
Readiness Section

INTRODUCTION TO READINESS

This section of the Group Plan is intended to outline the emergency readiness-related activities of the CDEM Group, its members and partners.

The readiness section within Group Plans relates directly to Goals One and Three of the National CDEM Strategy.

Readiness involves planning and developing operational arrangements (capacity and capability) before an emergency happens. Readiness steps are dependant upon the nature and scope of identified hazards and risks, and likely emergency scenarios. Readiness comprises two distinct but related aspects.

“Organisational Readiness” - which tends to focus on the Readiness of emergency response organisations, emergency services, local authorities, health service providers, Non Government Organisations, etc., but has become increasingly inclusive of private businesses that have roles in Reduction, Readiness, Response and Recovery.

“Community Readiness” – which focuses on the ability of communities, families and individuals to be able to meet their own needs during and after emergencies. Links to safety or security community outcomes in Long Term Council Community Plans (LTCCP) should be used to reinforce the Community Readiness component of the Group Plan. The “Public Education” activities of the EMO and some partners play a key role in developing community readiness.

PURPOSE OF THE READINESS SECTION

Provide an overview of both Organisational and Community Readiness. Provide an overview of the Groups capacity and capability to respond to a Civil Defence emergency.

READINESS OBJECTIVES

- ▶ To deliver effective public education programs that build communities who understand and are prepared to manage the impacts of their hazards and risks. (Strategy objective 1a, 1b, 3b).
- ▶ To develop and maintain community leadership structures, (Community Link) supported by appropriate procedures and resources, that are able to provide leadership and support to the individual during emergencies. (Strategy objectives 1c, 1d, 3b).
- ▶ To have in place suitable facilities, procedures, information management systems and appropriately trained staff to ensure a co-ordinated response and support is provided to the Community Link. (Strategy objectives 3b).
- ▶ To develop and maintain robust relationships with partner agencies. (Strategy objectives 3b).
- ▶ To develop and maintain relevant documentation to support the direction provided in the CDEM Group Plan, for example Standard Operating Procedures, functional plans and threat specific contingency plans. (Strategy objectives 3b).

PLANNING and OTHER ACTIVITIES

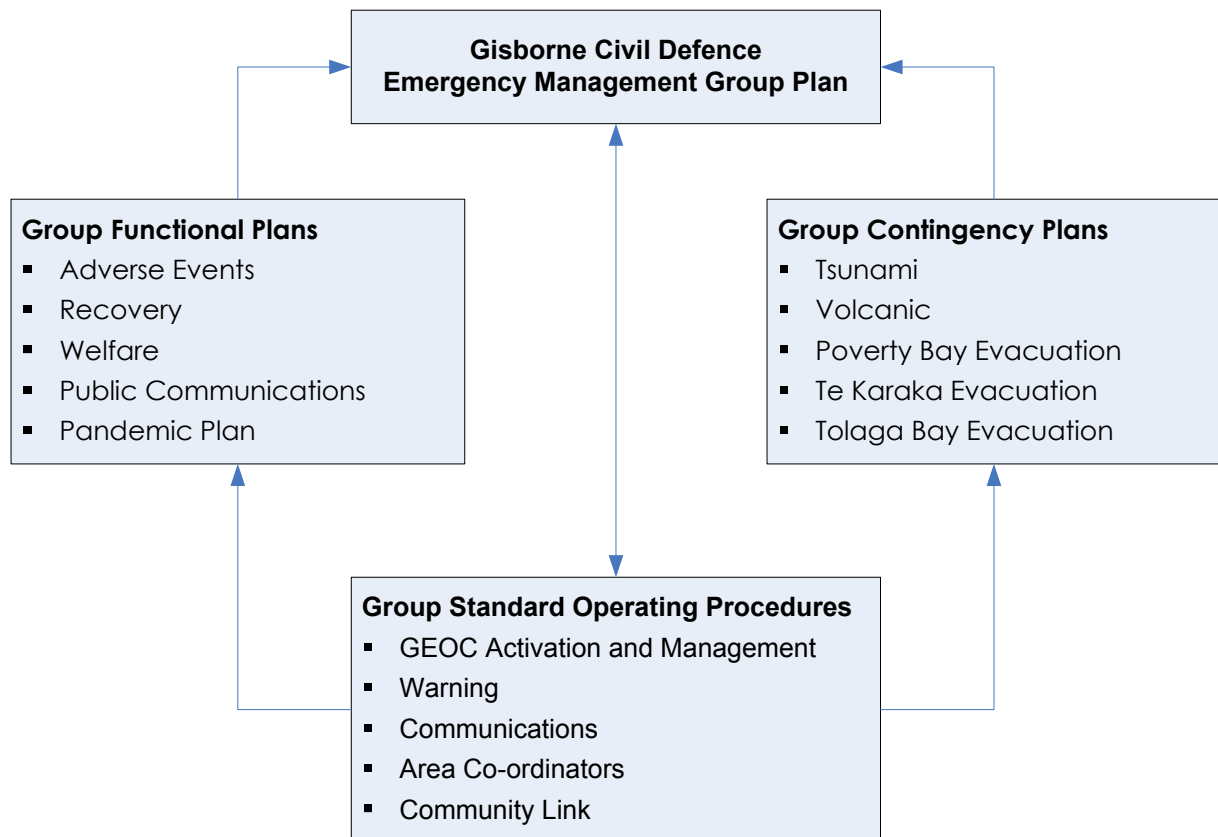
To assist with an effective co-ordinated response to and recovery from emergencies, it is essential to develop plans and Standard Operating Procedures that address the significant hazards and key activities that support them and the overview provided in the CDEM Group Plan. To this end the following have been developed.

Contingency Plans deal with the issues surrounding a specific threat. They were developed because there are clearly identifiable issues affecting a specific population or there is management detail that needs to be recorded because of the infrequent nature of the event. Something like an earthquake or generalised flooding is not covered by a contingency plan, as the impacts are not specific enough for set response procedures. All contingency plans incorporate procedures for Civil Defence and the emergency services.

Functional Plans detail the actions to be taken relating to a specific activity, i.e. Welfare, Recovery and Adverse Events.

Standard Operating Procedures deal in more detail than this Plan with the specific processes that are used, the people involved and the structures that need to be put in place. Distribution of the Standard Operating Procedures is limited to the key people who are involved in whatever the management issue is. All of the Standard Operating Procedures are available in the EMO.

Figure 3: Plans that support the Group Plan



LIAISON, INFORMATION SHARING and PLANNING

The CDEM partners agree that no opportunity should be lost to share and co-ordinate planning and other activities for mutual benefit. This list describes those activities that are intended to happen routinely or as a matter of course.

Routine Consultation/Meetings: The key emergency management 'officers/liaison staff' of each agency will maintain regular contact and conduct face-to-face consultation as necessary. e.g. ESCC and HSTLC

Sharing of Plans and Other Material

The partners will share access to all plans and procedures to facilitate a common approach to planning.

Hazard/Risk Management

The key stakeholders agree to share access to data on hazards and mitigation that is being employed. Where CDEM Groups share a common hazard on their boundary, mutual agreement on mitigation will be obtained.

Training and Exercise Participation

The key stakeholders will keep each other informed of training and exercise activities that will enhance responding together in emergencies. Other CDEM Groups will also be informed of exercises and training occurring that may also benefit each other by collaboration.

Information Sharing

During non declared events all key agencies should endeavour to keep others updated with the current situation of their responsibilities. This information will also be collated by the EMO into an overall situation report and distributed to the partners. During a declared event all agencies are obligated to keep the GEOC updated concerning their current situation.

Organisations to have Emergency Plans

There is a list of organisations identified in the Act, schedule 1, part a & b that are required to plan for Civil Defence emergency management (CDEM).

These organisations, by being identified in this plan, have a responsibility to plan for Civil Defence emergency management, s59, the Act: childcare facilities, schools, rest homes, those caring for the differently abled and private hospitals. Also facilities that are managed for the express purpose of accommodating the public for one or more nights and are located in a defined hazard area or may be subject to a significant hazard are 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.

READINESS ARRANGEMENTS IN SUPPORT OF THE RESPONSE

Community Link

To ensure that people are able to at least attempt to support themselves in an emergency the CDEM Group has established groups of volunteers that have the sole focus of co-ordinating support to their communities in times of emergencies that require a significant co-ordinated response.

Care must be taken when deploying the Community Link during non-declared events as they have limited protection and the organisation has no legal powers to act.

For the purpose of community management the District has been divided into four Areas, each of which contains a number of communities. (42 in total) The Areas are called:

- ▶ Te Araroa
- ▶ Waiapu
- ▶ Waikohu
- ▶ Gisborne (Urban and Rural)

The Area Co-ordinators and Community Emergency Managers teams provide the link between the affected communities and the Controller. Both groups are given independence to act with the resources available to them. If a group becomes over-extended the one above them is able to assist. The support to the Area Co-ordinators comes from the GEOC.

Full details of the roles and responsibilities are contained in the respective Standard Operating Procedures for the two groups.

The Community Link's main functions include information management, response activity co-ordination and the welfare of isolated or dislocated families. The Community Link personnel are instructed not to get involved in the 'doing' of response activities so as to remain free to maintain an overview of all activities happening in their community. Their priorities are children, especially preschools, the elderly whether in care or at home and those less able to care for themselves.

Maps of the Areas and Communities are contained in Annexes G & H.

The general structure of the Community Link and its relationship with the GEOC is shown on page 53 and Community Emergency Centres on page 40.

Boundaries

Boundaries are drawn between Areas and Communities. These are drawn to give the various groups limits to work within. In practical terms however they should not be treated as physical barriers. See Annexes G & H for detail.

Welfare Overview (The Group Welfare Plan contains more detail of the welfare activity).

A disaster of even minor proportions can seriously threaten the well-being of large numbers of people. Possible affects are:

- ▶ People suffering from shock or distress.
- ▶ People/families temporarily displaced from their residence.
- ▶ People with extraordinary personal losses of homes, clothing, household goods, employment and income.
- ▶ Individuals suffering bereavement, physical injury and separation from their family.
- ▶ People remaining in their homes but requiring assistance.
- ▶ Loss of employment.

PERSONNEL

District Welfare Manager

The District Welfare Manager will be based at the GEOC and is responsible to the Controller for those activities listed above and:

- ▶ Managing all welfare activities within the Gisborne District.
- ▶ Activating uncommitted welfare oriented organisations and their resources.
- ▶ Prior to an emergency the District Welfare Manager in conjunction with the CDEM Officer will ensure that systems are maintained and training is on going so that all sections of Welfare are functional on activation.
- ▶ Chair the Welfare Advisory Group.

Welfare Resources

As far as practical any items required by evacuees will be sourced from the community that they are from or evacuated to.

Unless specialised equipment/resources are required that are not available within the District, all requests for outside help will be in the form of cash. This will enable evacuees to purchase food and household items from their local shops.

If requests are received for assistance with resources from other Districts, the Gisborne CDEM Group will actively encourage cash donations, except if that District requires specific items.

NB Donated goods from outside of the District will be actively discouraged.

Welfare Functions

The functions of the welfare section relate to the care of evacuees and those isolated in their homes, the key activities are:

- ▶ Registration and enquiry
- ▶ Clothing
- ▶ Personal services: Psychological Support Mechanisms (PSM)
- ▶ Financial advice
- ▶ Accommodation
- ▶ Catering (within welfare centres for staff and emergency evacuees' needs)

The following agencies have undertaken to co-ordinate the above activities under the direction of the District Welfare Manager:

- ▶ Salvation Army (Welfare Centre only): Catering
- ▶ Red Cross: Clothing
- ▶ Citizens Advice Bureau: Registration
- ▶ Psycho-Social Support: Victim Support

Personal Services functions will be undertaken by volunteers, appointment of the managers will be confirmed by the CDEM Officer.

Resources of the District required for these welfare functions are or will be concentrated in one of the following places:

- ▶ Gisborne City
- ▶ Te Araroa
- ▶ Te Karaka
- ▶ Ruatoria

Welfare Centres

After registering evacuees are encouraged to find initial accommodation with family and friends, those that can't will be accommodated by the welfare teams.

Table 10: the District welfare centres

Community	Centre
Potaka	Potaka Marae
Waikura Valley	Waikura School
Hicks Bay	Hinemaurea Marae
Te Araroa	Hinerupe Marae
Tikitiki	Rahui Marae
Ruatoria	Ngata College
Tokomaru Bay	Pakirikiri Marae
Te Puia	Hospital or School
Tolaga Bay	Hauiti Marae
Whangara	Whangara Marae or B5 Stn
Wainui	Wainui School or Te Poho O Rawiri Marae for Tsunami
Gisborne City	Lawson Field Theatre/Commercial accommodation
Makauri – Ormond	Commercial accommodation
Muriwai	Muriwai Marae or School
Manutuke	Whakato Marae or Maori Battalion Marae
Waituhi	Takitimu Marae
Patutahi	Community Hall
Pehiri	Waerenga-o-Kuri Hall
Tiniroto	Tiniroto School
Te Karaka	Waikohu College or Te Poho O Rawiri Marae for flood events
Whatatutu	Mangatū Marae
Matawai	Matawai Marae

Note:

A number of communities do not have a welfare centre, this could be because they can be evacuated to a neighbouring one or in some cases they are at the Community Emergency Manager's house (rural). Within the City any Community Emergency Centre can become a Welfare Centre.

Departments and Agencies

To allow people requiring welfare services, Departments and Agencies will, where practical, be centralised in a welfare centre or in a specialised 'one stop shop'. (Some of these agencies will only be present in the recovery phase or may still operate from an individual site).

Those Departments or Agencies that may be represented are:-

- ▶ Work and Income.
- ▶ Counselling Agencies.
- ▶ Victim Support.
- ▶ Insurance representatives.
- ▶ Civil Defence Welfare Registration (CAB).
- ▶ Earthquake Commission.
- ▶ Representatives of special need groups (CCS, Deaf Association etc).
- ▶ Building/Health Protection Officers/ Environmental Health Officers.
- ▶ Iwi / Runanga representation.
- ▶ Housing New Zealand.
- ▶ Inland Revenue
- ▶ Child Youth & Family

Central Registry of Evacuees

The District Welfare Manager will be responsible for the establishment of the central registry for the Gisborne District. The registry will be in the GEOC and it will maintain the list, on the welfare registration database, of evacuated persons and their details. Persons collecting personal information must be made aware of the Privacy Act requirements.

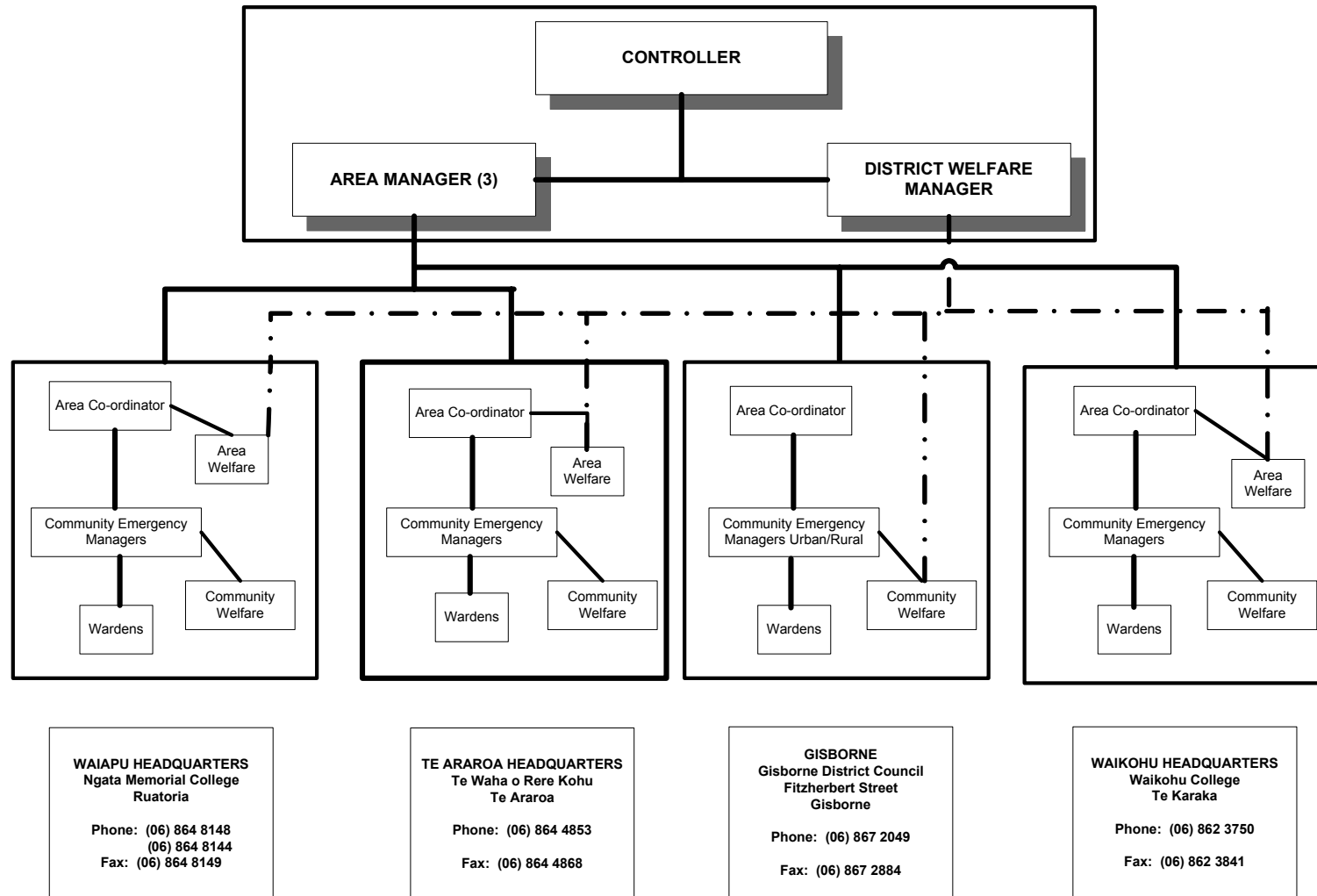
Welfare in the Recovery Phase

Co-ordination of recovery matters after the emergency has been terminated becomes the responsibility of the Group Recovery Manager or Disaster Recovery Co-ordinator. Government Departments and voluntary organisations assisting during a state of Civil Defence Emergency may be required to continue to provide assistance during the recovery phase. The CDEM Officer will normally act as the Deputy Recovery Manager. A key role of this function is to assume responsibility for co-ordinating welfare efforts for those families still isolated or unable to return to their homes if the District Welfare Manager is unable to continue in the role.

SPCA

The SPCA will attempt to carry on their normal functions with respect to the welfare of animals although the National Plan and Guide gives the co-ordination of animal issues to MAF. The Council's Animal Control Unit will assist the SPCA with domestic animal issues.

COMMUNITY LINK STRUCTURE



Community Emergency Centres

GISBORNE

Urban

Tairāwhiti Polytechnic
 Iiminister School
 Kaiti School
 Te Hapara School
 Central School
 Gisborne Intermediate
 Mangapapa School
 Awapuni School

Rural

Tolaga Bay Area School
 Tauwhareparae–Puketawa St
 Whangara School
 Wainui School
 Waerenga-a-Hika Hall
 Ormond School
 Tiniroto – Taimoti Station
 Waingake – Ranui Station
 Pehiri – Te Aroha Station
 Patutahi Fire Station
 Manutuke - Whakato Te
 Kohanga Reo
 Waimata – Monowai Station

WAIAPU

Tikitiki

School

Ruatoria

Ngata College

Te Puia

Service Centre

Tokomaru Bay

Te Kura Nga Taonga

WAIKOHU

Waipaoa

Graham Johnsons

Matawai

Community Hall

Motu

Crawshaw's

Te Wera

Marr's – Manawanui Station

Wharekopae

Barclay's – Tahora Farms

Whakarau

Elliott's – Tawa Station

Kanakanaia

Burland's – Huon Station

Te Karaka

Waikohu College

Puha

Mahaki Kokiri Centre

Whatatutu

Jock Frasers

Otoko

Faram's – Parihohonu Station

TE ARAROA

Waikura

Waikura Station (old school building) and Rewetu Station

Hicks Bay

Te Kura Kaupapa Maori o Kawakawa-mai-Tawhiti

East Cape

Hovell's – (Aden)

Kopuapounamu

Rangihuna – Tarere Station

Whakaangiangi

Walker's – Leonard

Potaka

School

COMMUNICATIONS and INFORMATION MANAGEMENT SYSTEM

Introduction

Good communications makes the response phase of any emergency manageable. Without good communications reaction times are very slow and suffering and distress to the public is prolonged.

A Civil Defence radio network has been developed which should ensure communications to most parts of the District after any major disaster if normal communications are unavailable.

Full procedures and details are contained in the Communications and Community Link Standard Operating Procedures.

The GEOC utilises an electronic information management system, EMS, to hold, collate and record actions during an event.

Vulnerabilities

The public networks, both line and cell phone, main risk is from overloading. Mitigation of this problem is through the public education program. There is also some risk of loss through physical damage in a major earthquake, flooding causing loss of key bridges, landslip or prolonged power loss. The chance of losing the outside link has been lessened by the installation of a fibre optic link to Napier; although this is vulnerable due to the unstable nature of the ground it passes through. If the loss of both links occurs there is no alternative for the public to call outside the District. All emergency services and Civil Defence have VHF radio systems in place so internal and external communications can continue.

Loss of power to these VHF radio systems will only cause minor disruptions, as all key installations are solar powered or have backup systems and the Community Link base stations can be connected to 12-volt batteries. Some installations with solar power are vulnerable in long periods on heavy cloud or volcanic ash accumulation on panels and will be a priority for maintenance. The Civil Defence system has remote monitoring of solar panel output and battery voltage so effective management can take place.

There has been considerable growth in communication networks in the District over recent years also modernisation of equipment and technology means that there are many alternatives available to be used in emergencies. Some are recognised in the Communications Standard Operating Procedures, others will be identified "on the day" through local knowledge.

Personnel

- ▶ A Communication Officer is appointed by the Civil Defence Emergency Management Officer to manage the Civil Defence radio network during an event.
- ▶ Radios are manned by the individual groups in the GEOC that co-ordinate the activities of their respective Community Link groups.

Phone/email/fax/website/sat phones

If working, phone/email/fax will always be the most reliable form of communication. The Civil Defence organisation has its own switchboard, with 6 external lines and internal extensions in the GEOC. Its use is reserved solely for Civil Defence use with the number **NOT** given to the public. To help take the pressure off the public phone system, where practical, Civil Defence will pass its traffic via the radio system. Email over the District VHF net is also available.

The CDEM home page has an area that indicates the status of CDEM which if other than normal hyperlinks to a situation page that is updated on a regular basis. This reduces the number of phone calls made by the public. From the home page the public can also link to the status of the local roads and state highways and to real time data about rainfall rates and river heights.

The EMO has a satellite phone on the BGAN system, the number is 00870772225406.

Radio - General

There are three parts to the District radio system:

- ▶ District Net
- ▶ Area Nets
- ▶ Community Nets

All are VHF FM with a data over radio/email system on the District Net.

The organisation also owns an aeronautical repeater which is established on Arowhana. Coverage is over most of the District for an airborne aircraft. This repeater link will be the main control net for aircraft during an emergency. The District Net is tested weekly as are the Area and Community Nets where practical.

Radio – Structure

The radio system for the Civil Defence Organisation is based in the Communication Centre in the Emergency Management Office, Fitzherbert Street. All nets can be monitored from the Centre if necessary.

All Area Headquarters are provided with two base sets, one to the link to the EOC, the other to link to the Communities within their Area.

Community Emergency Centres have a base set to link with their next higher headquarters.

The following Communities have expanded their systems with the purchase of handhelds:

- ▶ Te Araroa
- ▶ Ruatoria
- ▶ Tolaga Bay
- ▶ Ormond
- ▶ Waipaoa
- ▶ Te Karaka

Radio - Links with Other Agencies

Links with other agencies within the District and externally are provided by:

- ▶ Police, Fire and Health via Civil Defence Network. ESB 164 the Emergency Services Liaison repeater frequency is also available to these agencies from a permanent facility on Greys Hill.
- ▶ An HF link to Wellington.
- ▶ South via the Whakapunake (ESB 150) repeater to Wairoa and Napier.
- ▶ North via the Arowhana (ESB 3) repeater to Opotiki and the wider Bay of Plenty Area.

Emergency Management System (EMS)

The system was developed by Origen, a software development company based in Tauranga. The system is primarily designed to assist to manage information and record actions during an event, but it also contains an extensive data base of information about the Community Link and External Agencies which is used on a day to day basis as well as during events.

It also contains a library of plans, Standard Operating Procedures and report formats.

TRAINING/PUBLIC EDUCATION

General

The effectiveness of the District's response will to a major extent be reflected by the quality of the personnel who make up the organisation and their training. Relationships with the partners and the overall preparedness of the public to meet a particular disaster are also a contributing factor. Training and Public Awareness are structured around a four year framework. This involves one year focused on public awareness and the next three on training.

Responsibilities

The size of the Organisation means that some of the key people (with EMO support) will need to take the responsibility for training their own teams. This particularly applies to Area Co-ordinators and Community Emergency Managers.

The CDEM Officer is responsible for the effective training of the following:

- ▶ Teams in the GEOC (on a three monthly basis)
- ▶ Area Co-ordinators and the management team of their Area Headquarters
- ▶ Community Emergency Managers
- ▶ The District Welfare Manager, Area Welfare staff, Community Welfare staff and key Welfare Centre personnel.

This means that those identified above have some responsibility for ensuring their staff have a good awareness of their roles.

Training/public education policy

The Organisation works in a 4 year cycle.

Year 1: ▶ **Training plus on request public education** concentrates on the basic skills of the individual and revision of EOC procedures that need enhancement after the Year 3 exercise.

Year 2: ▶ **Training plus on request public education** is used to individually practice Area Headquarters, by training and a small exercise.

Year 3: ▶ **Training plus on request public education** apart from some revision, involves a District wide exercise down to community level. There is a national exercise held every two years which means that the CDEM Group can make its exercise part of this if practical and the scenario suits.

Training at all levels must involve emergency service, and where practical lifelines, personnel that the organisation will work with in an emergency.

Year 4: ▶ Planned public education program

Every four years the organisation will put a pre-planned program in place that actively goes out into the community to promote the awareness and preparedness message. In the preceding years public education will be mostly reactive.

Training for GEOC and other key staff

There is GEOC training on a three monthly basis, it is generally based around EMS but also includes particular skill based training. This training is also available to other key staff plus the Group Controller has a regular update with the Response Co-ordinators and Recovery Manager. Area Co-ordinators also have a catch up day each year.

Basis of preparedness information conveyed to the public

As a preparation principle, self-help and community self-resilience is encouraged in the Gisborne District for the general public. As a guide this self-help period is for a minimum 3-day (72hr) period.

The idea of every home having a survival kit is not actively encouraged (nor is it discouraged) rather the CDEM Group promotes the practice of use and maintenance of emergency resources for day to day use.

The return period for an emergency for an event, in the District, that 'may' require the use of a separate box of resources does not warrant a realistic expectation for families/organisations to maintain the recognised survival kit. The active promotion of every home/workplace having a first aid kit, a transistor radio and emergency light, using and maintaining them is seen as a more realistic solution.

Most homes have at least two days' food supply and this is promoted as a general standard. It is fully realised that some do not but there is nothing that can be done to change that over an extended period. Awareness of water sources at home and in the community is promoted, as is the installation of rainwater tanks. **Storage** is seen as a last resort, but is promoted with the warning of a possible emergency, such as severe weather or a volcanic event or immediately after an earthquake.

The Group accepts that there will be groups and people at risk and has established these as priority tasks for the GEOC and the Community Link.

The significant groups of at risk people that may need assistance are considered to be the elderly, both at home and in Rest Homes (albeit they are required to have a planned response), children, especially pre-school establishments and the differently-abled. Both are encouraged to form arrangements for assistance with other Rest Homes or parent support groups.

The principles used for the preparation of preparedness messages focus around:

- ▶ Looking after yourself and neighbours.
- ▶ Relieving mental distress.
- ▶ Minimising financial loss.

With the priority of effort aimed at:

- ▶ Self-sufficiency for 72 hours without the need for a separate survival kit.
- ▶ Support to the elderly and children.

CDEM GROUP SUPPORT TO OTHER CDEM GROUPS

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

Requests for Assistance

Depending on the scale of the emergency the Group will generally seek assistance for resources it requires from outside of the District through MCDDEM, not direct to other CDEM Groups. This includes equipment, supplies and personnel support.

Support to other Groups that can be Considered

Reduction and Readiness collaboration could include;

- ▶ Routine consultation
- ▶ Shared hazard analysis
- ▶ Planning
- ▶ Professional development

Response and Recovery collaboration could include;

- ▶ Personnel
- ▶ Equipment and materials
- ▶ Logistics management
- ▶ Evacuee management