

Wellington Region Civil Defence  
Emergency Management

Group Plan

2013-2018

DRAFT  
For public consultation



WELLINGTON REGION  
EMERGENCY MANAGEMENT

GROUP

# Contents

## Wellington Region Civil Defence Emergency Management Group Plan

1 March 2013  
Version 1.0 DRAFT FOR PUBLIC CONSULTATION

### Authority

This Group Plan has been developed by the Wellington Region Civil Defence Emergency Management Group and will be effective following approval from the Wellington Region Civil Defence Emergency Management Joint Committee.

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Wellington Region Civil Defence Emergency  
Management Group

Operational Boundaries



Not to be included for  
consultation

## Introduction

### Purpose of the CDEM Plan

The Civil Defence Emergency Management Act 2002 (CDEM Act) requires every regional council and every territorial authority to establish a Civil Defence Emergency Management Group (CDEM Group). The organisational structure and administrative arrangements of the Wellington Region CDEM Group are shown in the Response and Management and Governance section.

Section 48 of the CDEM Act requires every CDEM Group to prepare and approve a CDEM Group Plan. The original Wellington Region CDEM Group Plan (Group Plan) was approved by the CDEM Group in 2005. This is the 2nd Generation CDEM Group Plan, and has been prepared to meet the requirements of Sections 48 – 57<sup>1</sup> of the CDEM Act.

The broad purpose of the Group Plan is to enable the effective and efficient management of significant hazards and risks for which a coordinated approach will be required. The Group Plan sets a strategic direction, providing CDEM Group objectives and a framework for continuous improvement to the management of emergencies. The Group Plan seeks to:

- **strengthen relationships** between agencies involved in civil defence emergency management;
- **encourage cooperative planning** and action between councils, the various emergency management agencies and most importantly the community;

<sup>1</sup> Specifically Section 49 states that the CDEM Group plan must state and provide for (a) the local authorities that have united to establish the Civil Defence Emergency Management Group, (b) the hazards and risks are to be managed by the Group, (c) the civil defence emergency management necessary to manage the hazards and risks described under paragraph (b), (d) the objectives of the plan and the relationship of each objective to the national civil defence emergency management strategy, (e) the apportionment between local authorities of liability for the provision of financial and other resources for the activities of the Group, and the basis for that apportionment, (f) the arrangements for declaring a state of emergency in the area of the Group, (g) the arrangements for co-operation and co-ordination with other Groups, (h) the period for which the plan remains in force.

- demonstrate commitment to deliver more **effective civil defence** emergency management through an agreed work programme; and
- provide information on the hazards and risks in the Wellington region and documents the **principles of operation** within which agencies involved in civil defence emergency management agree to cooperate.

The Group Plan has primarily been developed for both agencies involved in CDEM (e.g. emergency services, local government, non-government agencies) and the general public.

### See Appendix 2 for a list of Wellington Region CDEM strategic partners.

The Group Plan sets the context, analyses the region's risks, and current and future reduction practices. The residual risks are then used to inform the Group's readiness, response and recovery actions for the next five years. This is to ensure the Group is addressing the actual risks to the region and planning accordingly.

### Relationship to national CDEM documents

The Group Plan contains four strategic goals which align with the National CDEM Plan and Strategy<sup>2</sup>, and also supports the guidelines, codes or technical standards issued by the Director of the Ministry of Civil Defence Emergency Management which may be summarised as shown in Table 1 overleaf.

<sup>2</sup> National Civil Defence Emergency Management Plan Order 2005, 2007 National Civil Defence Emergency Management Strategy (published 1 March 2008 by Department of Internal Affairs).

Table 1: Relationship between the National Strategy Goals and CDEM Group Goals

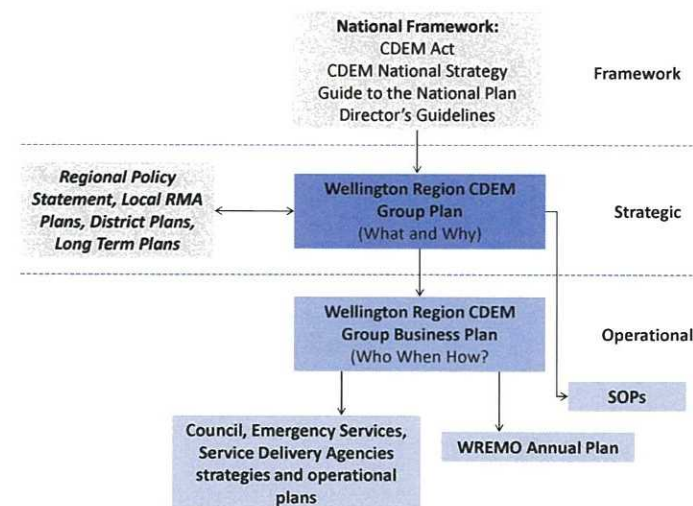
National CDEM Strategy Goals	Wellington Region CDEM Group Goals
<b>Goal 1:</b> To increase community awareness, understanding and participation in CDEM	<b>Strategic Goal 1:</b> Our communities are prepared, empowered, connected and able to respond and recover from an emergency.
<b>Goal 2:</b> Reducing the risks from hazards to New Zealand.	<b>Strategic Goal 3:</b> Risk management is conducted collaboratively across the region
<b>Goal 3:</b> Enhancing New Zealand's capability to manage emergencies	<b>Strategic Goal 2:</b> CDEM activities are integrated and coordinated across each of the 4 R's
<b>Goal 4:</b> Enhancing New Zealand's capability to recover from disasters.	<b>Strategic Goal 4:</b> A flexible and principle based approach is applied to recovery

### Supporting documents

The Group Plan is supported by a range of procedures, policies, plans and other documents that provide detailed information about how we operate. These documents are periodically reviewed and enhanced by the relevant CDEM agencies. A list of supporting plans available from the Wellington Region Emergency Management Office, are shown in Appendix 3.

The CDEM Group Business Plan (Business Plan) provides further detail on "how" the CDEM Group will implement the strategic goals identified in the Group Plan. The Business Plan provides for the CDEM Joint Committee and Coordinating Executive Group to monitor and evaluate the CDEM Groups progress for the duration of the Group Plan. Figure 1 shows the linkages with the Wellington CDEM Group's suite of plans and other relevant plans and strategies.

Figure 1: Linkages between plans and strategies



## Plan development and consultation process

Local authorities, emergency services, welfare, lifeline organisations and other agencies with a role in civil defence emergency management in the Wellington Region participated in the development of this Plan.

The key steps were:

- examination of the Ministry of Civil Defence and Emergency Management's (MCDEM) Monitoring and Evaluation of the Wellington CDEM Group and the Christchurch Response Review to identify key themes and areas for attention;
- workshops were held with five different stakeholder groups (emergency services, welfare agencies, lifeline organisations, local authority emergency management and local authority planners) in July 2012 determine the key strategic issues. These were presented to the CDEM Joint Committee, where the strategic issues were identified, prioritised, and four strategic goals developed;
- a second series of stakeholder workshops was held in November 2012 to identify how each stakeholder group will contribute to the Group meeting the strategic goals;
- strategic partners were provided with the draft plan for review February 2013;
- draft Plan approved by the CDEM Group Joint Committee for public consultation 28th March 2013
- draft Plan notified 5th April 2013;
- public meetings held during April 2013;
- public submissions received by 5th May 2013;
- submissions heard from 6th -10th May;
- amended Draft Plan reviewed by the Minister of Civil Defence (3rd June to 28th June 2013);
- final Wellington Region Civil Defence Emergency Management Group Plan approved

by the Wellington Region CDEM Group Joint Committee (1st July 2013).

This Group 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<sup>3</sup>. The Group Plan can be reviewed within the five years, following an event or an exercise.

## Vision and goals of the Group Plan

### Vision:

The vision of the Wellington Region CDEM Group is:

“A resilient community, ready and capable”

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

### Goals:

The Wellington Region CDEM Group has identified the following four goals:

**Strategic Goal 1:** Our communities are prepared, empowered, connected and able to respond to and recover from an emergency.

Resilient communities are better able to respond to, and recover from, an emergency situation.

**Strategic Goal 2:** CDEM activities are integrated and coordinated across each of the 4 Rs

A systematic and coordinated approach removes duplication, avoids gaps and means our solutions will be integrated, holistic and seamless.

**Strategic Goal 3:** Risk management is conducted collaboratively across the region

<sup>3</sup> Sections 56 and 57 of the CDEM Act set out the process for amending the plan, with all changes (other than those deemed to be minor) requiring the public to be notified to allow for public notifications to be heard.

It is important that we have a good understanding of our regional hazardscape and the linkages from one part of the region to another.

**Strategic Goal 4:** A flexible and principle based approach is applied to recovery

It is important to have a thorough understanding of the principles and our roles in recovery to allow flexibility and ensure we can collectively meet the communities needs.

## Risk profile

## Key characteristics of the Wellington Region CDEM Group area

The Wellington region has approximately 480,000 people<sup>4</sup>. The main population centres are Wellington (41%), Hutt City (21%), Porirua (11%), Kapiti (10%), and Upper Hutt (9%). The Wairarapa districts of Masterton, South Wairarapa and Carterton make up 8% of the total regional population.

According to projections the region's population growth is likely to reach 15% by 2021, with the fastest growing areas of Wellington, Kapiti and Porirua.

Wellington region's physical geography and topography, with mountain ranges running north-south and dynamic river systems, has both created and restricted human settlement over the centuries. The risks the region currently faces reflect some of the choices made about such things as where we live and work and how we travel between them (e.g. residing on floodplains and as a consequence vulnerable infrastructure). The Wellington region has 11% of the nation's population, produces 15% of the nation's GDP and is the home to Central Government.

### Wellington City

Wellington City, with a population of 200,100, is New Zealand's capital city and the seat of government. The national importance of Wellington City is illustrated in its pivotal infrastructure linking the region with the rest of the North Island, the South Island, and overseas. For example, Wellington's airport is the country's busiest domestic airport, while the port carries considerable volumes of freight and passengers. Wellington is also the nexus of State Highways 1 and 2 as well as commuter and long-distance train lines. A substantial proportion of those who work in Wellington city commute from outside the city. Recent and proposed future development sees an increase in high-density inner city living.

Wellington city therefore functions as a major population centre and the headquarters of many services and businesses for the lower North Island.

Access to, from and through the city is crucial.

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

### Hutt Valley

The Hutt Valley is home to 144,500 people and several thousand businesses, most with premises on the Hutt River floodplain. The western edge of the Hutt Valley has the same fault line that passes through central Wellington, posing a major threat of earthquake-related damage (including landslides). There is also a significant tsunami threat to a large portion of the Hutt Valley population residing in the Eastbourne and Petone areas.

### Wairarapa

The Wairarapa represents the largest area of land (78%) in the Wellington Region, though is home to only 8% of the region's population. Nevertheless, the Wairarapa is very important to the regional economy. The Wairarapa Plains are bisected by several major river systems and faultlines, while Lake Wairarapa stores large volumes of water that flows through the area. The risk of flooding across the Wairarapa Plains is an important consideration because of the threat to life in major settlements and because of the consequences for the rural economy.

### Kapiti Coast

Much of the growth along the Kapiti Coast is on coastal dunes and river plains systems that stretch from Paekakariki into the Manawatu. The hazards facing the Kapiti communities range from earthquakes, landslides and tsunamis, through to floods from the steeply-flowing rivers that flow down from the Tararua Ranges and smaller streams that haven't had any significant mitigation works completed. Kapiti is connected to Wellington by one major road and two rail tracks with both transport links passing over fault lines, and alongside steep coastal cliffs. As such, the area's communication connections with the capital and Wellington's most direct link with the rest of

the North Island are especially vulnerable.

### Porirua

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

### Specific areas of consideration for CDEM

- The region's transport links with the rest of New Zealand are vulnerable. The Region has a 'Y' shaped transport network with the main roading and rail network traversing the two main north/south valleys to make two strong north-eastern and north-western corridors, culminating in the Wellington CBD. There are limited cross corridor links and key components of the network face a high risk of disruption from hazards. These links are busy, with about 85,000 vehicles a day using the Ngauranga to Aotea Quay section. These transport links are also used by utility services, e.g., bulk water supply systems. This means that high priority for CDEM is trying to ensure the protection of these transport links and for CDEM planning to have contingency plans to cope with damaged links<sup>5</sup>.
- The Region is divided by mountain ranges, which separate the eastern rural Wairarapa area from the urban western region. Weather patterns, fault lines and land-use differences mean that it is unlikely that the entire region would be affected to the same degree by any major event. This means that the CDEM response capacity and organisation needs to be spread across the region and the Group Emergency Coordination Centre in Wellington should have a fully functioning alternative location.
- It is likely that the region would face multiple hazards in any event. For example, an earthquake could result in transport disruption, landslides, tsunami etc. Similarly, a high rainfall event may cause flooding, landslides and transport accidents. All CDEM planning should address the effects of multiple hazards rather
- As the seat of central government, core public sector services play an important part in the Wellington regional economy. The business services sector that interacts with government departments is a major industry, both in absolute terms and relative to the New Zealand economy as a whole. Wellington City is home to many government departments and head offices of large corporate organisations which are generally located in high rise buildings, many of which are located close to fault lines (e.g., Lambton Quay). It will be important that government agencies and corporate organisations are able to resume business as soon as possible after any event, as they will be key to any recovery operation and the economic implications of them not being able to resume business activities are large.
- Many people commute to the region's cities and districts for work. This means that population densities vary across the region by both area and time. During the day, the population of the CBD is significantly higher than at night. Even so, the increasing trend of inner city living and the growth of recreational activities in the CBD, means that people are located in the CBD for 24 hours a day. The timing of any emergency event will affect the nature of the response. For example, at 5pm it is likely that many people will be in cars on SH1 and SH2 or in commuter trains along both transport corridors.
- There are significant disparities in deprivation across the region with higher levels in parts of Porirua City, Lower Hutt and the Wairarapa. Those in the lower socio-economic groupings are less likely to have the resources to be prepared for emergency events.
- The Wairarapa is vulnerable to flooding which is a threat to the rural economy and to the Region's economy as a whole. CDEM planning should ensure that the risk of flooding is at an acceptable level and that flood events can be managed to reduce as much damage as possible.

<sup>5</sup> For more information see the WeLG Transport Access Report - March 2013.

<sup>4</sup> Interpolated from 2006 Census data

## Hazards

A hazard is something that may lead to an emergency by negatively impacting on people, property or the environment. Hazards can be either natural or man-made. Natural hazards are naturally occurring processes such as flooding and earthquakes, whilst man-made hazards are a result of human activities such as infrastructure failures and hazardous substances. The table below identifies the main hazards that require management by the Wellington Region CDEM Group.

**Table 2: Hazards requiring CDEM Group management**

Earthquake
Flooding
Tsunami (distant and local)
Storm
Landslide
Drought
Volcanic eruption
Human pandemic
Animal pandemic
Lifelines utility failure
Hazardous substances spill
Transport accident
Terrorism
Fire

## Risk analysis

Risk is the combination of a hazard occurring and the degree of impact on the community. For example a river may flood (hazard) but the risk posed by the flood depends on the nature of the development on the floodplain. Farmland would pose a lower risk compared to dense housing.

A risk analysis<sup>6</sup> for the Wellington region has been carried out to determine the level of risk to the communities for each of the hazards requiring CDEM Group management. The results (see Table 4) are based on the risk to the region as a whole; therefore there is likely to be some variations for each individual territorial authority.

<sup>6</sup> The risk analysis looked at the likelihood and consequence for each hazard. The combination of these resulted in a risk rating for each hazard

## Risk evaluation

As part of the risk analysis process current programmes and planning arrangements, the ability to take steps to reduce the risk, and the ability to manage the risk were evaluated to determine the current gaps in planning across each of the four Rs<sup>7</sup>. As a result of the evaluation, which took into account the ability to manage the hazards and current arrangements, the prioritisation of the hazards changed (see Table 3).

It is important to note that many of the planning gaps identified were not hazard specific but more consequence specific that occurred across multiple hazards. Due to this, the Group Plan focuses more on consequence based planning rather than hazard specific planning and therefore addresses multiple hazards (gaps) at the same time.

**Table 3: Prioritisation of hazards**

<b>Very High</b>
Earthquake
<b>High</b>
Flood
Local Source Tsunami
Human Pandemic
Distant Source Tsunami
<b>Moderate</b>
Drought
Animal Pandemic
Storm
Terrorism
Landslide
<b>Low</b>
Fire
Lifeline Utility Failure
Hazardous Substances
Transport Accident
<b>Very Low</b>
Volcanic Eruption

<sup>7</sup> The risk assessment and evaluation process was conducted in accordance with the Directors Guidelines for CDEM Group Plan review. The 4 Rs are Reduction, Readiness, Response and Recovery.

**Table 4: Summary of risk analysis**

Hazard	Likelihood	Consequence	Risk Rating
Earthquake - Wellington Fault event	Unlikely	Catastrophic	Very High
Flood - Hutt River flood	Unlikely	Major	High
Tsunami - Local source	Unlikely	Major	High
Storm	Likely	Moderate	High
Drought	Possible	Moderate	High
Terrorism	Unlikely	Major	High
Human Pandemic	Possible	Major	High
Tsunami - Distant source	Possible	Moderate	Moderate
Landslide	Unlikely	Moderate	Moderate
Lifeline Utility failure	Possible	Moderate	Moderate
Hazardous substances spill	Possible	Moderate	Moderate
Transport accident	Possible	Moderate	Moderate
Fire	Possible	Moderate	Moderate
Volcanic eruption	Rare	Minor	Very Low



Reduction

Reduction is identifying and analysing long-term risk to human life and property from hazards, taking steps to eliminate if practicable and if not reducing the magnitude of their impact and likelihood of their occurring.

### Principles for risk reduction within the Group

Risk reduction principles provide clarity and guidance on reduction activities, and assist in the understanding of reduction objectives. The CDEM Group risk reduction principles are as follows:

- organisations and agencies will implement risk-based management of both natural and man-made hazards;
- organisation and agencies will work together and where possible integrate risk management practices;
- organisations and agencies recognise that risk reduction is an essential component of CDEM.

### Current local risk reduction practices

Risk reduction is undertaken under the numerous statutory and non-statutory instruments including:

- the Resource Management Act 1991 and its hierarchy of documents including the Regional Policy Statement (RPS) and City and District Plans. Risk reduction is predominantly managed under these plans;
- the Local Government Act 2002 in its instruments including Long Term Council Community Plans;
- the Building Act 2004 [LH1] and the associated Territorial Authority Building Policies.
- the CDEM Act 2002 and its hierarchy of instruments, with this Group Plan as an important component;
- other non-statutory instruments generated by the above statutory documents (eg. guidelines, Structure Plan, Asset Management Plans);

- Wellington Lifelines Group (WeLG) and Wairarapa Engineering Lifeline Association (WELA) projects;
- business continuity management plans of organisations operating in Wellington.

Specifically the CDEM Group:

- support ongoing research about the region's hazards and risks (e.g. Its Our Fault project);
- continually educate the community about hazards and risks;
- advocate where possible to take into account hazards and risks in land-use planning practices, and ensure relevant risk reduction policies are consistent with the RPS.

### Reduction objectives, methods and tools

The Wellington CDEM Group has agreed the following reduction objectives, methods and tools which will guide the work programme over the next five years (see Table 5).

Table 5: Reduction objectives, methods and tools

Strategic Goal	Objectives	Tools and Methods
<p>R1 Strategic Goal #3: Risk management is conducted collaboratively across the region</p>	<p>(1.1) To adopt a common and integrated approach to hazard management</p> <p>(1.2) To effectively communicate risks to the community and partners</p> <p>(1.3) To ensure planning is based on relevant and accurate risk assessments</p>	<ul style="list-style-type: none"> <li>• (1.1.1) Establish Wellington Regional Planning Managers' Group</li> <li>• (1.1.2) Develop risk registers in each of the operating areas (Wellington, Hutt Valley, Porirua, Kapiti Coast and the Wairarapa)</li> <li>• (1.1.3) Actions consistent with RPS objectives and policies.</li> <li>• (1.2.1) Inclusion of reduction measures in the It's Easy booklet</li> <li>• (1.2.2) Translate scientific risk information so it is suitable for the end-user</li> <li>• (1.2.3) Ensure reduction measures are included when communicating risk</li> <li>• (1.3.1) Council Asset Hazard Reduction Programme</li> <li>• (1.3.2) Develop Welfare Risk Management Framework</li> <li>• (1.3.3) Lifelines Assessment Reports e.g. WeLG Restoration Times report November 2012.</li> </ul>

# Readiness

This section of the Group Plan outlines how the Wellington CDEM Group will work with its communities to empower and support them in their planning and preparation for an emergency.

CDEM response agencies planning in preparation for an emergency is included in the response section of this plan.

### Principles for readiness within the Group

The following principles should be used to guide the activities of the Wellington Region CDEM Group:

- the community is an active partner in CDEM and activities must recognise this and provide for, and encourage community involvement;
- public education messaging is an essential component in preparing the region's communities;
- there is the ability to build capability and capacity with enhanced community involvement in CDEM.

### Current level of readiness

Compared to other regions nationwide, the Wellington region is considered one of the more "prepared" regions in New Zealand (Table 6).

Table 6: Wellington region readiness compared to national averages<sup>a</sup>

	Wellington region	Nationwide
Fully prepared both at home and at work	33%	18%
Prepared at home	51%	32%
Have survival items	88%	71%
Plan for when at home	79%	63%
Plan for when away from home	45%	30%

While these figures are comparatively good, there are still significant gains to be made in the area of community preparedness and readiness. Community readiness should now expand into the area of building community resilience, including the development of community response plans, volunteer programmes and developing and strengthening community partnerships.

### Community readiness responsibilities

All members of the Wellington Region CDEM Group have responsibilities to enhance community resilience and assist where possible. The CDEM Group Joint Committee have highlighted the importance of encouraging communities to take ownership and empowering communities to be

able to provide for themselves in an emergency. In addition the members listed below have distinct responsibilities:

#### Wellington Region Emergency Management Office

The Community Resilience team within the Wellington Region Emergency Management Office (WREMO) are specifically tasked with working with the community to increase community resilience, with support from both the Operation Readiness and Business and Development teams. The Community Resilience team work in accordance with the WREMO Community Resilience Strategy which outlines how the Community Resilience team will enhance societal resilience by empowering and connecting communities.

#### Welfare Advisory Group

The Welfare Advisory Group (WAG) supports the advocating of resilience and personal preparedness by promoting WREMO messaging and relationships through its business as usual contacts.

#### Wellington Region CDEM Public Education Group

A regional multi-disciplinary public education group will be established to enable integration of public education messages across the region. This will also enable a more regionally consistent approach to public education messages and delivery.

#### Local Authorities Community Development Groups

Local authorities' Community Development groups or teams are responsible for advocating community resilience and personal preparedness by promoting WREMO messaging and relationships through its business as usual contacts.

#### Other relevant organisations and groups

All other organisations and agencies should aim to integrate relevant WREMO messaging into their business as usual interactions with the public.

### Readiness objectives, methods and tools

The Wellington CDEM Group has agreed the following readiness objectives, methods and tools which will guide its work programme over the next five years (see Table 7 overleaf).

Table 7: Readiness objectives, methods and tools

	Strategic Goal	Objectives	Tools and Methods
R2	<b>Strategic Goal #1: Our communities are prepared, empowered, connected and able to respond and recover from an emergency</b>	(2.1) To encourage community ownership of preparedness through effective communication	<ul style="list-style-type: none"> <li>• (2.1.1) Agreed strategy defining resilience and our approach</li> <li>• (2.1.2) Determine our resilience baseline and agreed metrics for measurement</li> <li>• (2.1.3) Establish a Group Public Education Group for coordination</li> <li>• (2.1.4) CDEM Group Engagement Strategy</li> <li>• (2.1.5) Web based Community Engagement Repository</li> <li>• (2.1.6) Develop of a Community Response Plan template</li> <li>• (2.1.7) Implement Community Response Plans</li> <li>• (2.1.8) Availability of preparedness enablers (e.g. Grab and Go bags, water containers)</li> </ul>
		(2.2) To identify and make provision for vulnerable communities	<ul style="list-style-type: none"> <li>• (2.2.1) Identify vulnerable communities and develop and communicate targeted plans</li> <li>• (2.2.2) Network maps showing linkages between organisations</li> <li>• (2.2.3) Develop an Engagement Guide with preparedness tools</li> </ul>
		(2.3) To build capability and capacity in the community	<ul style="list-style-type: none"> <li>• (2.3.1) Regional capability statement</li> <li>• (2.3.2) Expanding the volunteer programme across the region</li> <li>• (2.3.3) Meaningful post training engagement</li> <li>• (2.3.4) Strengthen linkages with established volunteer groups (e.g. Maraes, Churches and Neighbourhood Support)</li> </ul>

Response

This section of the Group Plan outlines how the Wellington CDEM Group will work together to respond to an emergency. This section covers both the arrangements in preparation of a response and arrangements during a response.

## Principles for response within the Group

The following principles should be used to guide the activities of the Wellington Region CDEM Group:

- CDEM agencies will coordinate and integrate response planning;
- where possible plans will be consequence based plans to provide for multiple hazards;
- emergency management response activities can be undertaken without a state of emergency being declared;
- all CDEM agencies are expected to be able to function and meet their responsibilities at all times to ensure an effective response;
- the level of response will escalate as required to manage the emergency;
- the Emergency Operation Centres (EOCs)/ Emergency Coordination Centre (ECC) will coordinate resources and support. These will be flexible and able to be established as appropriate for each emergency.

## Arrangements for response related activities during peacetime

### Responsibilities

Each member of the Wellington Region CDEM Group has responsibilities to ensure that the CDEM Group are ready to respond to an emergency

### Wellington Region Emergency Management Office

WREMO was established in 2012 when all local

authorities amalgamated their respective CDEM departments to form a regional office, to enable a better service delivery through enhanced coordination of efforts.

WREMO's responsibilities include:

- monitors, evaluates and reviews activities against the CDEM Group Plan;
- carries out its responsibilities specified in the CDEM Group Plan;
- coordinates the involvement of local authorities and other agencies in CDEM Group activities;
- assists local authorities CDEM obligations are met;
- coordinates the provision of professional advice to the CDEM Group Joint Committee;
- directs and participates in CDEM Group work programme activities;
- generates both EOC and ECC response and recovery capability;
- establishes liaison links with CDEM agencies, other agencies, volunteers and the community;
- develops emergency management plans, guidelines, systems and SOPs as required.

### Welfare Advisory Group

The WAG is responsible for coordinating and supporting the agencies who are providing welfare support at the local level during an emergency event. The WAG works together and facilitates planning with the agencies (including CDEM, government and non-government agencies) at the regional level in support of local arrangements.

### Local Welfare Committees

Local Welfare Committees (LWC) are responsible for ensuring that each agency represented is able to meet their obligations in an emergency. In addition, the LWC are responsible for looking at capacity and capability of the local area to deliver welfare to their communities, identify and mitigate (where possible) any areas that may be an issue, and to ensure coordinated local welfare planning

arrangements are in place.

### Wellington Lifelines Group/ Wairarapa Engineering Lifelines Association

Wellington Lifelines Group enables lifeline utilities to collectively plan for the continuation of their services in an emergency. Such plans require coordination in order to understand the interdependencies each utility may potentially have on the other, and the CDEM sector.

Wairarapa Engineering Lifelines Association is predominately involved in risk reduction and projects that help to inform the readiness activities of the member organisations.

### Emergency Services Coordination Committee

Emergency Services Coordination Committee (ESCC) have been established in Wellington City, Hutt Valley, Porirua, Kapiti Coast and the Wairarapa. The ESCCs provide the opportunity for local emergency services to get together to discuss and plan for local operational arrangements, and to build and strengthen relationships. Emergency Services also meet at the regional level (Regional Interagency Committee), to discuss regional operational arrangements and build and strengthen relationships.

### Local Authorities

All Local Authorities are responsible for ensuring that they have appropriate plans in place to ensure they are able to deliver their core services in an emergency. These plans need to be integrated with the CDEM response to ensure both components (Local Authority and CDEM responsibilities) can run seamlessly in an emergency.

### Response Teams

Four nationally registered New Zealand Response Teams (NZRT) service the Wellington Region. Teams are responsible for ensuring they are trained to national standards, and have the procedures and capability to respond to incidents in a support role.

### Wellington CDEM Training and Exercises Group

The Wellington Training and Exercise Group will be established to enable agencies to integrate their current training arrangements, allow for the sharing of resources and generally provide higher quality training across the region.

### Other Stakeholder Groups

Examples of other groups include but is not limited to the Regional Rescue Forum, Wellington International Airport Limited First Impact Committee, Hazardous Substances Technical Liaison Committee.

### EOCs/ECC facilities

The Wellington CDEM Group has a total of six EOC/ECC facilities through the region. These facilities are flexible and can operate as either a local EOC or and ECC as required. As these facilities are used in the coordination of inter-agency response, it is essential they are maintained at a high level and are ready for activation when required. These facilities will undergo an external audit every 3 years. WREMO is responsible for ensuring the facilities are operational including equipment, processes and trained personnel.

### Professional development

Professional development is an integral part of preparing for an emergency. A Professional Development Strategy has been developed for both the Group and Local key appointments. All agencies are encouraged to offer professional development to all CDEM staff, and participate in the programmes identified by the Wellington CDEM Training and Development Group.

### Exercises

Exercises contribute to a successful response and therefore will be conducted regularly. Exercises allow for SOPs and Plans to be tested and evaluated, and also may identify further areas for development. Small exercises will be coordinated by the lead agency, with larger exercises likely to be coordinated by the Wellington CDEM Training and Exercises Group.

## Arrangements during response

The following describes how the Wellington CDEM Group will respond to an emergency.

Levels of response in an emergency

### Level 1 - Single agency incident

Day-to-day emergency events are managed on site using the New Zealand Coordinated Incident Management System (CIMS). These emergencies are managed by emergency services and specialist agencies on-site.

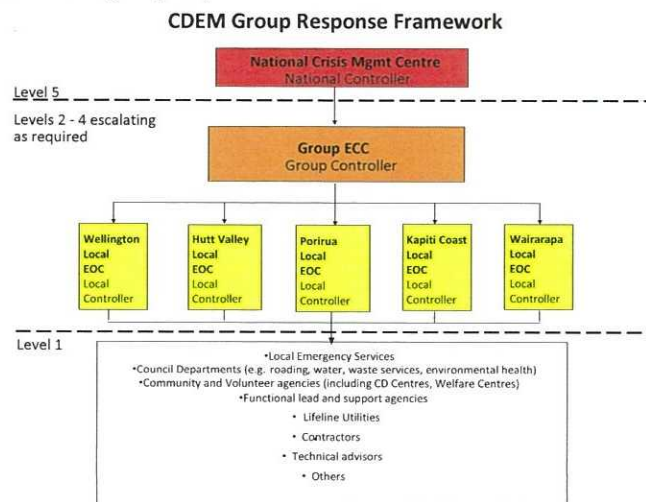
### Level 2 - Multi-agency incident

These are larger scale emergency events that require multiple agencies to respond. These emergencies are managed on-site, with all CDEM agencies ready to support the lead agency as required. Local EOCs may be activated to support or coordinate the response.

### Level 3 - Multi-agency incident affecting one or more territory within the CDEM Group

These area multi-agency emergencies that affect

### Figure 2: Levels of emergency response



only one territorial authority area within the CDEM Group. Local EOCs will activate to coordinate the local response; the ECC may provide support at the regional level, and the incident may be monitored by the National Controller. This may require a local declaration within the territorial authority's boundaries.

### Level 4 - Multi-agency incident affecting multiple territories within the CDEM Group

These are multi-agency emergencies that affect multiple territorial authorities within the region. CDEM coordination will be required, with both local EOCs and the ECC activated. The emergency will be monitored by the National Controller, and national assistance and support will be available. This may require a Group declaration within the territorial authority's boundaries.

### Level 5 - State of national emergency

This is a national emergency or a localised emergency that is of national significance. The response will be coordinated by the National Controllers and a National declaration is likely.

Table 8 summarises the levels of response.

Figure 2 shows the Group's operational framework across the five levels of emergency response.

Table 8: Summary of the levels of response

Level	Description	Declaration Status	EOC role	Control
Level 1 Single agency response	Local incident(s).	No declaration	<ul style="list-style-type: none"> <li>No EOC involvement. Some monitoring by CDEM staff possible</li> </ul>	<ul style="list-style-type: none"> <li>Lead agency using CIMS</li> </ul>
Level 2 Multiple agency response	Local incident involving multiple agencies. CDEM agencies to provide support if required	No declaration	<ul style="list-style-type: none"> <li>Local EOCs may be partially or fully activated</li> </ul>	<ul style="list-style-type: none"> <li>Lead agency or response coordination by CDEM Local Controller with Group Controller in support</li> </ul>
Level 3 CDEM Group Response - One territory affected	Multiple agencies - coordination by local EOC in the affected area. CDEM powers may be required	Possible Declaration for one territorial authority	<ul style="list-style-type: none"> <li>Local EOC fully active</li> <li>Group ECC may be active in support</li> </ul>	<ul style="list-style-type: none"> <li>Local Controller in place. Group Controller in support</li> </ul>
Level 4 CDEM Group Response - multiple territories affected	Multiple agencies - coordination by Group ECC, with Local EOC activated in the affected areas. CDEM powers may be required	Possible Group wide Declaration	<ul style="list-style-type: none"> <li>Group ECC fully active</li> <li>Local EOCs fully active</li> </ul>	<ul style="list-style-type: none"> <li>Group Controller, with Local Controllers in support</li> </ul>
Level 5 National Response	National emergency	Possible National declaration	<ul style="list-style-type: none"> <li>NCMC fully active</li> <li>Group ECC fully* active</li> <li>Local EOCs fully* active</li> </ul> <p>*may be partially if emergency is outside the Wellington region</p>	<ul style="list-style-type: none"> <li>National Controller in place. Group Controller in support of the National Controller. Local Controllers in support of the Group Controller.</li> </ul>



### Warning procedures

Most response actions are initiated by the receipt of a warning. The following outlines the Wellington Region CDEM Group's processes upon receipt of a warning.

#### National Warning System

Ministry of Civil Defence and Emergency Management (MCDEM) is responsible for issuing warnings for any event of national significance, such as a distance source tsunami. The Wellington Region CDEM Group must respond to MCDEM within 30 minutes of receiving a warning and have appropriate procedures in place to ensure an effective response<sup>9</sup>.

#### Other sources for warnings

In addition to the National Warning System the Wellington Region CDEM Group will also receive warning from other credible sources as shown in Table 9.

Table 9: Agencies responsible for warnings

Hazards alerts/warnings	Monitoring agency
Flood warnings	Greater Wellington Regional Council
Tsunami (distant and regional), Volcanic or any hazard that might lead to an emergency	MCDEM
Public health warnings	Ministry of Health (MoH)
Forecasting, alerts, heavy rain, gales, snow, thunderstorm, swells, surge, volcanic ash advisories and warnings	MetService and National Institute of Water and Atmospheric Research (NIWA) Geo Net
Animal and plant diseases, outbreaks and pest invasions	Ministry of Primary Industries (MPI)
Terrorism	NZ Police

<sup>9</sup> These procedures are provided for in a range of response SOPs available from WREMO.

### Wellington Region CDEM Group Duty Officer

Within the Wellington Region, warnings are initially coordinated through the WREMO Duty Officer. The duty officer is responsible for notifying appropriate partners and agencies. Essentially the Duty Officer is the first response of the Wellington CDEM Group to any warnings.

If the warning warrants the public to be alerted, the following mechanisms are used:

- WREMO and local authorities websites;
- text alert system through Twitter;
- Facebook posts;
- radio and media releases;
- other localised warning systems such as sirens and telephone trees.

#### Function, roles and responsibilities

In an emergency a "Lead Agency" directs the response. The lead agency is determined by legislative responsibility or by agreement of all the agencies involved. It is expected that all CDEM agencies will conform to the roles and responsibilities outlined in the National CDEM Plan and the Guide to the National Plan.

Table 10 specifies the response functions, lead agency and support agencies grouped as follows:

- Information management
- Resource management
- Health and medical
- Rescue
- Evacuation
- Mass fatalities
- Welfare
- Infrastructure and lifelines

Plans and SOPs identifying how these functions will be carried out are available from the agency that is responsible for the function (lead agency).

Table 10: Response functions

Function	Functional lead agency/ Mandate	Support agencies
<b>Information management</b>		
Public information Co-ordination, situation reporting	Lead agency has the responsibility for information management coordination	
Lifeline information co-ordination	Lead agency has the responsibility for information management coordination WREMO Lifelines Co-ordination (LCC) level 3 and 4	Lifeline organisations
Reconnaissance and needs assessment	WREMO	All CDEM Agencies
<b>Resource management</b>		
Logistics supply	WREMO	CDEM agencies
Volunteer management and support	WREMO	Other CDEM agencies
Incoming external personnel management and support	WREMO	MCDEM, Other CDEM Groups
<b>Health and medical</b>		
Medical treatment and medical provisions	District Health Boards (DHBs)	CDEM Group
Public Health	Regional Public Health	CDEM Group
<b>Rescue</b>		
Air	Rescue Coordination Centre NZ	Volunteer Groups
Sea	NZ Police	
Rescue Coordination Centre NZ	Maritime NZ, Coastguard, NZ Fire Service, NZ Defence Force	
Land	NZ Police	CDEM Group Rescue Teams
Structural collapse	NZ Fire Service	CDEM Group Rescue Teams
<b>Evacuation</b>		
People	NZ Police	CDEM Group
Registration of evacuees	WREMO	Red Cross, DHB's, Child Youth and Family Services

Table 10: Response functions continued

Function	Functional lead agency/ Mandate	Support agencies
<b>Mass fatalities</b>		
Disaster Victim Identification, personal effects reconciliation, Notification of the dead	NZ Police	
Reconciliation of people	NZ Police	Red Cross
<b>Welfare</b>		
Welfare co-ordination	WREMO	Welfare agencies, Welfare Advisory Group (WAG)
Emergency Food	Salvation Army	Red Cross, Volunteer Organisations, WAG
Emergency Clothing	WREMO	MSD (via Work and Income), Volunteer Organisations, WAG
Emergency Shelter	Initially WREMO until Housing NZ are able to take over and coordinate temporary housing	WAG
Financial Support	MSD (via Work and Income)	WAG
Animal welfare	TA Dog Control Officers, SPCA	WAG
<b>Lifelines Infrastructure</b>		
Transport networks	TAs – Local roads NZTA – State Highways	Contractors
Utility services	Utility operators including Local Authorities	Contractors
Marine Oil Spill	Harbourmaster (up to Tier II) Maritime NZ (Tier I)	Maritime NZ, Coastguard, CDEM Group

### Activation of local Emergency Operation Centres and the Emergency Coordination Centre

An EOC/ECC may be partially or fully activated as the circumstances of a developing incident dictate. The Group Controller will determine the number and location of the EOCs to be activated and whether the ECC will be required to be activated for each emergency response.

The following may result in a Local EOC being activated:

- an alert or warning has been received that requires action within a localised area;
- local emergency agency notifies emergency management staff of a developing incident;
- local emergency agency requests EOC to coordinate response to an incident;
- local emergency agency requests the use of CDEM facilities;
- CDEM personnel determine that CDEM input is required.

The following may result in the Group ECC being activated:

- one or more Local EOCs have been activated;
- Group CDEM personnel are notified of a developing incident that may require regional monitoring and/or coordination;
- lifelines information is required by one or more Local EOCs;
- a declaration of a state of local emergency is made in one or more territorial authority areas.

### Group Controller

The Wellington CDEM Group has appointed a Group Controller and Alternate Controllers in accordance with Section 26 of the CDEM Act. The people currently appointed in these positions are deemed to be qualified and have been formally appointed to these roles.

In addition, Local Controllers have been appointed to operate on local EOCs. The Local Controller will at all times support and implement the directives of the Group Controller as per the CDEM Act 2002 s27(2).

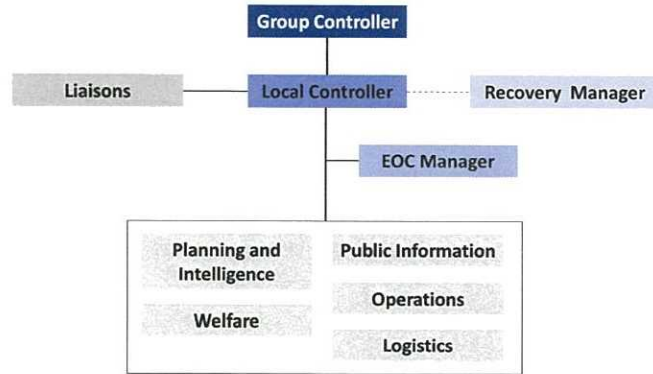
### Role of local Emergency Operations Centres

Under the direction of the Local Controller, the local EOC will coordinate the local CDEM response by:

- operating according to CIMS structure;
- monitoring events and escalate response as required;
- ensuring local emergency response agencies are involved in the local response, and emergency services liaison officers available in the EOC;
- ensuring communications are in place with key local response agencies;
- arranging for community welfare and support facilities and services;
- receiving, assessing and disseminating information for local emergency response agencies;
- providing information to the media about the event and the local response;
- reporting to the ECC (if required);
- community response coordination and volunteer management.

Figure 3 shows the local EOC structure.

Figure 3: Local EOC Structure



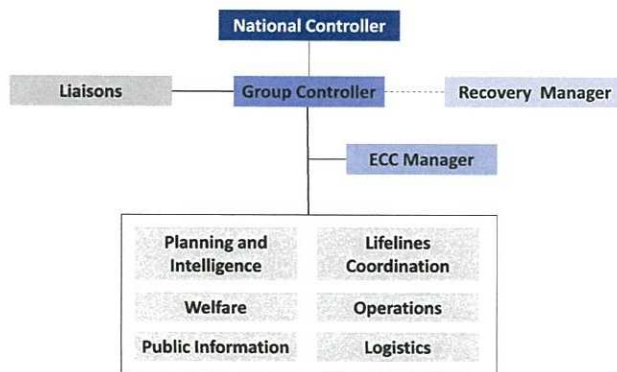
Role of the Group Emergency Coordination Centre

Under the direction of the Group Controller, the ECC will coordinate the regional CDEM response by:

- operating under CIMS structure;
- coordinating and/or supporting activated Local EOCs;
- receiving, assessing and disseminating information for emergency response agencies;
- where possible, providing logistical support when requested by a Local EOC;
- ensuring major emergency response agencies are involved in the Group response, and major support agencies have liaison officers available;
- ensuring communications are in place with key regional response agencies;
- receiving, assessing and disseminating information about lifeline utility services through a Lifelines Co-ordination Centre within the ECC;
- providing information to the media about the event and the Group response;
- reporting to Central Government (if required).

Figure 4 shows the Group ECC structure.

Figure 4: Group ECC Structure



Integrating with CDEM Partners

The primary function of both an EOC and the ECC is to coordinate the emergency response activities. An important component of this is the integration of the response with CDEM agencies. This is achieved by ensuring communication is established and maintained throughout the response. In addition the role of liaison enhances the ability of CDEM agencies to integrate into the operation of the EOCs/ECC.

Public information management

The Group Controller with assistance from the Public Information Manager is responsible for providing accurate and timely information to the public. This will be achieved by utilising all suitable media that is available for use at the time of the response.

Volunteer management

Volunteers have a significant role in an emergency. WREMO has a substantial number of trained CDEM volunteers ready for deployment around the region to assist with the response effort. The coordination and management of these volunteers in an emergency will be done through the EOCs and/or ECC.

Spontaneous volunteers will be managed according to MCDEMs Directors Guideline on Spontaneous Volunteers.

Welfare management

In an emergency welfare is a significant part of the response as it provides support directly to our communities. Welfare activities are delivered locally and coordinated and supported at the regional level at ECC through liaison with the Group Welfare Manager.

The WAG provides a forum for planning for longer term welfare responses; the WAG also provides support and advice, to ensure the welfare response for communities is supported throughout the duration of the emergency.

Lifeline Utility Coordination (LUC)

Lifeline coordination is provided by the Lifeline Utility Coordinator (LUC) based in the ECC. The LUC is appointed by the Group Controller and has the following role:

- coordinate the information between the ECC and lifeline utilities;
- provide advice to the Group Controller about lifeline utilities;
- ensure lifeline utilities are aware, and acting on, the Group Controllers priorities in relation to lifelines.

Declaring a state of local emergency

A declaration means instituting a 'state of emergency' in one particular area or across the entire Wellington region. During a declared emergency, the Group Controller gains a range of legal powers outlined in the CDEM Act. Consistent with the Directors Guidelines for Declaration, some of the reasons for declaring may include:

- there is an emergency as defined in the CDEM Act;
- the situation is causing or has the potential to cause loss of life, injury, illness, distress, or endangers the safety of the public or property;
- the powers of Section 86 – 94 are required;
- CDEM agencies agree that there is a requirement to declare.

Procedure for declaring a state of local emergency<sup>10</sup>

Consult with the Local and Group Controllers and emergency services before making a declaration. If a single district declaration is required the Group Controller will contact the local Mayor for that district to declare.

<sup>10</sup> For more detailed information on the declaration process, refer to the Director's guidelines for the CDEM sector: Declarations [DGL05/06]

If a multiple district or regional declaration is required the Group Controller will contact the chairperson of the CDEM Group Joint Committee or other delegated elected representative to declare.

As soon as possible the public will be notified that there has been a declaration.

Consult with the Local and Group Controllers and emergency services before making a declaration. The state of local emergency will stay in place for 7 days unless it is extended or terminated within that time. People authorised to make the declaration of a state of local emergency are also able to extend or terminate the state of local emergency.

### External support

In a large emergency the Wellington Region CDEM Group will require resources and support from outside of our regional boundaries.

### Neighbouring CDEM Groups

It is expected that where possible other CDEM Groups will provide support and assistance during an emergency. This assistance is to be coordinated by the ECC.

Similarly other CDEM Groups may require support from the Wellington Region CDEM Group. The Wellington Region CDEM Group will support other Groups as much as possible, whilst still maintaining the ability to effectively respond should an emergency occur within the Wellington region.

### National assistance

A large emergency in Wellington is likely to be heavily supported by the National Crisis Management Centre (NCMC). It is intended that there will be representation in the ECC from MCDEM, usually the MCDEM Wellington Region Emergency Management Advisor who will provide the liaison link between the NCMC and the ECC. In addition the Group Controller will work with the National Controller to ensure an effective response. At all times the ECC will operate in accordance with the National Controllers directives.

### International assistance

In the instance that international assistance is required; this will be coordinated via the NCMC. Any offers for international assistance is offered directly to the Wellington CDEM Group, will be forwarded on to the NCMC to coordinate.

### Debriefing

A debrief will take place following any activation of the EOC/ECC. This is an essential process to ensure that areas for improvement and remedial action can be identified. The results of the debrief and associated areas for further planning and development will form a report which will be supplied to all relevant agencies.

### Response objectives, methods and tools

The Wellington CDEM Group has agreed the following response objectives, methods and tools which will guide its work programme over the next five years (see Table 11).

Table 11: Response objectives, methods and tools

Strategic Goal	Objectives	Tools and Methods
<p>R3 Strategic Goal #2: CDEM activities are integrated and coordinated across each of the 4 R's</p>	<p>(3.1) To ensure organisations (with a role in CDEM) are capable and ready to respond to an emergency</p> <p>(3.2) To develop and strengthen relationships with CDEM partner organisations and agencies</p> <p>(3.3) To actively monitor, evaluate and address gaps in current and future planning.</p>	<ul style="list-style-type: none"> <li>• (3.1.1) Establish a Group-wide Training and Exercises Group for coordination</li> <li>• (3.1.2) Group wide training, exercises and key competencies</li> <li>• (3.1.3) Develop Group Communications Strategy</li> <li>• (3.1.4) Capability statements and Interdependency Matrix by cluster groups</li> <li>• (3.1.5) Agencies and organisations ability to respond reviewed/evaluated by both themselves and peers. Final part of evaluation to include planning for recognised interdependencies</li> <li>• (3.1.6) Lifeline Utility Coordinator contracted and role defined</li> <li>• (3.1.7) Welfare Advisory Group role in an emergency defined</li> <li>• (3.1.8) EOCs are functional and have the capability to respond to an emergency</li> <li>• (3.2.1) Re-energise groups e.g. Welfare Advisory Group, Emergency Services Coordinating Committee</li> <li>• (3.2.2) Appropriate people attending working groups across all levels</li> <li>• (3.3.1) Develop and implement a framework for identifying, monitoring and evaluating gaps in the Groups response (could include and recovery) planning.</li> <li>• (3.3.2) Develop and implement an emergency planning process to ensure a consistent approach to planning.</li> <li>• (3.3.3) Develop plans to address existing gaps in capability e.g. Debris Disposal.</li> <li>• (3.3.4) Develop and implement a Response Planning Strategy to document where we are at, where we want to be in 5 years.</li> </ul>

# Recovery

Recovery is the process whereby activities are coordinated to bring about the immediate, medium and long-term rehabilitation of a community after an emergency.

Recovery involves minimising the escalation of the consequences of an emergency, rehabilitation of the emotional, social, physical and economic wellbeing of communities, taking opportunities to meet future community needs, and reducing future exposure to hazards and risks.

This section of the Group Plan outlines how the Wellington CDEM Group will work to coordinate recovery activities following an emergency.

### Principles for recovery

- recovery is an enabling, flexible and principle based to ensure the best outcomes for communities;
- recovery activities start immediately (during the response phase) as key decisions during the response phase are likely to directly influence and shape recovery;
- recovery should not just aim at recreating the past, but creating the future. Opportunities to reduce vulnerability to future hazard events should be sought and implemented during recovery;
- recovery will address the social, built, natural and economic needs of the community;
- recovery is community driven and therefore it is essential that the community are involved in the decision making process;
- effective communication with all stakeholders is essential;
- transitioning to business as usual operations should be a priority in any recovery planning;
- business as usual may look quite different in the new environment (following an emergency event).

### CDEM in recovery

The CDEM Group has a statutory function to carry out recovery activities (s17(1)(e) CDEM Act 2002). This includes the facilitation, co-ordination and monitoring of recovery activities to ensure the recovery is effective and provides the best outcomes for the community.

### Transitional arrangements

The transition from response to recovery is led by the Group Controller in consultation with the Group Recovery Manager. Some of the reasons why the decision to transition to recovery may include:

- immediate threat to people and property has passed;
- focus shifted to restoration;
- declaration powers no longer required;
- recovery agencies are able to meet their requirements in their business as usual roles;
- Controllers as Recovery Managers agree that it is time for the transition;

Some factors that may inhibit the transition are:

- re-escalation of response issues (for example continuing large aftershocks);
- response agencies do not have the capacity to meet their responsibilities,
- significant social wellbeing issues – loss of services (power, water) and displacement of people;
- CDEM Powers need to remain in place;
- recovery Manager is not in a position to accept transition to recovery.

The transition will formally acknowledge the transfer of coordination and accountability for recovery related activities through:

- the completion of a transition report;
- a transitional briefing;

- initial Group Recovery Action Plan (Recovery Manager);

- communicating the transition.
- If there is a declaration in place, the declaration will need to be terminated before the official transition to recovery can take place.

### Group recovery structure

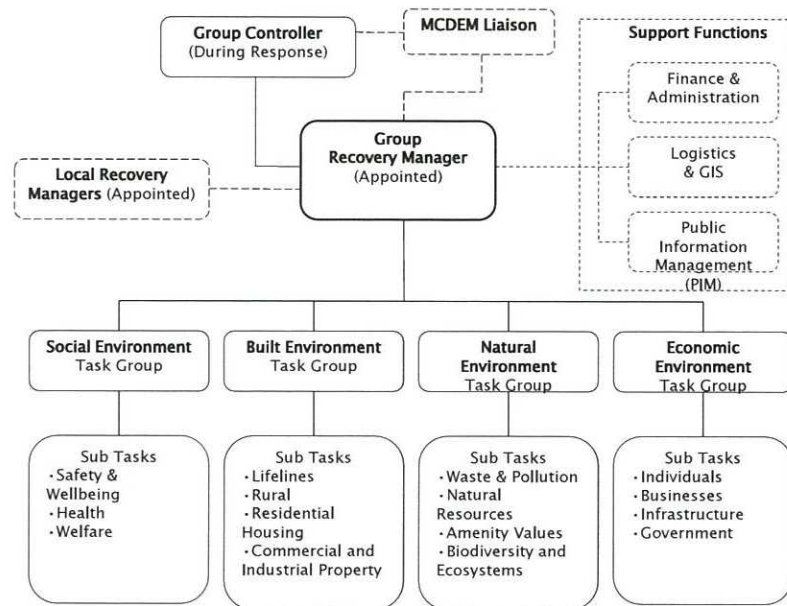
#### CDEM Group's role in recovery

Recovery is led by the CDEM Group Joint

Committee, who determines the priorities and policy. This is supported at the strategic level by the Coordinating Executive Group (CEG), who supports the Joint Committee and assists them in the determining the priorities. Operationally the Group Recovery Manager coordinates the recovery efforts between agencies and local authorities and ensures the directives and priorities set by the Joint Committee and CEG are implemented accordingly.

Figure 5 shows the current CDEM Group recovery structure at the operational level.

Figure 5: Group recovery structure



### Group Recovery Manager

The Group Recovery Manager is responsible for coordinating the recovery activities for the CDEM Group area. The Group Recovery Manager role will commence during the response and cease upon completion of the exit strategy. The Group Recovery Manager may establish workgroups to assist with implementing the Recovery Action Plan. To ensure an effective recovery, the Group Recovery Manager must be engaged before an emergency to ensure relationships are developed, enhanced and maintained and to contribute to and participate in Group recovery planning.

### Territorial authorities' role in recovery

#### Local Recovery Manager

Local Recovery Managers are responsible for the coordination of recovery activities within their local area. Local Recovery Managers are usually appointed from a Territorial Authority's senior management team. The Local Recovery Manager will work very closely with the Group Recovery Manager to ensure that the Group priorities are done at the local level. In addition the Local Recovery Manager has the responsibility to raise any significant local issues that may become regionally significant or require regional support. As with the Group Recovery Manager, Local Recovery Managers must be engaged before an emergency to ensure relationships are developed, enhanced and maintained and to contribute to and participate in local recovery planning.

#### Group Recovery Plan

The CDEM Group Recovery Plan identifies the processes required to support local disaster recovery management through facilitation, coordination and monitoring. It includes further details around the roles and responsibilities of the key appointed recovery staff.

#### Reporting requirements

The Group Recovery Action Plan provides the details of what, when, who and how recovery activities will be carried out.

The Group Recovery Manager must supplement the Group Recovery Action Plan with formal Group

Recovery Reports to maintain accountability, transparency and provide consolidated recovery reporting to Central Government, through MCDEM.

### Financial arrangements

An expenditure management system will be set up during the response phase. This must be closed off at the transition from response to recovery and the details submitted to the Group Recovery Manager and Wellington Region CDEM Group.

During recovery, the Greater Wellington Regional Council finance system and staff will be used for managing all Group recovery financial transactions. Territorial Authorities finance systems and staff will be used for all local recovery financial transactions. Financial arrangements for relief funds, donated goods and services, monetary donations and financial assistance from central government are outlined in the CDEM Group Recovery Plan.

### Exit strategy

CDEM recovery activities are aimed at allowing the social, built, natural and economic environments of individuals and communities to attain an appropriate level of functioning. The withdrawal of the enabling and supporting structures to achieve this need to be planned with clearly documented arrangements for the handover of responsibilities to the agencies who would normally deliver the specific service.

Local Recovery Managers and recovery agencies are best placed to determine when CDEM recovery can be reduced or withdrawn. However, community participation in this process and the information provided to the affected communities is a key factor.

The Group Recovery Action Plan aims to capture, document and plan an exit strategy. The details pertaining to this are in the Group Recovery Plan.

### Recovery objectives, methods and tools

The Wellington CDEM Group has agreed the following recovery objectives, methods and tools which will guide its work programme over the next five years (see Table 12).

Table 11: Recovery objectives, methods and tools

Strategic Goal	Objectives	Tools and Methods
<p>R4 Strategic Goal #4: A flexible and principle based approach is applied to recovery</p>	<p>(4.1) To better understand each agency and organisations' role in recovery</p>	<ul style="list-style-type: none"> <li>(4.1.1) Group wide training, exercises and key competencies</li> <li>(4.1.2) Define Roles and responsibilities for each agency/organisation</li> <li>(4.1.3) Assist businesses with BCP where possible as they have an important role in recovery</li> </ul>
	<p>(4.2) To develop a recovery framework</p>	<ul style="list-style-type: none"> <li>(4.2.1) Develop Group Recovery Framework</li> <li>(4.2.2) Determine the mechanism for community input into plans</li> <li>(4.2.3) Pre-emptive recovery planning</li> <li>(4.2.4) Task group agencies to work collaboratively on Recovery Framework</li> </ul>

## Monitoring and Evaluation



This section of the Group Plan outlines how the Wellington CDEM Group will carry out monitoring and evaluation to ensure that the Group is meeting its obligations, achieving its objectives which contribute towards the Group achieving the strategic goals and vision. In addition it provides the opportunity to identify any emerging issues and allows for these to be addressed during the life of the Group Plan rather than waiting until the next version.

To ensure that progress is being made towards the Group Plan vision and goals it is essential that the effectiveness of the implementation of the Group Plan be evaluated. The CDEM Group Business Plan is the mechanism for the implementing the Group Plan.

### Monitoring and evaluation process

The Co-ordinating Executive Group (CEG) will oversee the monitoring and evaluation of the Group Plan. This will be carried out by:

- having oversight with regular reporting to the CEG on the progress of the objectives and Key Performance Indicators;
- regular presentations on current projects included in the CDEM Group Work Programme,
- ongoing research to assess the effectiveness of recent work. For example measuring community resilience levels;
- following an activation a debrief and report will be provided, assessing effectiveness of recent work and also identifying areas for improvement.

### Legislation compliance

The Wellington CDEM Group Plan complies with The CDEM Act (2002), National CDEM Strategy and the CDEM National Plan and all other relevant legislation. WREMO is responsible for monitoring the ongoing legislative compliance of the Group Plan.

### External monitoring and evaluation

Under section 8 of the CDEM 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.

## Management and Governance

## Wellington CDEM Group governance

### CDEM Group Joint Committee membership and functions

Each local authority in the Wellington region is a member of the CDEM Group. The Group's functions, duties and powers are those of a civil defence emergency management group as described in the CDEM Act. The CDEM Group is also a joint standing committee under clause 30(1) (b) of Schedule 7 of the Local Government Act 2002. CDEM Group members are represented by their Mayor or Chairperson, or an alternate elected representative who has been given delegated authority to act on their behalf.

The CDEM Group Joint Committee meets at least four times a year. The Joint Committee's Terms of Reference which provides further details on the roles and responsibilities of the Joint Committee is available from WREMO.

### Coordinating Executive Group membership and functions

The Co-ordinating Executive Group (CEG) is a statutory group under the CDEM Act with prescribed functions. These include:

- providing advice to the CDEM Group and any subgroups or committees
- implementing, as appropriate the decisions of the CDEM Group; and
- overseeing the implementation, development, maintenance, monitoring, and evaluation of the CDEM Group plan.

The CEG meet at least four times a year. The CEG's Terms of Reference which provides further details on the roles and responsibilities of the CEG is available from WREMO.

### CEG membership

The following organisations are members of the CEG:

- Carterton District Council
- Greater Wellington Regional Council
- Kapiti Coast District Council

- Hutt City Council
- Masterton District Council
- Porirua City Council
- South Wairarapa District Council
- Upper Hutt City Council
- Wellington City Council
- Capital & Coast District Health Board
- Hutt Valley District Health Board
- Wairarapa District Health Board
- Mid Central District Health Board
- New Zealand Fire Service
- New Zealand Police
- Wellington Region Lifelines (co-opted)
- Regional Welfare Advisory Group (co-opted)

Each member of the CDEM Group is represented on the CEG by its chief executive (or an alternate representative who has been given delegated authority to act for the chief executive).

All CEG members, whether from local authorities or other organisations, are senior representatives of their organisation. This is to ensure a strategic overview and an ability to commit resources.

### Administrating authority

The administrating authority of the CDEM Group is Greater Wellington Regional Council in accordance with s23(1) of the CDEM Act 2002. As such, it:

- serves as the CDEM Group and CEG secretariat, including developing meeting agendas, preparing order papers, arranging meeting venues and taking and disseminating minutes of meetings;
- provides financial management for the CDEM Group, including budgeting and reporting.

### Wellington Region Emergency Management Office

The role of WREMO is to:

- carry out the Group Office functions;
- facilitates and assists all local authorities' in meeting their CDEM responsibilities;
- coordinate the development, implementation, monitoring and review of the CDEM Group Plan;

- provide professional advice and services to the CDEM Group and CEG;
- carry out functions specified for the Group Emergency Management Office by the Group Plan or the CDEM Group;
- coordinate reporting of CDEM Group work programmes to the CEG and CDEM Group; and;
- coordinate the region's response capability, including the Group ECC and Local EOC facilities, staff and resources.

### Delegated authorities

The CDEM Group is able to delegate any of its functions under the CDEM Act to members of the Group, the Group Controller, or other persons. These delegations are made by resolution passed at a CDEM Group meeting.

The CDEM Group has made the following delegations (see Table 12):

Table 12: Delegated authorities

Authority delegated to:	Description of Delegation	CDEM Act Refs
Group Controller	Exercise any of the powers, duties and functions in sections 18(2), 76, 85 of the CDEM Act.	S18(2), 76, 85
Local Controllers	Exercise any of the powers, duties and functions in sections 18(2), 76,85 of the CDEM Act in relation to the TA area(s) for which they are appointed as Local Controller.  A Local Controller must follow any directions given by the Group Controller during an emergency.	s18(2), 76, 85.  s 27 (2)
CDEM Group Chairperson	The CDEM Group Chairperson is authorised to declare a state of local emergency for the Wellington region or 1 or more districts or wards within that region.	s25(1)
CDEM Group representatives (Mayors and GWRC Chairperson)	If the CDEM Group Chairperson is unable to declare a state of local emergency, another CDEM Group representative is authorised to declare a state of local emergency for the Wellington region for 1 or more districts or wards within that region in their place. Authority to declare a state of local emergency passes when a representative is unable to declare a state of local emergency, and in the following order: 1. CDEM Group Chair 2. Chair, Greater Wellington Regional Council 3. Mayor of Wellington City 4. Mayor of Hutt City 5. Mayor of Upper Hutt City 6. Mayor of Porirua City 7. Mayor of Kapiti Coast District 8. Mayor of Masterton District 9. Mayor of South Wairarapa District 10. Mayor of Carterton District	s25(1)  s26(4)

Table 12: Delegated authorities continued

Authority delegated to:	Description of Delegation	CDEM Act Refs
CDEM Group representatives (Mayors and GWRC Chairperson) continued	<p>For the avoidance of doubt, the authority to declare a state of local emergency may only be held by one CDEM Group representative at a time.</p> <ul style="list-style-type: none"> <li>The Mayor of a territorial authority, or an elected member of the territorial authority designated to act on behalf of the Mayor, is authorised to declare a state of local emergency that covers the district of that territorial authority. The Minister of Civil Defence may also declare an emergency.</li> <li>The authority to replace the Group Controller during a state of emergency is delegated to those representatives authorised to declare a state of emergency for the Group area under s.25(1) with the same order and limitations. This power can be exercised when (a) the Group Controller is absent or (b) when the CDEM Group Chairperson, in consultation with two or more members of the CDEM Group, consider, on reasonable grounds, that the Group Controller is not adequately discharging his or her duties.</li> </ul>	s25 (5)
WREMO	The authority to carry out the functions listed under s18(2) of the CDEM Act 2002.	s18(2)

### Key appointments

The Wellington Region CDEM Group statutory and non-statutory appointments associated with this plan to meet the requirements of the CDEM Act. Such appointments include:

- Group and Alternate Group Controllers
- Local and Alternate Local Controllers
- Group and Alternate Group Recovery Manager
- Local and Alternate Local Recovery Managers
- Lifelines Utilities Coordinator

A list of current statutory and non-statutory appoints for the Wellington CDEM Group are available from WREMO.

### Arrangements with other CDEM Groups

The Wellington Region CDEM Group will seek and accept support from other CDEM Groups and central government to enhance the Group

response and recovery capability when necessary. The Wellington Region CDEM Group will also offer support and assistance to other CDEM Groups when requested.

### Financial arrangements

The activities of the CDEM Group incur costs that can be broken into two main areas:

#### Programmed expenditure:

- administrative and related services under S.24 of the CDEM Act 2002.
- annual CDEM Group work programme to implement components of the Group Plan.

#### Emergency expenditure:

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

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

The CDEM Group budget is prepared annually and agreed by the CDEM Group Joint Committee.

### Programmed expenditure

The Councils in the Wellington region shall fund the operational costs of WREMO on a pro rata basis using population (based on the latest statistics published by Statistics NZ) with Greater Wellington Regional Council being assessed as having the same population as Wellington City.

The Agreement for Joint Civil Defence and Emergency Management Services (Service Agreement) outlines what is included in this funding. Generally, the purpose and function of WREMO will be to carry out the functions, powers, and duties of the Joint Committee and the Councils under the Act (except to the extent that any function, power, or duty is specifically excluded by this agreement) and to provide such other emergency management services as the Councils may agree from time to time.

All CDEM partners are expected to cover their own organisations costs associated with the implementation of the Group Plan and associated work programmes.

### External costs of CDEM Group work programmes

If additional costs emerge for projects associated with the Group work programme that are not included in the Group budget, these will be discussed and allocated appropriately by the CEG. All costs to be shared will be pre-approved by the CEG. Exceptions are to be brought before the CEG for decision.

### Emergency expenditure

As per the Services Agreement, WREMO will ensure that appropriate delegations are made to enable Local and Group Controllers to meet start up costs to respond to an emergency. WREMO shall also work with and assist the Councils to develop cost recovery rules in the event one or more Councils support another Council in responding to an emergency within its jurisdiction.

It is essential that for all emergency expenses there are clear authorisations and details for the expenditure.

More specifically:

### During the lead up to an emergency (Levels 1 – 2)

Greater Wellington Regional Council is responsible for funding:

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

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

### During an emergency (Levels 3 - 5)

Greater Wellington Regional Council is responsible for funding:

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

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

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

A clear record of who authorises any expenditure and its purpose must be kept.

### During recovery

Upon the cessation of an emergency, the expenditure regime established for the response phase must be closed off and recommenced for the recovery phase under the direction of the Group Recovery Manager. A clear record of who authorises any expenditure and its purpose must be kept.

### Cost recovery

Following an emergency response, claims may be prepared for government assistance in accordance with The Guide to the National CDEM Plan, Section 26. Claims for government assistance may be made by the local authority who incurred the expenditure.

Categories of emergency expenditure:

#### 1. Caring for the displaced.

Government will fully reimburse local authorities for costs incurred in caring for displaced people as described below.

Eligible costs may include the full direct costs of accommodating, transporting, feeding and clothing people who cannot continue to live in their usual place of residence as a result of an emergency. See The Guide to the National CDEM Plan, Section 26 for further details.

Costs which will not be eligible include but not limited to:

- local authority overheads;
- indirect costs such as local authority staff time, Emergency Operations Centre;
- activation costs, office space and the use of vehicles.

#### 2. Other response costs.

Other eligible response costs may be partially reimbursed by government. The eligibility of a cost is not determined by the nature of the good or service purchased but by whether it contributed to the precautions or preventive actions described in clause 89(1) of the National CDEM Plan.

There is a threshold for possible reimbursement of costs. Government policy is to reimburse 60 percent of other eligible response costs, combined with essential infrastructure recovery repair costs, above a threshold of:

- 0.0075 percent of the net capital value of the city council, district council or unitary authority involved;
- 0.002 percent of the net capital value of unitary authorities where the assets in question are of a type that ordinarily are managed by regional councils; or
- 0.002 percent of net capital value in the case of regional councils

### 3. Essential infrastructure recovery repairs (CDEM expense claim)

Essential infrastructure recovery repairs should be claimed for at the same time, and through the same process, as other eligible response costs.

The following may be eligible for government assistance:

- repair or recovery of essential infrastructure assets. These include water, storm water, electrical, sewerage and gas facilities and other structures, such as retaining walls and tunnels upon which essential services depend. These assets must be local authority assets, which are not the property of trading utilities;
- repair or recovery of river management systems (including drainage schemes which are part of integrated river systems) where there is major community disruption or continuing risk to life; and
- repair or recovery of other community assets where damaged as a consequence of the failure of flood protection schemes.

If an emergency involved more than one district the CDEM Group may coordinate and check the respective local authority claims, independently prepare a claim for Group costs through the Regional Council or the appropriate Territorial Authority, and submit a consolidated application. If there is a delay in councils preparing their claim for a coordinated claim, each council may make an

expenditure claim independently.

Any reimbursement from central government will be distributed back to the local authority which incurred the expenditure.

For further information contact the MCDEM Regional Emergency Management Advisor or see The Guide to the National CDEM Plan, Section 26.

### Relationship to local government financial planning requirements

The CDEM Group is unable to bind members in terms of funding Group activities.

Decisions on funding CDEM activities will be subject to scrutiny through CDEM Group member authorities' Long Term Council Community Plans, and Annual Plan budgeting processes, which go through community consultation.

If any member of the Group is unable to carry out its responsibilities under the Group Plan, the matter should be brought back to the CDEM Group for decision.

# Appendices

## Appendix 1: Glossary

### Civil Defence Emergency Management

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

### Civil Defence Emergency Management Group (CDEM Group)

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

### Controller

A person appointed as a controller under section 26 of the CDEM Act 2002. The controller can be a Local Controller (responsible for a given area with the Wellington region), or the Group Controller (responsible for the entire region). The Controller has the powers outlined in section 28 of the CDEM act 2002.

### Coordinated Incident Management System (CIMS)

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

### Co-ordinating Executive Group (CEG)

A committee made up of executive officers of local authorities, Police, Fire Service, District Health Boards and any co-opted members as necessary. The CEG provides advice to the CDEM Group, implements decisions of the CDEM Group, oversees the Group Plan, oversees the work programme of the Group, and ensures appropriate structures are in place for the effective delivery of

civil defence emergency management.

### Co-ordination

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

### Debrief

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

### Declaration

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

### Emergency

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

### Emergency Coordination Centre (ECC)

An established and equipped facility where response to an incident may be coordinated or supported. In the Wellington region the WREMO will activate their ECC in an emergency to support and coordinate local EOCs.

### Emergency management agency

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

### Emergency Management Office

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

### Emergency Operations Centre (EOC)

An established and equipped facility where response to an incident may be supported. Each

of the territorial authorities in the Wellington region has an EOC.

### Emergency Service

The NZ Police, New Zealand Fire Service, National Rural Fire Authority, rural fire authorities and hospital and health services.

### Hazard

Something that may cause, or contribute substantially to, an emergency. Typically defined as either natural or human-made.

### Institute of Geological and Nuclear Sciences (GNS Science)

The crown research institute focused on geoscience and isotope research. Also provide consultants with expertise in these fields.

### Lead agency

The organisation with the legislative or agreed authority for control of an emergency.

### Lifeline Utility

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

### Local Authority

A regional, city or district Council. See also territorial authority.

### Metservice

The organisation responsible for providing weather forecasts and weather warnings for New Zealand.

### Ministry of Health

The central government agency responsible for health, including human pandemic warnings

### Ministry of Primary Industry (MPI)

The central government agency responsible for agriculture, forestry, fisheries and food safety, including agricultural pandemic warnings.

### National Crisis Management Centre (NCMC)

A secure all-of-government facility where a national response to an emergency is managed.

### National Institute of Water and Atmospheric Research (NIWA)

The crown research institute focused on climate and atmospheric science.

### Nationally Significant

Any event that causes widespread public concern or interest, requires significant use of resources, is likely to affect more than one CDEM Group, affects New Zealand's international obligations, involves technology or processes new to NZ or results in significant or irreversible changes to the environment.

### Readiness

Activities carried out to prepare the community or emergency management agencies for response.

### Recovery

The time following an emergency when communities return to normal functioning. Recovery may take months or years.

### Reduction

Activities carried out to reduce the frequency of occurrence of a hazard, or the consequence of a hazard when it occurs.

### Resilient

Able to effectively respond to and recover from an emergency event and return to pre-event conditions or better.

## Resources

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

## Response

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

## Richter scale

A scale used to measure the magnitude of an earthquake.

## SMUG analysis

An analysis of the seriousness, manageability, urgency and growth of a hazard. A SMUG analysis was carried out to rank the hazards and identify the strategic issues for this Plan.

## Standard Operating Procedures (SOPs)

Written incident practices adopted by an agency.

## State of emergency

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

## Strategic issues

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

## Territorial Authority (TA)

A city or district Council.

## Supporting Document

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

The following abbreviations are used in the Group Plan.

**CDEM - Civil Defence Emergency Management**  
**CDEM Act - Civil Defence Emergency Management Act**  
**CDEM Group - Civil Defence Emergency Management Group**  
**CIMS - Coordinated Incident Management System**  
**ECC - Emergency Co-ordination Centre**  
**EOC - Emergency Operations Centre (and encompasses ECC)**  
**ESCC - Emergency Services Coordinating Committee**  
**GWRC - Greater Wellington Regional Council**  
**LUC - Lifeline Utility Co-ordination**  
**LWC - Local Welfare Committee**  
**MPI - Ministry for Primary Industries**  
**MCDEM - Ministry of Civil Defence and Emergency Management**  
**MoH - Ministry of Health**  
**NCMC - National Crisis Management Centre**  
**NZRT - New Zealand Response Team**  
**PIM - Public Information Manager**  
**SOP - Standard Operating Procedure**  
**SPCA - Royal New Zealand Society for the Prevention of Cruelty to Animals**  
**TA - Territorial Authority**  
**WAG - Welfare Advisory Group**  
**WELA - Wairarapa Engineering Lifelines Association**  
**WeLG - Wellington Lifelines Group**  
**WINZ - Work and Income New Zealand**  
**WREMO - Wellington Region Emergency Management Office.**

## Appendix 2: Strategic partners

Local Authorities	Lifeline Utilities and Lifeline Groups
Carterton District Council	BP Oil NZ Ltd
Greater Wellington Regional Council	Mobil Oil New Zealand Ltd
Hutt City Council	Caltex New Zealand Ltd
Kapiti Coast District Council	Shell New Zealand Ltd
Masterton District Council	Bulk Water - GW
Porirua City Council	Electra Ltd
South Wairarapa District Council	Nova Energy
Upper Hutt City Council	Vector Gas
Wellington City Council	Powerco Ltd
Emergency Services	Wellington Electricity
National Rural Fire Authority (NRFA)	Telecom New Zealand Ltd
New Zealand Fire Service	TelstraClear
New Zealand Police	Vodafone
Wellington Free Ambulance	Kordia
Capital and Coast District Health Board	Radio NZ
Hutt Valley District Health Board	NZTA
Wairarapa District Health Board	Transpower
Mid Central District Health Board	KiwiRail / OnTrack
Regional Public Health Service	CentrePort
National Agencies	Wairarapa Engineering Lifelines Association (WELA)
Child Youth and Family	Wellington International Airport Ltd
Housing Corporation	Wellington Lifelines Group (WeLG)
Welfare Organisations	
Ministry of Social Development (MSD)	Red Cross
Maritime Safety Authority (MSA)	Salvation Army
NZ Defence Forces (NZDF)	Royal Society for the Prevention of Cruelty to Animals (SPCA)
Civil Aviation Authority (CAA)	Order of St John Ambulance Central Region
Department of Conservation (DoC)	Victim Support
Insurance Council of New Zealand Inc	
Metservice	Other Agencies
Ministry for Primary Industries (MPI)	NZRT 18 - Hutt City Rescue Team
Ministry of Business, Innovation and Employment (MBIE)	NZRT 7- Victoria University Rescue Team
Ministry of Civil Defence & Emergency Management (MCDEM)	NZRT 8 – WCC Tawa Rescue Team
Department of Internal Affairs (DIA)	NZRT 9 – Upper Hutt Community Rescue Team
Ministry of Health (MoH)	Amateur Radio Emergency Communication
Earthquake Commission (EQC)	Chambers of Commerce
Department of Prime Minister and Cabinet (DPMC)	Regional Economic Development Agencies
National Institute of Water and Atmospheric Research (NIWA)	Federated Farmers
Institute of Geological and Nuclear Sciences (GNS Science)	Media organisations
Rescue Co-ordination Centre New Zealand (RCCNZ)	Coastguard Central Region
	Volunteer rescue teams



Appendix 3 Supporting Plans

**Not to be included during  
consultation**

