatives on the CDEM Group (where applicable); and,
- Facilitating the implementation of the CDEM Group Plan within their respective organisations.

The CEG will meet at least three times a year to address the routine and urgent business of the Group. Meeting dates and frequency will be set annually.

The CEG has no prescribed operational role.

8.4 Administering Arrangements

8.4.1 Administering Authority

The West Coast Regional Council is the administering authority for the West Coast CDEM Group (section 23 of the Act) and CEG. The West Coast Regional Council, and as appropriate, the Chief Executive of the Regional Council are responsible for the provision of administrative and related services that may from time to time be required by the West Coast CDEM Group. The four West Coast councils have agreed that their responsibilities under the Civil Defence Emergency Management Act shall be combined and delivered through one body to be known as Civil Defence West Coast (CDWC) with the intention that each Council is to
be an active equal participant in the establishment, development and control of it. The Buller, Grey and Westland District Councils all have Civil Defence Emergency Management Officers allocated to and placed in their districts, who report to the Group office and are funded as part of the Regional Council rate. CDWC has employed a fulltime Regional CDEM Manager, who has responsibility for delivering CD Emergency Management for the entire region with the assistance of the EMO staff. The four councils have signed a Heads of Agreement (dated 2014/ revised 2018) outlines this agreement..

The costs of administrative and related services of the Group Office are funded from the West Coast Regional Council targeted emergency management rate.

8.4.2 Emergency Management Office

The West Coast Regional Council will provide the CDEM Group Emergency Management Office (CDWC) to coordinate the administrative and related services
- 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, Readiness Response Committee);
- Providing financial management to the Group where required; and,
  Providing a Group response capability including a

Group ECC facility, staff, and resources.

The Emergency Management office undertakes;
- Managing the three district council emergency management officers, Group Lifelines Coordinator, Group Welfare Manager and Group Recovery Manager.
- Project management including the development, and implementation, of the CDEM Group Plan and supporting documents;
- Provision of advice and technical support to the CEG and CDEM Group;
- Coordination of regional CDEM policy and its implementation
- External liaison support with the Ministry of CDEM and other CDEM Groups;

To manage other members of the CDEM Group, the CDEM Group office has adopted the following strategy:

- The District EMO's   direct the appropriate local authority or agency to carry out a work plan objective.
- Local Emergency Management Officers will be supported from within member councils by the CEG representative and coordinated by the Regional Manager to ensure implementation of the Biannual Work Programme is achieved.

8.4.3 Work Programmes

A biennial work programme is developed to support the objectives of this Plan. The work programme is developed in consultation with the CEG and is approved by the CDEM Group. The Emergency Management Officers employed by the local authority members will cooperate on the delivery of the biennial work programme through the Readiness Response Committee, other CDEM committees and other representatives on the CEG where required.

8.5 Delegated Authorities, Functions, and Powers

Although the CDEM Group retains the responsibility for CDEM in the region there are a number of authorities, functions, and powers that need to be delegated (section 18, and 25-27 of the Act) to persons and/or positions as key appointments. The CDEM Group has delegated under section 18 of the Act all of the powers of section 85 to those persons appointed as Group or Local Controllers. These delegations were made by resolutions passed at Joint Committee meetings.

8.5.1 Declarations

In accordance with section 25(1) of the Act, the CDEM Group appoints the chairperson of the Regional Council (or alternate) as the person authorised to declare a state of local emergency for the CDEM Group's area.

In accordance with sections 25(2) and (5) the persons authorised to declare a state of local emergency are identified in Appendix 1 as being:
- The Mayor of the territorial authority affected
- Or an elected member of that territorial authority designated to act on behalf of the Mayor.

Any person authorised to declare a state of local emergency to exist may also make a declaration extending or terminating a state of emergency in accordance with sections 71 and 72 of the Act.

The Minister of Civil Defence may declare a State of Local Emergency in certain cases where a State of Emergency has not been declared. (section 69).

Forms or to terminate a state of emergency can be found in the Group ECC Standard Operating Procedure.

8.5.2 Notice of Transition periods

The CDEM Amendment Act 2016 has introduced the option to give notice of a local transition period to assist the recovery phase following an emergency event. This mechanism provides the Recovery Manager with access to specified emergency powers during a defined period of time in order to support recovery.

A transition notice can apply to one or more districts within the CDEM Group area. A local transition notice, if required, would normally follow a state of local emergency, however it can also be put in place (with approval of the Minister of Civil Defence) if no declaration has been made.

Giving notice of a local transition period is to be done by a Mayor/Chair Or an elected member of that territorial authority designated to act on behalf of the Mayor/Chair. As this mechanism is similar to that of a declaration of emergency it is a requirement (s25) that the appointment of persons authorised to give notice of a local transition period mirrors the state of local emergency requirements.

The following therefore is the order of precedence:
• Mayor (or Chair) of the respective territorial authority most affected
• Or an elected member of that territorial authority designated to act on behalf of the Mayor (or Chair)
The Minister of Civil Defence may also give notice of a local or national transition period.

The powers made available by a local transition period sit with the Recovery Manager. The CDEM Group has overall responsibility for governance and oversight of the recovery.

Powers that are available during transition period include:
• providing for the conservation and supply of food, fuel and other essential supplies;
• disseminating information and advice to the public;
• carrying out the following: works; clearing roads and other public places; examining and marking any property, animal or any other thing; removing or disposing of, or securing or otherwise making safe, dangerous structures and material wherever they may be.

Recovery Managers must report on use of these powers to the Director of MCDEM and the CDEM Group.

8.5.3 Controllers

In accordance with sections 26(1), 26(2), and 27(1) of the Act, the CDEM Group has appointed personnel to the positions of Group Controller, Alternate Group Controller, Local Controller, and Alternate Local Controller. These appointments are listed at the start of this Plan and are subject to change during the lifecycle of this document as described.

The CDEM Group delegates to each Controller (Group and Local) authority to exercise the powers of the Act (section 85). This is in addition to the powers assigned to the Controllers by sections 86 to 94 of the Act, for the part of the CDEM Group area for which the Controller has been appointed.

The Group allows owing to the nature of emergencies isolating all or parts of the West Coast region that Group and Local Controllers can operate in any EOC in the region or relieve at the ECC at Paroa when requested by the Group Office –Group Controller Likewise all EOC and ECC personnel can work at any coordination facility anywhere on the West Coast again when requested by the Local Controller of an emergency event or the Group Controller in discussion with the event Local Controller.

The Group Controller must, during a state of emergency, direct and coordinate the use of personnel, materials, information, services, and other resources made available by departments, CDEM Groups, and other persons. Other key functions include:

- Acting as an advisor to Local Controllers in an emergency;
- Maintaining relationships with CDEM Group members;
- Monitoring and auditing response capability of the Group EOC through exercises; and,
- Maintain relationships with all stakeholders (beyond Group members).

The Local Controllers must, during a state of emergency for the area for which they are authorised, direct and coordinate the use of personnel, materials, information, services, and other resources made available by departments, CDEM Groups and other persons. Other functions include (as directed by the CDEM Group):
- Act as an advisor to the Group Controller;
- Maintaining relationships with CDEM Group

representative;

- Monitoring and auditing response capability of the Local EOC through exercises; and,
- Maintain relationships with all stakeholders in area.

Notwithstanding the above, in accordance with section 27(2) of the Act, the Local Controller must follow any directions given or set by the Group Controller during an emergency. In accordance with section 28(4) during a national emergency, the Group Controller or Local Controllers will act in a manner consistent with any priorities for the use of resources that have been determined by the National Controller.

8.5.3 Appointment and Delegation of the Recovery Manager

The CDEM Group has appointed a Group Recovery Manager (and alternate) to carry out its recovery function. Recovery Managers have also been appointed for the local level and are listed in the respective local CDEM arrangements. The Group Recovery Manager reports to the CEG.

Further detail on the conduct of recovery activities can be found in Section 6 of this Plan, or in the West Coast Group Recovery Plan.

8.5.4. Appointment and Delegation of the Welfare Manager

The CDEM Group has appointed a Group Welfare Manager (and alternate) to carry out its welfare function. Welfare Managers have also been appointed for the local level and are listed in the respective local CDEM arrangements. The Group Welfare Manager reports to the CEG and chairs the WCG.

Further detail on the conduct of welfare activities can be found in Section 5 of this Plan, or in the West Coast Group Welfare Plan.

8.6 Financial Arrangements

The activities of the CDEM Group incur costs as part of:

- *Programmed activities:* Administrative and related services under section 24 of the Act, and the annual work programme.
- *Emergency Expenditure:* Expenditure incurred by the Group in the lead up to, during, and immediately after a declared state of emergency.

8.6.1 Programmed Activities

The Group is responsible for funding:

- Administrative and related services under section 24 of the Act;
- Agreed 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 the CDEM Group and CEG.

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 the project a specific cost recovery method will be put in place to fund the initiative. The Emergency Management Office will oversee any budgets relating to these projects.

8.6.2 Expenditure in a Civil Defence Emergency

In the lead up to a declared emergency (Level 3)
The Group is responsible for funding:

- All costs associated with resourcing, activation, and operation of the GECC
- All reasonable direct expenses incurred by the Group Controller
- All reasonable direct expenses (such as travel, meals and accommodation) incurred by recognised technical advisors when they are 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 a declared 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. The Group Controller will ensure all costs are properly accounted for.

8.6.3 Recovering Costs in a Civil Defence Emergency

Additional items to consider when preparing response, other response, and recovery claims are:

- Each local authority maintains records of expenditure (cost coded);
- Only one claim is permissible for each item of eligible expenditure;
- All costs must be GST exclusive and actual, unless MCDEM has previously agreed to accept estimates;
- 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);
- When an emergency affects only the area of a single district, that local authority may handle its own claim;
- Where a 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;
- The claims must be certified by the relevant chief executive(s) before being forwarded to the Group and Director of CDEM;
- When an emergency involves more than one district, the Regional Manager or other delegated person will coordinate and validate respective local authority claims.

Individual payments will be made to each Council.

Volunteers suffering personal injury, or damage to or loss of property, while carrying out emergency work under the control or authority of a Controller may also submit claims to the local authority employing the Controller, or in the case of the Group Controller to the CDEM Group (refer to section 108 and 109 of the Act).

8.6.4 Emergency Recovery Finances

Upon termination of a declared emergency, 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 who authorises any expenditure, its purpose etc is required to be kept to support claims for Government subsidies and repayments. The Recovery Manager will ensure that all costs are properly accounted for.

The Recovery Manager will recommend to the CDEM Group which recovery costs could reasonably be met by the Group, and which costs could be recovered from the 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 CDEM Group. Any central Government involvement will be contingent upon the principles and conditions set out in Section 33-Recovery of the 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.

8.7 Cooperation with other CDEM Groups

8.7.1 Flexible Support Agreements

In accordance with section 17(1) (f), the CDEM Group will support other CDEM Groups in New Zealand. The basis of this support is outlined below and is built upon memoranda of understanding which are in place with neighbouring Groups. The specific nature of the support that one CDEM Group can provide another during the response and recovery phase of an emergency will depend on the circumstances at the time, including to the extent to which the emergency has affected each CDEM Group. The support outlined is therefore conditional and will be provided on a best endeavours basis having regard to the circumstances. For the West Coast it may include:

- Personnel (EOC staff, radio operators)
- Equipment and materials (stock on hand of particular items or supplies, or support with purchasing).

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

The Act (section 113) provides for the recovery of actual and reasonable costs associated with the provision of assistance to other Groups.

8.7.2 Collaborative Planning

The CDEM Group will take all opportunities to share and coordinate planning and other activities for mutual benefit, and the CDEM Group will, wherever possible:

- Regular meetings are held with other South Island Groups
- Maintain regular contact with other Groups and conduct face to face consultation when necessary and desirable.
- Share all plans and procedures to facilitate a common approach to planning and to ensure that coordination and coherency between plans of CDEM Groups is maximised.
- Share access to data on hazards and the risk treatment measures that are being employed.
- Keep others informed of exercises scheduled.

PART 9
APPENDICES

APPENDICES

Appendix 1: CDEM Group Membership

The following are appointed as representatives to the West Coast Civil Defence Emergency Management Group. These appointees are authorised to make declarations under the Act in accordance with Section 8.5.1 of this Plan.

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 /Any other Councillor

Appendix 2: Group Plans and Standard Operating Procedures

Plans
- Group Recovery Plan
- Group Welfare Plan
- Pandemic Operational Plan

Standard Operating Procedures
- Group Emergency Coordination Centre SOP
- Group Warning Systems SOP
- Communications SOP
- Engineering Lifelines Response Protocols

Contingency Plans
- Community Response Plans
- Franz Josef Evacuation Plan
- Tranz Alpine Response Plan for failure within the Otira Tunnel
- Business Continuity & Disaster Recovery Procedures

Appendix 3: Delegations

Authorisations and delegations for personnel under the Act:

Mayor/Chairperson Regional Council
- Declaration of local emergency for any ward(s), the whole of a district (subject to no declaration currently covering that district), or the whole area of the CDEM Group concerned – sections 25(5) and 68.
- Extension of a state of local emergency for any ward(s), the whole of a district, or the whole area of the CDEM Group concerned – sections 25(5) and 71.
- Termination of a state of local emergency for any ward(s), the whole of a district, or the whole area of the CDEM Group concerned – sections 25(5) and 72(1).

Deputy Mayor/Deputy Chairperson Regional Council
- Declaration of local emergency for any ward(s), the whole of a district (subject to no declaration currently covering that district), or the whole area of the CDEM Group concerned (subject to the absence of the Mayor/Chairperson) – sections 25(5) and 68.
- Extension of a state of local emergency for any ward(s), the whole of a district, or the whole area of the CDEM Group concerned (subject to the absence of the Mayor/Chairperson) – sections 25(5) and 71.
- Termination of a state of local emergency for any ward(s), the whole of a district, or the whole area of the CDEM Group concerned (subject to the absence of the Mayor/Chairperson) – sections 25(5) and 72(1).

Group Controller

The CDEM Group have delegated the following powers to the Group Controller:
- General Powers – the authority to coordinate the activities (as are required to perform his/her duties) detailed in section 18(2) under the direction of the Coordinating Executive Group.
- Power to require information – the authority to require information to be provided under section 76.
- Information to obtain a warrant – the authority to provide the necessary information under oath for a warrant to be issued under section 78.
- Receipt of information – the authority to receive information seized under section 81.
- Emergency powers – the authority to exercise all the emergency powers conferred in the Group by section 85.
- Evacuation of premises and places – section 86.
- Entry onto premises – section 87.
- Closing roads and public places – section 88.
- Removal of aircraft, vessels, vehicles etc – section 89.
- Requisitioning powers – section 90.
- Power to give directions – section 91.
- Power to carry out inspections etc – section 92.
- Power to enter into contracts in urgent cases – section 94.

Local Controllers
- Local controllers are delegated the above powers in the event of emergencies taking place in each of the respective districts within the West Coast CDEM Group area.
- In all occasions, the Local Controllers are accountable to the Group Controller who will have oversight of all Group and Local emergencies.