

## Mayor's Foreword

I have great pleasure in introducing **THE GISBORNE CDEM GROUP RECOVERY 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 co-ordinators 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 this Plan has reality based knowledge and experience behind them when they prepared it.

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**

## **Distribution**

### Internal

Gisborne District Council  
Mayor  
Deputy Mayor  
Chief Executive  
Group Controller  
Manager Environment & Planning  
Manager Corporate Affairs  
Manager Engineering & Works  
Utilities Asset Manager  
District Conservator  
District Planner  
Consents Administrator  
Civil Defence Emergency Management Officer  
Planning and Reporting Manager  
Public Information Manager  
EOC (3)

### External

Recovery Manager  
Alternate Recovery Manager  
District Welfare Manager  
Ministry Of Civil Defence & Emergency Management  
Liaison Group  
Police  
    Gisborne  
Fire Service  
    Gisborne  
Tairāwhiti District Health  
Child Youth & Family Services  
Eastland Infrastructure (2)  
Housing NZ  
Natural Gas Corp  
Telecom NZ  
Te Puni Kokiri  
Transit NZ  
Work & Income NZ

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Front cover carton by Bruce Churchouse, Hawke's Bay Regional Council

## Glossary

### 4R's

#### 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 not reducing the likelihood and magnitude of their impact.

#### Readiness

Activities that develop operational capabilities for responding to an emergency.

#### Response

Activities taken immediately before, during or directly after an emergency that can save lives, minimise property damage, or improve recovery.

#### 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 a robust risk management process is carried out so that the same hazard vulnerable community is not rebuilt.

**Act**, the, Civil Defence Emergency Management Act 2002.

### Abbreviations

The following are common abbreviations used in the Plan not defined below:

- CDEM Civil Defence Emergency Management
- CDEMO Civil Defence Emergency Management Officer
- CEG Co-ordinating Executive Group
- CEO Chief Executive Officer (of council)
- DESC Domestic & External Security Co-ordination
- DWM District Welfare Manager
- E&P Environment and Planning (Council department)
- E&W Engineering and Works (Council department)
- EMO Emergency Management Office
- EOC Emergency Operations Centre
- HSTLC Hazardous Substance Technical Liaison Committee
- LTCCP Long-term Council Community Plan.
- MAF Ministry of Agriculture & Forestry
- MCDEM Ministry of Civil Defence & Emergency Management
- PRFO Principal Rural Fire Officer
- RM Recovery Manager

### **Adverse Event Plan**

A Plan maintained by the Emergency Management Office that details how any emergency that requires centralised co-ordination, but does not reach declaration criteria, will be managed.

### **Civil Defence Emergency Management Act 2002 (the Act)**

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

Means a Group established under section 12 of the Act and for the purpose of this constitution refers to the local authority defined area, agencies, communities and resources of the Gisborne District and further;

#### **CDEM Group (or Group)**

Is also the name of the Group of elected representatives formed to provide the governance for emergency management in the Gisborne District. In respect of the Gisborne Group this is the Council.

#### **Civil Defence Emergency Management Group Plan**

Means a Plan prepared and approved under Section 45 of the Act.

#### **Civil Defence Emergency Management Officer**

The Council officer that is responsible for all the activities that occur in and services provided by the Emergency Management Office.

#### **Co-ordinating Executive Group (CEG)**

Means a committee of senior agency managers established under Section 20 of the Act.

#### **Community The**

Refers to the entire Gisborne District, its population, infrastructure, volunteers, non-government organisations and resources.

#### **Communities**

Refers to individual townships or geographical areas as defined in this Plan and their population, infrastructure and resources.

#### **Emergency**

- a. Is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and

- b. Causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand; and
- c. Cannot be dealt with by emergency services, or otherwise requires a significant and co-ordinated response under this Act.

**Emergency Management Office**

The office within Council that has the responsibility for emergency management.

**Emergency Operation Centre**

A facility where the response to an event may be supported and managed.

**Emergency Services**

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

**Group, the (CDEM Group)**

Means a Group of elected representatives established under Section 12 of the Act, in this case Council.

**Group Controller**

Means a person appointed as a Controller under Section 26, of the Act..

**Group Recovery Manager**

Means a person appointed by the Group to act as Recovery Manager. The function can be performed after an Adverse Event i.e. non-declared event or after a declared event, also see Adverse Event Plan for details.

**Hazard**

Means something that may cause, or contribute substantially to the impact of an emergency.

**Levels of Emergency** (There will be a change to 5 Tiers in the next CDEM Group Plan)

To clarify responsibilities the Group recognises 3 Tiers of emergencies:

**Tier 1:** Any emergency that is managed by the 'victim' or an/several Emergency Services even if there is a need for some centralised co-ordination.

**Tier 2:** Any emergency that involves a declaration by legislation to use emergency powers. As a rural fire doesn't need a declaration to invoke special powers consideration would be given to declaring a civil defence emergency where a fire posed a significant threat to life.

**Tier 3:** Any emergency that involves declaration at a national level.

**Recovery Activities**

Means activities carried out under the 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.

**Risk**

Is the relationship between likelihood/probability and consequences.

## Introduction

The purpose of this Plan is to outline the recovery arrangements in place in the Gisborne District.

Recovery is defined as the co-ordinated efforts and process to effect the immediate, medium and long-term holistic regeneration of a community following a disaster.

There is a principle that suggests at risk communities should be consulted as to the level of recovery to be achieved prior to an event. Unless it becomes apparent that this option is unavoidable or the community requests it the Group will not adopt this as a general principle because of the perceived negative impacts.

Procedures from this Plan will also be used for an event that affected one or more of our communities but did not warrant a declaration. (see also Adverse Event Plan).

Recovery involves the emergency recovery phase which are the emergency welfare provisions for those still evacuated or isolated, the temporary reinstatement of infrastructure, and the long-term reinstatement of the Community and its infrastructure.

The recovery teams key role is to act as a co-ordinating focus between Central Government, the Gisborne CDEM Group, Local Agencies and the communities.

The Recovery Manager (RM) must ensure the community views are gained and taken into account during the process. The final decision on the 'level' of recovery however will remain with the CDEM Group.

The recovery phase will typically involve - damage and needs assessment, aligning response and recovery priorities, connecting key agencies, organisational arrangements/manage office and resource management.

## Priorities

The Gisborne CDEM Group has adopted the following as their recovery priorities:

- a. Safety of People  
For recovery this is generally the continuation of emergency welfare measures, public health and sanitation.
- b. Social Recovery  
This will involve physical needs such as housing, schools, transport, food and water. It will also involve the psychological needs of the community, which are often over looked after an event.
- c. Economic Recovery

Recovery may be complex and time consuming. Destruction of the economic infrastructure will mean incomes within the affected area will be reduced, further compounding the effects of the disaster.

d. Significant Physical Recovery

Which must conform to long term needs (not knee jerk reactions) and will be a necessary part of the social and economic restoration programmes.

Central Government support will be called for when the District resources aren't sufficient to cope with the requirements of a particular project. This will be determined due to:

- insufficient resources
- time constraints
- need for financial assistance
- Central Government guidelines (e.g. MAF)

### **Appointments**

The recovery will be managed by a Recovery Manager (RM) appointed by the CDEM Group. If the district is overwhelmed then a Recovery Co-ordinator (RC). The latter is appointed by the Minister of Civil Defence if the scale of the event is too large for the Group to manage or if the Group is failing to manage the event. (Civil Defence Emergency Management Act 2002, Section 29)

The RC will be responsible to the Director of MCDEM.

Central Government may also appoint a Recovery Facilitator to act as the link between the RM and all the central government agencies.

While the appointment of the RM is made in advance of an event, it is fully realised that the appointee may suffer severe personal losses and may not be available to carry out the required duties. In this event an appointment will be made from suitably qualified people as soon as possible during the event.

The RM is appointed by the CDEM Group to fulfil its functions under the Civil Defence Emergency Management Act 2002 section 17 (1) (e).

The RM will be responsible to the Co-ordinating Executive Group (CEG) and will provide the facilitation for Recovery, and also the link between the Group and the Ministry of Civil Defence & Emergency Management for Central Government support.

### **Transition from Response**

It is important to note that "recovery" in a general sense is wider and of a longer duration than the CDEM recovery process implemented soon after the occurrence of an emergency. The aims of CDEM recovery is to efficiently and effectively apply the available resources to the task of regenerating an affected community to the

point where normal social and economic activity may resume. Such activity includes a resumption of processes that take into account acceptable levels of risk and ways and means of adapting and adjusting to changing natural and built environments.

Recovery starts from the moment of impact when response activities are still in progress. It is important the Recovery Manager takes up their role at the earliest opportunity, as key decisions taken during the response phase are likely to directly influence and shape recovery.

The recovery phase of the emergency management process gains momentum when the emergency is terminated. At this point, the threat to life has passed, rescue activities have been completed and community safety is assured.

During the response phase, many of the agencies with significant recovery roles are already heavily committed. Consequently the Recovery Manager needs to be involved in key response conferences and briefings in order for them to:

- Align response and recovery priorities;
- Connect with key agencies;
- Understand key impacts and tasks;
- Identify recovery requirements and priorities as early as possible.
- Initiate planning for the recovery of the event

It is important to communicate to those agencies that are already involved in response activities of their continuing role during the recovery phase.

Typically the Recovery Manager will be involved in Damage and Needs assessments and surveys, in order to have an easier transition into assessing damage assessments for determining recovery needs.

Any liaison with key agencies who will be involved during the recovery phase and who are already involved in response activities, can also be coordinated by the Recovery Manager to help form a smooth transition with the agencies involved.

The Controller at the termination the emergency will have prepared a report to ensure a smooth transition from response to recovery. This process will involve the Recovery Manager assisting with the preparation of the report and being familiar with this and earlier SITREP reports.

It is crucial that in transitioning from response to recovery that any issues remaining and activities being undertaken during the response phase are recorded and formally handed over to the Recovery Manager and the organisations supporting that person.

Appendix E sets out the report format for the transition from response to recovery.

## Recovery Manager

### Principal Functions & Authority

- Terms of Reference at annex A
- Preparing a Recovery Plan, Information for Local Authorities [IS4/02]
- The Gisborne District Civil Defence Emergency Management Group Plan
- This Recovery Plan

The authorities pertaining to financial matters will be established at the time of the disaster.

The RM will be required to be involved with expenditure for:

- Recovery Office Establishment
- Specific Recovery Operations
- Central Government Funded Schemes
- Time sheets

### Job Requirements

#### Pre - Event

The RM and the CDEM Officer should ensure that:

- agencies that will be involved in the recovery are part of any planning issues and regular contact is maintained,
- initiate any discussions with at risk communities about what should happen after,
- promote recovery pre-planning to the 'business' community especially those that provide essential services.
- ensuring that this plan recognises that there must be community involvement in the recovery process, and
- as far as practical identifying and finding solutions for any problems associated with recovery activities e.g. consents.
- promote avoidance rather than mitigation

#### Event

During the declared phase the RM will manage/co-ordinate the shift to the transition and until the recovery is completed co-ordinate all recovery activities. The CDEMO will manage the activities relating to those people still evacuated or isolated, i.e. take over from the District Welfare Manager.

### Welfare Tasks

#### Food

Where possible food for evacuees will be sourced from local businesses in the community they are accommodated in (also a response principle). If the requirements can't be met by that community then they will be purchased from a source within the District. Purchases of food from outside the District will only be

made as a last resort. It is not the intention of the CDEM Group to solicit donations of food or any other item from outside of the District.

Supplies for isolated families should be sourced from their normal supplier, if practical, payment for the supplies generally being the responsibility of the recipient, the organisation will meet extra transport costs.

#### Unsolicited Donations

Media campaigns must give a priority to counter the 'shipping' of truck loads of goods and food into the district. Financial contributions should be encouraged which in turn will help support the local economy. Goods and food item should only be requested for specific targeted end use. During the response and to some extent the recovery phase neighbouring TLA's can be requested to provide border control.

#### Accommodation

The recovery team is responsible for maintaining the evacuees in accommodation until they can be returned home or relocated to new accommodation where their original home is no longer fit for habitation.

Accommodation costs are meet by Work & Income NZ. The type and term will be confirmed at the time of the event as 'rules' change regularly.

Long term billeting (more than 2 - 3 weeks), either with family or friends is not recommended, use will be made of commercial accommodation or rental properties. Long-term billeting is an option.

Some insurance policies will cover accommodation costs and these are generally a recovery by Work & Income.

Everybody is eligible for emergency accommodation allowances – there is no asset testing.

#### Evacuee Support

The on going physical and mental well-being of evacuees and isolated persons is also a key function of the recovery team. This relates as much to those still out of their homes as to those who have returned. Again there is a funding issue with this activity and unless these programs are carried out by existing agencies at their cost, central government support will be required before council can provide much in the way of assistance. There will be an opportunity for some of this support to come from the Disaster Relief Trust Fund.

### **Specific Recovery Tasks**

#### Damage and Needs Assessments

Once there is agreement on what data is needed and what it is to be used for, the RM must ensure that surveys are initiated in a timely and co-ordinated way. Examples of survey forms to be used are kept by the CDEMO. Every attempt should

be made to keep surveys to a minimum, but a follow up program for problems must be instigated.

Key points relating to assessments:

- People doing surveys must be clearly briefed as to its purpose
- Data will also come from inspections, self reporting and the media
- Recognition of short term information gathered during the response and using it as a basis for more in depth surveys.
- Surveys should combine as many data streams as possible as well as be combined with inspections, BUT there must be a balance between too much demand being put on those affected at one time and the number of visits.
- Establish clear consistent criteria for surveys and inspections.
- Combine inspection activities, e.g. building, health, insurance but again these must be balanced against priorities and putting too much pressure on those affected.

Surveys are the key tool to gain data and can be used for:

- Determining numbers, locations, circumstances and ethnicity of displaced, special needs and/or injured people
- Assessing the condition of dwellings and buildings in general
- Confirming the state of lifeline utilities
- Assessing the need for short term restoration works

And the results can be used for

- Defining personal and community needs
- Determining the aid and resources required for permanent recovery
- Estimating the total cost of damage
- Acquiring engineering, scientific and insurance data to inform the disaster mitigation processes

### **Long-Term Issues**

When total communities are evacuated for an unspecified time special care needs to be taken with continuity of normal processes, e.g. where practical if schools are closed that are part of the community every attempt should be made to provide temporary accommodation so that entire classes and their teachers can stay together. Also if a healthcare facility is involved attempts should be made to establish a temporary facility that is available to the evacuees.

### **Public Information**

#### Public Information/Media

The RM will take over this responsibility once the emergency has been ended. Every effort must be made to ensure the public is kept informed of the recovery's progress. To help in this, use should be made of the personnel who managed the response phase.

Media management/communication to the public will be a key result area for the RM.

Continuing full use of the Media must be made; initial liaison and contacts should be developed during the response phase.

The key things people will be interested in are:

- what they can do to help themselves
- where they go for help,
- what sort of help they can get and
- how they get it
- information on what's happening, good, bad and progress

Use of politicians should be made in the recovery process both as 'listeners' to problems and deliverers of news. The RM has a responsibility to keep local and national politicians informed of the recovery progress.

Communication strategies needs to recognise community 'makeup' and tailor delivery processes to suit, e.g. where the community is predominately Maori use of Marae for delivery of information should be considered and where there are special needs groups such as the differently-abled or elderly 'unique' solutions should be sort.

Information delivered at meetings and in the media should be factual, not defensive, no false promises or hopes – only what is known.

While activity is high daily releases should be given to the local media.

National media should only be 'used' for significant activities.

Recovery spokespersons should be nominated early and clearly identified.

Every effort should also be taken to make sure information being released to the public is co-ordinated as in the response phase.

News affecting communities should be released to them before they see it in the media.

Use should be made of all types of distribution means – electronic (Web), paper and voice.

It must be remembered that information flow is two way and feedback is important.

All those involved in the recovery process need to actively monitor 'news' in the community for misinformation and ensure that it is countered quickly.

### Community Consultation

The RM must ensure that all interested 'parties' e.g. tangata whenua, rural and business sectors, and communities have the opportunity to participate in the recovery process. But the RM must also ensure that 'agendas' do not unduly influence reasoned decision making for the long-term benefits of future generations.

Community involvement is the means whereby those directly affected by the disaster help rebuild their own facilities and services. Community involvement provides a framework for re-establishing the economic, social, cultural, emotional and physical well-being of the affected population.

The benefit of using community resources is twofold. Firstly, 'locals' know the community make-up and requirements better than any outside organisation. Secondly, disaster victims have an inherent need to rebuild, so a sensible use of this resource potentially leads to a stronger more resilient community.

Plan for community involvement in recovery by:

structuring the planning process so that it is open to and encourages participation.

recognising the value of local knowledge and using it to identify and shape improvements to the local physical and social environment.

Utilising local personalities and tangata whenua in the recovery process- key community leaders can shape local opinion, exercise considerable public and political influence and promote cohesion and stability within the affected community.

Including rural and or business sector representation if the either has suffered significant loss.

Challenges involved in working with the community involve:

Weighing up individual community good.

Balancing local interests with those of the wider region(e.g. funding).

Minimising delays and meeting community expectations for timelines.

Balancing the short-term need of the community to rebuild in existing locations with the long-term need to reduce the risk.

Finding a balance between the knee-jerk short term decision making and the need to look to the sustainability of the long term.

### National Appeals

Must focus on financial contributions NOT GOODS and FOOD.

### **Reports**

The following is the recommended format that will be used to prepare 'official' reports that will be used to seek central government assistance.

#### REPORT

Summary of report, including recommendations and costs

Background:

Time, date, location, prior events, actions and reports.

Summary of Events:

- Main events
- Summary of situation

Current Situation:

- Housing
- Utilities
- Access
- Health and Welfare
- Employment & Assistance Schemes
- Finance and Insurance
- Cultural Issues

Recommendations for Government

Annexes:

- Relevant reports and documents
- Maps and diagrams

A copy of the report may be sent to the Director of Civil Defence & Emergency Management who will produce a cabinet paper for any support required.

**Advisors**

As no one person can be expected to be an expert in all the aspects of managing a recovery operation, it is expected that the RM will appoint or consult with a wide range of "Experts" for advice. These could include such people as:

- Computer analysts
- Farming advisers – agriculture/horticulture
- Tangata Whenua representatives
- Financial analysts
- Emergency Services
- Welfare agencies
- Legal advisors
- Medical advisors
- Building advisors
- Engineers
- Planners
- Soil experts
- Statisticians
- Valuers
- Veterinarians
- Water Supply experts

## **Support Structure**

What support structures are established around the RM will depend on the scale of the disaster. Because of the time between emergencies it is not practical to make any firm commitment to them, but the following are recognised as requirements.

### Office Requirements

The RM will need the normal type of office business set up, with 1 or 2 private offices, reception area, meeting areas etc. With modern technology there should not be any problems establishing all the communications and technology requirements in a relatively short time frame in any vacant office space.

### Staffing

Unless suitable staff can be released from the Council, staff will be employed for the short term, to fill whatever positions are identified.

## **Task List**

The following should be used as a checklist to develop the recovery effort for an event. Issues surrounding them should be brainstormed at the first meeting of the recovery team.

- Office space and support requirements
- Adequate staffing
- People issues
- Access
- Utility issues
- Transport
- Establish committee structures
- Media – Media Links
- Consultation
- Consult with Maori Liaison Officer for appropriate representation
- Meeting schedules
- Reporting requirements
- Surveys
- External links
- Labour requirements

## **Exit Strategy**

The recovery phase must have an end. Organisational arrangements must be wound down and responsibility for completion of outstanding tasks and actions assigned and acknowledged. The recovery phase involves restoring the community to the point where normal social and economic activity may resume. Withdrawal of formal recovery structures from the impacted community must be planned and staged. Consider Who, Why, When, and Where:

**Who:** The recovery management and the supporting organisational structure.

**Why:** To ensure businesses and residents take control of their community's return to normal functionality.

**When:** As soon as possible. The exit must be planned into every task and action. Long-term recovery measures may require a project process to ensure that the project delivers as planned, but responsibility for monitoring such actions should be built into everyday organisational governance arrangements that assume responsibility from the outset.

**Where:** In the public arena. The community needs not only to know that the level of support is being reduced, but to participate in these decisions. An event of some kind should be planned to acknowledge what they have suffered (and survived), what has been achieved, what remains to be done and the process for ensuring that it will happen.

## Task Groups

A task group structure will be established to co-ordinate the different functions of the recovery. The following structure will be confirmed 'on the day'. The decision on which Task Groups will be activated will be event/scale orientated. If one management committee can deal with all issues then the others will not be activated.

To assist CEG and RM manage the recovery process a number of subtask groups can be established (see below). The chairpersons of each Task Group (not already on it) can be co-opted onto CEG for the duration of the process.

### Executive Committee

The chairpersons of the Task Groups, plus CDEMO, Planning & Reporting Manager, MCDEM, Public Information Manager will meet separately from CEG as the executive committee, chaired by the RM, to 'sort out' day to day issues. 'Other' interested parties could also then be co-opted. For small events this may be the only committee/task group established.

### Subtask Groups

Depending on the type and scale of disaster the following Task Groups could be formed. The members shown are a guide only and can be added or subtracted from. Where practical the CDEMO or a representative from the Executive Committee, will attend all committee meetings to ensure a co-ordination of information and actions across the recovery activity. Representatives from the Social Environment subtask groups will sit on most other task groups to ensure the 'people' aspects are taken into account in the decision making processes.

### Social Environment Task Group

Subtask groups: Welfare Advisory Subtask Group  
Health Subtask Group  
Housing Subtask Group

Group reports to: CDEM Group Recovery Manager

#### Role

- Coordinate the efforts of agencies that have significant recovery roles in the social environment, whether legislative or voluntary, to care for the social recovery of the community.

#### Recommended group composition

- District Welfare Manager (if still activated)
- Victim Support
- Department of Child, Youth and Family
- Housing New Zealand
- Work & Income
- CYF
- Education representative
- Te Puni Kokiri (Ministry of Maori Development)

- MoH or rep

**Note:** The most appropriate person chairs the group (or subtask groups). The chairperson represents group (subtask group) members at recovery management group meetings.

**Supporting agencies may include:**

- Church-based and community support services
- SPCA
- Police
- Fire Service
- Ministry of Health
- Eastland Rural Support Trust
- Insurance Council
- Building Inspector
- Environmental Health Officer
- Citizens' Advice Bureau
- Tangata Whenua
- Red Cross
- Other

**Task Checklist**

<b>To:</b>
continue to provide basic needs such as shelter (temporary, medium and long term housing), food and non-food items – clothing, bedding, medication needs, assess and deploy resources as required
provide financial assistance – assess financial needs – grants, relief funds, emergency payments, insurance – develop a plan
develop a strategy to avoid excessive or unwanted services (home visits/surveys, etc) by establishing multi-discipline assessment teams encompassing health, building safety, electrical and insurance and coordinate their deployment
activate mechanisms to liaise with community leaders
provide support mechanisms to deal with trauma and stress
provide interpreters to deal with language difficulties
be aware of cultural implications for various groups
establish (with other appropriate task groups and subtask groups) recovery centres (mobile or static 'one stop shop').
liaise with the recovery office to re-establish primary and secondary school services
facilitate provision of healthcare
supply public health advice and resources
provide advice on the provision of clean water and safe food
monitor environmental health – safety, air and water pollution issues
provide disease control
offer advice on noxious or toxic substances, sanitation, refuse, cleaning and develop a plan to address these
collate information from inspection teams and provide clearance for reoccupation and reuse of buildings

liaise with relevant agencies over the medium and long term care of foreign national/tourists

### **Economic Environment Task Group**

Subtask groups:   Individuals Subtask Group  
                           Businesses Subtask Group

Group reports to: CDEM Group Recovery Manager

#### **Role**

- Coordinate the efforts of agencies involved in the restoration of economic recovery.

#### **Recommended group composition**

- Chamber of Commerce
- Work & Income
- Inland Revenue Department
- Rural Support Trust/Federated Farmers
- Council Economic Development Unit
- Retail Association
- Insurance Council
- Bankers Association

**Note:** The chairperson is a member of the recovery management group.

Supporting agencies may include:

- Ministry of Economic Development
- Ministry of Tourism
- Department of Labour

#### **Task Checklist**

<b>To:</b>
assess the impact on key community economic assets (large employers) and develop a plan to prioritise assistance including essential services
restore banking and other financial services as soon as possible
reopen businesses and restore community services
set up a business assistance centre as required
assess employment problems
establish a communication strategy to support local businesses that remain open
work with the insurance sector to ensure coordinated response by insurance companies and address adequacy of cover for reconstruction
develop a fast-track insurance processing system and address insurance issues
liaise with the recovery office to develop a strategy to maximise use of local resources during reconstruction activities
identify transport needs and prioritise reconstruction activities to meet community business and manufacturing continuance requirements
facilitate where required, new mutual aid agreements between authorities and

contracts with suppliers
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support small to medium enterprise eg, advice, referral to a business advisor, etc
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### **Built Environment Task Group**

Subtask groups:     Residential Rebuilding Housing Subtask Group  
                          Commercial/Industrial Property Subtask Group  
                          Public Building & Assets Subtask Group  
                          Rural Sector Subtask Group  
                          Lifeline Utilities Subtask Group

Group reports to:    CDEM Group Recovery Manager

#### **Role**

- Establish priorities for reconstruction/recovery of infrastructure, engineering lifelines, services, buildings and the rural sector considering mitigation opportunities.
- Advise the Group Recovery Manager on priorities and options and their likely effects on the community.

### **Recommended possible groups composition**

#### Residential Housing Subtask Group

- Manager: Environment and Planning and planners (council)
- Senior Building Inspector
- Master Builders
- Representatives from Social Environment Task Group as appropriate

#### Commercial/Industrial Property Subtask Group

- Manager: Environment and Planning and planners (council)
- Senior Building Inspector
- Master Builders
- Representatives from Social Environment Task Group as appropriate

#### Public Building & Assets Subtask Group

- Manager: Environment and Planning and planners (council)
- Senior Building Inspector
- Master Builders
- Representatives from Social Environment Task Group as appropriate

#### Rural Sector Subtask Group

- Eastland Rural Support Trust
- MAF
- Federated Farmers
- NZ Veterinary Association
- AssureQuality Ltd
- Horticulture

- Tangata Whenua
- Small block and lifestyle block owners
- Representatives from Social Environment Task Group as appropriate

Lifeline Utilities Subtask Group

- Contractors' Federation
- Transit New Zealand
- Telephone/communication companies
- Institution of Professional Engineers
- Energy supply companies
- Water and waste water
- Transport operators
- Manager: E & W (council)
- Representatives from Social Environment Task Group as appropriate

**Note:** The chairperson is a member of the recovery management group.

Supporting organisations may include:

- Earthquake Commission
- Insurance Council
- Master Plumbers
- Registered electricians
- Local transport industry
- Transport Secretariat
- Ministry of Transport

Administrative support:

- Task group secretary, regulatory staff

**Task Checklist**

<b>To:</b>
<b>Residential Housing Subtask Group</b>
coordinate with building safety inspection services and expertise in liaison with public health group (see also: post-earthquake building safety evaluation procedures issued by the NZ National Society for Earthquake Engineering)
continue to secure damaged buildings and locations – cordon off dangerous structures and areas (if not already completed in response)
continue to authorise demolition of unsafe buildings as required – availability of heavy lifting and demolition equipment (if not already completed in response)
repair, reconstruct or relocate buildings – obtaining fast-track building and other consents, sufficient builders and materials, coordinating skilled trades people and their work standards
continue to dispose of dangerous/hazardous material (if not already completed in response)

continue to process and dispose of rubble, trees and other debris, excavation, transport, dumping sites, recycling (if not already completed in response)
address insurance issues
consider mitigation opportunities in reconstruction
<b>Commercial/Industrial Property Subtask Group</b>
coordinate with building safety inspection services and expertise in liaison with public health group (see also: post-earthquake building safety evaluation procedures issued by the NZ National Society for Earthquake Engineering)
continue to secure damaged buildings and locations – cordon off dangerous structures and areas (if not already completed in response)
continue to authorise demolition of unsafe buildings as required – availability of heavy lifting and demolition equipment (if not already completed in response)
repair, reconstruct or relocate buildings – obtaining fast track building and other consents, sufficient builders and materials, coordinating skilled trades people and their work standards
continue to dispose of dangerous/hazardous materials (if not already completed in response)
continue to process and dispose of rubble, trees and other debris, excavation, transport, dumping sites, recycling (if not already completed in response)
address insurance issues
consider mitigation opportunities in reconstruction
<b>Public Building &amp; Assets Subtask Group</b>
coordinate with building safety inspection services and expertise in liaison with public health group (see also: post-earthquake building safety evaluation procedures issued by the NZ National Society for Earthquake Engineering)
continue to secure damaged buildings and locations – cordon off dangerous structures and areas (if not already completed in response)
continue to authorise demolition of unsafe buildings as required – availability of heavy lifting and demolition equipment (if not already completed in response)
repair, reconstruct or relocate buildings – obtaining fast track building and other consents, sufficient builders and materials – coordinating skilled trades people and their work standards
continue to dispose of dangerous/hazardous materials (if not already completed in response)
continue process and dispose of rubble, trees and other debris, excavation, transport, dumping sites, recycling (if not already completed in response)
address insurance issues
consider mitigation opportunities in reconstruction
<b>Rural Sector Subtask Group</b>
Continue to dispose of dangerous/hazardous material (if not already completed in response)
continue to process and dispose of rubble, trees and other debris, excavation, transport, dumping sites, recycling (if not already completed in response)
address insurance issues

consider mitigation opportunities in reconstruction
facilitate horticulture reinstatement
facilitate agricultural reinstatement
reserve feed supplies unavailable locally – coordination of recovery experts may be necessary
provide technical assistance – eg, drought recovery strategies
coordinate rural impact assessment
provide advice on animal welfare
coordinate movement of animals and feed
liaise with all stakeholders eg, MAF, Federated Farmers, NZ Vet Association, etc. May need to adopt a partnership approach to resolving problems relating to stock health and welfare
provide technical assistance where required eg, drought recovery strategies
provide Social Environment Task Group with information on the wellbeing of the rural community
<b>Lifeline Utilities Subtask Group</b>
coordinate status and repair of transport systems – SH/bridges/Airport/Port/rail
coordinate restoration of other lifelines services – Telecommunications, gas, electricity – liaising with public health sub-group
address insurance issues
ensure involvement of Transfund early in recovery process. Transfund should have a mandate to become actively involved in roading recovery within a matter of days after a large emergency. Potential subgroup leaders should be briefed on the role Transfund plays in Road Control Authorities' (RCA) decisions about recovery and enlist their help early in the recovery process
consider mitigation opportunities in reconstruction

### **Natural Environment Task Group**

Subtask groups:      Natural Resources Subtask Group  
                                  Waste/Pollution Subtask Group  
                                  Amenity Values Subtask Group  
                                  Biodiversity & Ecosystems Subtask Group

Group reports to:      Group Recovery Manager

#### **Role**

- Minimise the impact on the natural environment, which may have consequences on the social, built and economic environments

#### **Recommended group composition**

- Ministry for the Environment
- Department of Conservation
- Ministry of Economic Development
- Tangata Whenua/TPK
- Council reps as appropriate

**Note:** The chairperson is a member of the recovery management group

- Supporting organisations may include:
- Forest and Bird Society
- Conservation trusts
- Environmental Risk Management Agency

**Task Checklist**

<b>To:</b>
address the difficult task of achieving an appropriate balance between 'economic activities for enjoying comfortable life and considerations for the global environment' by preserving and improving the natural environment and by efficiently using finite energy resources
take into account any future plans for additions, expansion, or further activity related to or connected with the area under consideration
list threatened or endangered species known to be on or near the site propose landscaping, use of native plants, or other measures to preserve or enhance vegetation on the site
address any waste/pollution issues which may negatively affect the natural environment
coordinate the preservation of community assets such as parks, reserves and other community amenities

## Resources

As with the response phase, where possible the recovery team must make every attempt to use local resources. This includes the basics like food and goods through to local businesses for restoration work and also local labour.

Media statements must make it clear when requesting external support that financial donations are the preferred option as food and goods have a negative effect on the community by affecting the economy and causing logistical problems.

A principal of hiring or leasing of plant and equipment should be adopted. Purchase should be the last option.

## Finance

### Charitable Trust

The Council has established a permanent Disaster Relief Fund to assist individuals and families to re-establish themselves after an emergency.

This fund can be used both within and outside the Gisborne District.

### Government Assistance

Central Government may reimburse council for 60% reinstatement of their essential infrastructure above 0.002% (regional items) 0.0075% (district items) of the net equalised rateable capital value.

### Recovery Costs

Some of the costs incurred during the recovery can be claimed for under similar conditions to the response. There is no requirement to meet an additional threshold as this is accumulative through both response and recovery. (refer section 26 of the Guide to the National Plan)

### Local Arrangements

To help meet Central Government's requirement for self-help, the Council has taken the following financial precautions:

1. A \$500,000 insurance policy to cover the shortfall in Category B expenditure.
2. A Civil Defence emergency reserve fund has also been established which currently stands at \$475,000. This fund was established for the response phase but if any is left it will probably contribute to the recovery program.
3. A member of the Local Government LAPP Scheme.
4. The Council is also attempting to put money aside for the establishment of a \$1m contingency fund for disasters affected roading.

Any costs involved in re-establishing the Council's infrastructure, that Council needs assistance with, will be identified as special projects and their funding to be the subject of negotiation with Central Government and LAPP.

## Government Dept's, SOEs and Organisations

The following is a list of agencies that may have a role to play in the recovery process, the list is by no means exhaustive. Those denoted with \* will be further referred to in the paragraph referring to "One Stop Shop".

Accident Compensation Corporation

MCD&EM

Defence

Education

Health

- Child Youth & Family
- Earthquake Commission
- Health Agencies
- Housing New Zealand
- Work & Income
- Insurance Industry
- Inland Revenue Department
- New Zealand Employment Service

Eastland Infrastructure (Eastland Network, Airport and Port Eastland)

ONTRACK

Transit NZ

Telecom

Te Puni Kokiri

Valuation NZ

### Roles

All of the agencies mentioned above need to plan to provide their normal services in disaster conditions plus in some cases provide for an increased workload in their field of expertise.

Assistance from Government Departments will occur when:

- There is a statutory requirement
- There is a need to invoke a statute to achieve the ends desired from the recovery process
- Government assistance is essential to or will make a significant contribution to the co-ordination of the recovery process
- or there are economies of scale.

### Liaison

The responsibility for establishing the liaison link rests with the agency concerned and arrangements, if not prior to, should be finalised as soon after the declaration as possible. The RM must also be proactive in establishing contact with these groups.

Contact information for public notification must be targeted at the client group and also sent to the Recovery Organisation.

### **Mobile/One Stop Shop**

There will probably be an attempt, in the response phase, to establish a centre where people requiring assistance can find most of the agencies they need to speak to - a "One Stop Shop". If at all possible the RM should be involved with the location and establishment of the centre. The correct selection of venue in the first instance will facilitate a smooth transition from the declaration to the recovery. This in turn will lead to less confusion and stress for the people who need help.

There also needs to be consideration given to some or all of the agencies being part of a 'Mobile One Stop Shop' to better meet the needs of the more isolated communities.

The type of agencies that could be involved in this centre are indicated by an \* in the above list.

## **Taskforce Green Employment Scheme**

If the clean up requirements created by the effects of the disaster are too great for normal clean up systems to handle, then the Recovery Manager may apply for Taskforce workers.

The size of the event dictates whether normal or enhanced task force green is offered. An 'Enhanced' TFG response covers other associated costs such as a supervisor, transport, equipment, ACC etc, in other words more money (some 10 - 20% more). Central Government is always reviewing the process of TFG so arrangements may change and should be confirmed 'on the day'. (see also MAF Adverse Event Recovery Assistance)

### **Employing Authority**

Work & income is responsible for providing suitable people to be employed under the scheme. They will then be administered/employed by the District Council. (this is also subject to change)

### **Financial**

The Council is responsible for paying the workers, including ACC, PAYE and any other employee related costs for which they will be reimbursed by MSD. An administrative reimbursement may also be available, although unlikely.

The Council is also responsible for supplying any equipment they may need and ensuring health & safety requirements are met.

### **Exclusions**

A Taskforce Green scheme is not used where:

- a mechanical solution is more economical
- it could be done by trades people
- it may be physically dangerous
- it may constitute a health hazard

## The Recovery Process

The recovery process will be led by the Co-ordinating Executive Group (CEG). The CEG will provide the link between the two recovery streams and provide overall management and establish priorities for the restoration process. There are two recovery streams are – Public Asset Recovery, which will deal with council infrastructure and the Community Sector Recovery. The Community Sector Recovery includes 'everything else', e.g. private individuals, business, infrastructure owners, rural interests, non-government organisations and volunteer groups who play a significant role in the 'health' of the district. (see task group section)

Once basic necessities of life – food, clothing, shelter, and health needs are being met, the aim of the recovery effort is to at least return to what was 'there' before.

But in doing this the following two criteria must be applied:

- Is there a way to make it better or safer?
- Is recovery the best option or should relocation and/or abandonment be considered?

### Public Asset Recovery

Will be facilitated by the Manager of Engineering and Works and will consist of representatives of each of the council assets. The Manager of E&W will take direction from the CEG as long as those directions do not conflict with the instruction issued by the CEO of the Council. Key decisions will revolve around the level of service to reinstate to and compliance with the LTCCP. Any changes to existing levels of service will either require variations to the Combined Regional Land & District Plan or a Special Consultative Process.

### Community Sector Recovery

The RM will take direction from the CEG. The RM will facilitate the community sector recovery assisted by the various task groups. Their role is to assist those affected to overcome impediments to the recovery process. This could consist of:

- Varying fee structures
- Speeding up the consent process.
- Expediting the insurance process.
- Seeking alternative funding.
- Reviewing processes for debris disposal
- Review provisions relating to recovery that link to the Annual Plan and LTCCP
- Facilitating emergency funding.
- Consider suspending consultation requirements for emergency works
- Facilitating support from local and central government.

The RM must ensure the community views are gained and taken into account during the process. Where appropriate holistic community consultation should take place and be as robust as possible and take into account any cultural issues/concerns.

The final decision on the 'level' of recovery however will remain with the CDEM Group on recommendation from the CEG.

Any decisions regarding reinstatement must conform to the Building Act 1999, Health Act 1956, Combined Regional Land & District Plan and Insurance – (EQC & Private) requirements. Existing use rights cannot be changed, except that a building consent can be refused on the grounds that under Section 36 (1) it 'makes the hazard worse' or under Section 64 where there is a clear danger to the building that it is not designed for. In most cases a consent can be issued with a section 36 attached.

A variation to the Combined Regional Land & District Plan can be done to control new development or change the zoning of an area because of changes to the hazard.

During the assessment process, if it becomes apparent that return times or the hazards impact has worsened the following steps must be followed:

- Notify the landowner in writing.
- Consider issuing a Section 36 if a consent is applied for, (a Section 36 can only be applied if a consent is requested, existing use rights do not allow the issuing of one otherwise).
- If the landowner reinstates the property without a consent and fails to recognise the change to the hazards 'status' then they should be given a letter warning them of the consequences. An attempt should be made to get a signed response, but in any event all correspondence concerning the issue should be attached to the property file for future LIM information.
- If the reinstated property no longer complies with the Building Act then both streams (see page 28) will have available to them inputs from a group of technical 'experts' to assist with advice on a variety of issues to do with the hazards and their management.

The decision on what level of recovery will be allowed is governed by a number of criteria. The Committees must take these into account when considering reinstatement.

#### General Rules

- Follow the rules on decision making as provided for in the Local Government Act 2002 (LGA), the Council's Policy on Significance and the Long Term Council Community Plan (LTCCP).
- Funding Issues:
  - Central Government involvement.
  - Review council fee structures for consents and disposal.
  - Check there are no prior arrangements.
- Consider if any changes are needed to the Annual Plan or LTCCP.
- Consider suspending public consultation for emergency works.

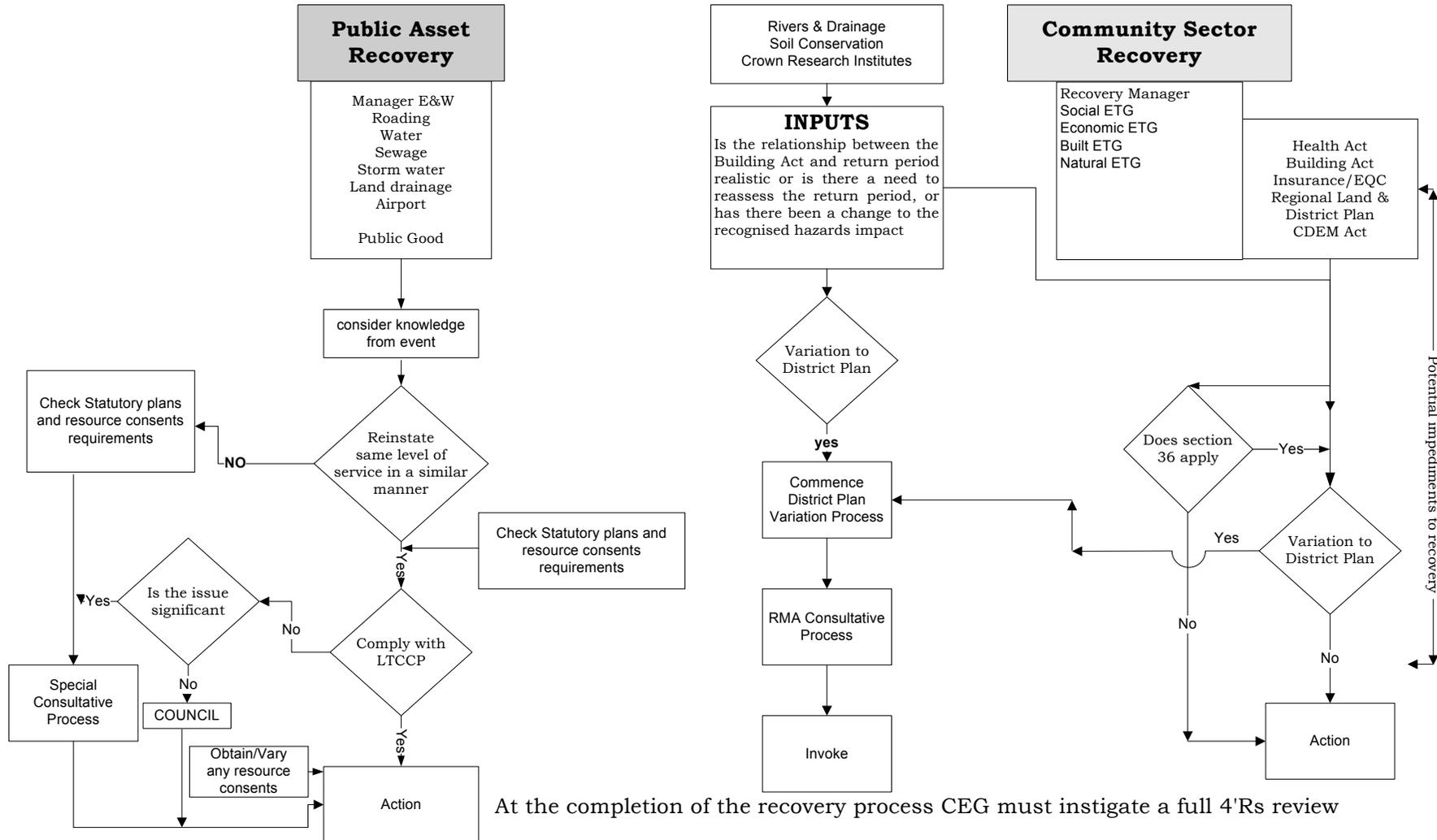
- Decision making is based on the sustainability and the four community well-beings which must also provide for future generations (Social, Economic, Environmental, Cultural.)
- Avoidance rather than mitigation should be taken into account during reinstatement processes.
- If the decision is not contained in the LTCCP or it is deemed to be significant then there will be a need to institute a Special Consultative Process:
- When considering external council recovery issues the following have a critical impact on the process:
  - Building Act 1999.
  - Health Act 1956.
  - Combined Regional Land & District Plan.
  - Insurance – EQC & Private.
- When considering internal council recovery issues the following are critical to the process:
  - Local Government Act 2002.
  - Insurance/LAPP Scheme.
  - Regional Land and District Plan.

#### Incident Specific Rules

- Is this covered in the LTCCP?
- Has this incident exceeded design levels?
- Has this 'property/asset' been affected before by a similar event?
- Is the event increasing in impact or has it shorter return times?
- Will allowing reinstatement contradict the community well-being requirements?

**RECOVERY GUIDELINES FLOWCHART**

**Co-ordinating Executive Group - Provide Overall Management and Priorities**



## **Terms of Reference**

The Recovery Manager is appointed by the Gisborne Civil Defence Emergency Management Group and reports to the Co-ordinating Executive Group.

The Recovery Manager must also maintain a close working liaison with the Ministry of Civil Defence & Emergency Management for confirmation and co-ordination of Government support.

The Recovery Manager is tasked with co-ordinating the activities required for the Gisborne District to return to normal social and economic activity as soon as possible.

To achieve this the Recovery Manager will:

- Establish an appropriate management structure for the co-ordination of recovery efforts across the Gisborne Civil Defence Emergency Management Group area, consistent with the Gisborne Civil Defence Emergency Management Group Plan.
- Establish an office for the co-ordination of recovery efforts in consultation with the administering authority and agencies with a primary role in recovery.
- Chair the executive committee and attend the sub committees as necessary.
- Ensure the collection, collation, and analysis of impact assessments undertaken by agencies during the response.
- Identify and seek to resolve gaps in the impact assessment(s) if necessary.
- Plan and implement recovery options in conjunction with agencies and the affected community.
- Establish priorities for recovery works and deadlines.
- Identify whether adequate statutory or regulatory authorities exist to aid recovery.
- Consider resource requirements including equipment, facilities, personnel, and funding for the recovery management function.
- Actively promote donations that are consistent with the needs of the community.
- Assist with the decision to establish a Gisborne Disaster Relief Trust Fund for equitable distribution of relief funds and assist with the on-going fund management as required.
- Disseminate information to agencies and the affected community.
- Identify and establish systems for financial accountability of the recovery operation in line with the Civil Defence Emergency Management administering authority.
- Inform and advise the Gisborne Co-ordinating Executive Group on a regular basis and the Civil Defence Emergency Management Group as required.

Inform and advise the Ministry of Civil Defence & Emergency Management on a regular basis.



**Gisborne CDEM Group Recovery Action Plan**

Event:

Date of Event:

Districts affected: Gisborne District Council

Recovery Manager for Event:

Deputy Recovery Manager for Event:

Date Recovery Action Plan commences:

Date to Review Recovery Action Plan:

**Date identified for transition from response to recovery activity:**

Date for Transition	Activity	Controller & Recovery Manager

**Brief Sitrep:**

Date	Current Situation

**Schedule of Meetings:**

Start Date	Type of Meeting	Agencies that may attend
	Weekly Recovery Meeting  Every Monday at ..... at Gisborne District Council	<ul style="list-style-type: none"> <li>• Group Recovery Manager;</li> <li>• Work &amp; Income;</li> <li>• Te Puni Kokiri (TPK);</li> <li>• Victim Support;</li> <li>• Rural Support Trust;</li> <li>• IRD;</li> <li>• Opus;</li> <li>• Gisborne District Council (GDC) Roading Division;</li> <li>• Ministry of Agriculture and Forestry rep (MAF); and</li> </ul>

		<ul style="list-style-type: none"> <li>• other agencies as required.</li> </ul>
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**Key short and medium term recovery priorities:**

Date	Short Term Recovery Priorities	Agency Responsible	Date to be Completed	Date Completed
<b>Social Environment</b>				
<b>Built Environment</b>				
<b>Natural Environment</b>				
<b>Economic Environment</b>				
<b>Recovery Office</b>				
	<u>Planning &amp; Reporting</u> <ul style="list-style-type: none"> <li>• Recovery Update reports compiled each Thursday. Key agencies to send updated information to Recovery Office by 10am each Thursday.</li> <li>• Weekly Recovery meetings of key agencies arranged to ensure coordinated and integrated recovery assistance.</li> <li>• Coordinate results of impact assessment.</li> <li>• Identification of new or emerging recovery issues.</li> </ul>	Recovery Team	Ongoing	
	<u>Claims Process</u> <ul style="list-style-type: none"> <li>• Compile Cat A costs and liaise with MCDEM EMA.</li> <li>• Compile response and recovery costs to see whether they meet the threshold to be eligible for Cat B Claims.</li> <li>• Manage cost centre for this flood event.</li> </ul>	Recovery Team	Ongoing	
	<u>Communications</u> <ol style="list-style-type: none"> <li>1. Media <ul style="list-style-type: none"> <li>• Media statements prepared as required.</li> </ul> </li> </ol>	Recovery Team	Ongoing	

	<ul style="list-style-type: none"> <li>• Provide media liaison contact.</li> </ul> <p>2. Public Information</p> <ul style="list-style-type: none"> <li>• Beyond the Flood (community newsletter) compiled by the Recovery Team on a weekly basis for the first month, then frequency of newsletters will be reviewed.</li> <li>• Additional recovery information (notification of contacts numbers, public meetings etc) to be published in local papers as required.</li> <li>• Community Meetings arranged as required.</li> </ul>			
	<p><u>Visits by VIPs</u> Recovery team to coordinate visits by VIPs, Ministers and others.</p>	Recovery Team	Ongoing	
	<p><u>Organisational Debriefing</u> Facilitate or arrange facilitators for organisational debriefing following response to flood.</p>	Recovery Team	Ongoing	

**Note:** The above priorities will be reviewed on a fortnightly basis and more frequently if needed.

**Key Long Term Priorities:**

Date	Long Term Recovery Priorities	Agency Responsible	Date to be completed	Date Completed
<b>Social Environment</b>				
	<p><u>Social Support</u> Access to social support, home visits, advocacy, referral and case management.</p>	Victim Support	Ongoing	
<b>Built Environment</b>				
	<p><u>Rural Farmland</u> Implementation of Government Assistance Package</p>	MAF	TBC	
<b>Economic Environment</b>				
<b>Recovery Office</b>				
	<p><u>Planning &amp; Reporting</u></p> <ul style="list-style-type: none"> <li>• Recovery Update reports to compiled fortnightly then monthly. Key agencies to send updated information to Recovery Office by 10am of the day of the report.</li> </ul>	Recovery Team	Ongoing	

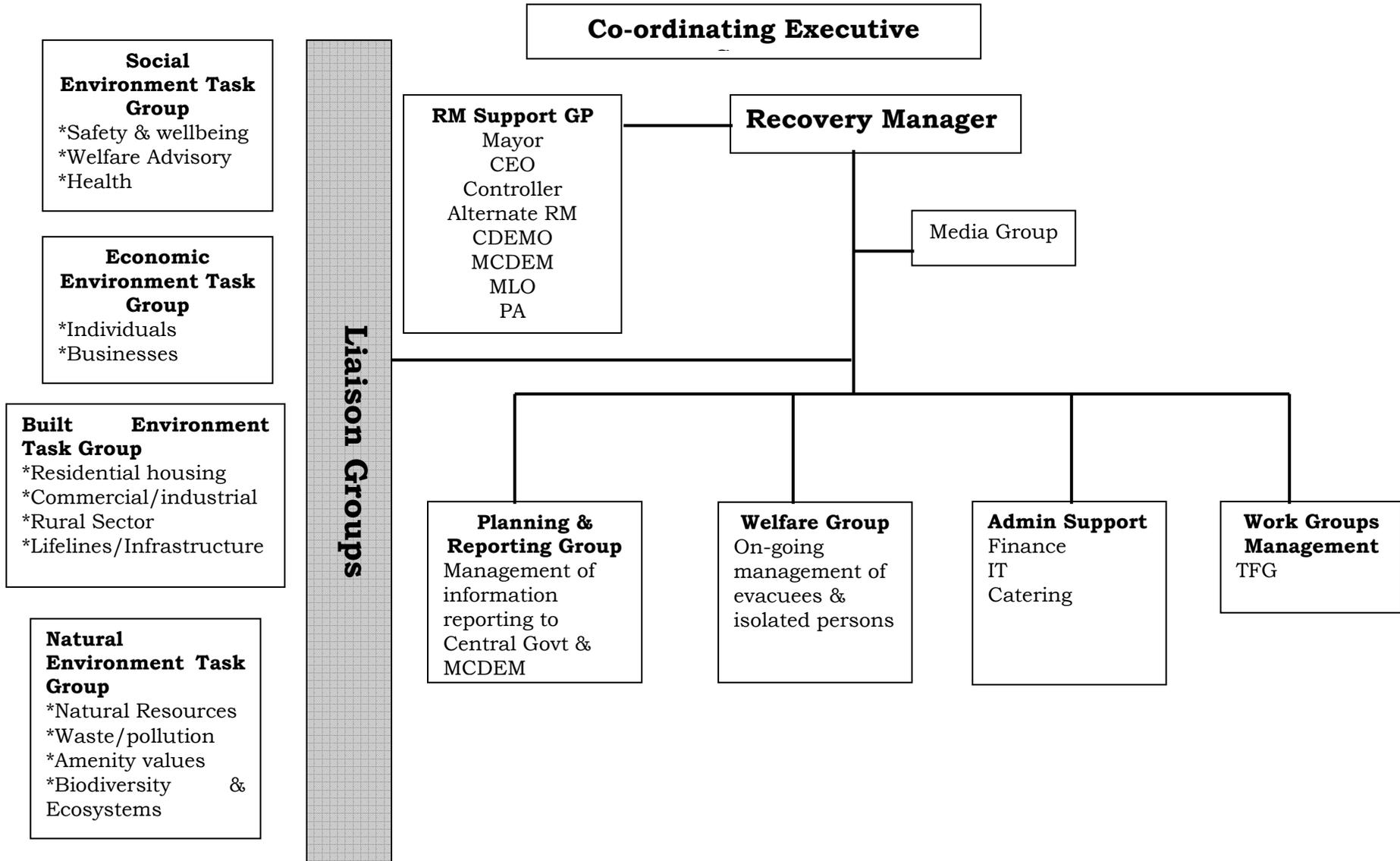
	<ul style="list-style-type: none"> <li>Recovery meetings to be held fortnightly then monthly, then six weekly to ensure coordinated and integrated recovery assistance.</li> <li>Identification of new or emerging recovery issues.</li> </ul>			
	<u>Claims Process</u> <ul style="list-style-type: none"> <li>Complete Cat A costs</li> <li>Manage cost centre for this flood event.</li> </ul>	Recovery Team	Ongoing	
	<u>Communications</u> <ol style="list-style-type: none"> <li>Media <ul style="list-style-type: none"> <li>Media statements prepared as required.</li> <li>Provide media liaison contact.</li> </ul> </li> <li>Public Information <ul style="list-style-type: none"> <li>Beyond the Flood (community newsletter) compiled by the Recovery Team on a monthly basis.</li> <li>Additional recovery information (notification of contacts numbers, public meetings etc) to be published in local papers as required.</li> </ul> </li> </ol>	Recovery Team	Ongoing	
	<u>Visits by VIPs</u> Recovery team to coordinate visits by VIPs, Ministers and others.	Recovery Team	Ongoing	
	<u>Organisational Debriefing</u> Facilitate or arrange facilitators for organisational debriefing during recovery on a 3 or 6 monthly basis.	Recovery Team	Ongoing	

**Development of an Exit Strategy (to be reviewed on a monthly basis):**

	<b>Activities</b>	<b>Agency responsible</b>
Identification of assistance required in the longer term	<ul style="list-style-type: none"> <li>Continued access to social support and keeping key agencies involved.</li> <li>Monitoring of on-farm impacts</li> </ul>	Recovery Team, Work & Income, Victim Support, Fed Farmers, MAF
A transition to business as usual to manage long term recovery activities	<ul style="list-style-type: none"> <li>A recovery team was established on 22 October. As recovery processes and systems are put in place, the staffing demands will decrease over time. It is envisaged that the Deputy Recovery Manager will continue to monitor</li> </ul>	Recovery Team

	recovery activity in the long term with key agencies.	
Planning and reporting in the longer term	<ul style="list-style-type: none"> <li>Recovery Updates to continue to be compiled on a monthly basis for at least the first twelve months.</li> </ul>	<ul style="list-style-type: none"> <li>Recovery Team</li> </ul>
Management of public information and communications	<ul style="list-style-type: none"> <li>Regular publication of Beyond the Flood for the first twelve months and then on an 'as required' basis.</li> </ul>	Comms
Opportunities for communities to discuss unresolved issues and continue to participate in their recovery	<ul style="list-style-type: none"> <li>Plan for regular community meetings during the first twelve months on an 'as required' basis.</li> <li>Identify opportunities for communities to participate in recovery activities such as: <ul style="list-style-type: none"> <li>any proposed changes to LTCCP;</li> <li>consultation on decisions which will affect the communities;</li> <li>method of implementation of government assistance packages; and</li> <li>celebrations of milestones such as community BBQs on anniversary.</li> </ul> </li> </ul>	Recovery Team /GDC
Changes to organisational arrangements including need for subcommittees and contact lists	<ul style="list-style-type: none"> <li>Review frequency of recovery meetings in medium and long term and build on business as usual meetings such as the regular meeting of the WAG.</li> </ul>	Recovery Team
Learning from the event: debriefing and reviewing	<ul style="list-style-type: none"> <li>Hold regular organisational debriefs during recovery including when recovery transitions to being managed as part of business as usual.</li> </ul>	Recovery Team

**Recovery Structure**



**Response to Recovery Report**

**Part One – Recovery Management**

1.1	Transitions to Recovery
	Response Transition report: Action plan from response to recovery  Nature and state of resources  Damage assessment  Community and environment impacts
1.2	Transition briefing (key messages)
1.3	Recovery Office arrangements
1.4	Recovery teams and structure (task groups)
1.5	Recovery communication plan
1.6	Offers of assistance management
1.7	Regulatory issues
1.8	Policy issues
1.9	Financial impact costs for recovery

**Part Two – Recovery Report**

2.1	Response and short term recovery actions
2.2	Impact assessments Social:  Natural:  Built:  Economic:
2.3	Unresolved recovery actions
2.4	Future development issues

**Part Three- Regeneration Plan**

3.1	Regeneration aims
3.2	Risk reduction measures
3.3	Known risks to life and/or property
3.4	Physical works required  Options  Implications  Analysis  Accountability  Sustainability  Cost/benefit  Timeframes  Community acceptance  Consultation  Resource consents  Funding  Implementation roles and responsibilities