

# TAIRĀWHITI CDEM GROUP

## Welfare Plan 2018



### *Tairāwhiti Manahau*

*Me hāpori arotau me te whakahaere i nga morea me ngapumate a takiwa*

### *Resilient Tairāwhiti*

*Communities understanding and managing their risks and hazards*

## Foreword

Tena koutou katoa e nga whanau o Te Tairāwhiti

I commend to you **THE TAIRĀWHITI CDEM GROUP WELFARE PLAN**.

In an event the welfare of our people is foremost in our minds. This plan will be used during three of the four Rs- Readiness, Response and Recovery.

Our team has experience with cyclones, weather events and earthquakes and this Plan is based on knowledge and experience from these local events as well as national events such as the Christchurch and Kaikoura Earthquakes when preparing this Plan.

Not only does this plan deal with people but also our pets and livestock which are an important part of both our lives and livelihood.

We expect our communities to be ready with enough food, water and essential supplies for three days and in the last Resident Satisfaction Survey 93% of people who lived in Gisborne and 99% who lived in the rural areas were ready- are you one of them?

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.

We have upgraded our radio system that was installed after Cyclone Bola and this enables us to communicate with the remote parts of our region.

We have a good group of community link and civil defence volunteers, and industry contacts as well as an engaged council who are all ready to provide leadership in an emergency.



[www.gdc.govt.nz](http://www.gdc.govt.nz)

**Facebook** Tairāwhiti Civil Defence Emergency Management

**Twitter** CDEM

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**Figure 1 - Boundary of the Tairāwhiti CDEM Group**

Tairāwhiti covers 8,265 km<sup>2</sup> (4.9% of New Zealand's total land area) - the area of the East Cape from just north of Morere in the south to Potaka in the north and is separated from the Bay of Plenty region to the west by the Raukumara ranges.

The region is sparsely inhabited and isolated, with small settlements along the eastern shore including Te Araroa, Tikitiki, Ruatoria, Te Puia Springs Tokomaru Bay and Tolaga Bay, with Te Karaka and Matawai inland.

# 1 INTRODUCTION

## 1.1 Purpose

The purpose of this Civil Defence Emergency Management (CDEM) Group Welfare Plan is to provide guidance, strategic direction, operational arrangements and clarity to support coordination and delivery of welfare services across the 4Rs.

## Reduction, Readiness, Response and Recovery

This plan provides guidance on the roles and responsibilities of CDEM and agencies involved in coordination and support of regional and local delivery of welfare services in an emergency.

## 1.2 Audience

The intended audience for this Group Welfare Plan is:

- Tairāwhiti CDEM Group
- Coordinating Executive Group (CEG).
- Welfare Coordination Group (WCG).
- Tairāwhiti Lifelines Group.
- Group Welfare Managers.
- Gisborne District Council Senior Managers.
- Emergency Management Officers.
- Welfare services agencies that have responsibilities under the National CDEM Plan 2015 including non-government and community based organisations.
- Group Controller and Group Recovery Managers.
- Community Link.
- Other regional and local welfare services stakeholders.

## 1.3 Principles

The key principles adopted by the Tairāwhiti CDEM Group are:

- Taking action to reduce the risk to communities is an essential part of managing hazards.
- A balanced approach to hazard risk reduction is required, which considers both the level of risk and the costs of risk reduction.
- In determining the level of risk reduction, risks to human life and safety will be given high priority.
- Organisations, agencies and communities need to work together to reduce the risk.
- A cautious approach to risks is required even if there is scientific and technical uncertainty about those risks.
- Build and maintain capacity and capability for response and recovery.
- Establish and maintain on-going processes to identify significant gaps and shortfalls in capability and capacity.
- Understand that New Zealand has finite capacity and capability for deployment in response to, or recovery from emergencies.
- Agencies respond to an emergency by coordinating with lead-agency and activating their own plans.
- Each agency is expected to assess the consequences; activate its own business continuity and emergency operational arrangements; maintain or restore the services it provides; and communicate relevant information to the lead agency, other responders and the public; align response activities with other agencies.

- CDEM Groups, emergency services and lifeline utilities are expected to undertake initial assessment to form the extent of the consequences of the emergency; identify further potential risks to people, property and services within the affected area; coordinate the local efforts for their agency; communicate the assessments and actions of the appropriate lead agency.
- Recovery measures should be planned for and implemented from the first day of response and should be coordinated and integrated with response action.

The overarching objective of welfare within the Tairāwhiti CDEM Group is ensuring the wellbeing of individuals and the community during and after an event.

This plan is aligned to the Group Plan's principles.

## 1.4 Relevant Legislation, Plans and Guidelines

This plan was prepared by the Group to meet the requirements of the National CDEM Plan 2015.

This plan is a supporting document to the Tairāwhiti CDEM Group Plan 2016-2021. This plan states the regional and local welfare services delivery arrangements.

The following documents provide relevant additional information about CDEM plans and arrangements, and should be read in conjunction with this plan:

- National Civil Defence Emergency Management Plan 2015.
- Guide to the National Civil Defence Emergency Management Plan 2015.
- National Civil Defence Emergency Management Strategy.
- Welfare Services in an Emergency: Director's Guideline for CDEM Groups [DGL 11/15].
- Ministry for Primary Industries Animal Welfare Emergency Management: A guideline for individuals and organisations with responsibilities for animal welfare during emergencies (currently only in draft).
- Framework for Psychosocial Support in Emergencies (Ministry of Health, 2016).
- Tairāwhiti Civil Defence Emergency Management Group Plan (2016-2021).
- Hauora Tairāwhiti Psychosocial Support Plan, June 2016.
- Other Tairāwhiti CDEM Strategies, Plans and Standard Operating Procedures

Relevant national level documents:

- The [National Civil Defence Emergency Management Plan 2015](#) sets out the arrangements, roles and responsibilities of agencies and organisations involved in preparing for, responding to and recovering from emergencies.
- The [Guide to the National Civil Defence Emergency Management Plan](#) incorporates the Plan's wording as well as extra detail, diagrams and operational information to help responsible agencies implement the Plan. This Guide is subordinate to the National CDEM Plan 2015. Welfare services are described in clauses 62-75 of the National CDEM Plan 2015. Together, these documents ensure there is robust understanding of the ways of delivering on the crucial functions of risk reduction and readiness, and responding to and recovering from emergencies.
- Under the Civil Defence Emergency Management Act 2002, the Minister of Civil Defence must complete a [National CDEM Strategy](#). The Strategy sits within the wider emergency management framework, which includes the National CDEM Plan and Guide, and supporting guidelines issued by the Director of CDEM. The Strategy sets out the overall direction for CDEM in New Zealand. It also sets out principles and national level goals and objectives. Collectively, these define what we as New Zealanders want to achieve through our CDEM arrangements.

Achievement of the vision defined in the Strategy requires the participation and commitment of the whole community including central government, local authorities, individual departments, businesses, volunteer organisations, and individual families. Recent amendment to CDEM Act [CDEM Amendment Bill (No.2) – Schedule 1AA Part 2, 8 Continuation of national civil defence emergency strategy to 2019] extends the current National Strategy to 9 April 2019.

- The [Welfare Services in an Emergency Director's Guideline](#) is a key document that is intended to be used by all agencies with responsibilities for welfare services under the *National CDEM Plan 2015*, as well as any other agency that may provide support to any of the nine welfare services sub-functions. The guideline describes the function of welfare services in a civil defence emergency management context, and how agencies work together to support the coordination and delivery of welfare services in an emergency.
- [The Ministry for Primary Industries Animal Welfare Emergency Management: A guideline for individuals and organisations with responsibilities for animal welfare during emergencies](#) (currently only in draft) is a guideline to provide animal welfare guidance to individuals that own, or are in charge of animals, for personal or commercial reason, and also for organisations which have a responsibility or interest in animal welfare. This guideline can be passed on by agencies or organisations, to individual animal owners or persons in charge of animals and also can assist agencies (CDEM Groups) and organisations in the development of their respective roles and responsibilities for animal welfare during emergencies.
- The [Framework for Psychosocial Support in Emergencies](#) (Ministry of Health, 2016) has been revised and updated to reflect current thinking on psychosocial recovery following emergencies. This framework is designed to help those involved in planning, coordinating and delivering psychosocial interventions and mental health treatments in an emergency.

## 1.5 Exclusions

This plan does not cover donated goods management or the management of spontaneous volunteers. In most cases, unrequested donated goods are discouraged while specific requests for donations of money or goods and services is preferred and promoted.

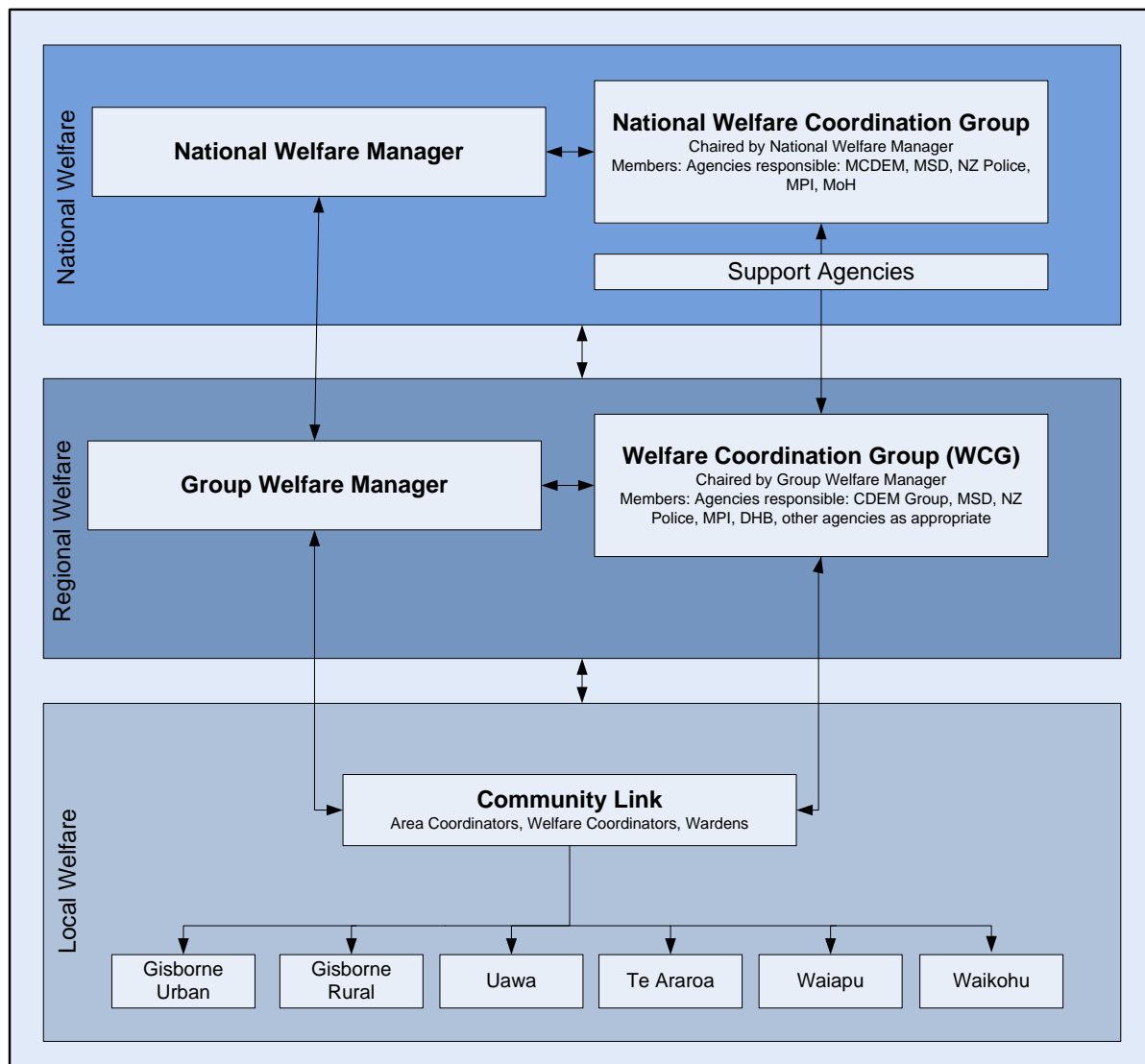
For further information on donated goods, refer to the Best Practice Guide (BPG 2/06) Donated Goods Management Planning on the MCDEM website.

For further information on volunteers, refer to the Volunteer Coordination in CDEM page on the MCDEM website and the Tairāwhiti Civil Defence Emergency Management Group Plan (2016-2021).



## 2 GOVERNANCE, STRUCTURE and MANAGEMENT

### 2.1 National, Regional (CDEM Group) and Local welfare coordination



**Figure 2: Levels of Tairāwhiti Welfare Coordination**

CDEM welfare comprises the three levels of coordination/management: national, regional and local (see Figure 2). Local level welfare delivers welfare services to communities affected by an emergency. Regional and national levels support and coordinate delivery at the local level.

Welfare is managed as follows:

- Local level: Tairāwhiti Community Link.
- Regional/Group level: Welfare Coordination Group (WCG).
- National level: National Welfare Coordination Group (NWCG).

Coordination ensures that agencies with welfare services roles provide the appropriate level of service to affected communities.

Community Link provide the local level arrangements and delivery of welfare services in coordination with the Group Welfare Manager (GWM).

At the Regional/Group level, the Coordinating Executive Group (CEG) is responsible for planning and coordinating welfare services in reduction and readiness, and providing direction to the WCG.

The Group Controller is responsible for coordinating welfare services during a response, and the Group Recovery Manager is responsible during recovery. Both the Group Controller and Group Recovery Manager provide direction to the WCG. The CDEM Group appoints a GWM to support this function and to chair the WCG.

The Ministry of Civil Defence & Emergency Management (MCDEM) is the responsible agency at the national level for the coordination of welfare services, and appoints a National Welfare Manager to fulfil this function.

## 2.2 Community Link

For the purposes of community management, Tairāwhiti has been divided into areas. These areas contain a number of communities.

The six areas detailed in Figure 3 are the defined areas for Community Link CDEM responsibility.

Figure 3 highlights the linkages in the Tairāwhiti CDEM welfare structure to Community Link areas through Community Link Area Coordinators.

Community Link's main functions include information management, response activity and coordination, and welfare of isolated or displaced families.

Community Link may activate Community Emergency Centres (CEC) within local communities (see Section 4 for details).

In the rural areas, the CECs may also be the area's welfare centres.

### Community Link Area Coordinator

The Community Link Area Coordinator is appointed by the Gisborne District Council to co-ordinate a number of communities in Tairāwhiti.

This role controls and coordinates all activities within the community area, including the emergency requirements and resources for their communities. The Area Coordinator is the main point of contact and authorisation for all communications between the community and the Emergency Coordination Centre (ECC).

### Community Link Welfare Coordinator

The Community Link Welfare Coordinator coordinates the welfare requests and needs of the affected community, and is the link between the community and the Group Welfare Manager/ECC.

No individual community should be going direct to the Group Welfare Manager in the ECC for assistance.

Community Link response procedures and roles and responsibilities for all Community Link positions are detailed in the Tairāwhiti CDEM Group Area Coordinators Standard Operating Procedures 2017.

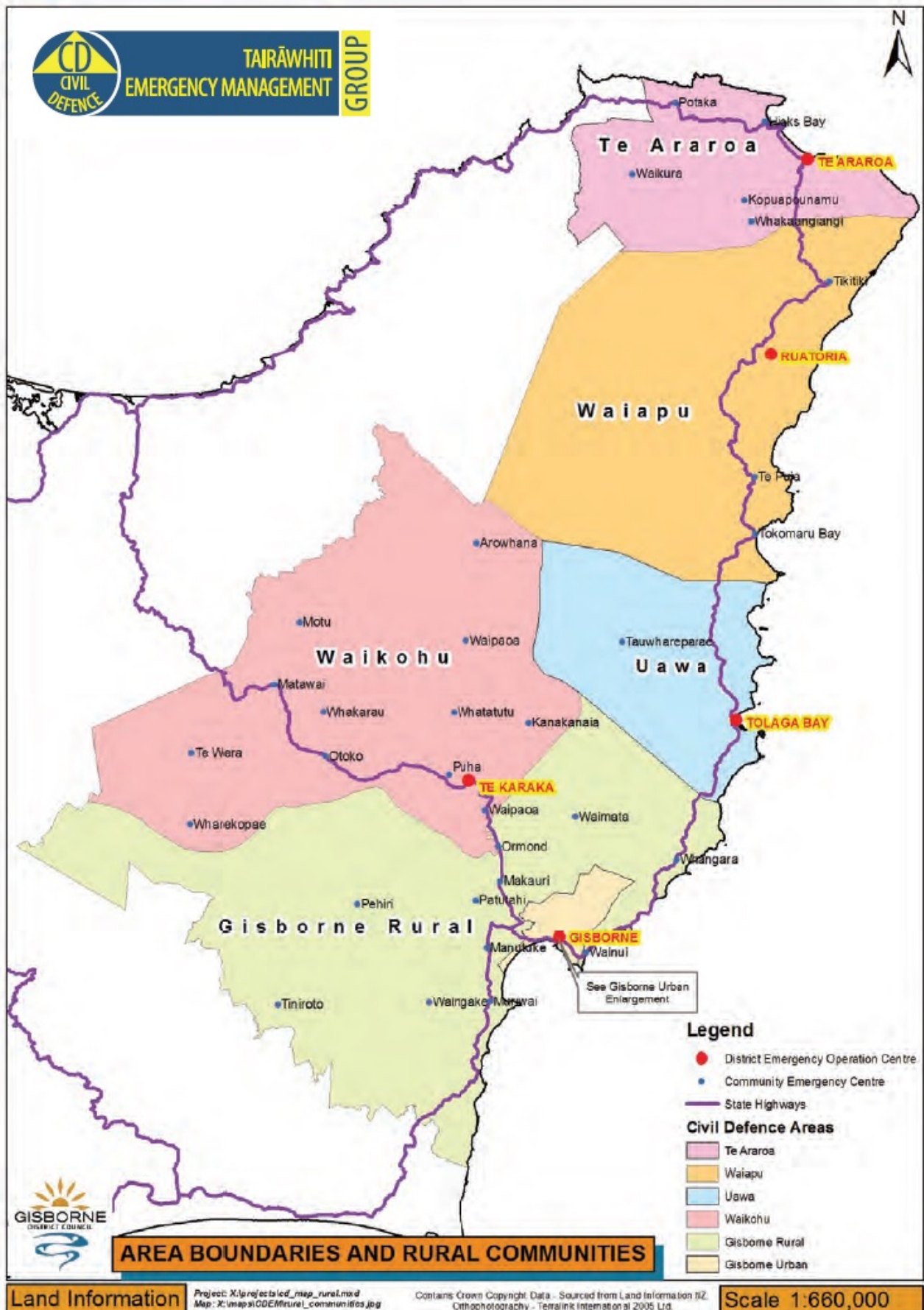


Figure 3: Tairāwhiti area boundaries and rural communities

## 2.2 CDEM Group Welfare Manager (GWM)

The GWM supports the Group to build resilience by coordinating and supporting the delivery of welfare services to communities within Tairāwhiti.

This includes:

- Coordinating the CDEM welfare function during reduction and readiness.
- Chairing the Welfare Coordination Group (WCG).
- Overseeing the establishment and maintenance of the arrangements and plans for the delivery of welfare services coordination across welfare sub-functions during response and recovery.
- Coordination with Community Link Welfare Coordinators as well as agencies responsible for delivering welfare services sub functions.
- Communication and reporting to the Group Controller on the provision of welfare services.
- Coordination with the National Welfare Manager or other Group Welfare Managers to ensure consistent and coordinated delivery of welfare services and information to the affected communities.

For further information about GWM roles and responsibilities refer to the Position Description in Appendix A.

## 2.2 Welfare Coordination Group (WCG)

The Welfare Services in an Emergency – Director’s Guideline (DGL 11/15) provides guidance on the WCG meeting structure, WCG Terms of Reference and Group Welfare Plan/Programme.

For further information about the Tairāwhiti WCG structure and membership refer to the Terms of Reference for the Tairāwhiti WCG in Appendix B.

The Tairāwhiti WCG consists of one level of membership:

- Government agencies that have mandated welfare services sub-functions under the National CDEM Plan 2015.
- Agencies that support the welfare services sub-functions.
- Representatives of community based or volunteer organisations who are active at the regional or local level.

In readiness, the WCG provides planning input and coordination at CDEM Group level, and supports the development of welfare arrangements at the local level through Community Link.

In response and recovery, the WCG oversees the delivery of welfare services to affected local communities and individuals, and coordinates across welfare services sub-functions.

## 2.3 Welfare Services Sub-Functions

Welfare services are grouped into nine sub-functions, with agencies responsible for welfare services sub-function coordination. Some agencies may be responsible for more than one sub-function as listed in Table 1 below.

Welfare Sub-Function	Responsible Agency
<b>Registration</b> – collecting information from people who have been affected by an emergency.	Tairāwhiti CDEM Group
<b>Needs assessment</b> – collating affected people’s needs in order to coordinate the help required to meet immediate and on-going welfare needs.	Tairāwhiti CDEM Group



Welfare Sub-Function	Responsible Agency
<b>Inquiry</b> – helping responding agencies identify people that have been affected by an emergency and assisting families and whānau to contact each other. The Police focus will be to identify people who cannot be located after a reasonable time has elapsed or who are deemed at risk.	New Zealand Police
<b>Care and protection services for children and young people</b> – managing services to care for and protect children and young people who have been separated from their parent or guardian during an emergency.	Oranga Tamariki – Ministry for Children
<b>Psychosocial support</b> – Coordinating psychosocial support that will help communities to recover after an event.	Hauora Tairāwhiti (DHB)
<b>Household goods and services</b> – providing essential household items and services (such as food, water, medications, sanitation, and baby or pet supplies) to people who have evacuated their homes or are sheltering in place.	Tairāwhiti CDEM Group
<b>Shelter and accommodation</b> – providing accommodation to people who cannot stay in their homes after an emergency and have nowhere else to go.	Emergency shelter & accommodation: Tairāwhiti CDEM Group Temporary Accommodation: Ministry for Business, Innovation and Employment (MBIE)
<b>Financial assistance</b> – providing information and access to financial assistance for affected people after an emergency.	Ministry of Social Development (MSD)
<b>Animal welfare</b> – managing animal welfare services such as rescue, shelter, food, water and veterinary services.	Ministry for Primary Industries (MPI)

**Table 1: Welfare Services Sub-Function Responsible Agencies**

All welfare sub-functions are detailed further in Section 4 – Response and Recovery.

Responsible agencies and the CDEM Group are required to provide leadership in the planning and delivery of welfare services across the sub-functions. The GWM will work with agencies and their supporting agencies to ensure that strong relationships are built, and clear plans and arrangements are in place.

Responsible agencies, including the CDEM Group, have more responsibilities at all levels under the new National CDEM framework, and the CDEM Group expects that adequate resourcing will be provided by agencies to ensure welfare planning and coordinating tasks can be met.

For further information about the welfare services sub-functions refer to the Welfare Services in an Emergency – Director’s Guideline (DGL 11/15).

Appendix C details Tairāwhiti welfare agency capabilities across the sub-functions.

## 2.4 National Level / National Welfare Manager / National Welfare Coordination Group (NWCG)

The National Welfare Manager provides direction and support to CDEM Group level welfare planning, and leads the coordination of welfare services at the national level.

The National Welfare Manager chairs the National Welfare Coordination Group (NWCG) as a mechanism for coordination across national level agencies.

The National Welfare Manager is based at MCDEM during business as usual, in the National Crisis Management Centre (NCMC) during an emergency, or in the National Recovery Office during recovery.

The MCDEM Welfare Team fills the role as most appropriate during response and recovery, especially when shifts are required in response to an emergency. The National Welfare Manager's responsibilities during reduction, readiness, response and recovery are listed in the National CDEM Plan 2015 (Schedules 65 and 66).

The NWCG provides strategic oversight for the planning and development of integrated welfare services. The NWCG provides coordination at the national level, and support to CDEM Groups at the regional level. Membership comprises the agencies responsible for each of the welfare services sub-functions, as listed in the National CDEM Plan 2015.

## 2.5 Coordinating Executive Group (CEG)

The Coordinating Executive Group (CEG) is responsible to Gisborne District Council, functioning as the Tairāwhiti CDEM Group, by providing advice, implementing the decisions of the Group; and overseeing the development, implementation, maintenance, monitoring and evaluation of the Group Plan.

The CEG ensures that arrangements are in place to meet the welfare requirements of people affected by an emergency within Tairāwhiti CDEM Group area and has oversight of all welfare activities across the 4Rs **Reduction, Readiness, Response and Recovery**

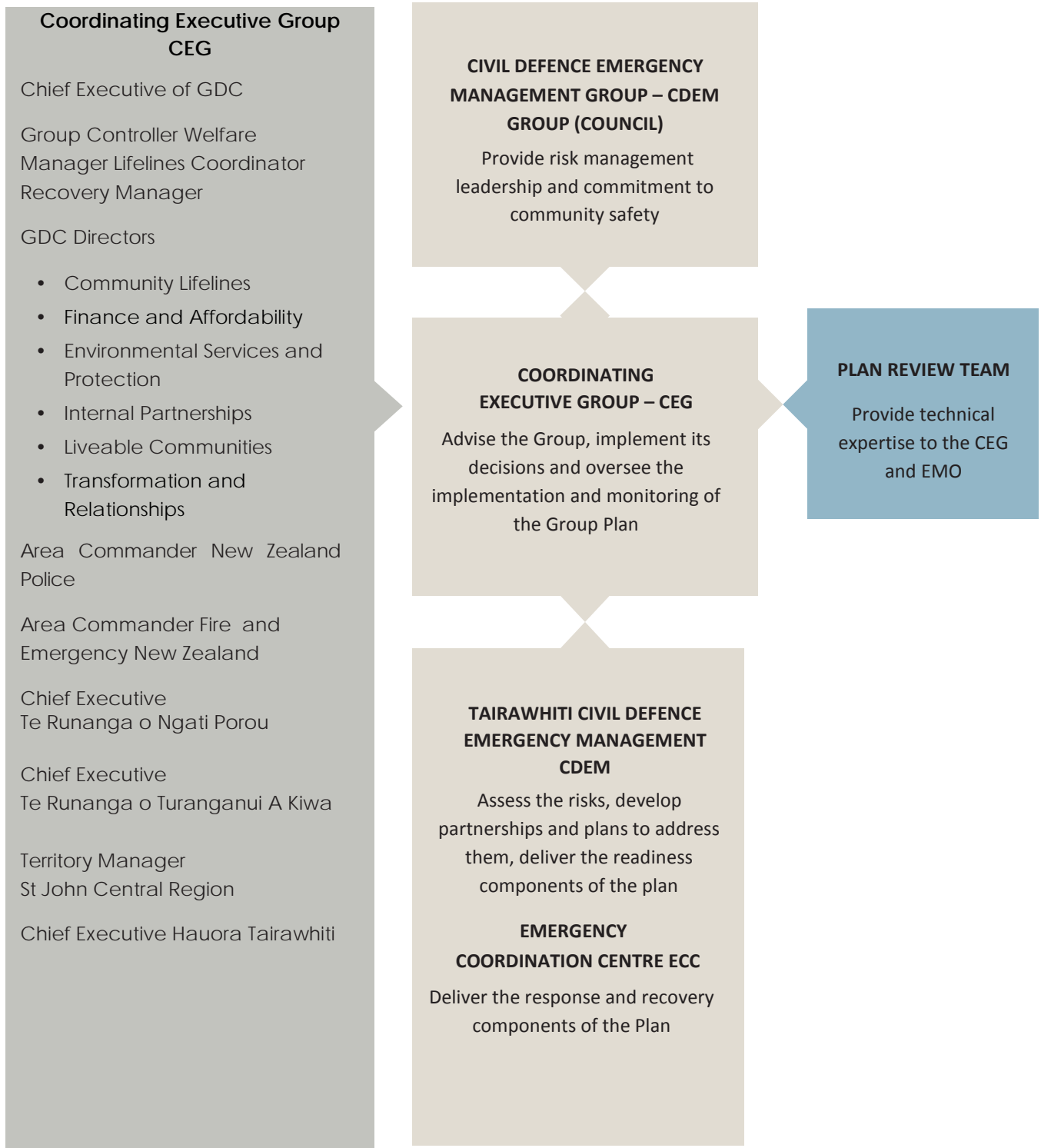
The CEG comprises the senior representatives of the District Council, District Health Board (Hauora Tairāwhiti), St John, NZ Police, Fire and Emergency New Zealand, Ngati Porou, Te Runanga o Turanganui A Kiwa, the Lifelines Coordinator and the Group Welfare Manager.

The CEG provides advice to the Tairāwhiti CDEM Group and implements their decisions.

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

As a Unitary Authority, Gisborne District Council has formed a CDEM Group, which provides governance and strategic direction for CDEM in Tairāwhiti.

Tairāwhiti CDEM sits under the Gisborne District Council.







## 3 REDUCTION and READINESS

### 3.1 Overview

In the welfare content **reduction** means all measures undertaken during reduction that have the potential to reduce welfare needs and requirements before, during, and after emergencies.

CDEM contributes to **reduction** in the welfare context in two primary ways:

- Understanding communities and their risks and vulnerabilities: a part of identifying and analysing long-term risks to human life.
- Linking with agencies with welfare responsibilities, policies and programmes: a part of reducing the magnitude of the impacts of risks.

**Readiness** activities are fundamental to improving the effectiveness of welfare services delivery in response and recovery. Readiness activities in the welfare context include:

- Clarifying governance arrangements
- Relationship management
- Planning
- Welfare capability development (including training and exercising)
- Linking with community-based planning
- Confirming local welfare delivery capability and capacity
- Monitoring and evaluation

### 3.2 The Tairāwhiti Context

In the welfare context, risk reduction is used in relation to reducing community needs and requirements for the provision of welfare before, during, and after emergencies.

Tairāwhiti risk profile and hazardscape are described in the Group Plan, and provide an understanding of regional communities, the environment and vulnerabilities.

The Tairāwhiti CDEM Group is subject to a wide range of significant natural, human-made and biological hazards. The Group Plan describes a range of hazard scenarios, the likelihood and consequences of each hazard and an overall risk rating.

The Group Plan utilises the 'Seriousness-Manageability-Growth' (SMG) model to analyse and evaluate regional risks, and identifies the ten top hazards (See Table 2).

	NATURAL HAZARD	MAN-MADE HAZARD
1	Extreme Temperature	Human Pandemic
2	Drought	Transport Accident
3	Flooding	Criminal Acts/Civil Unrest/Terrorism
4	Tsunami	Rural Fire
5	Coastal Erosion	Plant and Animal Pests and Diseases
6	Volcanic Activity	Infrastructure/Lifelines failure
7	Coastal Flooding	Urban Fire
8	Earthquake Shaking	Hazardous Substances Spill
9	Rainfall Induced Landslides	
10	Earthquake Fault Rupture	

Table 2 – The top ten hazards

### 3.3 Tairāwhiti Social and Cultural Environment

Tairāwhiti has a population of 43,656 (2013 Census) which is 1% of the total New Zealand population. Three-quarters of the population lives in the city of Gisborne.

No other settlement has a population of over 1000. The largest other settlements are the towns of Tolaga Bay and Ruatoria, each with populations of over 800.

From the 2013 census data (Table 3), 19,683 Māori usually live in Tairāwhiti. This is a slight decrease of 75 people (less than 1 percent), since the 2006 Census.

The Māori population ranks 9th in size out of the 16 regions in New Zealand with 3 percent of New Zealand's Māori population usually living in Tairāwhiti.

Major Ethnic Groups in Tairāwhiti Region <sup>(1)</sup> and New Zealand		
2013 Census information		
Ethnic group <sup>(2)</sup>	Tairāwhiti Region (percent)	New Zealand (percent)
European	60.8	74.0
Māori	48.9	14.9
Pacific peoples	3.8	7.4
Asian	2.4	11.8
Middle Eastern, Latin American, African	0.4	1.2
Other ethnicity	1.5	1.7
NB Where a person reported more than one ethnic group, they have been counted in each applicable group. As a result percentages do not add up to 100.		

**Table 3: Major Ethnic Groups**

Four iwi have territorial boundaries falling within the region. They are Ngati Porou, which represents the biggest iwi within the region (12,402), Te Aitanga a Mahaki (2,454), Rongowhakaata (1,803), and Ngai Tamanuhiri (771).

The Group Plan details further information on the social and cultural environment including details on average incomes, infrastructure of social and cultural significance and the future trends and associated risk implications with Tairāwhiti demographics.

For further information and guidance on culturally and linguistically diverse (CALD) communities in CDEM, refer to the MCDEM guidance publication for the CDEM Sector.

### 3.4 Communities

The general approach to CDEM is a focus on regional coordination with self-reliant communities via the established networks of the Community Link programme. This approach best services the isolated and dispersed communities in Tairāwhiti (See Figure 3) providing the opportunity to support self-sufficiency and resilience.

This approach connects seamlessly with the CDEM Group vision of a 'Resilient Tairāwhiti – Communities understanding and managing their risks and hazards.

Community engagement and education are important components in making Tairāwhiti resilient.

It is recognised that there are strong linkages to rural communities due to existing networks and communication arrangements, contributing to the overall resilience of Tairāwhiti.

Communities in Tairāwhiti are mainly defined by Community Link area (See Figure 3) or as 'communities of place.'

Understanding communities is critical to welfare planning. By identifying and analysing community vulnerability and risk, measures can be taken to reduce vulnerability and better support communities during an emergency. Reduced vulnerability can translate into reduced consequences on people, and therefore less demand for welfare services.

Communities in Tairāwhiti that may be vulnerable in CDEM emergencies includes (but not limited to and not in priority order):

- Low-income households.
- People with disabilities and/or medical conditions.
- People with medical conditions with a reliance on home-based medical equipment or dependence on electricity.
- Children in schools and Early Education Centres.
- Children and young people in the custody of Oranga Tamariki – Ministry for Children
- Sole parents.
- Tertiary students.
- Elderly people (individuals and communal living) and the predicted ageing population.
- Culturally and linguistically diverse communities (CALD) e.g. refugee communities, people who do not speak English or Te Reo Māori as their primary language or were raised in a different culture, international residents/students/tourist or seasonal workers.
- Communities that do not have knowledge of regional hazards and local social networks
- People in isolated rural and coastal communities
- People living in over-crowded houses
- Homeless people
- Inner city dwellers (with limited food stocks)
- People in prisons or correction facilities or those being detained on home detention
- Transient communities including tourists, freedom campers and seasonal workers
- Tourists in peak season and large tourist groups at special events (e.g. Rhythm and Vines)

Relevant statistics in relation to communities in Tairāwhiti include:

- The region is one of six regions that share the lowest median hourly earnings rankings (\$20.00).
- There is a median income is \$24,400 per person, which is lower than the national average of \$28,500.
- The region has a lower than average population density and therefore has communities and individuals that live in isolated areas

Relevant disability statistics for Tairāwhiti are:

- The Region (Gisborne/Hawke's Bay combined) has a regional disability rate of 23% which is on par with the national average.
- People aged 65 or over were much more likely to be disabled (59%) than adults under 65 years (21%) or children under 15 years (11%).
- Māori and Pacific people had higher-than-average disability rates, after adjusting for differences in ethnic population age profiles.

## 3.5 Welfare in Reduction and Readiness

### 3.5.1 Tairāwhiti CDEM Group

The Tairāwhiti CDEM Group is responsible for ensuring that welfare services are planned for, coordinated, and delivered effectively to people affected by emergencies in its area.

To achieve this, the Tairāwhiti CDEM Group appoints a GWM and alternates, who lead welfare reduction and readiness activities through the WCG, including welfare planning and development, advice and support, and relationship building with agencies that have welfare services responsibilities, and other welfare stakeholders.

The high-level identification of risks, vulnerabilities, and reduction strategies are undertaken at the CDEM Group level, and detailed within the Group Plan.

### 3.5.2 Agencies with welfare responsibilities

Agencies with welfare services responsibilities collectively and individually provide policies and programmes that improve social outcomes for individuals and communities. All levels (national, CDEM Group, and local) require well developed relationships and a clear understanding of welfare roles and responsibilities.

During **reduction and readiness**, each agency involved in the provision of welfare services has the following responsibilities:

- Develop and review plans to ensure continuity of its essential services and contribution to wider welfare provision.
- Work with agencies responsible for coordinating the relevant welfare services.
- Develop capability and capacity so that the Group can work during an emergency.
- Establish regular communication and reporting lines within local and regional offices.
- Establish and maintain inter-agency communications.
- Develop, maintain and exercise arrangements for the coordination and delivery of the welfare sub-functions.
- Regularly test and exercise the response and recovery arrangements.
- Participate as an active member on the WCG.

### 3.5.3 Welfare Coordination Group- WCG

During **reduction**, the WCG will:

- Ensure there is appropriate membership with regular attendance at meetings.
- Work together to build an understanding of communities and their risks and vulnerabilities.
- Build links between individual welfare services agencies' policies and programmes and alignment with the CDEM Group Plan.
- Ensure public resilience education is integrated into CDEM reduction activities.
- Ensure there are robust links between welfare and other key CDEM entities including the CEG, Community Link and the NWCG.

During **readiness**, the WCG will:

- Develop, complete, and review an annual WCG work plan and associated programmes of work.
- Contribute to the review of this plan and the Group Plan.
- Meet periodically (at least three times annually).
- Ensure that welfare services agencies understand their roles and responsibilities.



- Encourage business continuity planning for agencies with responsibilities for welfare services (to ensure they are able to continue functioning in an emergency).
- Identify welfare vulnerabilities and gaps across the region and work with Emergency Management Officers to mitigate their consequences.

The complete responsibilities of the WCG during reduction and readiness are detailed as part of the WCG Terms of Reference in Appendix B.

### 3.5.4 Group Welfare Manager-GWM

The GWM is responsible for working with the CDEM Group to ensure that welfare activities during reduction are in place, supported by the WCG. Contributing to welfare-related activities should be a key component of broader CDEM reduction programmes.

The GWM has the primary responsibility for ensuring that effective relationship management is encouraged in all aspects of welfare. Relationship management, regardless of the level at which it occurs, requires active engagement from Welfare Managers and stakeholders.

In **reduction and readiness**, the GWM:

- Provides leadership to the CDEM Group on the development of the welfare function.
- Ensures that planning for the welfare sub-functions for which CDEM is responsible is developed, along with supporting agencies.
- Contributes to the planning and delivery of any CDEM Group exercises, and ensures CDEM welfare staff participation in opportunities for exercising the Welfare function.
- Establishes and maintains a high level of operational engagement and relationships with welfare stakeholders.
- Chairs the WCG, maintains optimal membership of the WCG, and develops relationships with member organisations.
- Leads the development of the WCG work programme and monitors its progress.
- Attends CEG meetings, reports on the WCG work programme, and reports back to the WCG on CEG directives or outcomes.
- Maintains a relationship with the NWCG Chair and other CDEM Group Welfare Managers.
- Responsibilities of the GWM during reduction and readiness are detailed as part of the GWM Position Description in Appendix A.

### 3.5.5 Local welfare and communities

At the local level, communities should be encouraged to:

- Understand their hazards and risks and
- Develop community plans that enable self-sufficiency in coordination with the Tairāwhiti CDEM Group.

### 3.5.6 National welfare

During **reduction and readiness**, MCDEM is responsible for the provision of reduction and readiness advice and support regarding welfare to CDEM Groups, national welfare services agencies, NWCG and other national stakeholders.

National level welfare structures support CDEM Group level welfare structures.

The NWCG convenes regularly to plan for and ensure a coordinated national welfare response.

## 3.6 Planning

Welfare planning for the coordination and delivery of welfare services is a fundamental part of readiness. Effective welfare planning extends across the 4Rs ([Reduction](#), [Readiness](#), [Response](#) and [Recovery](#)) and is based on a sound understanding of community strengths, vulnerabilities, and associated risks.

Welfare planning at the CDEM Group and local levels takes direction from the CDEM Group Plan.

This plan is based on the principles within the Welfare Services in an Emergency Guideline. This plan is a living document that will be updated annually, and redeveloped once every five years following the update of the Group Plan.

## 3.7 Business Continuity Management

Welfare services agencies, through Business Continuity Management (BCM) must ensure that they are able to fulfil their welfare obligations during response and recovery. Agencies are required to develop and review plans to ensure continuity of their essential services contribution to welfare service provision, and collaborative planning to ensure alignment of welfare arrangements.

The WCG takes an active role in promoting and encouraging the development and exercising of business continuity plans for agencies with welfare responsibilities, as they affect the delivery of welfare services. Prior to and during exercises and readiness campaigns, agencies with welfare responsibilities will be encouraged to review and/or test their BCM.

## 3.8 Welfare Capacity Building and Capability Development

The Tairāwhiti CDEM Group is committed to working with agencies with welfare responsibilities to support capacity building and capability development. The Group ensures that staff involved in welfare can perform their roles effectively.

The Group must ensure that minimum capacity and capability standards are maintained to ensure an effective response to the affected communities and for the coordination of responding agencies.

At the regional level, agencies with welfare responsibilities must ensure maintenance of an appropriate number of trained and competent staff. At the local level, Community Link Area Coordinators should maintain regular contact with the GWM to report on the status of welfare services capability and capacity, and any anticipated shortfalls or needs.

Agencies with welfare services responsibilities are to ensure response capability and capacity exists, and contribute technical expertise and resources to maintain an effective group capability.

The WCG chair will continue to promote the active engagement of members and the identification and recruitment of new members as agreed by the WCG.

The Tairāwhiti CDEM Group recognises and acknowledges that there will be variation in the capacity/resources available (including staffing) within agencies in terms of capacity to deliver upon the National CDEM Plan expectations.

It is important to have a collaborative approach to emergency management to enable our communities to be better prepared and to share resources for an effective and efficient welfare response to an emergency.

This approach and recognition in the variation of welfare agency capacity and capability is detailed in Appendix C (Welfare agency roles, tasks and Tairāwhiti arrangements).

WCG will actively encourage welfare services agencies to participate in training and exercising which builds capability while also helping to build relationships among agencies, and can assist efforts to improve community awareness and resilience.

### 3.9 Training and Exercising

Agencies with welfare services responsibilities should plan, resource, train, and exercise the welfare response for emergencies resulting from hazards of varying types and scales. The GWM will, in conjunction with the CDEM staff, facilitate and encourage training and exercises for welfare stakeholders.

Training and exercise topics of particular relevance to welfare will include:

- CDEM principles.
- Coordinated Incident Management System (CIMS).
- Coordination centre and CDC/CEC operations.
- CDEM Emergency Management Information System (EMIS).
- Agency roles and expectations.
- Training on the nine welfare services sub-functions.

Agencies with welfare responsibilities should regularly test and exercise their response and recovery arrangements. Opportunities for welfare personnel to participate in other exercise opportunities should also be considered.

Each agency responsible for coordinating a welfare services sub-function should participate in local, regional or national CDEM exercises as the opportunity arises.

The GWM will ensure regular training opportunities are made available for agencies.

### 3.10 Monitoring, Reporting and Review

The Tairāwhiti CDEM Group recognises the importance of effective monitoring, reporting and review (monitoring and evaluation programme).

On-going monitoring, reporting and review of welfare arrangements and activities will provide assurance to the Tairāwhiti CDEM Group, key stakeholders and communities that the Group is complying with its legislative obligations, achieving its objectives and making progress towards its goals and those of the National CDEM Strategy.

On-going monitoring, reporting and reviewing enable continuous improvement of the coordination and delivery of welfare services.

#### 3.10.1 Monitoring

The Tairāwhiti CDEM Group Welfare Plan is monitored in the following ways:

- Six monthly update reports provided to the CEG will determine progress against the Welfare Plan.
- Welfare and WCG work programmes progress and outcomes will be reported six monthly to the CEG.
- The Manager of the Tairāwhiti Emergency Management Office will conduct an annual check to ensure that the Welfare Plan is still accurate and legislatively compliant.
- The Emergency Management Office will monitor compliance between the CDEM Group Plan and the CDEM Act and with other relevant legislation amendments.

### 3.10.2 Reporting

During **reduction and readiness**, progress on activities of the WCG will be reported at WCG meetings, and by the GWM to the CEG.

During **response** the WCG will report to the GWM, who in turn will report to the Group Controller. During recovery the WCG will report to the GWM, who will report to the Group Recovery Manager.

At a local level, the Community Link Area Coordinator will report to the Group Controller and liaise with the GWM during **response**, and during **recovery**, the Community Link Area Coordinator will report to the Recovery Manager and liaise with the GWM.

### 3.10.3 Review of the Welfare Plan

The formal review of the Tairāwhiti Group Welfare Plan will coincide with the review of the Group Plan, however following a significant event that required the activation of welfare services, opportunities for improvement to the welfare plan will be considered.

Amendments to this plan are to be proposed to the GWM and approved by the CEG.

### 3.10.4 Regular Evaluation

The CDEM capability assessment tool will be used to evaluate progress across welfare activities at least every five years. It is anticipated that this will be led by MCDEM staff with support from the Tairāwhiti CDEM Group.



## 4 RESPONSE and RECOVERY

### 4.1 Overview

At the regional level, Tairāwhiti CDEM Group is the lead agency responsible for coordinating the management of emergencies. While welfare management takes place across the 4Rs, the actual provision of welfare services begins in response, and continues into recovery.

Coordination and delivery of welfare services lies at the heart of emergency management. The welfare function is therefore an integral part of coordination centres and recovery offices, and can be the largest function in a significant emergency. While it is a key function within the CIMS framework, welfare is closely connected to the other CIMS functions.

### 4.2 Coordinated Incident Management System (CIMS)

The Coordinated Incident Management System (CIMS) is used to achieve effective coordinated incident management across responding agencies for all incidents regardless of hazard, size and complexity.

CIMS is applied during response.

There are seven main functions under the CIMS structure, and welfare is one of these functions (as illustrated in Figure 4).

The Welfare function must work alongside other functions and under the direction of the Controller. There are nine sub-functions under the Welfare function in the CIMS structure.

Not all of these sub-functions may be operational as part of the welfare response, but all sub-functions should be considered for an effective event response and coordination of welfare services.

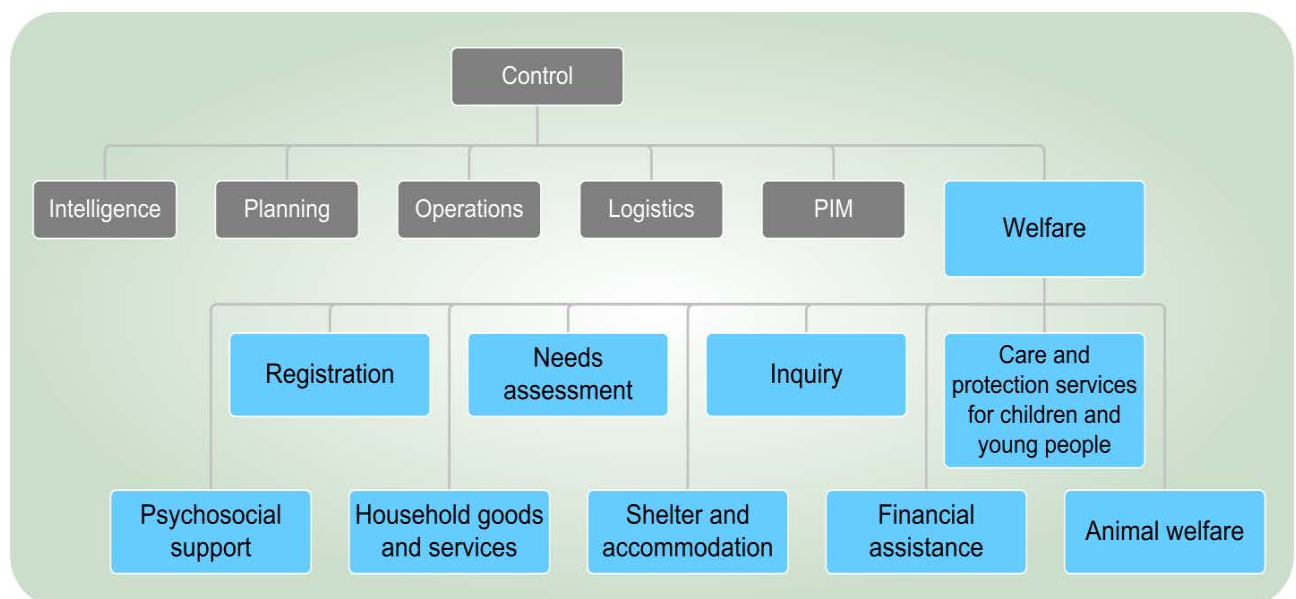


Figure 4: Welfare Services Sub-Functions in the CIMS Structure

### 4.3 The Welfare Function at the Emergency Coordination Centre (ECC)

During **response**, the welfare function at the ECC interacts with other functions as detailed within the CIMS.

The welfare function at the ECC is staffed by the Gisborne District Council, coordinated and managed by the GWM/Chair of the WCG.

The Tairāwhiti CDEM Group fills the GWM's role through the appointment of alternate GWMs during response, especially when multiple shifts are required. The role of the welfare function is to coordinate and support all welfare activities for Tairāwhiti.

During **response**, the role of the welfare function is to:

- Ensure that all welfare sub-functions are considered in response activities.
- Input into the planning of any evacuations.
- Source accommodation for evacuees and stranded people.
- Provide assistance in tracing incoming enquires about non-recorded evacuees, in coordination with New Zealand Police.
- Maintain a registration process including a master register of evacuees by computer database (EMIS or alternate system), and a manual system as an alternate means for registration.
- Collect and manage needs assessment information.
- Identify any risks and hazards to people which may affect welfare response.
- Coordinate the ordering of all resources needed by the welfare organisation to carry out its function through the ECC Logistics Manager and agencies with welfare responsibilities.
- Maintain, in conjunction with the DHB (Hauora Tairāwhiti) liaison staff, a register of injured and people in institutional care.
- Assist Community Link Area Coordinators and Welfare Coordinators with requests from the Community Link Areas for welfare resources.
- Coordinate the needs of agencies with welfare responsibilities during the response.
- Ensure effective management of the welfare needs of evacuees and isolated people.
- Collect, collate and disseminate welfare related information for the ECC for inclusion in the ECC Situation Report (SITREP).

During an emergency, the Group ECC may activate to monitor and/or coordinate response activities including the welfare function and sub-functions.

The GWM will monitor the situation and liaise with Community Link Area Coordinators to ascertain the welfare needs throughout the emergency.

The decision to activate the welfare function and the WCG will be made by the Group Controller in conjunction with the GWM. Activation will depend on the size, scale and consequences of the emergency.

The GWM will convene the WCG (either in person or via teleconference) prior to, or in response to an emergency, and set the frequency of meetings and reporting required.

The GWM, as Chair of the WCG, will coordinate this function and advise members accordingly. Core WCG agencies must plan to ensure that they can provide a 24 hour capability during times of activation.

In the event that normal communications are disrupted, WCG members should make their way to the ECC at Gisborne District Council. If they are unable to do so, they should make their way to their nearest CDC/CEC where they will be able to contact the ECC by radio.

## 4.4 Welfare in Response and Recovery

### 4.4.1 Agencies with welfare responsibilities

During **response and recovery**, each agency involved in the provision of welfare services has responsibilities to:

- Provide timely services and information on those services to affected communities.
- Establish regular communication and reporting lines within local and regional offices.
- Provide additional manpower capability if practical to do so and if required.
- Work with relevant support agencies to ensure that community needs are being met and that services and information are being shared.
- Work with other agencies so that services and information is coordinated and aligned to meet the needs of the community.
- Support to the WCG and also the welfare function in the ECC as required.
- Report on agency performance and coordination of the delivery of the relevant sub-function (if relevant) to the CDEM Group Welfare Manager or Recovery Manager.

### 4.4.2 Welfare Coordination Group

During **response**, the WCG convenes as frequently as necessary and practicable, as determined by the GWM in consultation with the Group Controller. The WCG role is to ensure that each member agency operates as part of a coordinated collective, rather than as an individual agency.

During **response**, the WCG will:

- Convene as necessary and practicable to support the GWM and welfare function in the ECC.
- Provide coordinated welfare services support and delivery across Tairāwhiti,
- Provide information to the GWM (to advise the CDEM Group Controller) and to the NCMC Welfare function as required.

Detailed responsibilities of the WCG during response and recovery are provided as part of the WCG Terms of Reference in Appendix B.

Regardless of whether regional agencies are required to support a local response, WCG members will be updated on the emergency by the GWM via email or phone.

Depending on the scale of the emergency, WCG members will be required to provide information directly to the welfare function within the ECC to build situational awareness, and to support and inform a coordinated and effective response.

During recovery, the WCG continues to convene as frequently as necessary, coordinating and aligning their activities with other agencies that provide welfare services, wider recovery activities, and the objectives of the Group Recovery Manager. The GWM will arrange WCG core member teleconference calls or meetings as required. The GWM may co-opt support agencies on an as-required basis.

### 4.4.3 Group Welfare Manager

In **response and recovery**, the GWM:

- Is responsible to the Group Controller in response or the CDEM Group Recovery Manager during recovery for coordination of the delivery of welfare services.
- Coordinates the agencies responsible for welfare services sub-functions to ensure that the delivery of services and information are integrated and aligned to meet community needs
- Coordinates with Community Link Area Coordinators and Welfare Coordinators.

- Coordinates and integrates welfare activities with other ECC functions and activities in support of the Group Controller.
- Communicates and reports on the provision of welfare services, and provides advice to the Group Controller.
- Conducts welfare action planning to provide a coordinated and integrated plan for the welfare function and the ECC.
- Coordinates with the National Welfare Manager and other regional GWMs to ensure consistent and coordinated delivery of welfare services, and provision of information to affected communities.

Detailed GWM responsibilities during response and recovery form part of the GWM Position Description in Appendix A.

#### 4.4.4 National welfare

National level support for the welfare function is activated when an emergency requires national coordination and support. National support and coordination of welfare functions is carried out via the National Crisis Management Centre (NCMC) during response, and the National Recovery Office during recovery, to coordinate and support delivery of services to affected communities.

#### 4.4.5 Local welfare

During **response and recovery**, Community Link manages the delivery of welfare services to affected people in their local area. The provision of welfare services as part of response and recovery at the local level is coordinated between the Community Link Area Coordinator and the GWM.

### 4.5 Welfare sub-functions in response

During an emergency, each of the welfare sub-functions should be considered as part of response activities.

Registration and needs assessment provide the fundamental information and understanding about people affected by an emergency, and their associated needs. The registration and needs assessment welfare services sub-functions are therefore crucial to understanding and meeting the needs of those affected. The remaining sub-functions are service delivery functions based on the needs identified.

The needs of people affected by an emergency change throughout response and recovery. Ongoing coordination of service delivery through each of the welfare sub-functions, and monitoring and reporting of both needs and service delivery are required throughout.

A national Welfare Registration and Needs Assessment Review Project has developed a common minimum dataset to enable analysis and prioritisation of needs assessments. This dataset is to be considered in identification of further information that may be collected as part of the current registration and needs assessment processes (refer to Appendix D). Appendix E details the registration and needs assessment process, including the assessment of immediate needs, which has been developed as guidance for CDEM Groups.

Welfare registration and needs assessment involves the collation and use of personal information from people affected by emergencies. CDEM Groups therefore own any risk associated with the collection, storage, sharing and disposal of that personal information. To ensure compliance, CDEM Groups need to undertake their own assessment against the obligations in the Privacy Act 1993.

#### **4.5.1 Registration**

Registration is primarily a response welfare sub-function. However, people affected by an emergency may not require welfare services until sometime after the emergency occurs, and the need for registration may extend into recovery activities.

Registration and needs assessment provide the fundamental information and understanding about people affected by an emergency and their associated needs. The registration and needs assessment sub-functions are therefore crucial to effectively meeting the needs of those affected.

Registration involves collecting information from people in order to identify who has been affected by an emergency, and may require welfare services. Registration information informs the needs assessment welfare sub-function, and is also used to support the Inquiry sub-function.

The Tairāwhiti CDEM Group is the agency responsible for coordinating the registration sub-function. Registration procedures are detailed in Appendix F.

#### **4.5.2 Needs assessment**

Needs assessment is the process of understanding the needs of people affected by an emergency. It provides the basis for welfare service delivery and the means for identifying and coordinating welfare services in an emergency. Needs assessment includes the provision of a system to assist with meeting the immediate and on-going welfare needs, and coordinating actions to meet those needs.

The Tairāwhiti CDEM Group is the agency responsible for coordinating the needs assessment sub-function. The procedure for the conduct of needs assessment for Tairāwhiti is detailed in Appendix G.

#### **4.5.3 Inquiry**

Inquiry involves identifying people who have been affected by an emergency and assisting family and whanau, and significant others to make contact.

The New Zealand Police is the agency responsible for a process to coordinate inquiries to assist family, whanau and next of kin to make contact with each other.

In an emergency, members of the public should, in the first instance, exhaust all means of contact with family, whanau and significant others including pre-planned means of contacting the person. Then if there are genuine fears for the person's safety, an inquiry can be made with New Zealand Police.

The New Zealand Police have the capability and capacity to meet the demand of surges in inquiries by phone through the Police Communications Centres (111 emergency calls referred to Police). New Zealand Police will conduct inquiry support through business as usual police systems.

There may be a requirement for the completion of a Welfare Inquiry form which is enclosed at Appendix H.

#### **4.5.4 Care and protection services for children and young people**

Care and protection services for children and young people deliver and coordinate statutory care and protection to children and young people who have been identified (after registration) as being unaccompanied/separated from their parents, legal guardians, or usual caregivers during an emergency.

The Oranga Tamariki – Ministry for Children is the agency responsible for planning the delivery and coordination of statutory care and protection services to those unaccompanied/separated children and young people during an emergency.



Appendix I details the process for unaccompanied/separated children and young people in an emergency, and also details the forms that can be used in conjunction with this process.

#### 4.5.5 Shelter and accommodation

The provision of shelter and accommodation is for people who have to leave their homes as a result of an emergency (displaced people).

There are three categories of shelter and accommodation:

- **Shelter** is usually a communal facility (possibly but not necessarily a pre-designated CDC or CEC) occupied for a few days to protect displaced people from the elements and danger.
- **Emergency accommodation** is provided to displaced people who cannot return to their homes for a short period (generally up to two weeks).
- **Temporary accommodation** is provided to displaced people who cannot return to their homes for a prolonged period (several weeks, months and possibly years).

The Tairāwhiti CDEM Group is the agency responsible for planning and coordinating the provision of shelter and emergency accommodation at the regional and local level.

The Ministry for Business, Innovation and Employment (MBIE) is the agency responsible for coordinating the provision of temporary accommodation for displaced people who cannot return to their homes for a prolonged period of time. The MBIE Temporary Accommodation Coordination and Contingency Plan details arrangements for this coordination process.

Planning considerations for shelter and accommodation assessment are outlined in Appendix J.

#### 4.5.6 Financial assistance

People affected by an emergency have access to information on the range of financial assistance available to them.

The Ministry for Social Development (MSD) is the agency responsible at the national and regional level for the coordination of financial assistance. This will involve convening the Financial Assistance Sub-Group of support agencies.

Agency contact details for the provision of advice and support for financial assistance, along with the range of agency financial assistance measures are detailed in Appendix K.

#### 4.5.7 Household goods and services

Basic household goods and services are provided to people who have been displaced or who are sheltering in their usual place of residence as the result of an emergency. Household goods and services provision may also assist with the support of people in a CDC/CEC.

Basic household goods and services include food, water, clothing, bedding, and other items or services necessary for warmth, cleaning, preparing food, or general health and hygiene. They are only needed if normal providers are unavailable, unsuitable, or unable to meet demand, for example:

- shops are closed or supply chains for delivery of goods are affected.
- electricity is unavailable or unreliable, or
- water/sewerage systems are unavailable or otherwise unreliable.

Basic household goods and services may be required by people who are:

- isolated from normal goods or service providers as a result of the emergency, or
- unable to make purchases themselves because usual payment methods or services are unavailable (internet, Eftpos, automatic teller machines (ATMs) etc.).

Basic household goods and services are provided until other methods of supply can be put in place (e.g. local businesses resume and/or usual payment options are available).

Tairāwhiti CDEM Group is the agency responsible for providing advice and coordinating the provision of household goods and services and other essential items (including food, water, groceries, medication, cooking fuel, clothing, bedding, sanitation and pet food).

The types of basic goods and services, along with planning considerations for household goods and services are detailed in Appendix L.

#### 4.5.8 Animal welfare

The animal welfare sub-function provides for the needs of animals when their owners (or persons in charge) are not able to do so themselves, because of the consequences of an emergency. The animal welfare sub-function includes the provision of animal rescue, animal shelter, food, water, husbandry, and veterinary care and other essentials for all animals.

The Ministry for Primary Industries (MPI) is the agency responsible for coordinating the provision of the animal welfare sub-function for all animals including companion animals, production animals, animals in research, testing and teaching facilities, zoo and circus animals, and wildlife.

Further information is detailed in Appendix M.

#### 4.5.9 Psychosocial support

When individuals, families and communities are affected by an emergency there is an essential need to provide the right type of welfare assistance that supports the wellbeing and wellness of all affected.

Psychosocial support during an emergency and throughout recovery is about easing the physical, psychological, and social difficulties for individuals, families and whanau and communities.

Psychosocial support is the process of meeting a person's, and a community's, emotional, social, mental, cultural and spiritual needs. It is a non-therapeutic intervention that helps a person to cope with stressors.

Psychosocial support builds internal and external resources for individuals, and their families, to understand and cope with adverse events.

Appropriate psychosocial support helps people overcome these challenges, and builds coping mechanisms, trust and hope for the future.

Families and communities are best placed to provide psychosocial support for each other, and therefore, interventions should work through the family/whānau to support affected individuals, families and communities (Hauora Tairāwhiti Psychosocial Support Plan June 2016).

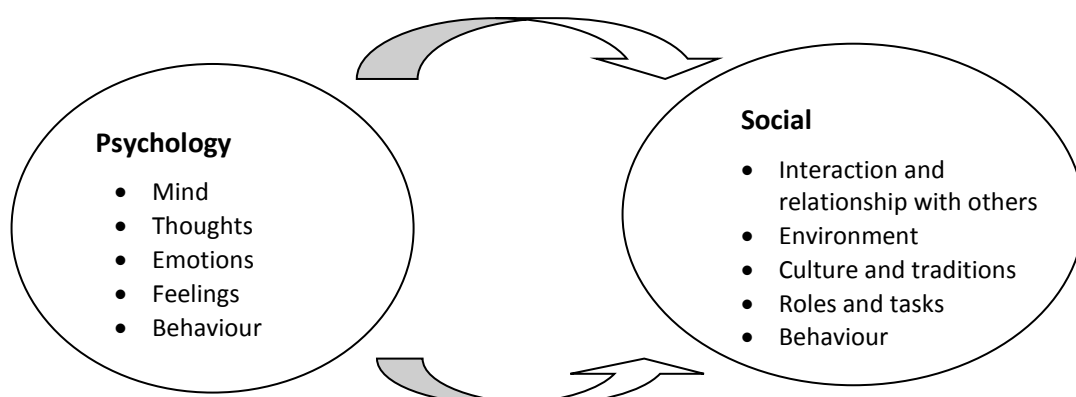


Figure 5: Definition diagram of psychosocial support.

This diagram identifies psychological aspects and links psychology to the social environment. The importance of psychosocial support is embodied in the health model Te Whare Tapa Whā. This model relates the four sides of the whare (house) to different forms of wellbeing:

- Hinengaro support (mental and emotional wellbeing).
- Wairua support (cultural and spiritual wellbeing).
- Tinana support (physical, practical and financial wellbeing).
- Whānau support (advocacy and extended family or whānau wellbeing).

People are affected by emergency events in different ways. People may be functioning well in society, but may still be severely affected closer to home.

The level of support required by different individuals and communities is considered in the Hauora Tairāwhiti Psychosocial Support Plan with a view to identifying likely vulnerable communities. Support for affected people should start during the response phase and carry on throughout recovery.

Appendix N provides further explanation of psychosocial support including the main principles and considerations for response and recovery.

District Health Boards (DHBs) (Hauora Tairāwhiti) are responsible for coordinating the provision of psychosocial support services.

DHBs advise non-governmental organisations and primary health care organisations on the type and nature of services needed for on-going psychosocial support.

Appendix N also details the psychosocial support process in place for Tairāwhiti.

## 4.6 Civil Defence Centres/Community Emergency Centres

**Civil Defence Centres** are activated and managed by CDEM during an emergency to support individuals, families/whanau, and the community. CDCs are open to members of the public, and may be used for any purpose including public information, evacuation, welfare or recovery depending on the needs of the community. CDCs are operated by CDEM-led teams or by other agencies.

**Community Emergency Centres** are centres activated in local communities where affected people can go to get messages to the ECC either for assistance or advice. Each CEC has radio contact with the ECC, and ECCs are staffed by Community Link Emergency Managers and volunteers. In the rural areas the CECs may be for any purpose and may also act as Civil Defence Centres (CDCs).

The decision for activation of CDCs/ CECs will occur through the ECC. Appendix O outlines the processes for CDC/CEC activation, management, de-activation and closure.

A list of all CDC/CEC locations is detailed in Appendix P.

## 4.7 Cultural considerations for CDCs/CECs

During an emergency, marae can be designated as CDCs/CECs or as an accommodation centre. The community decides on the level of support that its Marae can provide.

A marae protocol for emergencies is detailed in Appendix Q.

## 4.8 Communications and Public Information Management

The main means of communication in an emergency will be via landlines, cell phones, radios and the internet (social media and websites). Tairāwhiti CDEM Group has an 'electronic text system (etxt) through Spark, which is utilised to alert key stakeholders in an emergency.

In an emergency the GWM will communicate with the WCG via email, phone or face-to-face meetings. In convening of the WCG it is likely that meetings will be conducted via teleconference in the first instance as opposed to physical meetings. The list of contact details for WCG members is detailed in Appendix R.

Public information management (PIM) is vital in all stages of an emergency:

- Before an emergency event to engage and educate the communities.
- During an emergency to support the management of the event and enable people to understand what is happening and what they need to do to look after themselves, their families and property.
- After the event during the recovery to inform and advise people of what to do and what support is available.

The Tairāwhiti CDEM Group Public Communication Strategy 2017 and the Tairāwhiti CDEM Group Communications Plan 2017 detail all communications and public information management considerations in an emergency.

## 4.8 Information requirements and requests for assistance

Information and requests for assistance from Community Link are referred to the ECC. Information and requests for assistance needing national level support will be fed through to the NCMC and National Welfare Manager through the GWM at the ECC. Information flows and guidance travel in both directions.

## 4.9 Recovery

While the demand for welfare services changes from response to recovery, many of the same agencies will participate during both phases. During recovery, the scope and extent of their involvement may change.

The welfare function at the ECC supports the transition from response to recovery, working with the WCG and/or Community Link throughout to ensure welfare needs continue to be assessed, are notified to the appropriate agencies, and are addressed.

From a community delivery perspective, welfare services do not suddenly stop and re-start during the transition from response to recovery. It is therefore helpful to think of response and recovery as phases of welfare, and plan for the transition accordingly.

Management of welfare activities during recovery will be detailed in the Tairāwhiti CDEM Group Recovery Plan. The WCG may continue to meet as a sub-task group of the Social Environment Task Group to monitor the recovery process. In the transition from response to recovery, the WCG may be required to identify the nature, capability and location of welfare resources.

Agencies that provide welfare services, and particularly those with welfare sub-function responsibilities, will need to evaluate and prioritise the needs of those affected by the emergency.



## 5.0 APPENDICES

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