



# Bay of Plenty Group Recovery Plan

2015  
Version 1.0





## Bay of Plenty Group Recovery Plan

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# 1 Introduction

Introduction	Principles	Recovery Framework	BoP CDEM Group Context
Actions During Readiness	Actions During Response	Actions During Recovery Activation	Transition from, Recovery

## 1.1 Background

Recovery is about ensuring communities can quickly return to the everyday functions of life following a disaster. The quicker our community can return to their homes, re-open businesses, children can go back to school, and return to normal routine, the quicker it will recovery from an emergency. The aim of recovery is to increase the speed at which communities can resume normal activities while incorporating lessons learned. Recovery often lasts much longer and is more complex than the response phase of an event, it can involve a far greater level of planning and management.

Recovery is a developmental and remedial process that aims to;

- Minimise the escalation of the consequences of a disaster,
- Rehabilitate the wellbeing of individuals and communities across the social, economic, built, and natural environments,
- Identify opportunities to adapt to meet the changing needs of the community,
- Reduce the risk of existing hazards.

Recovery can be defined as “the co-ordinated efforts and processes to effect the immediate, medium and long-term holistic regeneration of a community following a disaster.”<sup>1</sup>

Recovery is a part of the “4R’s” of emergency management. Effective recovery depends on comprehensive recovery activities and consideration being implemented across all the R’s.

## 1.2 Purpose

The purpose of this plan is to ensure a sound recovery capability across the Bay of Plenty Civil Defence Emergency Management Group (the Group) by confirming the recovery arrangements, including roles and responsibilities, structures and processes, required to support local disaster recovery management.

## 1.3 Scope

To achieve the purpose set out above, the following has been identified as within the scope of this plan:

- Identify how recovery relates to the purpose of National and Group CDEM goals,
- Confirm arrangements for recovery, including the framework and principles for recovery,
- Identify actions required within readiness, response, recovery activations,
- Confirm the process to transition from response to recovery and the structures and processes used by the CDEM Group to facilitate recovery,
- Define the roles and responsibilities of agencies involved in recovery, to enable support agencies to plan for recovery,
- Provide a framework and guidance for Territorial Authorities and support agencies to establish their own plans and arrangements for recovery.

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<sup>1</sup> Focus on Recovery. A Holistic Framework for Recovery in New Zealand. Ministry of Civil Defence and Emergency Management

## 1.4 Planning Context

The Bay of Plenty Civil Defence Emergency Management Group Recovery Plan 2014 provides a strategic framework for recovery management across the group. This plan is consistent with the requirements and principles of the following guiding documents.

### 1.4.1 Civil Defence Emergency Management Act 2002

Section 17(1)(e) of the CDEM Act 2002 describes the functions of Civil Defence Emergency Management Groups and each of its members and specifically “carry out recovery activities”.

Section 4 of the CDEM Act defines recovery activities as:

*“activities carried out under this Act or any civil defence emergency management plan after an emergency occurs, including, without limitation,—*

*(a)the assessment of the needs of a community affected by the emergency; and*

*(b)the co-ordination of resources made available to the community; and*

*(c)actions relating to community rehabilitation and restoration; and*

*(d)new measures to reduce hazards and risks”*

### 1.4.2 National Civil Defence Emergency Management Strategy

The Ministry of Civil Defence Emergency Management have identified enhancing New Zealand’s capability to recovery from civil defence emergencies as its primary recovery goal within the National Strategy. To achieve this goal it has identified two objectives:

*Objective 4A: Implement effective recovery planning and activities in communities and across the social, economic, natural and built environments*

*Objective 4B: Enhancing the ability of agencies to manage the recovery process.*

### 1.4.3 The National Civil Defence Emergency Plan and the Guide to the National Civil Defence Emergency Plan

Part 9 of The National Civil Defence Emergency Management Plan Order 2005 and Section 25of the Guide to the National Civil Defence Emergency Management Plan outlines the Government approach to recovery management, and provides recovery guidance for CDEM Groups.

### 1.4.4 Bay of Plenty Civil Defence Emergency Management Group Plan 2012-2017

The Bay of Plenty Civil Defence Emergency Management Group Plan has a goal of ensuring an effective recovery capability from an emergency by:

- Ensuring our recovery capability is planned, regularly monitored and is continuously developed.
- Ensuring that communities are able to recover as quickly as possible.

In order to achieve the above goal the Group have identified three objectives to work towards the goal identified above, these objectives will guide how the Group’s recovery work programme is delivered.

**Objective 4a:** Strengthen planning capability and capacity across all agencies, the wider community and businesses to promote sustainability and provide for the long term regeneration of communities

**Objective 4b:**Ensure effective communications to engage communities during the recovery phase of an emergency.

**Objective 4c:** Make recovery management a part of everyday work for the CDEM Group and integrate the work with existing organisational systems wherever possible

## 2 Principles

Introduction	Principles	Recovery Framework	BoP CDEM Group Context
Actions During Readiness	Actions During Response	Actions During Recovery Activation	Transition from Recovery

The Bay of Plenty CDEM Group<sup>2</sup> have identified the following principles to underpin recovery management across the Group:

- Recovery will aim to minimise the escalation of the consequences of the disaster.
- Group recovery capability and capacity is founded at the local TA level, and will build upon local recovery capability and capacity.
- Taking opportunities to adapt to meet the physical, environmental, economic and psychological future needs.
- Recovery will work to reduce future exposure to hazards and their associated risks.
- Taking an inclusive approach to community participation, recognising the roles of individuals and communities and recognising the diversity of communities and the importance of taking local knowledge into account.
- Begin the recovery process at the beginning of the response phase, take immediate actions to ensure the safety of individuals and communities, and integrate recovery with response wherever possible.
- Make recovery management a part of the everyday work of the Bay of Plenty CDEM Group, and integrate the work with existing organisational systems wherever possible.
- Ensure that recovery management is comprehensive by linking recovery activities to the other emergency management processes i.e. reduction, readiness and response.

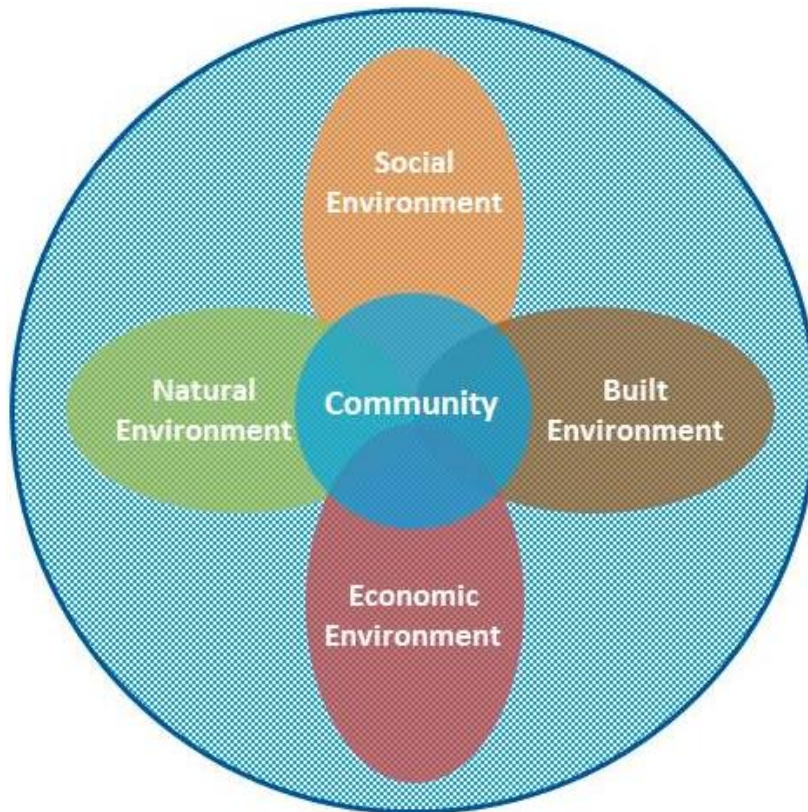
<sup>2</sup> As identified in the Bay of Plenty Civil Defence Emergency Management Group Plan 2012-2017

### 3 Recovery Framework

Introduction	Principles	Recovery Framework	BoP CDEM Group Context
Actions During Readiness	Actions During Response	Actions During Recovery Activation	Transition from Recovery

#### 3.1 National Structure

Recovery occurs at three levels – Local, Group and National Recovery managers and task groups are reflected at each level to coordinate recovery activities. The four environments form the generic recovery structure as shown in **Figure 3.1**. These four environments must be represented by task groups to address all elements of recovery. Separate subtask groups may be set up depending on the scale of recovery.



**Figure 3.1: Integrated holistic recovery<sup>3</sup>**

**Figure 3.2** describes the national recovery management structure in relation to the local and group levels. It is based on task and subtask groups being undertaken in parallel at all levels which ensures that recovery activities in the immediate, medium and long term are co-ordinated.

<sup>3</sup> Adapted from figure 25.1 in the guide to the National Civil Defence Emergency Management Plan (Version 1.2).

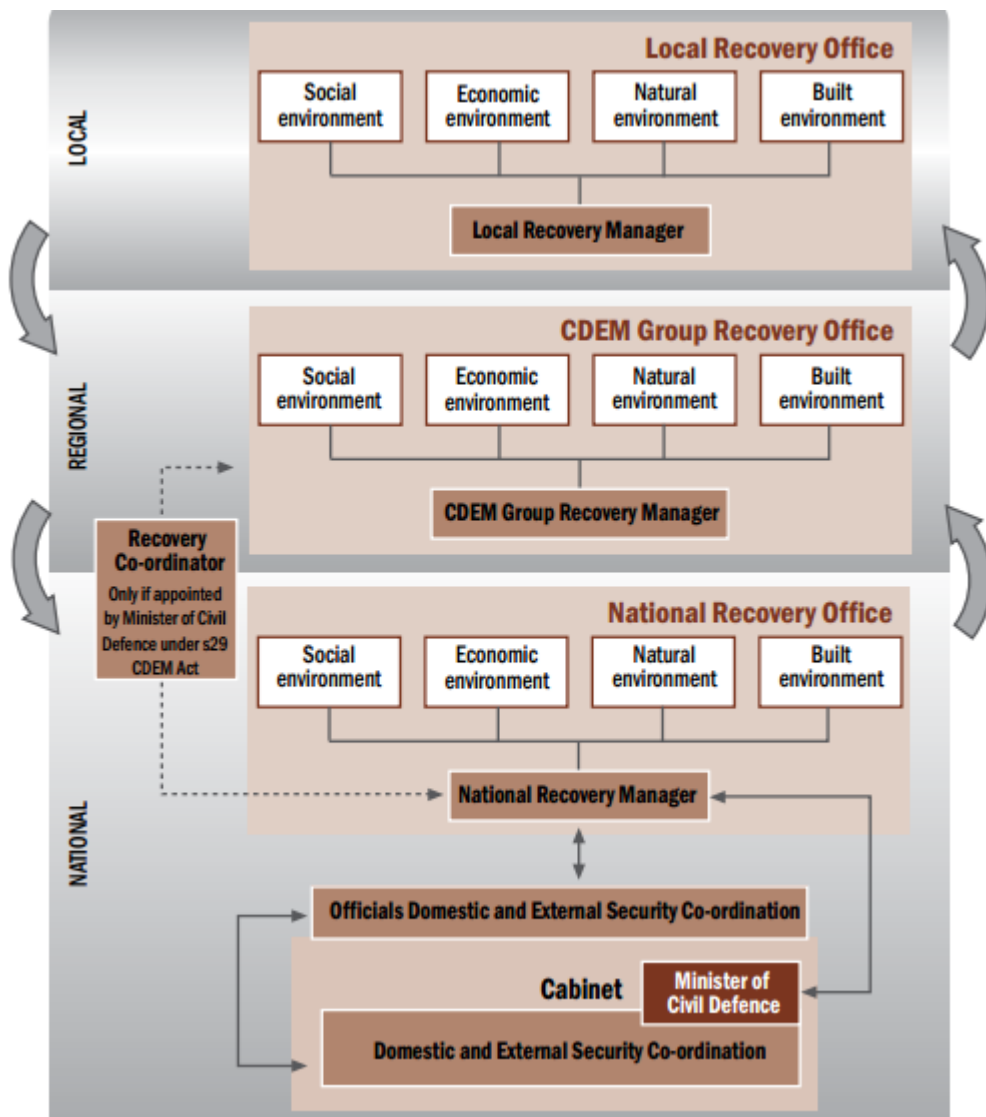


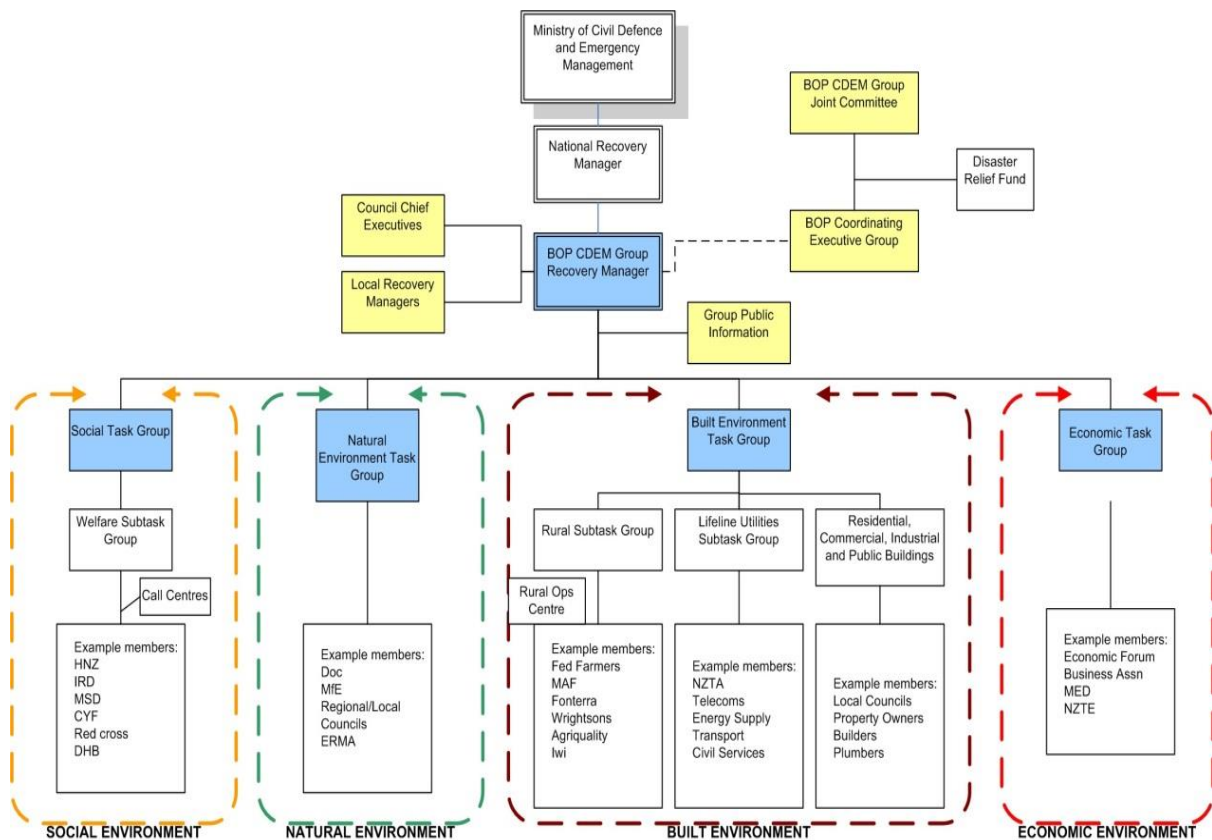
Figure 3.2: National recovery management structure<sup>4</sup>

### 3.2 Group and Local Structure

The Bay of Plenty Group recovery structure is described in section 6 of the Bay of Plenty Civil Defence Emergency Management Group Plan 2012-2017. During major events where a group recovery manager is appointed liaison will occur with local recovery managers to ensure local recovery priorities are factored into Group recovery planning. Local recovery management structures will mirror those of the Group structure.

It is important to note that the actual recovery structure created for any given event will depend upon a number of factors such as size and scale of the event, number of people affected, damage to lifeline utilities and local/central Government political influence. It is difficult to predict the impacts of any future event, and therefore likely that the structure will differ from that shown in the Group Plan. Given the above, the structure is flexible to allow for different events, but will retain the national to local hierarchy.

<sup>4</sup> Taken from the guide to the National Civil Defence Emergency Management Plan (Version 1.2).



**Figure 3.3: Bay of Plenty Civil Defence Emergency Management Group Recovery Structure (as in the BOP CDEM Group Plan 2012-2017)**

Despite the fact that the size and scale of events is always uncertain:

- A Recovery Management Team (either local or group) will always be required for events of any size that require recovery activities
- Local Recovery Offices will always be required for events of any size that require recovery activities
- The set-up of a Group Recovery Office may be required, if the size and scale warrants it.
- The involvement of the National Recovery Office (or equivalent organisation) will always be required, and will almost certainly play a leading role in recovery locally for larger scale events (events similar to the Bay of Plenty earthquakes).
- Community engagement and involvement of local Iwi is essential for overall recovery of the community.

### 3.2.1 Task Groups

Figure 3.1 shows the integrated holistic approach to recovery. At the heart of the process is the community, all recovery activities revolve around the community wellbeing. There are four Environments encompassed in the approach and the task groups directly reflect these four environments

The task group leads participation and involvement of various members will be dependent on the nature and scale of each event.

Recent recovery experience suggests that:

- The social environment task group will be by far the biggest and most challenging
- The economic and rural environment functions may fit within Social environment structure if the scale of the event is small
- The built environment will be stand-alone, with restoration of critical infrastructure of particular importance
- The natural environment has a low importance relative to the other groups, with pollution and human safety normally being the key issues. These issues are normally dealt with under the social task group.

### 3.2.2 Social Task Group

The social task group will often be led by the Civil Defence Emergency Management Welfare Manager and supported by agencies represented on the Welfare Coordinating Group. Agencies roles and responsibilities in recovery will mirror those undertaken in the response phase as identified in the Group Welfare Plan. The focus of the social task group is addressing individual's emotional, spiritual, cultural, psychological, social and basic needs in the immediate, medium and long term. This includes addressing the short term (temporary) and long term housing requirements in the communities and in sparsely populated areas. It also addresses the wider community social structures and mechanisms for supporting the community as a whole.

The role of the Social Environment Task Group is to:

- Coordinate the efforts of agencies that have significant recovery roles in the social environment
- Coordinate support to provide welfare services, such as provision of accommodation, catering and general welfare needs
- Liaison with community leaders
- Work alongside local iwi to ensure the needs of Tangata Whenua are recognised and addressed
- Prioritise support for vulnerable communities
- Delivery of counselling services and support mechanisms for managing trauma and stress
- Monitoring health needs
- Provide support for culturally and linguistically diverse communities
- Support re-establishment of education services
- Monitor environmental health, disease control and provision of environmental health advice.
- Communicate with communities.
- To coordinate the provision of psychosocial support.

### 3.2.3 Built Task Group

Territorial Authorities generally take the lead in addressing the impact to the built environment and means by which these impacts can be remedied/mitigated. This includes reconstruction of houses, commercial and public buildings, lifeline utilities and other supporting infrastructure.

Built Environment Sector Group will usually be led and delivered by the Territorial Authorities supported by Lifeline agencies and rural support agencies including Federated Farmers and Rural Support Trust.

Due to the large number of lifestyle blocks and non-agricultural landowners in the Bay of Plenty, the Rural Subtask Group has been placed under the built environment instead as being separate. This is to ensure that rural residents not supported by Federated Farmers and other such organisations are still incorporated in the social environment for support.

The Built Task Group is responsible for activities including:

- Deployment of inspection teams (this may include a member to assess social needs)
- Coordination of building demolition consent or building restrictions
- Prioritisation of critical services and facilities
- Supporting fast tracking of recovery activities
- Monitoring work standards in accordance with the relevant consent and building code requirements
- Coordination of disposal of general waste and hazardous/dangerous materials to approved facilities
- Coordination of builds (e.g. one trench, multiple services) and resealing
- Provision of advice on land-use zoning and remediation
- Liaison with all rural-based stakeholders, and co-ordination of all rural-based recovery efforts
- Assessment of rural impacts and needs, and provision of advice to recovery offices
- Providing or facilitating referral to professional counselling, financial advice, farm management expertise

### 3.2.4 Economic Task Group

Economic Task Group is responsible for addressing the need for economic recovery, including small and medium enterprises as well as the needs/priorities of major industries including, but not limited to, agriculture, horticulture, forestry and tourism.

The role of the Economic Task Group is to:

- Assess the economic impact on the community, business, rural and manufacturing sectors

- Provide support for local businesses in reopening/recovering via economic advice and assistance
- Support the resolution of insurance and other financial issues
- Encourage the maximum use of local resources
- Collation and preparation of information to support financial assistance requests to central Government

### 3.2.5 Natural Environment Task Group:

The Natural task group is responsible for addressing the impact on the natural environment and ecosystems.

The role of the Natural task group is to:

- Assess the impact of the event on the environment, including issues around waste disposal.
- Offering advice on managing the impacts of the event on the natural environment

## 3.3 Recovery managers

The Bay of Plenty CDEM Group Plan defines the roles of recovery managers within the Bay of Plenty CDEM Group as follows:

### 3.3.1 Group Recovery Manager

- Provide leadership to the group on pre-event recovery planning, assistance and advice to Local Recovery Managers,
- Coordinate recovery activities across the group as required.
- Liaise primarily with the Local Recovery Managers, the National Recovery Manager and the Recovery Management Team.

### 3.3.2 Local Recovery Managers

- Coordinate recovery activities within the local authority, and to manage Local Recovery Offices.

The Local Recovery Manager primarily liaises with:

- Communities affected by the emergency
- The group and/or national recovery managers, and
- Local sector groups.

### 3.3.3 Readiness Arrangements and Actions

The role of recovery and recovery managers during the readiness phase or pre-event to ensure the systems and processes are in place, and are tested regularly. It is the responsibility of the Recovery Manager to ensure that relationships are established with the key recovery stakeholders prior to an event so that all parties are familiar with and readily able to activate recovery arrangements.

Work required prior to recovery:

- Ensure that Local Recovery Managers and a Group Recovery Manager and Alternate are appointed, trained; have established relationships with key recovery stakeholders, and are familiar with and able to activate recovery arrangements.
- Review, update and maintain recovery arrangements at both the local and group levels.
- Ensure that regular testing of recovery arrangements occurs in conjunction with exercise programmes.
- Ensure that recovery arrangements are part of the monitoring and review programme.
- Encourage regular meetings with key stakeholders to encourage the development of relationships.

### 3.3.4 Response Arrangements and Actions

Recovery begins on the first day of response. Key decisions taken during the response phase are likely to directly influence the shape of recovery. This means that recovery manager needs to be located within the Emergency Operations Centre or Emergency Coordination Centre on day one of the response.



During the response phase, many of the agencies with significant recovery roles will be heavily committed. Consequently, the Recovery Manager needs to be involved in key response conferences and briefing to:

- Align response and recovery principles
- Connect with key agencies
- Understand key impacts and tasks
- Identify recovery requirements and priorities as early as possible.
- Keep up to date with the situation
- Plan for and manage a smooth transition from Response to Recovery

### 3.3.5 Recovery activation

Recovery should be managed in accordance with the recovery principles outlined in section 9

The key tasks of Recovery Managers at both local and group levels during recovery activation are:

- Assessing the situation.
- Establishing the Recovery Team, Task Groups and Subtask Groups
- Conducting and overseeing meetings with the Recovery Team, Task Groups and Subtask Groups.
- Setting priorities and allocating resources.
- Ensuring effective strategies are adopted.
- Coordinating efforts of all involved in the recovery process.
- Coordinating public information and liaising with the media.
- Ensuring information is well managed and maintaining records of all decisions, action plans and costs.
- Collating reports for the Bay of Plenty CDEM Group, central government agencies, local councils and other non-government agencies.
- Advocating to achieve the best possible outcomes and community improvement.
- Ensure local iwi and community leaders have input into recovery planning.
- Providing a final report on the recovery process detailing costs, actions taken, lessons learned and any recommendations.

## 4 Bay of Plenty CDEM Group Context

Introduction	Principles	Recovery Framework	<b>BoP CDEM Group Context</b>
Actions During Readiness	Actions During Response	Actions During Recovery Activation	Transition from Recovery

The Bay of Plenty CDEM Group area approximates the Bay of Plenty Region, excluding the Taupō District component and including the entire Rotorua District. It covers an area of 12,241 square kilometres of land and 9,509 square kilometres of coastal marine area. The coast line stretches from Homunga Bay north of Wahi Beach in the west across to Lottin Point near Cape Runaway in the east. The Group comprises of the Bay of Plenty Regional Council, Tauranga City Council, Western Bay of Plenty, Rotorua, Kawerau, Whakatāne and Ōpōtiki District Councils, and the Minister of Local Government who acts as the Territorial Authority for the 18 offshore Islands.

The following provides the context of the Bay of Plenty CDEM Group in relation to the four environments which form the recovery task groups.

### 4.1 Social Environment

The following information from the 2013 Census provides information on the Bay of Plenty social environment.

- The population of the Bay of Plenty region is 267,744, just over 6% of the National population.
- The median age of people in the Bay of Plenty Region is 40.6 slightly older than the national median of 38.
- 17.5 % of people in Bay of Plenty Region are aged 65 years and over, compared with 14.3 % of the total New Zealand population.
- 21.6 % of people are aged under 15 years in Bay of Plenty Region, compared with 20.4 % for all of New Zealand.
- 27.5% (68,943) of Bay of Plenty identify themselves as Māori, this is the 3<sup>rd</sup> largest Māori population in the country and represents 11.5% of the national Māori population.
- There are 34 iwi, over 142 hapū and more than 200 marae located across the region.
- 5.2% and 3.1% of the Bay of Plenty population belong to the Asian and Pacific ethnic groups respectively.
- The unemployment rate in Bay of Plenty Region is 9.0 % for people aged 15 years and over, compared with 7.1 % for all of New Zealand.

There is a significant variation in the economic and social circumstances in communities across the region, and therefore varying ability to provide for every day needs and prepare for Civil Defence Emergencies. There are high levels of deprivation in some areas, particularly parts of the Eastern Bay of Plenty and urban pockets within Tauranga and Rotorua.

### 4.2 Natural Environment

The Bay of Plenty Comprises of:

- 21,836 square kilometres of land and sea (12,253 land, 9,583 sea).
- 18 offshore islands including Matakana, Tūhua (Mayor), and Whakaari (White Island) (an active volcano).
- The coastline stretches from the southern end of Homunga Bay (north of Waihi Beach) to Lottin Point near Cape Runaway.
- 3 mountains - Tarawera, Putauaki (Mt Edgecumbe) and Mauāo (Mt Maunganui).

- 2 harbours - Tauranga and Ōhiwa.
- 5 estuaries - Maketū, Little Waihi, Whakatāne, Waiotahi and Waioeka/Otara.
- 12 Rotorua lakes - Ōkāreka, Ōkaro, Ōkaimana, Rerewhakaaitu, Rotoehu, Rotoiti, Rotokakahi, Rotomā, Rotomahana, Rotorua, Tarawera, Tikitapu, plus many other regional lakes including Rotokawau and Matahina.
- The furthest point from the coast is 139 km from the sea at the top of the Rangitāiki River catchment.
- 8 major rivers Wairoa, Kaituna, Tarawera, Rangitāiki, Whakatāne, Waioeka, Mōtū and Raukōkore.

The region has a temperate climate with warm humid summers and mild winters. Annual sunshine hours average about 2000 in many areas, but the coastal region from Tauranga to Whakatāne is much sunnier with at least 2200 hours. South West winds prevail for much of the year. Sea breezes often occur on warm summer days. Winter usually has more rain and is the most unsettled time of year. In summer and autumn, storms of tropical origin may bring high winds and heavy rainfall from the east or northeast.

## 4.3 Built Environment

### 4.3.1 Residential

There are 103,002 privately occupied dwellings within the Bay of Plenty, of which 64.7% of households own the dwellings with or without a mortgage. There are 13,473 unoccupied dwellings, reflecting the high number of holiday homes in the area.

Tauranga has the largest number of occupied dwellings, with 45,183, the other main population centres are Whakatāne, Rotorua, Ōpōtiki, Kawerau, Te Puke and Katikati.

### 4.3.2 Infrastructure/Business

Regional infrastructure includes ports, airports, water supply, river control and drainage, sewerage, waste disposal, dams, energy production and transmission, transport, telecommunications and Council and Crown owned or managed buildings. Education establishments, public hospitals and other such facilities can also be considered regional public works, goods and services. The management of these regional resources is spread across a number of utility operators, local authorities and Crown agencies. Existing utility networks and public works, goods and services throughout the region represent a major investment in the region's economy. In turn, the region's economy is dependent on the efficient operation of these networks and facilities.

The Port of Tauranga is the largest export port, by volume, in New Zealand and the major international link for the region.

## 4.4 Economic Environment

### 4.4.1 Business and Employment

Agriculture, natural resources and tourism are the major industries in the Bay of Plenty. The most common agricultural land uses in the region are horticulture, dairy, grazing and sheep farming. Notable horticultural crops include kiwifruit, apples and avocados. The region also has an abundance of coastal, forestry and geothermal resources.

Forestry emerged as a vital industry in the 1950s, with Radiata Pine being planted during the early 20th century. Forestry in the region is commercially planted and managed, mostly using planted foreign tree species, and timber is sent to the Port of Tauranga for export. Major processing mills are located in Kawerau, Rotorua and Whakatāne.

From the 2013 Census:

- For people aged 15 years and over, the median income (half earn more, and half earn less, than this amount), in Bay of Plenty Region is \$26,200. This compares with a median of \$28,500 for all of New Zealand.
- 39.3 % of people aged 15 years and over in Bay of Plenty Region have an annual income of \$20,000 or less, compared with 38.2 percent of people for New Zealand as a whole.

- In Bay of Plenty Region, 22.7 % of people aged 15 years and over have an annual income of more than \$50,000, compared with 26.7 percent of people in New Zealand.

#### 4.4.2 Tourism

Geothermal activity is a source of tourism for the region, contributing towards the 15% of the region's GDP attributed to tourism.

Rotorua, having an international airport, is a popular destination for international visitors, in particular the surrounding geothermal areas and Māori cultural centres. Tauranga is a popular domestic tourism destination, but becoming very popular internationally due to the increasing number of international cruise ships visiting the area. Domestic tourism is also an important component of the Whakatāne economy.

### 4.5 Hazards

The Bay of Plenty is exposed to a wide range of natural, biological and technological hazards these are detailed in the Bay of Plenty CDEM Group Plan 2012-2017. The high priority hazards include river flooding, coastal storms, animal disease epidemic, volcanic eruption, human pandemic, biological pests and new organisms, rural fire, tsunami, air accident, and earthquake.

## 5 Actions During Readiness

Introduction	Principles	Recovery Framework	BoP CDEM Group Context
<b>Actions During Readiness</b>	Actions During Response	Actions During Recovery Activation	Transition from Recovery

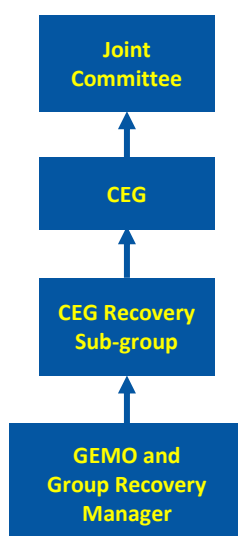
The primary actions during readiness focus around the appointment of Recovery Managers, professional development and training, planning, relationship management, exercising and monitoring and evaluation. Readiness actions are tasks that form the day to day recovery work programme at both group and local levels.

In order for recovery arrangements to be effective, recovery planning and relationship building work is necessary prior to events occurring. For the Bay of Plenty CDEM Group this means:

- A Group Recovery Manager, Local Recovery Managers and Alternates are appointed, trained.
- Recovery Managers have established relationships with key recovery stakeholders, are familiar with and able to activate recovery arrangements.
- Recovery arrangements at a group and local level are reviewed, updated and maintained.
- Recovery arrangements are regularly tested as part of exercise plans.
- Recovery arrangements are monitored and reviewed as part of the group's capability monitoring.
- Recovery managers meet regularly to maintain and develop relationships and collaborate and share resources and information.

### 5.1 Structure During Readiness

Recovery activities undertaken during readiness, including the activities undertaken by the Group Recovery Manager, are undertaken, funded and reported as part of the wider Group Emergency Management Office (GEMO) work programme. Decision making around these activities, along with the reporting of progress, occurs via the reporting line shown in **Figure 5.1**. This line of reporting is consistent with the wider GEMO work programme. The Group Recovery Manager is the Chair of the Recovery Sub-Group and a co-opted member of the Coordinating Executive Group (CEG).



**Figure 5.1** Recovery structure and reporting during readiness

## 5.2 Appointment Of Recovery Managers

The Guide to the National Civil Defence Emergency Management Plan sets out the expectation that Group and Local Recovery managers are appointed to coordinate the recovery activities within their areas. Recovery manager appointments provide for the leadership and coordination of recovery throughout the Bay of Plenty Group.

This Plan sets out the following requirements for Recovery Manager appointments:

- The Group Recovery Manager and Alternate is provided by the Bay of Plenty Regional Council<sup>5</sup> and appointed by the Bay of Plenty CDEM Joint Committee.
- Local recovery Managers are provided and appointed by the territorial authorities.
- The Bay of Plenty CDEM Group must have a Group Recovery Manager appointed as a minimum and should appoint one or more Alternate Group Recovery Managers.
- Each Territorial Authority member of the Bay of Plenty CDEM Group must appoint a Local Recovery Manager

### 5.2.1 Expectations

The fundamental expectations for recovery managers are that:

- a) They will be appointed in line with the Recovery Manager Competency Framework Role Map<sup>6</sup>. This means that recovery managers will:

Demonstrate the essential attributes of recovery managers<sup>7</sup> as follows:

- *Demonstrates empathy, and willingness to understand and respect others' needs.*
  - *Is respectful of cultural diversity.*
  - *Demonstrates ability to achieve team buy-in to the development of plans and procedures.*
  - *Is reliable and able to be depended on.*
  - *Supports colleagues, and is collaborative.*
  - *Demonstrates professionalism, and fosters professional behaviour in others.*
  - *Demonstrates the ability to see own role in relation to the wider operational context.*
  - *Demonstrates ability to establish credibility and gain confidence.*
  - *Demonstrates ability to manage own wellbeing in a pressured environment.*
  - *Is solutions-focused when problem solving.*
  - *Preferably demonstrate a combination of the desirable attributes<sup>8</sup> of recovery managers; and*
  - *Understand and demonstrate the skills and knowledge of the eight key competency areas, and the statements common to all key areas<sup>9</sup>.*
- b) Group and Local recovery managers will be appointed at a level within their respective authorities where they have the ability to develop and maintain strategic relationships, and an ability to influence decision-making within Council.

## 5.3 Professional Development

The nature of the role and experience from major incidents such as the Canterbury Earthquakes, Matata Floods and Tauranga Floods identify that ongoing professional development is an important consideration for recovery managers.

### 5.3.1 Expectations.

The following professional development expectations are recommended for recovery managers:

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<sup>5</sup> Service Level Agreement for Civil Defence Emergency Management between Bay of Plenty Regional Council and the Bay of Plenty CDEM Group

<sup>6</sup> Ministry of Civil Defence Emergency Management (2010): "Civil Defence Emergency Management Competency Framework Role Map: Recovery Manager"

<sup>7</sup> Competency Framework, p. 6

<sup>8</sup> Competency Framework, p. 6

<sup>9</sup> Competency Framework, pp. 9-24.

- Attendance at any Bay of Plenty Recovery Manager Training Courses
- Attendance at Bay of Plenty Recovery Manager Meetings
- Attendance at the MCDEM Recovery Managers Workshops
- A high level of familiarity with the Bay of Plenty CDEM Group Plan and the Bay of Plenty Recovery Plan (this plan); and
- Familiarity with the MCDEM Recovery Management Guidelines and Focus on Recovery material.

Any additional training and professional development requirements will be identified within Bay of Plenty Training and Exercise Plan. The minimum training requirements should be completed within one year of appointment.

## 5.4 Recovery Plan Exercising

Recovery exercises should form a core part of readiness activities, and assist in identifying gaps and issues so that agencies carry out and co-ordinate their functions effectively in real events. Another important benefit of exercising is the development of relationships between people who will need to work alongside each other during recovery activation.

CDEM exercise programmes occur at three levels:

1. **National:** administered by the Ministry of CDEM, and aimed at testing and developing national readiness;
2. **Bay of Plenty CDEM Group:** administered by the Group Emergency Management Office, and designed to improve group co-ordination of CDEM activities; and
3. **Local:** administered by TAs and/or Emergency Operating Areas, and designed to improve TA and/or EOA processes and procedures.

It is important that all three levels are co-ordinated, and this is the responsibility of the Group Emergency Management Office.

### 5.4.1 Expectations

The Group Recovery Manager is responsible for ensuring that recovery exercises are planned, and are co-ordinated with the Group Emergency Management Office exercise plan. Exercises may be aimed at group arrangements or in support of local arrangements.

Local recovery managers are responsible for ensuring that recovery is exercised within their TA and/or Emergency Operating Area, and that links to the Group exercise programme are maintained.

Both the Group and local recovery managers are expected to identify opportunities for the recovery exercising.

## 5.5 Relationship Management

Relationship management is the on-going process of developing and maintaining relationships with recovery stakeholders in order to ensure that familiarity with recovery expectations and arrangements is high, and that recovery is successful.

Relationship management is a fundamental requirement of effective recovery, and this is true for all stages of recovery.

The emphasis of relationship management during recovery changes depending upon the phase as follows:

- **Readiness:** relationships with the CEG, core CDEM agencies and task group agencies and chairs is particularly important – particularly during development of arrangements;
- **Response:** relationships with the Group Controller, Joint Committee and core CDEM response staff is particularly important; and
- **Recovery:** relationships with community leaders and a wide range of agencies across the tasks groups is particularly important.

Relationship management prior to events is important, and this has been well documented within the CDEM sector. Experience from Bay of Plenty suggests that good relationships prior to and after an event lead to better relationships during and after an event, and vice versa.

The requirements for relationship management are documented within Key Area 1 of the Recovery Manager Competency Framework Role Map :

- Relationships with key individuals, partner organisations and communities are established (RM01).
- Established relationships are actively managed and sustained (RM02).

### 5.5.1 Expectations

Recovery managers are expected to:

- Identify all key stakeholders in recovery management;
- Build and maintain relationships with key stakeholders at all stages of recovery;
- Make relationship management a part of their “business as usual” role in recovery; and
- Attend relevant on-going CDEM and stakeholder meetings and forums.

## 5.6 Planning

Planning refers to the collective formalised arrangements for recovery within the Bay of Plenty CDEM Group, and includes, at minimum, this plan, Local Recovery Plans and recovery plans/arrangements of key stakeholders.

### 5.6.1 Group Recovery Plan

Development of this plan is a requirement of the BOP CDEM Group Plan, and fulfils the statutory obligation of CDEM Groups and individual members to “carry out recovery activities.”<sup>10</sup>

### 5.6.2 Local Recovery Plans

The BOP CDEM Group Plan states as its second principle:

“Group recovery capability and capacity is founded at the local TA level, and will build upon local recovery capability and capacity.”

Local recovery plans provide for local co-ordination of recovery activities on the ground. The effectiveness of this plan is therefore dependent upon the effectiveness of local recovery plans.

Within the BOP CDEM Group, local recovery plans are developed and approved by territorial authority members of the BOP CDEM Group. Local recovery plans will follow the structure as set out in Appendix 4 and provide details of the specific characteristics of the territorial authority area and local recovery arrangements.

### 5.6.3 Expectations

The planning expectations are as follows:

Group Recovery Plan:

- Annual review and update for minor amendments
- Comprehensive review following the adoption of the next Bay of Plenty CDEM Group Plan

Local Recovery Plans:

- Development of plans (or update of current plans/arrangements) based on guidance within the Group Recovery in the year following the adoption of this plan.
- Local Recovery Plans must be consistent with this plan and with the “Bay of Plenty CDEM Group Local Recovery Plan Template”
- Annual review and update for minor amendments
- Comprehensive in the year following a comprehensive review of this plan.

Management of the recovery arrangements of support agencies are beyond the scope of this plan, but are required in support of both this plan and local recovery plans.

## 5.7 Monitoring and Evaluation

Monitoring is establishing, checking, controlling and keeping record of what has happened, while evaluation is measuring effectiveness and establishing and assessing why outcomes have or have not occurred.

The monitoring and evaluation process is overseen by the Management and Governance Sub-group of CEG. Recovery is a part of this process – the same as all other CDEM activities undertaken at the group level.

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<sup>10</sup> Civil Defence Emergency Management Act 2002, Section 17(1)(e)



The primary goal of monitoring and evaluation is to implement recommendations from the 5 yearly Capability Assessments.

#### 5.7.1 Expectations

- The Recovery Sub-group of CEG will oversee the monitoring and evaluation process.
- The Group Recovery Manager is responsible for ensuring regular reporting to the Recovery Sub-group and CEG.
- Local Recovery Managers are responsible for reporting progress on recovery activities to TAs, and keeping the Group Recovery Manager informed of progress.

## 6 Actions During Response

Introduction	Principles	Recovery Framework	BoP CDEM Group Context
Actions During Readiness	Actions During Response	Actions During Recovery Activation	Transition from Recovery

Recovery begins on day one of the response but occurs in three phases, the initial actions, transition to recovery and the recovery management phase. The following details the recovery actions during response through initial actions and transition to recovery.

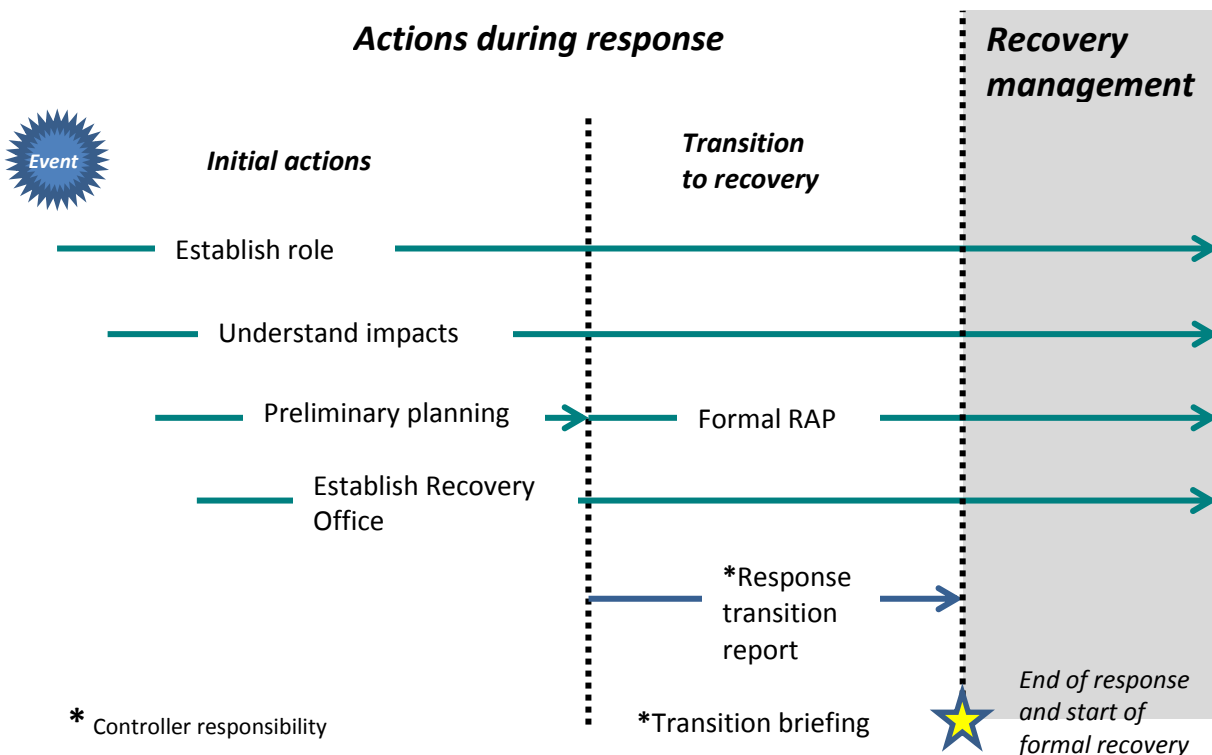


Figure 6.1 The three phases of recovery actions

### 6.1 Initial Actions

Initial actions are the tasks required to start the recovery management process during response to an event, and make sure that the recovery process is recognised and taken into account during response. Group and local recovery managers need to be involved as soon as the response phase starts in order to:

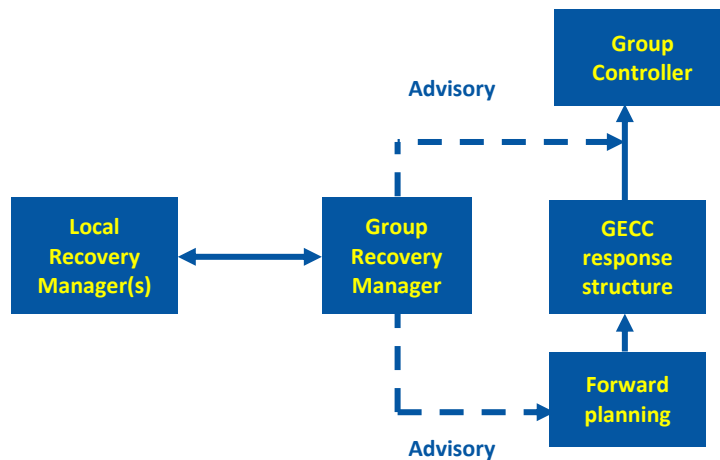
- Understand key impacts and tasks;
- Identify recovery requirements and priorities as early as possible;
- Initiate planning for the recovery of the event;
- Align response and recovery priorities; and
- Connect with key stakeholders across the Bay of Plenty CDEM Group.

Figure 6.1 outlines the key initial actions required and further described below.

#### 6.1.1 Establish Group/Local Recovery Manager role

- Establish role alongside GECC or EOC operations (the position of the Group Recovery Manager in the wider GECC response structure is shown in **Error! Not a valid bookmark self-reference.** below)
- Liaison with and provision of advice to Group or Local Controller

- Liaison with key stakeholders related to recovery as required, including:
  - Group: Bay of Plenty CDEM Group Chair, CEG Chair, Mayors and local recovery managers
  - Local: TA Mayor, local Councillors, local representative groups and Group Recovery Manager



**Figure 6.2 Recovery structure during response activation**

### 6.1.2 Understand impacts

- Recovery managers work alongside Planning and Intelligence staff in the GECC or EOC, and seek to understand the level and extent of impacts
- Provision of advice on rapid impact assessment and on-going long-term requirements (refer to section 7.3 for details).
- Liaison as required between recovery managers and controllers on possible longer term impacts, depending upon extent and duration of event.

### 6.1.3 Planning

- Recovery Managers undertake preliminary planning to assess likely on-going size and scope of recovery required by:
  - Area
  - Impact
  - Vulnerable groups
  - Likelihood of on-going impacts from event.
- Recovery Managers prepare initial Recovery Action Plan, per Annex B of Directors Guidelines on Recovery Management.

### 6.1.4 Establish Recovery Offices

- Recovery Managers are responsible for identification of need and establishment as required, including:
  - Location
  - Staffing
  - Identification of resources required task groups and extent of recovery required.

### 6.1.5 Expectations

Both group and local recovery managers are expected to:

- Be familiar with initial actions required
- Be familiar with the systems and processes to be used
- Have a clear understanding of how the interaction with the GECC or EOC staff and Group/Local Controller will work on the day.

## 6.2 Transition to Recovery

Transition to recovery is the process of ending the response phase and formally moving into the recovery phase. Transition to recovery is often associated with the end of a Civil Defence declaration. Transition to Recovery is necessary to ensure that there is a clear transition from the response phase to the recovery phase and alignment between the phases by clarifying responsibilities and actions.

The transition process requires a formal acknowledgement of the transfer of coordination and accountability for recovery related activities between the Controller and Recovery Manager.

The recovery phase of the emergency management process gains momentum when the state of civil defence emergency is terminated. At this point, the threat to life has passed, rescue activities have been completed and community safety is assured. It is important to consider the implications the termination of the state of civil defence emergency will have on these activities. Not only will statutory powers cease, but some agencies and organisations, whose contribution may be linked directly to the state of civil defence emergency, may decide their role is over.<sup>11</sup>

The transition process involves:

### Group Level

- Group Controller making a formal report to the Coordinating Executive Group (CEG)
- The CDEM Group confirming terms of reference of the Group Recovery Manager.
- The CDEM Group, through its designated person, formally terminating the response phase.
- Preparation of a response transition report;
- A transition briefing
- On-going Public Information management; and
- Preparation of a formal Recovery Action Plan.

### Local Level

- Local Controller making a formal report to the relevant Council Chief Executive and Group Controller
- The Council confirming terms of reference of the Local Recovery Manager.
- The Local Mayor, formally terminating the response phase.
- Preparation of a response transition report;
- A transition briefing
- On-going Public Information management; and
- Preparation of a formal Recovery Action Plan.

Detailed Guidance on these items is included within Part 3: “*Transition – Response to Recovery*”<sup>12</sup> of the Ministry of CDEM Recovery Guidelines.

### 6.2.1 Response Transition Report

Immediately prior to termination of the state of emergency (or the end of the response phase if a declaration has not been made), the Controller will prepare a Response Transition Report for the Recovery Manager.

### 6.2.2 Transition Briefing

The Controller should chair the transition briefing formally and minutes should be taken. At the end of the briefing the Controller transfers coordination and accountability for recovery related activities to the Recovery Manager

**Table 6.1** clarifies the actions required from both the Controller and Recovery Manager to effect a formal transition:<sup>13</sup>

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<sup>11</sup> Ministry of CDEM Recovery Guidelines, p. 23.

<sup>12</sup> Refer to pp, 23-26.

<sup>13</sup> Adapted from Guidelines, p. 26 and Waikato CDEM Group Recovery Plan 2013.

### 6.2.3 Transition actions summary

**Table 6.1 Transition to Recovery Actions and Responsibilities**

Action	Responsibility	
	Controller	Recovery Manager
Ensure that agencies with both response and recovery obligations are aware of their continuing role	<b>Lead</b>	<b>Lead</b>
Develop a Transition Report comprising: <ul style="list-style-type: none"> <li>- The response action plan in place at the time of transition, noting actions that are incomplete.</li> <li>- The type and status of all assigned resources.</li> <li>- Actions taken to finalise the calculation of emergency expenditure.</li> <li>- A summary of the type and extent of damage in the district at the time of transition – categorised as social, economic, built, rural and natural environments.</li> </ul>	<b>Lead</b>	Support
Prepare for the Transition Briefing	<b>Lead</b>	Support
Combine impact assessments from response into categories: social, economic, rural, natural and built environments	<b>Lead</b>	-
Include the Group Recovery Manager in critical response briefings	<b>Lead</b>	Participate
Ensures the Group Controller is aware of recovery requirements and tasks prior to transition	-	<b>Lead</b>
Works with the PIM to prepare the Communications Plan for recovery	Support	<b>Lead</b>
Prepares a recovery action plan prior to transition	-	<b>Lead</b>
Initiates key recovery arrangements during the response phase	Support	<b>Lead</b>
Begins to address the impacts from the emergency and puts in place inter-agency processes, meetings and reporting arrangements to ensure recovery needs are met and coordinated	Support	<b>Lead</b>

### 6.2.4 Expectations

Controllers and Recovery Managers at both the group and local levels have a clear understanding of the transition actions required, and their responsibilities during transition.

## 7 Actions During Recovery Activation

Introduction	Principles	Recovery Framework	BoP CDEM Group Context
Actions During Readiness	Actions During Response	Actions During Recovery Activation	Transition from Recovery

Actions during recovery activation are the tasks required to ensure that recovery management occurs effectively, efficiently and in a coordinated manner. The Key actions during recovery activation are:

- Impact assessment
- Public information management
- Governance
- Financial arrangements
- Community engagement
- Information management
- Reporting
- Links to reduction.

Unlike response activities recovery is not directed by legislation and relies predominately on the collaboration of the agencies and individuals involved. Recovery often lasts many times longer than the response phase, involves a far greater level of planning and management and is a very complex process. Recovery arrangements must be flexible enough to allow for rapid adjustment specific to the nature and duration of the event.

Recovery managers are expected to activate recovery using some or all of the group recovery structure, adapting the structure to suit the characteristics of the event.

Recovery will be conducted according to the Recovery structure outlined in section 3.2. Group Recovery Office

### 7.1 Role

The role of the group recovery office is largely focused around providing support and coordination to local recovery operations and includes:

- Coordinating and supporting the recovery process with communities, sector groups and recovery staff;
- Continuation of response initiatives that support recovery;
- Ensuring effective strategies are adopted;
- Emphasising reduction opportunities to those in a position to influence change;
- Advocating to achieve the best possible outcomes and community improvement; and
- Reporting to the National Recovery Office.

The group has a key role to play in providing support for Local Recovery Offices and Local Recovery Managers following local emergencies, and co-ordinating recovery on behalf of the Bay of Plenty CDEM Group following significant events. A particularly important role of the Group Recovery Office is to liaise with the national recovery office to access financial support from central Government agencies to support recovery activities.

During major events the Group Recovery Manager will act to support and coordinate Local Recovery Managers to ensure local recovery priorities are factored into the Group Recovery planning. The Group Recovery office is responsible for developing the group wide recovery strategy and policies. It is important that local recovery management strategies are discussed with the BOP CDEM Group Recovery Manager to

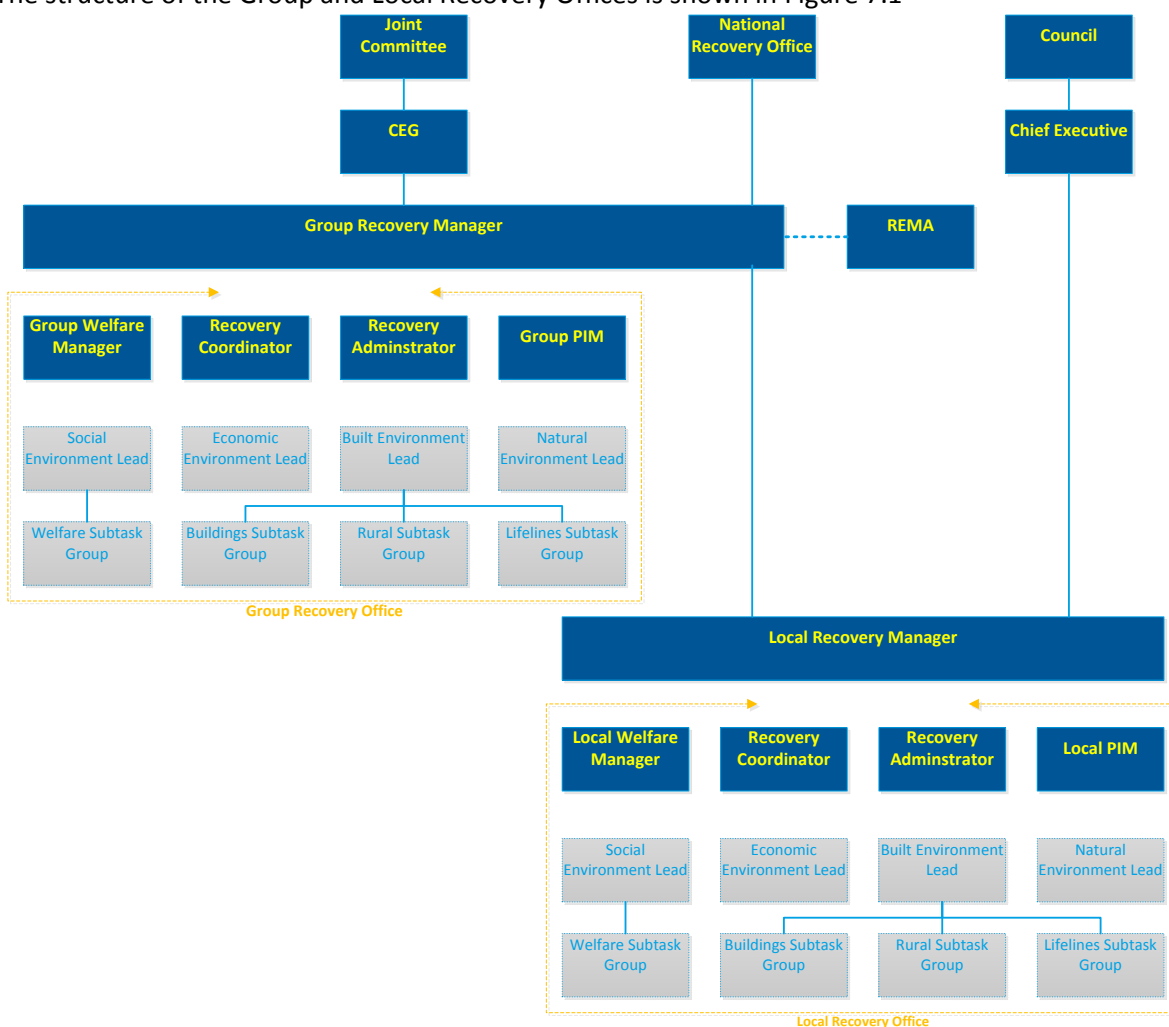
ensure they align to any regional strategies and plans. This will also allow the BOP CDEM Group Recovery Manager to assist with resourcing, or funding of the recovery effort where applicable.

## 7.2 Establishment of Group Recovery Office

The Group Recovery Office will be set up and located along the following lines depending upon the size of the emergency event and recovery required:

- **Local event within one district:** set-up at the TA, alongside the local recovery office, with support staff for the group recovery manager. Activation will generally be at the request of the TA, in consultation with the CEG Chair
- **Significant event, covering more than one District:** set up at the Group Emergency Co-ordination Centre (GECC). The office will use the same systems and processes as the response at the GECC, and may share personnel resources over time. The office will be initially staffed by the Group Recovery Manager and the Recovery Administrator. The Group Recovery Manager will work alongside the Group Controller in an advisory capacity. The office will be expanded over time according to needs, and will be based on the same structure as the GECC. At transition, the Group Recovery Office will take over the functions of the GECC with the same support staff and structure – populated with whatever positions are required.

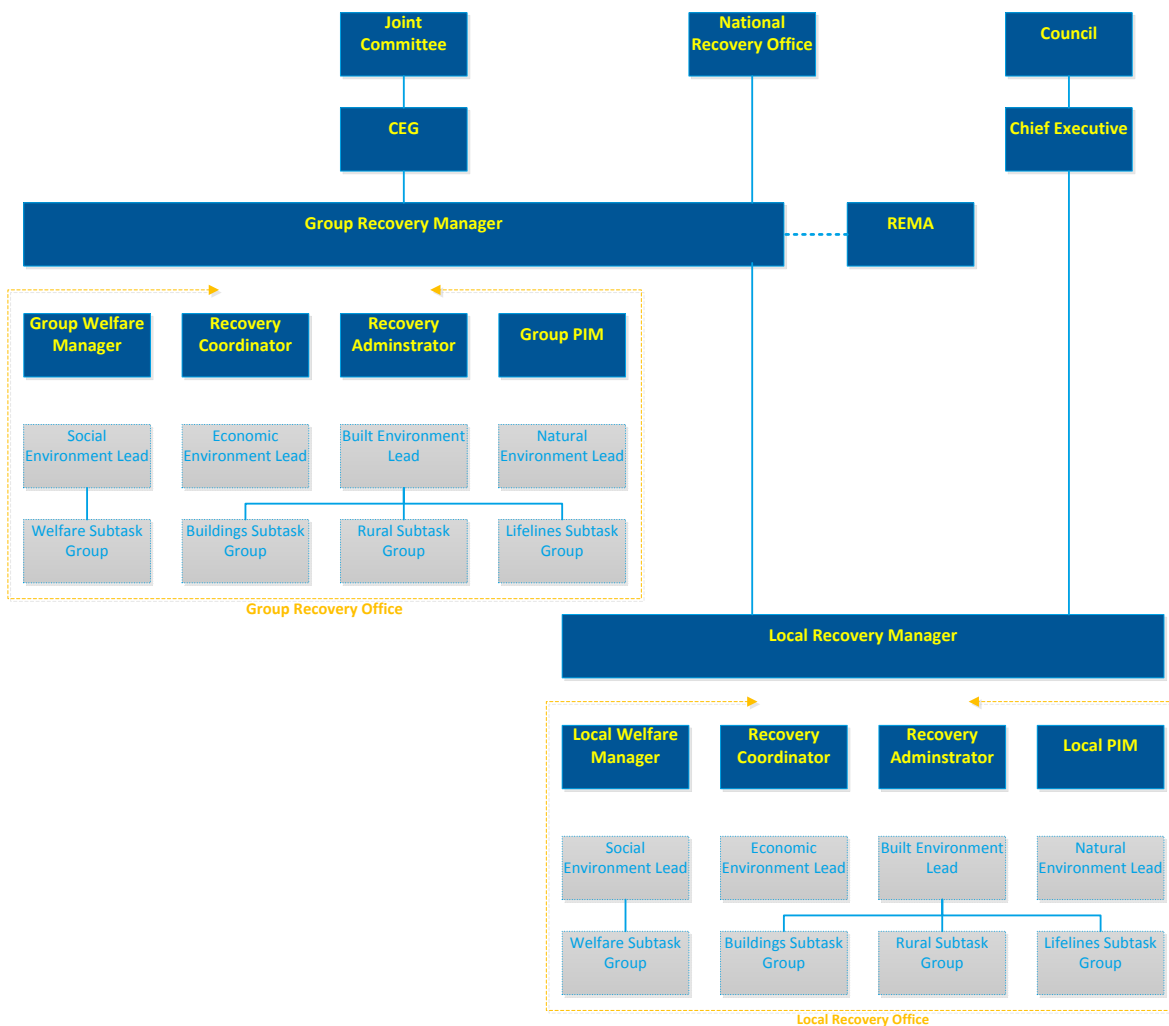
The structure of the Group and Local Recovery Offices is shown in Figure 7.1



**Figure 7.1: Recovery structure during Recovery activation**

In larger scale recovery operations the Recovery Manager will look to establish task groups and leads focusing around the four environments (as illustrated in the grey boxes). In smaller scale events the

Recovery Manager may look to manage the recovery process (at least in the first instance) with one or more of the four blue roles and then expand the office as required.



**Figure 7.1: Recovery structure during Recovery activation**

As illustrated in Figure 7.1 the Local Recovery Manager has two reporting lines, one through their individual Local Authority Executive and Council and the second to the Group Recovery Manager up to the National Recovery Office, CEG and Joint Committee. The second reporting line is intended to allow the Local Recovery Manager to focus on the recovery operation while the Group Recovery Manager is able to manage the flow of information and requests, to and from, the National Recovery Office and the Regional Emergency Management Advisor (REMA).

### 7.2.1 Group Recovery Manager

In general the role of the Recovery Manager is to Coordinate the recovery management across the Group and provide support to the Local Recovery Managers. Where more than one recovery operation is underway the Group Recovery Manager will set the strategic objectives and priorities for the Group wide recovery process. It is important Group and Local Recovery Managers have a close working relationship to ensure that local recovery needs and priorities are recognised in the Group wide planning process. Similarly at a local level to ensure recovery operations are consistent with the Group wide strategy and priorities. Further detail on the Group Recovery Manager role is provided throughout this document.

### 7.2.2 Group Recovery Management Team

The Group Recovery Management Team integrates the Group Recovery activities with operational activities across the five task groups and the various local recovery operations. It is anticipated that the larger structure of the Group Recovery Management Team would only need to be formed for a significant Group-wide event, or for a significant local event that required substantial support. The group will be activated as



soon as possible during a significant event, and could be formed across all five task groups, or with fewer task groups as required. In smaller events or a moderate scale local event the Group Recovery Management Team may only consist of the Group Recovery Manager and the Recovery Coordinator calling in support for administration, welfare, and public information management as required.

#### **Role<sup>14</sup>:**

- Assess the impact of an emergency within the CDEM Group boundary
- Establish priorities for recovery activities
- Coordinate and implement recovery activities

#### **Responsibilities<sup>15</sup>:**

- Determine and prioritise major areas of recovery
- Formulate recovery policies and strategies
- Ensure coordination of recovery effort between agencies
- Establish a timeframe for recovery activities
- Identify and obtain resources
- Monitor recovery activities
- Control expenditure and maintain accountability
- Open and staff recovery assistance centres to meet the need
- Provide media liaison or some other means of keeping the public informed
- Administration
- Planning and reporting

### **7.2.3 Recovery Coordinator**

The Recovery Coordinator is a role to provide direct support to the Group Recovery Manager. This is usually an Emergency Manager who has a comprehensive understanding of the recovery process or may be an experienced recovery specialist, who is able to provide advice and assistance to the Group Recovery Manager. The Recovery Coordinator will take a strategic view of the recovery process, and may make recommendations to the Group Recovery Manager on all aspects of recovery management.

The Recovery Coordinator will work with the Group Recovery Manager to ensure that:

- All aspects of recovery are being considered;
- Lessons from previous recovery events are recognised, and applied where applicable to the recovery process;
- Set-up and management of Group Recovery Office functions and processes is working well; and
- Long-term considerations for managing recovery are identified and incorporated into the recovery process where appropriate.

## **7.3 Impact assessment**

Impact assessment is the process for gaining an understanding of the impacts of an event on individuals, the community, the physical infrastructure and the environment. This is done to establish a knowledge of impacts across the Bay of Plenty CDEM Group, and provide a sound basis for the prioritisation of needs and targeting of resources to priority areas.

### **7.3.1 Requirements/Actions**

The requirements for impact assessments are both immediate during the response phase and ongoing during the recovery phase, and are outlined below. Generally, the level of detail and requirements for impact assessment change from the response phase to recovery phase as follows:

- Response: focussed on rapid assessment of impacts, preservation of life, and immediate welfare and infrastructure needs.

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<sup>14</sup> Drawn from MCDEM Recovery Management Guidelines, p. 14.

<sup>15</sup> Drawn from MCDEM Recovery Management Guidelines, p. 14.

- Recovery: focussed on detailed assessment of needs including short-term and medium-term social and infrastructure needs, and long-term economic and risk reduction needs.

## 7.4 Rapid Impact Assessment

An immediate or rapid assessment of impacts will normally be done as a part of the response process. As the response phase progresses towards recovery, the need for more detailed information will grow.

The first summary impact assessment will be provided to recovery managers from the Controller, who will undertake this as a part of the response transition report.<sup>16</sup> The report will contain a summary of the type and extent of damage in the district at the time of transition, noting specifically any areas or situations with the potential for a re-escalation to a state of civil defence emergency as well as a summary of the condition of the various aspects of the community and environment affected by the emergency and their inter-relationships under the following headings:<sup>17</sup>

### 7.4.1 Social Environment:

- Estimates of numbers of directly and, where possible, indirectly affected individuals, the nature of the impact on them and estimates of future needs
- The current nature, capability and location of welfare agency resources deployed.

### 7.4.2 Built Environment:

- An outline of roads and infrastructure that remain affected by the emergency
- Assessment of infrastructure restoration priorities.
- Evaluation of the rural impact – the information available to districts may not be instantly available. It is recommended that an outline of estimated impacts and recovery needs is provided, with more detail and accuracy as information is collected and analysed.

### 7.4.3 Economic Environment:

- A summary of information currently available and some strategic analysis and direction for economic recovery. It is unlikely that districts will have the economic impact information immediately available.

### 7.4.4 Natural Environment:

- Land use changes, the implications for businesses short to long-term, use of land and/or amenities.

## 7.5 Detailed Impact Assessments

Detailed impact assessments will be required early in the recovery phase for significant events, and will be required throughout the course of recovery for all events. It is recommended that a survey approach per the Recovery Guidelines be used as the preferred method (see references within the “expectations” section below).

### 7.5.1 Standards

The following standards are excerpted from the Ministry of CDEM guidelines, and will be used as the standards for impact assessment within the Bay of Plenty CDEM Group.

Impact assessments must<sup>18</sup>:

- Be clearly documented (transparent) – so that the assessment procedures can be followed easily
- Be consistent and standardised – to enable meaningful comparisons
- Be replicable – to enable the assessments to be checked
- Include a basis of economic principles – so that assessed economic losses represent the real losses to the economy as accurately as possible;

<sup>16</sup> Refer to Bay of Plenty CDEM Group Plan, p. 42.

<sup>17</sup> Refer to Recovery Guidelines, p. 24.

<sup>18</sup> Adapted from Guidelines, p. 32.

- Have common measuring tools and standards;
- Allow for comparisons of impact, between pre-event and at various times through the response and recovery as the emergency management requires;
- Assess both direct and indirect losses, and tangible and intangible losses.

### 7.5.2 Expectations

Recovery managers are expected to keep abreast of impact assessments during the response phase, and provide guidance on management of impact assessments for recovery. Controllers are expected to lead the rapid impact assessment process as a part of response, while liaising with the recovery manager on long-term requirements.

N.B. MCDEM Directors Guideline (Recovery) Section **6.1.2**, which covers the assessment of impacts during the response activation.

## 7.6 Public Information Management

Public information management both during and after an emergency involves collecting, analysing, and disseminating information to the public. Good public information management is essential to promote effective leadership and decision-making, and enable the people recovering from an emergency to understand what is happening, take appropriate actions to protect themselves and engage in the regeneration of communities.

### 7.6.1 Requirements/Actions

As it is in response, the role of Public Information Management (PIM) is critical to recovery. This has been demonstrated clearly in Canterbury since September 2010 – there is an overwhelming need to ensure that PIM has a high priority and is well resourced.

The recovery arrangements for PIM within the Bay of Plenty CDEM Group are outlined within the Bay of Plenty CDEM Group PIM Plan. In general, the plan provides for the:

- Principles for PIM support for recovery at both group and local levels;
- Roles and responsibilities for PIM during recovery;
- General PIM principles during recovery; and
- Recovery information priorities.

The specific arrangements for PIM at the group and local levels are as follows.

#### **Group:**

PIM at the group level in support of the Group Recovery Office will be provided and co-ordinated by the Bay of Plenty CDEM Group Public Information Manager. The provision of staff to support the Group Recovery Office will be provided by the Bay of Plenty Regional Council along similar lines to the response phase.

It is anticipated that the Group Public Information Managers will also provide support to local recovery efforts as required.

#### **Local:**

Territorial Authorities (TA's) should have their own area-specific PIM protocols and plans in place locally, and generally these are the basis for CDEM response and recovery. The specific local requirements for PIM during recovery are included within Local Recovery Plans. It should be noted that TA PIM arrangements need to take into account Bay of Plenty CDEM Group arrangements local TA PIM arrangements should not conflict with this overarching Group PIM plan, especially the PIM response steps.

### 7.6.2 Expectations

- Recovery Managers: to conduct PIM according to the principles contained within the Bay of Plenty CDEM Group PIM Plan and any local PIM arrangements.

- TAs: to develop local PIM arrangements for recovery that are compatible with the Bay of Plenty CDEM Group PIM Plan.

## 7.7 Community Engagement

Community engagement is the process of engaging with communities both prior to and during recovery. An engaged community will be prepared and better able to absorb the effects of a disaster, reducing the impacts and aiding recovery. It is critical to engage the community, so that it becomes an integral part of the recovery process

### 7.7.1 Requirements/Actions

The success of community engagement will depend upon the pre-existing relationships with communities. Experience from Waimakariri District Council shows that strong community development programmes and linkages prior to CDEM events and recovery processes enable a more efficient and effective recovery process.

The process of community engagement has three parts – as identified within the Ministry of CDEM Best Practice Guide “*Community Engagement in the CDEM context*” [BPG 4/10], and shown in Figure 7.2.



**Figure 7.2:** Three steps to community engagement (from Community Engagement Guidelines)

### 7.7.2 Expectations

Local recovery managers are expected to provide the front-face of community engagement, since the capability and capacity of recovery is founded at the local level. With respect to community engagement, the Local Recovery Manager should:

- Utilise existing community contacts and processes to the maximum extent possible to facilitate recovery activities;
- Base community engagement on the guidance and principles outlined in Ministry of CDEM and lessons from Bay of Plenty “best practice guidance”,
- Adopting a community development approach rather than a welfare approach. Community development is a proactive approach that aims to stop people “falling off the cliff”.
- Provide “one-stop shops” for advice, information and assistance during the recovery period.
- Work closely with local and regional community resilience and engagement staff to utilise and build on existing relationships. The Emergency Management Coordinator for Community Resilience and the BOPRC Kotahitanga team are two sources of support.

- Ensure that the aspect of all the community are considered and engaged with in suitably appropriate ways.

The following principles should be considered when involving communities in the development of plans or programmes for recovery:

- *Kōrero kanohi ki te kanohi, tētahi ki tētahi* – recognising the importance of ‘face-to-face’ engagement and relationship building
- Inclusivity – recognising a diversity of community members who should have opportunities to engage
- Accessibility – the provision of a diverse range of opportunities for participating should be encouraged using, where possible, community and neighbourhood hubs and existing social networks
- Local empathy – recognising the circumstances the community is facing when developing and undertaking engagement
- Continuity – recognising engagement will likely involve an on-going dialogue
- Efficiency – engagement processes need to be efficient and timely while recognising timeframes for plan and programme development along with the time needed to ensure effective communication
- Influence – engagement opportunities are genuine and have the ability to influence decisions
- Transparency – openness, transparency and sharing of information. Consideration should also be given to how engagement processes will be resourced and evaluated.

## 7.8 Information Management

Information management is the process for collection, storage and dissemination of recovery related information. Information management is necessary to enable an accurate understanding of recovery issues and requirements, permanent storage and retrieval capability for information, facilitation of effective decision-making, and provision of recovery information for communities.

### 7.8.1 Requirements/Actions

The Ministry of CDEM Recovery Guidelines state that:

*“Information management systems should exist before the emergency and will hold the pre event information. International experience shows that the best post-event information management systems are those that were operating pre-event. They are structured and resourced to be able to operate after the emergency, even if some functions and some information may be impaired through the loss of information and the loss of continued access to human resources.*

*A corollary is that business-critical pre-event information management systems need to be resilient to impacts from emergencies and should include:*

- *Data and system backups*
- *Alternate recovery sites*
- *Alternate personnel.”*

There may be a need for web-based recovery systems that can be used to liaise with key stakeholders and provide a community-friendly interface. This type of system was used with considerable success in Canterbury.

### 7.8.2 Expectations

At the group level, it is expected that existing information systems will be used during recovery, and that these systems will be the same systems that are used by the GECC. The Group Emergency Management Office is expected to provide staffing and resources on an on-going basis to support the Group Recovery office.

At the local level, it is expected that “business as usual” systems will be used and supported by TA staff.

## 7.9 Governance

Governance refers to the arrangements for decision-making during recovery. Because the governance arrangements for recover differ to those in response it is important to confirm the recovery governance arrangements for the Bay of Plenty CDEM Group.

### 7.9.1 Requirements/Actions

The need to clarify recovery governance arrangements has been identified as an important pre-event requirement. There is a need to clarify the reporting and governance arrangements for both group and local recovery managers during readiness, response and the recovery activation process.

### 7.9.2 Expectations

Governance arrangements within the Bay of Plenty CDEM Group are as follows:

### 7.9.3 Group Recovery Manager:

- Readiness: Chairs the Recovery Sub-group and is co-opted onto CEG. Decision-making on all operational aspects of readiness for recovery is the responsibility of CEG, while approval of the Group Recovery Plan is the responsibility of the Joint Committee.
- Response phase: reports to CEG. Decision-making on all operational aspects during response is the responsibility of CEG, while approval of funding is the responsibility of the Joint Committee
- Recovery activation: reports to CEG – the same as during response. Decision-making on all operational aspects during recovery activation is the responsibility of the Group Recovery Manager in consultation with CEG, while approval of funding is the responsibility of the Joint Committee.

### 7.9.4 Local Recovery Managers:

Report to the TA CEO, Recovery Sub-group and Council for readiness, response and recovery activation, depending upon the pre-event arrangements of the individual TA. Governance arrangements are illustrated in Figure 7.1.

## 7.10 Reporting

Reporting is the process of regularly providing information on the status of recovery, emerging issues, actions taken and future requirements to stakeholders. The purpose of reporting is to maintain accountability and transparency, to keep the wider community informed, to gain support and assistance and to record an account of recovery efforts, including lessons identified.<sup>19</sup>

### 7.10.1 Requirements/Actions

Regular and thorough reporting of an emergency and of the recovery phases following an emergency, will enable the CDEM Group to justify actions taken and money spent to:

- The community affected by the emergency
- Ratepayers
- Taxpayers
- The general public through the media.<sup>20</sup>

A reporting system needs to cover the emergency from its beginning through to the final stages of recovery. Reporting systems must therefore be flexible, simple and succinct and have the necessary

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<sup>19</sup> Ministry of CDEM Recovery Guidelines, p. 39.

<sup>20</sup> MCDEM guidelines, p. 39.

administrative assistance when required. As one type of reporting will not fit all situations, reporting systems can be adapted for a specific emergency.<sup>21</sup>

### 7.10.2 Expectations

The key people who will need to file regular reports<sup>22</sup> are the Controller (during response) and Recovery Managers (during response and recovery activation).<sup>23</sup>

Recovery Managers will ensure that regular reporting is undertaken during recovery activation by:

- Defining the types of reports required for the event;
- Ensuring that reporting is based on reporting templates used during the response – such as SITREPs, and that reporting utilises CDEM reporting templates adapted for the recovery event;
- Developing a reporting timetable;
- Ensuring that regular finance reports are completed; and
- Ensuring that at minimum, the task groups report on the following<sup>24</sup>:
  - Social Environment
    - Safety and wellbeing
    - Health
    - Welfare
  - Economic Environment
    - Individual needs (microeconomic level)
    - Firms
    - Infrastructure
    - Central government (macroeconomic level)
  - Built Environment
    - Residential
    - Commercial/industrial
    - Public buildings and assets
    - Lifeline utilities
  - Rural environment
    - Social aspects – safety, health and welfare
    - Economic aspects
    - State of built environment
  - Natural Environment
    - Amenity value
    - Waste and pollution management
    - Biodiversity and ecosystems
    - Natural resources

## 7.11 Financial arrangements

Financial arrangements are the collective arrangements agreed that apply to all recovery activities across the Bay of Plenty CDEM Group, which relate to recovery-related actions during readiness, response and recovery activation.

### 7.11.1 Requirements/Actions

Financial arrangements for recovery are outlined within section 8.6 of the CDEM Group plan. In summary these arrangements confirm:

- The Bay of Plenty CDEM Group charging policy for programmed and emergency activities;

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<sup>21</sup> MCDEM guidelines, p. 39.

<sup>22</sup> Controller reports normally take the form of SITREPS during response.

<sup>23</sup> Adapted from MCDEM guidelines, p. 39.

<sup>24</sup> Adapted from MCDEM guidelines, p. 39.

- The requirement for financial management during recovery and the importance of record-keeping;
- That the Group Recovery Manager has a role in recommending which costs could be met by the CDEM Group;
- That Government assistance claims will be made by the organisation incurring the expenditure or by the CDEM group where there are agreed CDEM Group costs; and
- The need to work within Part 10 of the National CDEM Plan and section 26 of the Guide to the National CDEM Plan.

### 7.11.2 Financial Arrangements for Recovery Managers and Recovery Offices

#### *Group Recovery Manager/Group Recovery Office*

All readiness activities will be funded by the CDEM Group and BOPRC as set out in the CDEM Group Plan and service level agreement between the CDEM Group and the BOPRC. Upon activation on the first day of response, all costs associated with the Group Recovery role will be borne by the CDEM Group based on section 8.6 of the CDEM Group Plan and the above mentioned service level agreement. This applies to activation of Group Recovery in support of a single TA or activation as the result of a significant event (more than one TA area). It is noted that activation in support of a TA will require a request for support from the TA.

#### *Local Recovery Manager/Local Recovery Office*

All costs will be borne by the TA, regardless of whether the costs are associated with readiness, response or recovery activation actions.

#### *Government financial assistance*

Specific government financial support during or after a civil defence emergency is based on a range of mandates, criteria and triggers, which may be in statute, regulation or Cabinet decisions, or made by ministerial discretion. Cabinet will identify and approve the overall appropriate mix of government financial support to be provided.<sup>25</sup>

Sections 88 and 89 of Part 10 of the National Civil Defence Emergency Management Plan Order (2005) outline government financial support for civil defence emergencies, and principles for government financial support. Section 26.5<sup>26</sup> of the Guide to the National CDEM Plan (2006) provides a detailed explanation of government financial support in recovery.

Section 26 of the Guide to the National CDEM Plan should be referenced for all matters regarding Government financial assistance.

### 7.11.3 Expectations

Both local and group recovery managers must display the financial management skills and knowledge required to manage recovery finances.<sup>27</sup>

Group Recovery Managers are expected to have a clear understanding of the requirements for Government support, are able to provide support for local recovery managers and are able to co-ordinate Government support on behalf of multiple TAs.

Local Recovery managers are expected to have a clear understanding of the mechanisms within the TA available to support recovery, how these will be employed during recovery, and how these mechanisms integrate with organisational policies and plans.

<sup>25</sup> Guide to the National CDEM Plan (2006), p. 1.

<sup>26</sup> Refer to pp. 6-13.

<sup>27</sup> See Competency Framework for Recovery, IP05, p. 18.



It is noted that support and assistance from Ministry of CDEM Regional Emergency Management Advisors will be of invaluable assistance to recovery managers.

## 7.12 Links to reduction

Risk reduction is the process of:

*“identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring.”<sup>28</sup>*

The 4R’s process is circular the recovery process provides unique opportunities for future risk reduction, and is an integral component of recovery.

### 7.12.1 Requirements/Actions

Recovery from a disaster is most effective when planning for recovery is embedded within the remaining 3Rs of risk reduction, readiness and response. This process also promotes a holistic approach to recovery, which considers both the diversity of community needs pre event and the opportunities that exist post-event to reduce future hazards and their associated risks.

When a community is recovering from a disaster there are unique opportunities to reduce the risks from future events. For example, if buildings have been destroyed, opportunities exist to avoid building in the hazard-prone area, or to build in a way that better addresses the relevant risks. Similarly, if a community has suffered significant losses because of economic or social factors (such as a lack of insurance), assistance can include incentives to address their vulnerabilities<sup>29</sup>.

Experience from the Christchurch earthquake recovery shows that in significant events, links to reduction are of high importance in securing both Government support and future insurance coverage.

### 7.12.2 Expectations

Local recovery managers are expected to consider links to reduction as a part of developing local recovery plans. Pre-event planning should include identification of the possible consequences of significant events, and potential reduction measures that may be considered.

Local recovery managers are also expected to lead the interaction between stakeholders in reduction initiatives during recovery.

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<sup>28</sup> National CDEM Strategy, 2007

<sup>29</sup> Ministry of CDEM recovery Guidelines, p. 5.

## 8 Transition from Recovery:

Introduction	Principles	Recovery Framework	BoP CDEM Group Context
Actions During Readiness	Actions During Response	Actions During Recovery Activation	Transition from Recovery

Towards the end of the Recovery phase, Councils and the community will be advised of the proposed ending of the CDEM recovery phase. That advice will include a detailed report from the Group or Local Recovery Manager to the relevant Council Chief Executives, CEG and the Minister of Civil Defence Emergency Management. It is important to note that although the recovery phase of a CDEM event may end, actual physical and psychosocial reconstruction may continue for a considerable period of time. Following the development and implementation of an exit strategy it is essential to conduct a debrief and review.

### 8.1 Exit Strategy

An exit strategy is a systematic plan to achieve co-ordinated withdrawal from a formal recovery process. It is developed to ensure a smooth transition from the end of the formal recovery phase to “business as usual” – where normal social and economic activity resumes.

#### 8.1.1 Requirements/Actions

The recovery phase must have an end, and withdrawal of formal recovery structures from the impacted community must be planned and staged carefully.

Withdrawal of formal recovery assistance requires a handover of the activities to agencies who normally have the lead responsibility so they can undertake the required services.

An exit strategy of a systematic plan to achieve the withdrawal of formal recovery assistance. The Plan includes arrangements for completing outstanding tasks. Withdrawal of formal recovery assistance requires a handover of the activities to agencies who normally have lead responsibility for the required services. The exit strategy outlines the handover of responsibilities for the following:

- Group Recovery Manager;
- Recovery Office (administration);
- Task groups and sub-groups; and
- Public information, communications and planning and reporting.<sup>30</sup>

#### 8.1.2 Expectations

The recovery manager is responsible for developing the exit strategy, and making sure that all agencies participating in recovery are aware of the implications, roles and responsibilities following the end of the formal recovery process.

The exit strategy should contain the following information<sup>31</sup>:

“**Who**”: identification of which agencies are responsible for on-going actions;

“**Why**”: the rationale for ending formal recovery;

“**When**”: the date of the end of the formal recovery process;

“**Where**”: public notification of the transition, and what will happen in the future; and

“**What**”: achievements during the formal recovery phase, handover arrangements and on-going issues.

Components of an exit Strategy defined in the Guide to the National CDEM Plan include:

<sup>30</sup> Ministry of CDEM Guidelines, Part 9, p. 53.

<sup>31</sup> Refer Ministry of CDEM Recovery Guidelines, Part 9, p. 53.

- a) Assistance in the long term.
- b) A transition to business as usual so as to manage long-term recovery; and
- c) Planning and reporting in the long term: and
- d) Management of public information and communications: and
- e) Opportunities for communities to discuss unresolved issues and to continue to participate in their recovery: and
- f) Changes to organisational arrangement including the need for task groups: and
- g) Debriefing and reviewing

## 8.2 Debriefing and Review

The aim of debriefing and review is for recovery staff and stakeholders to communicate their experiences of the recovery process, so that lessons can be identified. Recovery plans and arrangements can then be modified to reflect lessons identified and best practice, and therefore improve the organisation's ability to respond in future recovery situations.

### 8.2.1 Requirements/Actions

Pre-event planning is required to ensure that debriefing and review is undertaken.

Post-event activity will include the preparation of reports, undertaking organisational debriefs and reviewing plans and arrangements. It is also important post-event to ensure staff feel supported and valued as they contribute to the response and/or recovery activities. As well as providing organisational debriefing opportunities for the agencies involved, community needs for debriefing should also be considered. This may take the form of public meetings, focus groups or other community meetings to discuss what lessons community members have identified from the recovery process.

### 8.2.2 Expectations

Debriefing and review should be completed in accordance with the Ministry of CDEM Organisation Debriefing Guidelines (2005). It is anticipated that the primary forms of debriefs required will be multi-agency and community, due to the number of agencies and people involved in the recovery process.

Recovery managers should ensure that:

- Pre-event arrangements for debriefing and review are in place prior to recovery – usually via recovery plans;
- Following recovery, appropriate organisational debriefs are held that include all agencies involved; and
- A full review of plans and arrangements is undertaken following debriefing and review.



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# Appendices

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## Appendix 1 – MCDEM Recovery Manager Role Map

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The MCDEM Recovery Manager Role Map can be accessed through the link below.

<http://www.civildefence.govt.nz/assets/Uploads/publications/CDEM-rolemap-recovery-manager.pdf>





## Appendix 2 – Group Recovery Report Template

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### Recovery Update #XX and date

#### Name and date of event

Report submitted to:

Report filed by:

Date of report:

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### Background

*Detail a brief background of the emergency event/disaster including:*

1. *What (weather, flood etc...)*
2. *When (dates and times if relevant)*
3. *Declarations made (when made and when lifted)*
4. *Numbers of persons killed, injured, displaced affected & critical issues*

### Recovery Contact Details and Structure

#### XXXXX Group Recovery Contact details

- *List all contact details for the Group and local recovery managers (where applicable).*
- *Provide details of the recovery structure that is being/is established.*
- *Detail when recovery manager was appointed and when recovery process began.*

### SITUATION

#### XXXXX Group Wide

- *A statement from the Group Recovery Manager outlining the current high-level situation in the affected Group.*
- *Key priorities for Group in next days/weeks/months (depends on frequency of report)*
- *Key concerns (if applicable)*

#### Territorial Authorities (where applicable)

- *Provide updates under each TA (if they are running their own recovery process) as to key issues and key priorities and concerns for the upcoming days/weeks/months (depends on frequency of report)*

**Note: depending on the number of councils involved the detailed information for your recovery report could be provided for each council, or as a Group report. It is recommended you use the format that is easiest for **you** to compile.**

## HOUSING

Include comment and figures on all residential housing issues and other building damage that is significant. Ensure that updates are provided each report so readers can determine how many people are back in their homes. Include comment on the process where this adds value to the reader.

### Example:

#### Scott – Housing Inspection Update as at 21 May 2005

Flood/landslip/ debris affected homes	
Number of homes inspected	93
No. homes inspected and uninhabitable	86
Unsafe (can't enter due to structural damage)	47
Can be repaired	Unsure
Can't be repaired	Unsure

*Note: This represents 24.5% of properties in the Scott community.*

The main concentration of urban flooding has occurred in the Wideangle, Peak Point and Billings suburbs. These residential properties are being visited by a team of health inspectors who are undertaking sanitary assessments. 106 insanitary notices have been served so far. These are homes that will require up to six weeks for drying out and decontamination.

### Example:

#### Building Inspections - Scott

	26 July	2 August	9 August
Number of properties listed with flood-related problems	179	182	182
Number of the above still on the "active" database	179	182	182
Properties with Uninhabitable (Dangerous) Notices	24	24	24
Properties with "At risk" notices	22	24	23
Properties with "Unsanitary" notices	78	81	81

# WELFARE ISSUES and RESPONSE

## Evacuation/Displacement Details

Include information about people who are displaced and where they are accommodated. Note whether this is emergency accommodation (eg. marae, hotel) or temporary accommodation (longer term rental). Where possible include information about how long people will be out of their houses for.

### Example:

Self-evacuees are still presenting themselves at Council to register for welfare support and assistance.

The major problem facing welfare and housing agencies is the lack of short and long term rental accommodation for evacuees. As a tourist centre it is always difficult to find rental accommodation in Scott. A long weekend coming up and the Lions Tour will contribute significantly to this problem.

<i>Scott – Emergency accommodation 22 May</i>	
Total remaining in emergency accommodation	
Marae	14
Hotel/Motel	21
<i>Scott – Temporary accommodation 22 May</i>	
Total remaining in temporary accommodation	
▪ Known individuals	232
▪ Households	32

## Community support response

### General

Include a statement about all efforts and actions being undertaken by responding agencies to support the community. Include any issues such as:

- Property visits
- Community meetings/public meetings
- Community events/street parties
- Council open days
- Radio and print advertisements regarding assistance available
- Information about school/education facilities closures/issues
- Rates relief (if relevant)
- Engagement with local iwi

### Service Delivery

Provide detail about the actions of responding non-government and government agencies – note where they are working together and what is being done.

You can include information provided by local government agencies such as numbers of people seen, calls to help-lines, payments etc... This information will also be collected at national level.

## Insurance/EQC

Provide any details known about insurance, non-insurance, response from insurance agencies and EQC response.

## Mayoral Relief Fund

Provide any details known about Mayoral Relief Funds (if applicable).

# BUILT ENVIRONMENT

## RURAL

Provide information about all responses occurring in the Rural Sector (if applicable). Include actions being taken by agencies, activities such as shed meetings for farmers, and any issues arising. If loss to the rural sector is known include it here.

This information may include input from a Rural Support Network or MAF Rural Coordinator (if appointed and relevant).

## Enhanced Task Force Green

Include information about any Enhanced Task Force Green activities (if relevant).

## Transport Infrastructure

### Roading

Include details about all roading issues and related costs where known.

<b>Example:</b>		
	<b>19 Jul 07</b>	<b>26 July</b>
Estimated costs for FNDC roads	\$6m	\$5.5m
Estimated costs for Transit road	(Estimate only awaiting information from Transit) \$5m	\$0.5 – \$1.0m
There is one road still closed but George District Council is working with the (five) affected householders on access and welfare issues.		

**Railway**  
Include details about all rail issues and related costs where

known.

### Airports (where relevant)

Include details about all airport issues and related costs where known.

### Ports (where relevant)

Include details about all port issues and related costs where known.

## Utilities Infrastructure

Include details about all infrastructures as listed below.

### Power services

Telecommunications

Water, Sewerage and Gas

Council and Community Services

## NATURAL ENVIRONMENT

*Include information about damage to and costs to the natural environment such as council land and Department of Conservation estate*

<b>Example:</b>	<b>19 July 07</b>	<b>26 July</b>
Estimated costs of repairs to Council parks and reserves	\$1.3m	\$1.3m
Estimated costs of repairs to DoC parks and reserves	TBA	\$20,000

## ECONOMIC

*Include any overall statements about economic impacts if known.*

*If known detail the cost to council/s of the event/recovery actions to date.*

**Example:**

Current estimates are that 400 businesses may have been affected, with their total losses estimated at \$6.0m. These figures include farms. There will be a multiplier effect on the wider economy which could amount to a further \$12m. Consideration is being given to a regional economic impact assessment.

Total costs for North Scott City Council are estimated in the range \$39.6m - \$45.1m. This is lower than the figure last reported because of a reduction in estimated damage to Transit roads.

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## Appendix 3 – Recovery Action Plan Template

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**Event**.....  
**Date of Event**.....  
**Districts/Regions affected**.....  
**Recovery Manager for Event**.....  
**Date Recovery Action Plan commences**.....  
**Date to Review Recovery Action Plan**.....

**Date(s) identified for transition from response to recovery activity:**

(i) Date for Transition	Activity	Signed & dated by Group Controller & Group Recovery Manager

**Brief Sitrep:**

Date	Current Situation

**Schedule of Meetings:**

Date	Location	Type of Meeting	Agencies to attend


**Actions outstanding from Response Phase:**

Date	Outstanding Actions from Response Phase	Risks Identified?	Agency Responsible	Date to be completed	Date Completed

**Notes**


**Key short term recovery priorities:**

Date	Short Term Recovery Priorities	Risks Identified?	Agency Responsible	Date to be completed	Date Completed

**Notes**


**Key Medium Term Priorities:**

Date	Medium Term Recovery Priorities	Risks Identified?	Agency Responsible	Date to be completed	Date Completed




Notes


**Key Long Term Priorities:**

Date	Long Term Recovery Priorities	Risks Identified?	Agency Responsible	Date to be completed	Date Completed

Notes


**Development of an Exit Strategy:**

	Activities	Agency responsible
Identification of assistance required in the longer term		
A transition to business as usual to manage long term recovery activities		
Planning and reporting in the longer term		

Management of public information and communications		
Opportunities for communities to discuss unresolved issues and continue to participate in their recovery		
Changes to organisational arrangements including need for subcommittees and contact lists		
Learning from the event: debriefing and reviewing		

**Notes**
