

GISBORNE DISTRICT

CIVIL DEFENCE EMERGENCY MANAGEMENT PLAN

**Produced by
Gisborne District Council (Unitary Authority)
PO Box 747
GISBORNE**

Phone: (06) 867 2049

Fax: (06) 867 2884

APPROVED: July 2004

EXPIRES: July 2009

AUTHORISATION

This plan has been prepared and approved by the Gisborne Civil Defence Emergency Management Group in accordance with the requirements of Sections 48 - 52 of the Civil Defence Emergency Management Act 2002.

dated:

CHAIRPERSON of Gisborne Civil Defence Emergency Management Group

Plan cover illustrated by

Aimee Steele

DISTRIBUTION

Organisation	No of Copies	Copy No
Gisborne District Council		
Mayor	1	1
Deputy Mayor	1	2
Group Controller	1	3
Group Recovery Manager	1	4
Alternate Controllers	3	5-7
Chief Executive	1	8
Manager Corporate Affairs	1	9
Manager Engineering & Works	1	10
Manager Environment & Planning	1	11
Utilities Asset Manager	1	12
District Conservator	1	13
District Planner	1	14
Airport Manager	1	15
Civil Defence Emergency Management Officer	1	16
District Welfare Manager	1	17
Media Officer	1	18
EOC (spare)	2	19-20
Te Puia Service Centre	1	21
Library Gisborne	1	22
Tolaga Bay	1	23
Te Araroa	1	24
Tokomaru Bay	1	25
Waikura Valley	1	26
Rere	1	27
Ruatoria	1	28
Waerenga-o-Kuri	1	29
Waimata	1	30
Waingake	1	31
Waipaoa	1	32
Civil Defence Areas		
Waikohu	2	33-34
Waiapu	2	35-36
Gisborne	2	37-38
Te Araroa	2	39-40
Ministry of Civil Defence and Emergency Management		
Wellington	2	41-42

Liaison GroupPOLICE

Napier Area Office	1	43
Gisborne	2	44-45
Ruatoria	1	46
Te Karaka	1	47

FIRE

Napier Area Office	1	48
Gisborne	2	49-50
Ruatoria	1	51
Te Karaka	1	52

TAIRAWHITI HEALTHCARE

Gisborne Hospital	1	53
Ngati Porou Hauora	1	54
Public Health Unit	1	55

<u>DEPARTMENT WORK & INCOME</u>	1	56
-------------------------------------	---	----

<u>DEPARTMENT CHILD YOUTH & FAMILY SERVICES</u>	1	57
---	---	----

<u>EASTLAND INFRASTRUCTURE</u>	1	58
--------------------------------	---	----

Eastland Network Ltd	1	59
----------------------	---	----

Eastland Port Ltd	1	60
-------------------	---	----

<u>TELECOM NZ</u>	2	61-62
-------------------	---	-------

<u>NATURAL GAS CORP</u>	2	63-64
-------------------------	---	-------

<u>TRANSIT NZ</u>	2	65-66
-------------------	---	-------

<u>TE PUNI KOKIRI</u>	1	67
-----------------------	---	----

<u>TE RUNANGA O NGATI PORU</u>	1	68
--------------------------------	---	----

<u>TE RUNANGA O TURANGANUI A KIWA</u>	1	69
---------------------------------------	---	----

News Media

Radio Network	1	70
---------------	---	----

Gisborne Media Ltd	1	71
--------------------	---	----

Radio Ngati Porou	1	78
-------------------	---	----

Turanga FM	1	79
------------	---	----

Gisborne Herald	1	80
-----------------	---	----

Adjoining Regions and Districts

Hawke's Bay Regional Council	1	81
------------------------------	---	----

Bay of Plenty Regional Council	1	82
--------------------------------	---	----

Wairoa District Council	1	83
-------------------------	---	----

Opotiki District Council	1	84
--------------------------	---	----

MAYOR'S FOREWORD

I have great pleasure in introducing THE CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP PLAN to you all. Planning is the most crucial tool in the success of any activity even more so in those that happen infrequently.

I take this opportunity to thank the 'team' for putting this plan together for all of us. It has been achieved with minimal resources but is still able to provide a valuable resource for planning, dealing with and recovering from emergencies.

I can say that the Plan should give us more confidence that the Group will be able to cope with an emergency BUT the overall success still depends on the majority of the public being prepared and able to cope without assistance.

I have every confidence in our staff and our trained civil defence coordinators in our region, that all our planning and training will lessen the trauma in case of an emergency.

Our team has experience with Cyclone Bola and the close calls we have had since. This has meant that the team that developed the Plan has reality based knowledge and experience behind them when preparing the Civil Defence Emergency Group Management Plan.

But even so we should still not be complacent as the impact of any event can still provide the unknown and in reality Bola was a small emergency.

We have a good group of civil defence volunteers (community link) ready to provide leadership in an emergency, a good communication infrastructure ready to communicate with the remote parts of our region and our Council will continue to provide funds to ensure that a reasonable level of preparedness is maintained and a response structure is in place.

As long as communities prepare to a credible level and 'organisational' support is maintained we should be able to cope with the majority of disasters that the region can expect.

Meng Foon
Mayor
GISBORNE DISTRICT COUNCIL

CONTENTS

INTRODUCTION	1
STANDARD OPERATING PROCEDURES.....	1
CONTINGENCY PLANS	2
THE PLAN'S PURPOSE.....	2
PART ONE : ▶ STRATEGIC ISSUES ◀	3
PART TWO : ▶ HAZARD RISK REDUCTION ARRANGEMENTS ◀	3
PART THREE : ▶ OPERATIONAL ARRANGEMENTS ◀	3
PART FOUR : ▶ ADMINISTRATIVE ARRANGEMENTS ◀	3
PART ONE - STRATEGIC ISSUES.....	5
1.1 PHYSICAL ENVIRONMENT OF THE CDEMG.....	6
1.1.1 Introduction.....	6
1.1.2 Geography.....	6
1.1.3 Population	7
1.2 HAZARDSCAPE.....	7
1.3 THE STATUTORY FRAMEWORK FOR CIVIL DEFENCE EMERGENCY MANAGEMENT IN THE GISBORNE DISTRICT	8
1.4 PRINCIPLES OF CIVIL DEFENCE EMERGENCY MANAGEMENT.....	8
1.4.1 Resilience	8
1.4.2 Sustainability.....	9
1.4.3 Holistic Community Management and Partnerships	10
1.5 OPERATING PRINCIPLES	10
1.5.1 Comprehensive Emergency Management (CEM)	11
1.5.2 Risk Management.....	11
1.5.3 Integrated Emergency Management	12
1.6 COMMUNITY PLAN	12
1.7 MEMBERS OF THE CDEM GROUP AND THEIR OBJECTIVES	13
1.8 ORGANISATIONS TO HAVE EMERGENCY PLANS	13
1.9 PLAN RELATIONSHIPS	15
PART TWO - HAZARD RISK REDUCTION ARRANGEMENTS	17
2.1 OVERVIEW.....	17
2.1.1 CDEM Group Identified Hazards.....	17
2.2 GOALS, OBJECTIVES, ISSUES, ACTIONS, TARGETS AND PROJECTS	18
2.3 SUMMARY OF REDUCTION ARRANGEMENTS	33
PART THREE - OPERATIONAL ARRANGEMENTS.....	35
3.1 INTRODUCTION	35
3.1.1 Operational 3R's.....	35
3.1.2 National Significance	36
3.1.3 Levels of Emergency	36
3.1.4 Operational Principles.....	37
3.1.5 Operational Responsibilities.....	37
3.2 READINESS ARRANGEMENTS.....	38
3.2.1 Warning System.....	38
3.2.2 National Warning System.....	38
3.2.3 District Warning System.....	39
3.2.4 Media	42

3.2.5	<i>Standard Operating Procedures (SOP) and Contingency Plans</i>	43
3.2.6	<i>Training/Public Education</i>	44
3.2.7	<i>Liaison & Planning</i>	46
3.3	RESPONSE ARRANGEMENTS	47
3.3.1	<i>Introduction</i>	47
3.3.2	<i>Functional Responsibilities</i>	47
3.3.3	<i>Declarations</i>	47
3.3.4	<i>Community Link</i>	48
3.3.5	<i>District EOC</i>	56
3.3.6	<i>Communications</i>	57
3.3.7	<i>Impact Assessment</i>	59
3.4	RECOVERY	60
3.4.1	<i>Introduction</i>	61
3.4.2	<i>Priorities For Recovery</i>	62
3.4.3	<i>Management Functions</i>	62
3.4.4	<i>Transition from Response to Recovery</i>	64
3.4.5	<i>Mayoral Relief Fund</i>	64
3.4.6	<i>Emergency Expenditure</i>	64
3.5	RECOVERY GUIDELINES	65
3.5.1	<i>General Rules</i>	67
3.5.2	<i>Incident Specific Rules</i>	68
PART FOUR - ADMINISTRATION ARRANGEMENTS		71
4.1	CDEM GROUP DESCRIPTION	71
4.2	THE ROLE AND LEGAL REQUIREMENTS OF THE CDEM GROUP	72
4.3	MEETING REQUIREMENTS	74
4.4	DELEGATIONS AND POWERS	74
4.5	APPOINTMENTS	74
4.5.1	<i>Group Controllers (the persons appointed in this section are shown in annex o</i>	74
4.5.2	<i>Group Recovery Manager</i>	75
4.5.3	<i>Area Co-ordinators</i>	75
4.6	EMERGENCY MANAGEMENT OFFICE	75
4.7	EMERGENCY SERVICES CO-ORDINATION COMMITTEE (ESCC)	75
4.8	DISTRICT COUNCILLORS	76
4.9	COSTS	76
4.10	CONSTITUTING AGREEMENT	76
4.11	MEMORANDUM OF UNDERSTANDING	76
4.12	MONITORING AND EVALUATION	77
4.12.1	<i>Group Plan Monitoring & Review</i>	77
4.12.2	<i>Legislative Compliance</i>	77
4.12.3	<i>External Monitoring</i>	77
TABLE 1 - APPROVAL, REPORTING & DELEGATIONS		79
TABLE 2 - FUNCTIONS, POWERS & EMERGENCY POWERS OF CDEM GROUPS		80
TABLE 3 - EMERGENCY POWERS AVAILABLE TO THE CONTROLLER		81
TABLE 4 - EMERGENCY POWERS OF OTHER RESPONDERS		82
ANNEX A - GLOSSARY		88
ANNEX B - SMUG MODEL FOR PRIORITISING HAZARDS		91

ANNEX C - HAZARD SUMMARIES	98
ANNEX D - PROJECTS.....	129
ANNEX E - LINKS BETWEEN HAZARD REDUCTION ACTIVITIES AND OPERATIONAL ACTIVITIES	131
ANNEX F - EMERGENCY SERVICES	138
ANNEX G - LIFELINE UTILITY ISSUES.....	147
ANNEX H - DECLARATION OF A STATE OF CIVIL DEFENCE EMERGENCY FORMS.....	152
ANNEX I - EMERGENCY ACTIVITIES - PROVIDERS AND LEAD AGENCIES.....	155
ANNEX J - MAP OF AREA BOUNDARIES	159
ANNEX K - MAP OF RURAL COMMUNITIES	160
ANNEX L - MAP OF GISBORNE CITY COMMUNITIES	161
ANNEX M - MM EARTHQUAKE SCALE.....	163
ANNEX N - MEMORANDA OF UNDERSTANDING WITH CDEM GROUP NEIGHBOURS	168
ANNEX O - PERSONS APPOINTED TO KEY POSITIONS.....	170

INTRODUCTION

The Gisborne District Council and key partners, in consultation with the public, and in accordance with the requirements of the Civil Defence Emergency Management (CDEM) Act 2002, National Strategy and guidelines issued on CDEM planning have produced this CDEM Group Plan.

Organisations and groups issued with copies of the plan are asked to inform the Civil Defence Emergency Management Officer of any changes that occur within the Plan that are relevant to them, during it's period of approval (5 years).

The Gisborne District Council has been granted Regional Powers under the Local Government Commission Re-organisation Scheme with effect 31 October 1989 and is known as a Unitary Authority. As such the Gisborne District Council has formed a Civil Defence Emergency Management Group structured on its boundaries as permitted under the Civil Defence Emergency Management Act 2002 (the Act) for Unitary Authorities.

The Civil Defence Emergency Management Group has appointed 2 Group Controllers and a Group Recovery Manager to manage the response and recovery phases of emergencies.

This Plan, for practical reasons, does not contain lists of personnel and phone numbers, nor does it contain details of job functions or procedures. Details of community personnel are available in the centre of the phone book (last yellow page). A number of Standard Operating Procedures, Functional Plans and Contingency Plans have been produced to cover the functions, personnel and procedures, copies of which are issued to those directly involved in the 'activity'.

Those that have a 'public interest' will be available on the Gisborne District Council Web site. Copies of all documents are also held in the Emergency Management Office.

Standard Operating Procedures

1. Emergency Operations Centre Management and Activation.
2. Warning.
3. Communications.
4. Area Co-ordinators.
5. Community Link.

Functional Plans

1. Recovery.
2. Adverse Event
3. Welfare

Contingency Plans

1. Volcanic.
2. Tsunami.
3. Poverty Bay Flood Evacuation.
4. Tolaga Bay Flood Evacuation.
5. Te Karaka Flood Evacuation.

The Plan's Purpose

This Plan is the Civil Defence Emergency Management Group Plan (CDEM Group Plan or "the Plan") for the Gisborne District.

The purpose of the Act and thus the purpose of this Plan is to:

- a. Manage hazards in a way that contributes to the social, economic, cultural and environmental wellbeing and safety of the public.
- b. Encourage and enable communities to achieve acceptable levels of risk, including:
 - i. identifying, assessing and managing risks; *and*
 - ii. consulting and communicating about risks; *and*
 - iii. identifying and implementing cost effective risk reduction.
- c. Plan and prepare for response and recovery in the event of an emergency.

The Plan provides for the management of natural and technological hazards in a co-ordinated and integrated manner. This is necessary as a range of agencies including but not limited to, Central Government, Gisborne District Council, Police, Fire Service, Health Services, strategic lifeline utility "owners", community and service groups all play a significant role with respect to managing the effects of hazards.

Moreover the provisions within the Plan of goals, objectives and issues, actions and targets, will ensure that the Gisborne District works towards reduction of the effects of hazards, as far as is practicable, and is ready to appropriately respond to hazard events and recover from them as quickly as possible.

The requirements relating to reduction are central to the legislation and this Plan. In the past reduction activities have been implemented in a largely unintegrated fashion. For instance, the resource consent process requires consideration of reduction factors for particular projects. International experience shows that "project specific" reduction tends to shift vulnerability rather than reduce it. Such reduction activity can actually increase vulnerability in the longer term by encouraging people to build and live in high-risk areas.

Accordingly, reduction activities need to occur within a framework that contributes to community continuity, and is based on the principles of resilience, sustainability and holistic community management and partnerships.

The best way to achieve this is to ensure that any reduction activities/factors are integrated and co-ordinated centrally so reduction then contributes to the development or continuity of the community. Central to these principles are the Regional Policy Statement, Regional Plans and Combined Regional Land & District Plan produced under the Resource Management Act.

The CDEM Group Plans comprise four parts:

Part One : ▶ Strategic Issues ◀

Describe the District, the principles of emergency management, the goals and objectives it will use to achieve the principles and the structure that will be used to achieve them.

Part Two : ▶ Hazard Risk Reduction Arrangements ◀

Identifies the hazards and the Plans arrangements to manage the Reduction component.

Part Three : ▶ Operational Arrangements ◀

This component primarily relates to readiness, response and recovery, where roles and responsibilities for Civil Defence Emergency Management are established.

Part Four : ▶ Administrative Arrangements ◀

Funding, procedural, monitoring and evaluation arrangements for CDEM Groups are outlined in this part.

» ANY PERSON OR ORGANISATION HAVING QUESTIONS
ABOUT THE PLAN PLEASE CONTACT THE
CIVIL DEFENCE EMERGENCY MANAGEMENT OFFICER
AT THE DISTRICT COUNCIL (64 6 867 2049) «



▶▶ PART ONE ◀◀
Strategic Issues

PART ONE - Strategic Issues

» GOALS OF THE GISBORNE CDEM GROUP «

1. A community where the potential effects of “all hazards” have been minimised. (Link to Goal 2 of the National Strategy).
2. People and communities that provide for their own safety and well-being. (Link to Goal 1 of the National Strategy).
3. A CDEM Group that enables the Community to respond to and recover from emergency events in a timely and integrated manner. (Link to Goal 3 and 4 of the National Strategy).

» OBJECTIVES OF THE GISBORNE CDEM GROUP «

The following have been identified as the Group objectives. They have been developed from the key emergency management principles.

1. Self-reliant communities that have reduced vulnerabilities to emergency events and have the ability to respond and recover.
2. Sustainable communities planned according to a long-term strategy consistent with known hazards and vulnerabilities.
3. Appropriate co-operation and co-ordination within and across organisations involved in emergency management.
4. Risk management is used as a key tool to ensure that social, economic and environmental issues are incorporated into planning processes where human activities interact with natural and technological hazards.
5. Lifeline utilities able to operate to the fullest extent possible during an emergency.
6. A community that has appropriate financial protection and economic sustainability to enable recovery from emergency events.

NB CDEM Group Plans must not be inconsistent with the National Strategy, this is done through the Goals and Objectives.

1.1 Physical Environment of the CDEMG

1.1.1 Introduction

The Gisborne Region covers a land area of 8265 square kilometres. It stretches from just north of Morere in the south to Potaka in the North and is separated from the Bay of Plenty Region to the west by the Raukumara Ranges.

The region has a coastline of 270 kilometres that consists of sandy beaches, rocky mudstone shores and headlands.

The regional population was 43,974 at the 2001 census. The majority live in Gisborne City and its environs and the major townships of Tolaga Bay, Tokomaru Bay, Te Puia, Ruatoria, Tikitiki, Te Araroa, Te Karaka and Matawai.

1.1.2 Geography

The Gisborne Region would appear to have been designed to specifically test the principles of Civil Defence Emergency Management. Its coastline lies 30kms from one of the earth's crustal plates. The region is being uplifted at the rate of 4mm's a year resulting in complex folding and faulting of the sedimentary mudstones that prevail throughout the region. The clear felling of native bush by early settlers has contributed to widespread erosion and subsequent issues such as the impact of flooding. The region is also down wind of some of the most active and destructive volcanoes on the planet. The coastline is subject to both distant tsunamis and locally events generated from the unstable geology that makes up the sea floor out to the fault boundary. Meteorological events also play a huge role in the threats to the region with periodic remnants of decaying tropical cyclones and storms from the south causing or contributing to flooding, erosion, drought, coastal erosion and general land instability.

The region has experienced New Zealand's most significant natural disaster in recent times with Cyclone Bola and also one of the most significant technological disasters – the stranding of the Jody F Millennium and the leaking of 25 tonnes of heavy fuel oil.

Details of these hazards and their affects are contained in the hazard summaries in annex c and other Council plans and reports.

1.1.3 Population

The following figures are from the 2001 census.

Area	Population	Occupied Dwellings
Potaka/Hicks Bay	408	156
Te Araroa/Horoera	579	189
Tikitiki/Rangitukia	462	150
Ruatoria/Hiruharama	1,398	432
Te Puia/Waipiro	354	129
Tokomaru Bay	525	189
Tolaga Bay	1,092	363
Whangara	168	57
Matawai/Motu	384	135
Whatatutu	387	120
Te Karaka	594	189
City/Manutuke/Flats	34,530	12,249
Tiniroto/Hangaroa/Waerenga-o-Kuri	213	75
Muriwai/Bartlett's	270	84

1.2 Hazardscape

The potential exists in the Gisborne District for the occurrence of the affects of all natural disasters, as well as the group of disasters associated with technology. The major threats that may cause serious problems for a tier 1 response or lead to a declaration of civil defence emergency are contained in Hazard Summaries in annex c.

A threat is defined as any event, either natural or person-made, that may occur and is capable of causing large-scale loss of life, casualties, widespread distress, social and economic disruption and significant damage to property and services.

While the Gisborne District Council has in place, through physical works and regulations, mitigation activities, all of the described events in annex C (drought, flood, marine accident etc) have the potential to result in a civil defence emergency. Most of these emergencies pose a threat to life or property such as inundation from floods and tsunamis, and building collapse from earthquake. There are affects or consequences that are common to all the hazards. These are:

- ❖ Loss of services, such as power, water, gas, fuel, sewage system and telecommunications.
- ❖ Loss of transport services, air, road, shipping and rail.
- ❖ Loss of accommodation.
- ❖ Over extension of the Emergency Services.
- ❖ Access to food supplies.

The impact of these affects on the social and economic wellbeing of the district's communities, because of the potential time of their loss and the public's reliance upon them, will be significant, hence the need for this Plan and its associated documents.

1.3 The Statutory Framework for Civil Defence Emergency Management in the Gisborne District

The Act requires the Gisborne District Council to take the lead in identifying and reducing hazards, preparing for, responding to and recovering from emergencies. The Act does not however replace any legislation or responsibilities, rather it provides the mechanisms for integration and co-ordination through the principle of Comprehensive Emergency Management.

1.4 Principles of Civil Defence Emergency Management

The Act is designed to provide a framework within which the activities of emergency management can operate effectively in order to contribute to community continuity.

In order for this to occur it is essential that emergency management be based on the following basic principles:

1.4.1 Resilience

The definition of resilience in this environment recognises that communities proactively manage and reduce vulnerability to hazards, and local government, emergency services and lifeline utilities co-operate and co-ordinate to manage risks in a sustainable manner.

Reduction needs to be a part of normal business and community planning, i.e. it is not something done by "the emergency management people", but is an integral part of core decision-making on where and how to construct businesses, communities, buildings and facilities.

There are two key elements to resilience:

▶ Reduction of Vulnerability ◀

The environment and communities generally need to be made less prone to impacts, losses and disruption from hazard events. Examples of reducing vulnerability are:

- a. Location of buildings and their dimensions and use need to take account of hazards. This may mean that buildings are not constructed on certain flood plains (but sports fields are), or multi story buildings are not built in certain earthquake risk areas.

- b. Vulnerable physical or other features need to be dealt with, e.g. a bank which may collapse onto (and eliminate) an electricity sub-station in an earthquake may need to be shored up or levelled (or the sub-station moved to a safer site in the longer term).

► Ability to Respond and Recover ◀

Despite 'reduction in vulnerability', extreme events will occur. Communities need to be able to withstand these events (this means being prepared for, responding to, and recovering from them). Contingency plans (about how to survive and maintain essential operations) and longer-term redevelopment plans are required, and should be in place before a disruptive event occurs. For example:

- a. Local government agencies need well thought out plans for surviving a disruptive event with essential services intact (or plans for providing those essential services if they are not intact), and a plan for returning to normality as soon as possible.
- b. There is a need for lifeline utilities (water, gas, electricity, telecommunications, etc.) to be able to restore essential services very quickly following a disruptive event (i.e. contingency plan required) and to return to normality as soon as possible (reconstruction plan required).
- c. There is a need for businesses to be able to recover and recommence operations as soon as possible following a disruptive event. This might include a contingency plan for short-term survival (e.g. an ability to relocate functions to other branches in other localities) and a medium term reconstruction plan.

1.4.2 Sustainability

It is important that any CEM activities and decisions (especially mitigation and recovery) are based on the principle of sustainability in the long-term. Planning of communities should be based on a long-term strategy that is consistent with the hazards and vulnerabilities present. Mitigation activities that are undertaken without this long-term perspective may (while decreasing risk in the short term) actually increase it in the long term. For instance, a mitigation activity may encourage building within a hazard area. In the short term (say 20 years) the risk may be low. However taking a 50-year perspective may result in the decision that the level of risk is unacceptable.

1.4.3 Holistic Community Management and Partnerships

There are five elements to this:

- a. Management of risk at the appropriate level. Communities, businesses, and individuals need to accept that they have responsibility for managing their risks. This includes, for example:
 - i. Communities (rather than “government”) being responsible for consequences of their planning and other decisions i.e. for their own action or inaction.
 - ii. Communities, businesses, and individuals being responsible for costs of those consequences (e.g. insuring property or deciding to carry the risk themselves).
- b. A co-operative approach involving a partnership between all relevant stakeholders co-ordinated by local government agencies (via CDEM Groups) at local level and the Ministry of Civil Defence & Emergency Management at national level.
- c. Informed decision-making. Communities will effectively be making decisions about which consequences they choose to eliminate and which they will accept. There needs to be full public disclosure of relevant information and decisions and opportunity for public input into decision-making at the community (local government) level and the national level.
- d. Comprehensive national, regional and local planning should incorporate both emergency management and community/nationwide goals, taking into account hazards and associated vulnerabilities as well as wider social and economic issues when making, planning or development decisions.
- e. The complexity of disaster problems raises the need for an 'inter-disciplinary' approach to decision-making. Decisions that have implications for community design, development and ultimately continuity, cannot be made by emergency managers, planners, developers or others in isolation.

1.5 Operating Principles

There are 3 key concepts or principles that provide the basis for how the Group will function. They are:

- a. Comprehensive Emergency Management.
- b. Risk Management.
- c. Integrated Emergency Management.

1.5.1 **Comprehensive Emergency Management (CEM)**

This is the key operating principle for the new legislation. It describes the activities of emergency management (consistent with the principles and contributing to the purpose).

Comprehensive emergency management is a system for co-ordination of an organisation's, community's, or nation's responsibilities and capabilities for managing emergencies and disasters.

The emphasis is on taking measures for reduction of the incidence and severity of potential disaster impacts, and effective planning and preparation of emergency response and recovery in the event that an emergency does occur. The four phases ("the four R's") of emergency management are:

- a. **Reduction** - activities that reduce the degree of long-term risk to human life and property arising from natural and man made hazards. Identifying and analysing long-term risks to human life and property from natural and man made hazards; taking steps to eliminate these risks where practicable, and where not reducing the likelihood and magnitude of their impact.
- b. **Readiness** - activities that develop operational capabilities for responding to an emergency.
- c. **Response** - activities taken immediately before, during or directly after an emergency that can save lives, minimise property damage, or improve recovery.
- d. **Recovery** - activities that stabilise the affected community and assure that life support systems are operational, and longer term actions for community rehabilitation and restoration. This restoration needs to have a Reduction focus i.e. it is important that the same hazard vulnerable community is not rebuilt.

1.5.2 **Risk Management**

Risk management is a process for ensuring that decisions about risk enable individuals, organisations, communities, and the nation to minimise loss and maximise opportunities. This means:

- a. Identifying and considering all aspects of risk (social, political, economic, and physical) from all hazards.
- b. Determining acceptable risk levels.
- c. Balancing costs and benefits of options to address risks.
- d. Developing, agreeing on, and implementing ways to minimise potential damage and disruption.

This is achieved through a logical and systematic process of identifying, analysing, assessing, treating, monitoring and communicating risks arising out of natural and man-made hazards.

1.5.3 **Integrated Emergency Management**

Integrated emergency management is horizontal integration (co-operation and co-ordination) between relevant agencies and vertical integration within those agencies to ensure the effective and efficient use of resources.

Relevant agencies are central government, local government, emergency services, lifeline utilities and relevant voluntary and private sector groups.

Horizontal integration is especially important in a deregulated environment. Prior to deregulation, the government had an extensive resource base at its disposal (Ministry of Works, the Post Office, transport networks and facilities, and local government electricity and works departments). This resource base gave the government direct control over many lifeline utilities and a well-resourced response capability. The government no longer has direct control of this extensive resource base, hence needs to co-ordinate the resources of others to create the required capability.

1.6 **Community Plan**

The Gisborne Civil Defence Emergency Management Group will, by implementing the principles of emergency management, endeavour to develop a safe and sustainable environment where the public and infrastructure of the Gisborne District are best able to coexist with the natural and technological hazards.

Responding and recovering from the effects of hazards is a community issue. Communities need to be aware of the hazards that will affect the district and the potential consequences of them. Only then will individuals and the community have the ability to plan appropriately to respond and recover from a hazard event.

This will require the CDEMG to undertake a transparent and robust program of community consultation to ensure that the members of the communities are aware, consulted and accept the level of residual risk they will be exposed to.

The development of programs to allow appropriate consultation with the communities relies on Council having a sound understanding of the hazards and their impacts. This understanding is currently not as complete as it should be and will have to be developed further.

A number of the deficiencies in this understanding have been developed into projects and are outlined in this Plan.

LTCCP Community Goals will incorporate the three CDEMG Goals in Part 1.

Some of the Key Issues facing the CDEM Group listed in section 2.2. will be considered as the LTCCP develops its list of Significant Issues.

Strategic Assets identified under the LTCCP will require specific CDEM consideration under Project No 9: Lifelines Study

1.7 Members of the CDEM Group and their Objectives

The following are identified as having an obligation to participate in contributing to the development of a safe and sustainable environment:

Gisborne District Council

▶ Objective

To ensure that the services it provides to the public of the Gisborne District and visitors to it, are developed and maintained to provide a safe sustainable environment. Those services being Emergency Management, Rural Fire, Hazardous Substance Response, Gisborne Airport, Planning, Building Inspections, Water Supply, Waste Water (storm water and sewage) and Roding.

NZ Police

▶ Objective

The maintenance of law and order and where practical the provision of services identified in this Plan.

NZ Fire Service

▶ Objective

The management of the Urban Fire risk and where practical the provision of services identified in this Plan.

Tairāwhiti District Health Board

▶ Objective

The provision and co-ordination of health services to the Gisborne District and where practical the provision of services identified in this Plan.

St John

▶ Objective

To contribute to the health services of the Gisborne District by the provision of a medical transport capability and a Corps of trained first aid volunteers.

Lifeline Utility Organisations (Telecom, Eastland Network, Transit NZ, Natural Gas Corporation, Tranz Rail and Eastland Port)

▶ Objective

Plan and work co-operatively across sectors in order to be able to function at the fullest possible extent during and after an emergency (ref. Section 57 Civil Defence Emergency Management Act 2002).

1.8 Organisations to have Emergency Plans

Organisations that have responsibility for other people, such as: childcare, schools, rest homes and private hospitals are required to have an emergency plan. Also facilities that are managed for the express purpose of accommodation of the public for one or more nights and are located in a designated hazard area or may be subject to a significant hazard may be

required for the purposes of the issuing of a consent or on the request of the CDEM Group to produce an emergency plan.

Emergency plans will be approved by the Civil Defence Emergency Management Officer. Any dispute concerning the plan will be resolved by the CDEM Group.

Organisations identified in this Plan have a responsibility to plan for civil defence emergency management, Section 59, the Act.

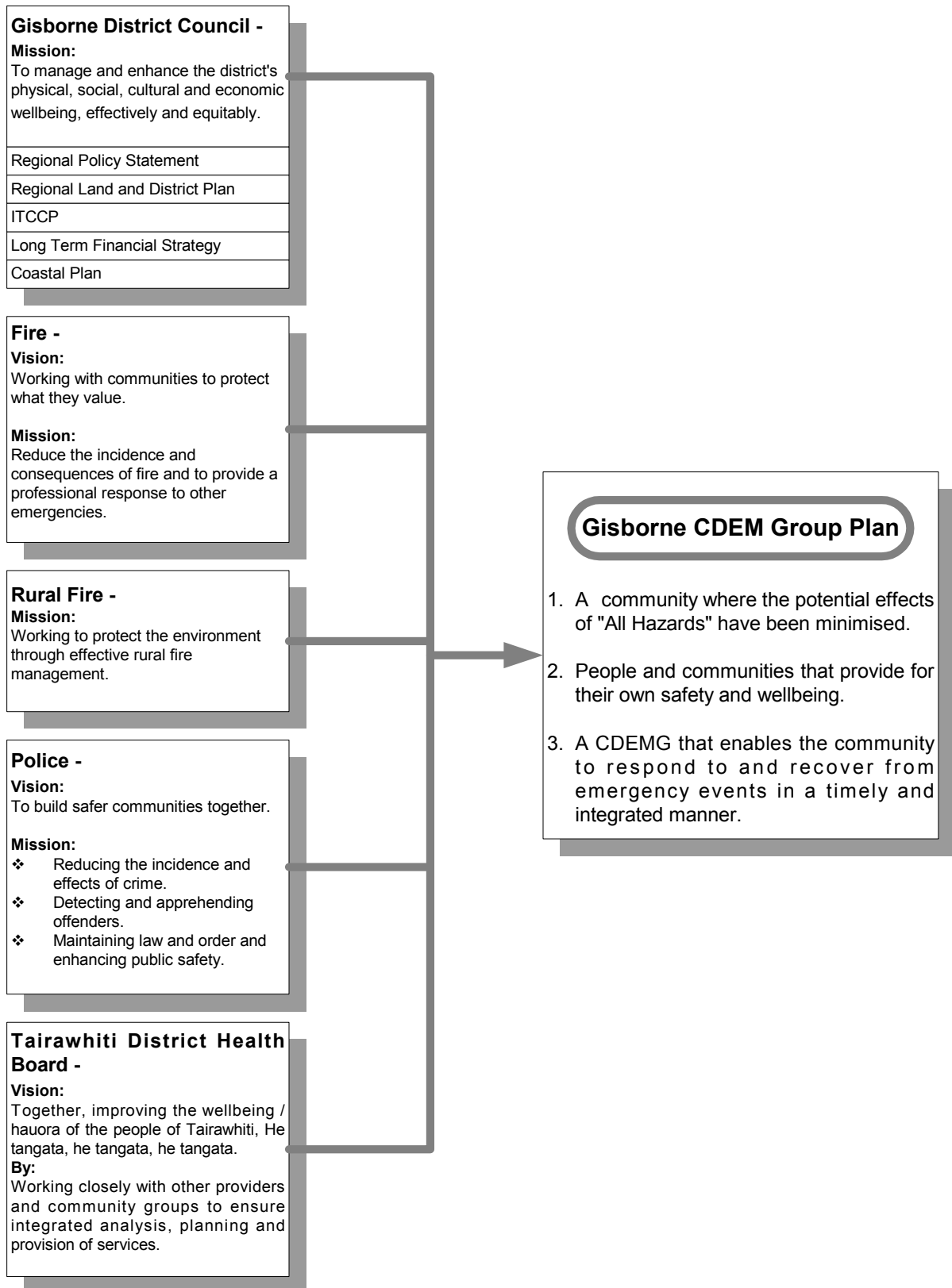
Organisations also include:

- a. Any Board of Trustees constituted under Part IX of the Education Act 1989;
- b. The governing body of any "institution" within the meaning of section 159 of the Education Act 1989; (Polytechnics' & Universities)
- c. Any Early Childhood Development Board continued by section 43 (1) of the Education Act 1989;
- d. The Earthquake Commission constituted under the Earthquake Commission Act 1993;
- e. Any District Health Board established by or under section 19 of the New Zealand Public Health and Disability Act 2000;
- f. The New Zealand Fire Service Commission constituted under the Fire Service Act 1975;
- h. The Accident Compensation Corporation continued by section 259 of the Injury Prevention, Rehabilitation, and Compensation Act 2001.
- i. Any Rest Homes or Private Hospitals constituted under the Health and Disability Services (Safety) Act 2001 and the Hospital Regulations 1993.

Therefore each organisation is expected to (see definition of Civil Defence Emergency Management in the Act):

- ❖ Assess the impacts of an event on its own assets;
- ❖ Prepare its own emergency plan;
- ❖ Maintain or restore the services it provides; *and*
- ❖ Communicate with appropriate CDEM authority.

1.9 Plan Relationships





▶▶ PART TWO ◀◀
Hazard Risk Reduction
Arrangements

PART TWO - Hazard Risk Reduction Arrangements

2.1 Overview

The Hazard Liaison Group (HLG) identified in Part Four of this Plan carried out a risk management process on the hazards identified that would impact on the Gisborne District to identify options to mitigate their affects.

The HLG used the AS/NZS 4630:1999 as the basis for the process to identify hazards, analyse risk, evaluate risk, identify treatment options and develop goals, objectives, actions and targets. To assist this process hazard summary sheets were developed which contained a summary of all the known information, return times, their affects and how they are managed. Copies of these can be found in annex c.

The following hazards were identified as a threat to the Gisborne District. They were ranked using a method called SMUG (Seriousness, Manageability, Urgency and Growth). This process has enabled identification of gaps in planning and knowledge about them, which in turn has lead to the development of projects to remedy this.

A description of the SMUG process and full results including hazard scores are contained in annex b.

2.1.1 CDEM Group Identified Hazards

Hazards	Study Group	
Flooding	1	More work is required to ascertain vulnerability to these hazards
Tsunami - local	1	
Tsunami - Distant	1	
Bio-security emergency	1	
Public Health emergency	1	
Wind Storm	2	These hazards only require special projects on an identified gap basis.
Utility failure - Communications	2	
Utility failure - IT	2	
Hazardous substances	2	
Criminal Acts	2	
Drought	2	
Erosion/Instability	2	
Fire - rural	2	
Volcanic	2	

Storm Surge	3	
Earthquake	3	
Utility failure-power	3	
Utility failure -water	3	
Transportation - air	3	
Transportation - marine	3	Special projects only an identified gap
Transportation - road	3	
Fire - urban	3	
Civil unrest	3	
Mud Volcanoes	3	
Transportation - rail	3	
Utility failure - gas	3	
Snow & Hail	Not scored	To be incorporated in next Plan

2.2 Goals, Objectives, Issues, Actions, Targets and Projects

As part of describing and ranking the risks (shown above & detailed at annex B), the HLG also identified the Key Issues that face the CDEMG partners in addressing the risks across the 4Rs – i.e. our real problem areas.

These Key Issues have been grouped together under the agreed Goals and Objectives, and the partners have agreed a work programme of actions and targets to address the shared problems. The Actions, Targets and Issues are detailed below)

GOALS OF GISBORNE CDEM GROUP

1. A Community where the potential effects of “All Hazards” have been minimised.
2. People and communities that provide for their own safety and well-being.
3. A CDEM+ that enables the community to respond to and recover from emergency events in a timely and integrated manner.

OBJECTIVE 1

Self-reliant communities that have reduced vulnerabilities to emergency events and have the ability to respond and recover.

ISSUES

- ❖ Emergency management is not currently an integral part of core decision-making processes for where and how communities develop and function day to day.
- ❖ There is generally a complacent attitude in the community, “it will never happen to me” and “she’ll be right someone else will help me or pay”.
- ❖ There is a lack of recognition by strategic decision makers of the appropriate level of response and recovery planning required.

Actions	Target	Project
<p>1. Develop appropriate mechanisms, information and processes to enable both initial and ongoing education programs for:</p> <ul style="list-style-type: none"> - Politicians - Senior management of Council and partners - Next level of management <p>About “all hazards” and 4R’s principles in relation to their functions and the emergency management environment.</p>	<p>Appoint project co-ordinator on 5th November 2002.</p> <p>Develop elected member program (includes organisations with elected boards by March 2003).</p> <p>Develop senior management and partner program by March 2003.</p> <p>Deliver initial programs by 2004</p>	<p>Education projects, politicians and managers.</p>
<p>2. Each partner to establish internal processes to ensure that any matters impacting on or impacted by natural or technological hazards have regard to the overall emergency management strategy.</p>	<p>Appoint project co-ordinator on 5th November 2002.</p> <p>Review and identify process and establish appropriate mechanisms to integrate the processes by 2006</p>	<p>Natural and technological hazards interaction with emergency management strategy.</p>

<p>3. Establish a forum/s for regular information sharing within organisations and between partners.</p>	<p>Appoint project co-ordinator on 5th November 2002. Review present meeting forums by February 2003. Establish appropriate forums by 1st June 2003.</p>	<p>Review Emergency Committees.</p>
<p>4. Develop appropriate mechanisms, information and processes to enable both initial and ongoing education programs for:</p> <ul style="list-style-type: none"> - Individuals and their families - Designated community areas <p>About “all hazards” and 4R’s principles in relation to the development of safe and resilient communities.</p>	<p>Appoint project co-ordinator on 5th November 2002. Develop public education programs by April 2005. Start delivery of public education programs by July 2005.</p>	<p>Education Projects, public.</p>

OBJECTIVE 2

Sustainable communities planned according to a long-term strategy that is consistent with known hazards and vulnerabilities.

ISSUES

- ❖ A sustainable long-term strategic approach to emergency management is compromised by:
 - gaps in information about some of the hazards.
 - the short-term nature of the political process.
 - communities pressure to implement short-term mitigation measure because of the unacceptable impact on a present life style.
 - the short term financial implications of adopting a long-term strategy can be significant for parts of the community
 - our increasing dependency on technology and the risks associated with it failing.

Actions	Target	Project
5. Complete scoping report on known gaps and develop a program of research projects for those that show benefit to the emergency management process (see specific hazard issues) and ensure results are reflected in the RPS and District Plan.	Appoint project co-ordinator on 5 th November 2002 Complete scoping report by February 2006 Other activities developed as required. Project reviewed for next Plan - 2009	Council Plans: a. Hazard Gaps. b. RMA Policies and Plans updated.
6. See action 1	Appoint project co-ordinator on 5 th November 2002.	Education Projects, politicians and managers.
7. See action 1 and 4		Education Projects, public.
8. Develop a recovery plan that recognises recovery is not just a matter of restoring what was there before but has procedures that require the need to explore the range from nil restoration/relocation to something better.	Appoint project co-ordinator on 5 th November 2002. Complete review of declared event procedures by November 2003. Total plan complete by 2006	Recovery Plan.
9. Develop plan that details procedures for non-declared events, both response and recovery.	Appoint project co-ordinator on 5 th November 2002. Plan out for consultation by 5 th November 2002. Plan approved by March 2003.	Adverse Event Plan.

<p>10. Develop long-term financial strategy in conjunction with long term planning initiatives to give an indication of any long-term benefits. Where appropriate strategy should compare any benefits to short term actions. (need definition of long term).</p>	<p>Appoint project co-ordinator on 5th November 2002. Define project terms of reference by 23rd May 2003.</p>	<p>Financial Strategy: a. Long-term Strategy. b. Plan implications.</p>
<p>11. Develop robust redundancy programs and processes to cover any technology failures. Find out about vulnerabilities and raise awareness.</p>	<p>All partners to conduct internal review of dependencies by Dec 2005 Where appropriate share results and solutions with CEG by Feb 2006 Needs to link to lifelines project and subsequent contingency plans. Review Y2K Plans.</p>	<p>Lifelines Project</p>

OBJECTIVE 3

Appropriate co-operation and co-ordination within and across organisations involved in emergency management.

ISSUES

- ❖ The ability to achieve appropriate co-operation and co-ordination is compromised because:
 - Emergency management is presently based around inaccurate assumptions about the capability of partners to participate. This is largely due to inadequate communication between partners.
 - There is a lack of recognition and acceptance within organisations about the need to improve the emergency management process.
 - There are insufficient resources, i.e. staff, time and funds to address the issues.

Actions	Target	Project
<p>12. A group is established to examine existing operational plans to establish whether they:</p> <ul style="list-style-type: none">- Reflect the 4R's.- Allow for integration.- Are appropriate and then;<ul style="list-style-type: none">- Identify planning that needs to take place, shortfalls gaps.- Make recommendation to the CEG on what steps are required to resolve the issue as necessary.	<p>Appoint project co-ordinator on 5th November 2002. Report to CEG Marc2005</p>	<p>Operational plans and the 4R's.</p>
<p>13. Conduct review of staff functions for emergency management office and emergency operations centre and available resources (including accommodation and EOC size and location) to carry out existing and new emergency management functions.</p> <p>Develop a structure adequately resourced to implement the emergency management strategy of the CDEMG Plan.</p> <p>Confirm that the partners involved in response activities have taken into account the principles of the NZ Co-ordinated Incident Management System in developing their response plans.</p>	<p>Review done and completed by 1 June 2005</p> <p>Structure to be in place within 3 months of completion of review.</p> <p>Conduct peer review of partners plans as part of action 12.</p>	<p>Structure of Emergency Management Office.</p> <p>Project 7</p> <p>Part of Project 13</p>

OBJECTIVE 4

Risk management is used as a key tool to ensure that social, economic and environmental issues are incorporated into planning processes where human activities interact with natural and technological hazards.

ISSUES

- ❖ It is not practical for the CDEMG to assess whether EM is being considered in core decision-making processes when the extent to which risk management is practiced by CDEMG partners is largely unknown.

Actions	Target	Project
<p>14. Undertake a review of the existing procedures and planning where there is an activity relationship with the sustainable management of hazards for each partner. Evaluate this against best practice and the as/NZS 4360:1999 standard for risk management. This will allow the identification of gaps and enable encouragement to fix the problem.</p> <p>Establish a database of current use and perceptions of risk management.</p> <p>Where necessary conduct programs of education/familiarisation into process.</p> <p>Ensure general agreement is reached on the use of risk management.</p> <p>Establish a peer support group to assist with the process and review outcomes.</p>	<p>Appoint Project Co-ordinator on 5th November 2002.</p> <p>Compile as review being done 30th September 2005</p> <p>Develop as necessary.</p> <p>Develop and progress as necessary by January 2009</p> <p>Develop if required.</p>	<p>Risk Management application.</p>

OBJECTIVE 5

Lifelines Utilities are able to operate to the fullest extent possible during an emergency.

ISSUES

- ❖ Lifelines Utilities are unlikely to operate to the fullest extent possible during an emergency because they:
 - Are reliant on services of other utilities about whose operation there is limited knowledge.
 - Have not developed robust integrated links with other CDEMG partners.
 - Have a need to protect commercially and operationally sensitive information.

Actions	Target	Project
16. CDEMG to complete lifelines study.	Select Lifelines project co-ordinator on 5 th November 2002. Prioritise project components and identify time frames by mid 2005. Complete project by mid 2008.	Lifelines Study.
17. Each utility owner to develop policy guidelines on commercially sensitive information and security reasons.	Completed and presented to first CEG meeting after enactment.	
18. Identify gaps and work towards solution either by consultation or through CEG, where appropriate develop contingency plans.	Part of lifelines study.	

OBJECTIVE 6

A community that has appropriate financial protection and economic sustainability to enable recovery from emergency events.

ISSUES

- ❖ Generally most of the issues from 1-8 impact on this objective.
- ❖ The likelihood that some lifelines damaged in extreme events may not be replaced because they are presently un-profitable or they will be too expensive to repair.

Actions	Target	Project
19. Ensure financial implications are transparent in the action plans to resolve each issue.	On going as required. Part of Action 10.	
20. Education re financial risk see 1 & 4.	Appoint project co-ordinator on 5 th November 2002.	
21. Central Governments policy on non-reinstatement of key lifelines needs to be obtained and the result recognised in the recovery plan.	Initiate initial request for information by 25 September 2002. Develop further actions as required. Provide regular updates to the CDEMG.	Issues of National Significance.

HAZARD RELATED ISSUES

The following are hazard specific issues, that highlight some of the more general issues listed above, that scored highly in the prioritisation process and need to be addressed in the 5-year life of the Plan.

FLOODING ISSUES

- ❖ The majority of the flood hazard management has focused on the Waipaoa, Waimata, Uawa & Te Arai catchments which means that other flood prone areas may not be receiving the management they should be.
- ❖ Protection works are becoming less of an option as the cost is becoming less justified in terms of risk and they also create a false sense of security for landowners. Consequently warning systems, flood hazard planning, education and a high level of readiness are all critical issues. These consequences have not been widely recognised or accepted.
- ❖ A high level of readiness is necessary for flooding. The frequency and absence of serious outcomes is compromising the purpose of the process that has the potential to suffer from the “cry wolf syndrome”.

Actions	Target	Project
22. There needs to be an extensive review of flood reduction and readiness activities to ensure what is being done is appropriate and sustainable; and that there are emergency management procedures in place to cope with events up to and beyond the design of the flood protection works.	Appoint sub committee leader on 5 th November 2002. Reports to Project Co-ordinator of Action 5. Complete project by 30th June 2008.	Flood 4R's review.
23. A report on the Districts meteorological hazards needs to be undertaken.	Appoint sub committee leader on 5 th November 2002. Reports to Project Co-ordinator of Action 5. Complete project by 2007	Meteorological hazards review.
24. There is a requirement to educate the public as to the level of self-reliance and recovery they will need to plan for post any event. Any education program must also include information about the hazard, reduction activities, risk awareness and acceptance.	Appoint project co-ordinator on 5 th November 2002.	Education Projects, public.

TSUNAMI**ISSUES**

- ❖ There is no clear understanding of Paleo-tsunami levels of impact either for return times or wave heights nor an understanding of how the forecast sea level rise will affect these. Planning to date relies on limited data.

Actions	Target	Project
25. A public education program to ensure that the level of awareness of the hazard is more widely understood.	Appoint project co-ordinator on 5 th November 2002.	Education Projects, public.
26. A study of Paleo-Tsunami is undertaken.	Appoint project co-ordinator on 5 th November 2002. Reports to Project Co-ordinator of Action 5. Define project by Feb 4 th 2003. Complete project by 2007.	Paleo-Tsunami research.
27. Identify and review current health response capabilities and develop major event plan.	Review current capabilities, identify gaps and develop contingency plan by 2006	Major 'health' event plan.

BIO-SECURITY EMERGENCY**ISSUES**

- ❖ The likelihood, impact and consequences of the potential increase of the numbers and types of organisms that may impact on our agricultural, forestry and horticultural products is not fully understood. Any infestation has the potential to cause large economic loss and loss of bio-diversity.
- ❖ The response MAF has to the current risks of a bio-security emergency are not widely known by CDEMG partners and may not have fully taken into account best use of resources.

Actions	Target	Project
28. A report on the likely organisms to affect the district be undertaken and the report also look at what is the likely affect of the climate change and identify potential economic loss.	Appoint project co-ordinator on 5 th November 2002. Define project by _____ Complete project by ___2009_____	Climate change 'bugs'.
29. MAF under take a review of its response strategies in a forum involving the district key response agencies.	MAF present plan to CEG by ___2007_____ HLG work with MAF to resolve any issues by _____	Report on response strategies.

PUBLIC HEALTH EMERGENCY		
ISSUES		
❖ The number/variety of disease out breaks are projected to increase with climate change of which there is insufficient information about implications, impacts and consequences.		
Actions	Target	Project
30. Identify and review current health response capabilities and develop major event plan.	Review current capabilities, identify gaps and develop contingency plan by 2007	Major 'health' event plan.
31. A report on the likely diseases to affect the district be undertaken and the report also look at what is the likely affect of the climate change and identify potential casualty rates.	Appoint project co-ordinator on 5 th November 2002. Complete project by 2006	Climate change diseases.
WIND STORMS		
ISSUES		
❖ As events have been isolated and rare to date we have assumed that our vulnerability is low. This assumption is further weakened by a lack of technical information. As a result it is likely that the impacts of a large event will be greater and more difficult to manage.		
Actions	Target	Project
32. There is a need to review reduction and readiness activities as they relate to extreme wind events in urban areas.	Appoint sub committee leader on 5 th November 2002. Reports to Project Co-ordinator of Action 5. Complete project by 2007	Wind Hazard impacts on urban structures
33. Wind events and climate change affects be included in the meteorological study.	Include with 23.	Meteorological hazards review.

UTILITY FAILURE - COMMUNICATIONS and IT

ISSUES

- ❖ IT and communications systems are integral parts of the community's response to an emergency. The ability of the existing systems to cope with the demands of an emergency is severely limited by a lack of capacity and potential system failures.
- ❖ The CDEMG partners have little accurate information about the vulnerabilities and capacities of these systems, which prevents comprehensive and integrated planning for emergency events.

Actions	Target	Project
34. To better understand the issues involved "communications and IT" will be involved in the lifelines study.	Part of lifelines study.	Lifelines Study.
35. All key players will review communications and IT plans and dependencies and links with other agencies.	Part of lifelines study	
36. Public education programs will prompt readiness activities that involve not having lifelines available for several days.	Appoint project co-ordinator on 5 th November 2002.	Education Projects, public.

HAZARDOUS SUBSTANCES

ISSUES

- ❖ The lack of knowledge re the location of storage sites (particularly the rural sector) and their contents increases the public's risk of exposure and makes it difficult to establish the level of risk.
- ❖ Integrated response procedures have not been developed to a level where "partners" feel comfortable in their respective roles so there is the potential for a less than effective response.

Actions	Target	Project
37. A project is implemented to fill the gaps in the current register of hazardous substances.	Appoint project co-ordinator on 5 th November 2002. Complete project within 5 years.	Hazardous Substances Issues.
38. A project to be implemented to co-ordinate and share information from the databases that record "incidents".	Appoint project co-ordinator on 5 th November 2002. Complete project by 2007	

39. An agency will be made responsible to co-ordinate the production of a manual to cover all aspects of the 4R's in relation to hazardous substances.	Appoint project co-ordinator on 5 th November 2002. Complete project by 2007	
CRIMINAL ACTS		
ISSUES		
❖ The CDEMG partners have little accurate information about the ability of the Group to reduce the risks of and respond to incidents of criminal damage, which prevents comprehensive and integrated planning for emergency events.		
Actions	Target	Project
40. The Police will develop a report which will outline the potential threat to the district which should include damage to key lifeline assets outside the district.	Appoint project co-ordinator on 5 th November 2002.	Criminal Acts.
41. A number of realistic scenarios should be developed that will allow appropriate response planning. .	Define project by _____ Complete project by _____2006_____	
ISSUES COMMON TO MORE THAN 1 HAZARD		
ISSUES		
<ul style="list-style-type: none"> ❖ The current level of medical resource is not sufficient to plan or cope with any event that would cause significant casualties. Such an event will cause the medical response to be overwhelmed. ❖ Climate change has long-term implications that are neither fully known, understood nor accepted, for many of the hazards, which prevent comprehensive and integrated planning for emergency events. ❖ Previous level of Central Government support (as experienced in Cyclone Bola) in the recovery phase are no longer available hence it is likely that the community will sustain higher levels of physical, social & economic loss. ❖ There is a general lack of knowledge about partners roles, capabilities and support they may be able to give to each other ❖ There is a fairly good knowledge of the districts hazards and their impacts. But there remains the possibility of an unexpected or unplanned for impact from an unknown or not recognised hazard. 		
Actions	Target	Project
42. Identify and review current health response capabilities and develop major event plan.	Review current capabilities, identify gaps and develop contingency plan by 2007	Major 'health' event plan.

43. Actively search and collect new material as released on climate change, identify gaps in areas of concern, develop research projects as required to ensure full knowledge is gained as to likely affects. Use knowledge to educate and plan future activities.	Appoint project co-ordinator on 5 th November 2002. Define project by February 2006 Complete project by – 2009	Climate change impacts.
44. Work with central government to develop guidelines for issues of national significance and develop messages for dissemination to the public.	Appoint project co-ordinator on 5 th November 2002. Define project by 30 th April. Project will be on going.	Issues of National Significance.
45. That a list of priority actions in relation to the “other hazards” that on going attention is required for appropriate management is prepared and presented to CEG.	Appoint project co-ordinator on 5 th November. Define project by Feb 4 th 2003. Complete projects by 2009.	Low priority hazards. Lahars. USAR. Te Puia landslip.
46. Ensure that all Plans are flexible enough to cope with the ‘unexpected event’ or unexpected impact.	Same as Action 12	Incorporate into Project 13

2.3 Summary of Reduction Arrangements

This part of the Plan summarises what is expected to be achieved in its 5-year life in terms of reduction activities and their integration.

Key expectations are that it will enable:

- ❖ Better understanding of hazards that may impact in the CDEM Group area.
- ❖ Recognition of areas of significant vulnerability, both at present and in the foreseeable future.
- ❖ Development of recommendations for future initiatives that are consistent with the purposes, principles and requirements of the legislation.
- ❖ Development of recommendations for the regional policy statement/plans.
- ❖ Development of recommendations for The Regional Land and District Plan.
- ❖ Development of recommendations for any strategies, plans, policies etc under other legislation.
- ❖ Development of recommendations for any other strategies, plans policies etc that will assist the purposes, principles and requirements of the legislation.

The Group has identified a number of reduction issues and gaps in knowledge through the risk management process of the identified hazards that impact on its ability to meet the Goals and Objectives of the Group Plan.

These issues will be addressed by a number of projects (shown in the previous section and in annex d which range across the 4R's in a general sense, but all in some way have a reduction component.

There is an amount of overlap and linkage between some of the projects, the more important being the relationship between the necessary hazard research and the lifelines study. The latter cannot be effectively achieved unless the hazard studies are completed.

Within the low priority issues there is a requirement but not limited to:

- ❖ Research the impact lahar threat to the Waipaoa River catchment.
- ❖ Review the urban search and rescue capability of the CDEMG.
- ❖ Review the Te Puia Springs landslide hazard and develop appropriate procedures to limit public exposure to harm.