

Operational Arrangements

Part Three

Operational Arrangements

3.1 Introduction

This section outlines the operational arrangements that have been made by the Chatham Islands CDEM Group to encompass the Operational 3R's. The major activities that Readiness and Response need to accommodate are identified in annex D in a document that links them to gaps in reduction activities.

The operational arrangements in this section reflect the need to address all of the hazards listed in section 2.1.1, but pay particular attention to addressing the main hazards that the Chathams is likely to face and that have been assessed as requiring the most attention. Tsunami, flooding etc.

3.1.1 Operational Principles

The more significant activities that gaps pointed to that have a major impact on this part of the Plan include the need for

- Co-ordinated and integrated operational planning is the cornerstone to a Group operational capability, and improves strategic co-ordination for day-to-day handling of accidents and incidents.
- Group arrangements outlined in this Plan are focused on supporting and enhancing local authority and emergency service capabilities, and thereby increasing the thresholds of local capacity.
- There is an emphasis on integrating effort, and leveraging the resources and skills of the CDEM Group Partners.
- Co-ordinated Incident Management System (CIMS) will be used by all emergency services and response agencies during an incident to establish common incident management rules.
- Recognition of the involvement of organised volunteers will be enhanced through an increased focus on recruitment, retention, development, and general management of specified volunteer groups.
- Group capability will be enhanced by appropriated interaction with other partners, the Ministry of Civil Defence and Emergency Management and Environment Canterbury whom have contractual arrangements with the Council to provide services and support aspects of CDEM.

3.1.2 Operational 3R's

Readiness

Activities that develop operational capabilities for responding to an emergency.

- Education
- Warning systems
- Training and exercising
- Maintenance of response structure

Response

Activities taken immediately before, during, or directly after an emergency that can save lives, minimize property damage, or improve recovery, by establishment and staffing of response structures.

- Signing a declaration of civil defence emergency
- Use of the powers granted under the Civil Defence Emergency Management Act 2002 to ensure public safety.
- An outline of key responsibilities and identification of strategic resources
- Dissemination of information

Recovery

Activities that stabilize the affected community and ensure that life support systems are operational and longer-term actions for community rehabilitation and restoration happen.

- Transition arrangements
- Restoration needs to have a Reduction focus is important that efforts are made to ensure the same hazard vulnerable communities are not rebuilt without a risk management process-taking place.
- Links between people, communities, local government, local support providers, central government, and its agencies.
- Dissemination of information.

National Significance

National assistance varies in degree from routine daily provision of services by national agencies, through to national declaration and management of a major tier 5 event. The CDEM Group will progressively identify any shortfalls requiring national assistance in its combined mandate, process and resources that it considers necessary to address disaster consequences. This Plan incorporates national agencies activity and seeks a seamless transition between all tiers.

3.1.3 Levels of Emergency

To clarify responsibilities the Group recognises five tiers of emergency.

Tier 1

Local Incident for which a declaration is not required or appropriate.

- Can be dealt with by Emergency Services and Local Authority resources alone
- Specialists may be required for specific circumstances.
- No declaration, the incident is dealt with using CIMS structures and principles.
- Nature of the incident will dictate the Lead Agency.

Tier 2

Local Incident for which a declaration is not required or appropriate.

- Can be dealt with by Emergency Services and Local Authority resources though remote support likely to be required.
- Specialists may be required for specific circumstances.
- No declaration, the incident is dealt with using CIMS structures and principles.
- Group assumes co-ordinating role for functions agreed on the day.
- Group and Controller notified.
- Group and Controller co-ordinating the agreed functions.

Tier 3

Not applicable in the Chatham Islands.

Tier 4

Imminent or State of Local Emergency.

- Due to the magnitude or geographic spread of the incident, the EOC has been activated to manage the emergency and co-ordinated regional resources, or
- A warning of a significant event that will have a significant impact has been received, or
- Co-ordinated assistance is required to support an adjoining CDEM Group.

- Declaration of state of local emergency is being considered, or has been deemed necessary, that involves the entire CDEM Group area.
- EOC is fully activated.
- National crisis management.
- Controller exercising statutory powers.
- Local co-ordinators responding to priorities set by the Controller.
- National controller giving consideration to further escalation.

Tier 5

Imminent or State of National Emergency.

- Declaration of state of national emergency is being considered or has been deemed necessary.
- National crisis management centre, EOC fully activated.
- National Controller exercising statutory powers.
- Controller responding to priorities set by the National Controller.

****Note: These levels have been based on a national system of 5 Tiers. To maintain national consistency, the 5 levels have also been adopted for the Chatham Islands. Tier 3 does not apply for the Chatham Islands, as we have unitary authority status.***

3.1.4 Operational Responsibilities

The following operational responsibilities are provided as an outline. For more detail on Emergency Services and Lifeline Utilities, and the Standard Operating Procedures and Contingency Plans see attachments. Recovery will be initiated as early as possible.

Chatham Islands Council

The Chatham Islands council has primary responsibility for managing a declared civil defence emergency, all rural fires that occur in its area, tier 2 and marine oil spills and other specified hazards. It also has major co-ordination roles in non-declared events, rural fires, tier 1 and 2 marine oil spills and other specified hazards.

NZ Police

Have primary responsibility for maintaining law and order and enforcement of road/driving behaviour. They are also the lead agency or provide overall co-ordination for land search and rescue, marine search and rescue, road and air accidents.

NZ Fire Service

Have the primary responsibility for urban fire response and provide a response to rural fires. The Fire Service is also responsible for making accident sites safe from fire or the risk to life from hazardous chemicals, before any other response requirements.

Health

The Health Service has the responsibility for the provision of primary, secondary and mental health care through the hospital.

St John

To contribute to the health services of the Chatham Island Health Service by the provision of a medical transport capability and trained first aid volunteers.

3.2 Warning System

Warnings that may lead to a state of Local Emergency come from the Ministry of Civil Defence and Emergency Management, MetService and Emergency Services. A full description of the warning system is contained in the Warning SOP.

3.2.1 National Warning System

The National Warning System is detailed in the National Civil Defence Plan. The Director will issue warnings from the Ministry to the Emergency Management office. The Director is responsible for issuing alerts and information about events of national significance.

3.2.2 Public Warning

The purpose of the Public Warning System is for warnings to be issued to the public concerning physical safety from a hazard or emerging threat, prior to and during a civil defence emergency.

The general public can be alerted via radio and television to an impending emergency. Other communication methods may also be used. This will be supported by the community organisations, emergency services, and word of mouth. In rural areas, volunteer Fire Service may use their sirens to alert the communities that there is something wrong. The Fire Service appliance and police vehicle both have siren and public address systems. These will be used if necessary to assist with advising people on the Island.

The type of communications used will depend on the needs and preferences of the particular community needing to be contacted. The nature of the Chathams, along with the isolated population presents great difficulty in promulgating any form of warning. Every effort will be made to advise people on the Island but in some situations, residents must accept responsibility and the fact that warnings may not be able to be passed.

Any warning system that is used for this purpose will be introduced in public awareness activities to ensure that the level of community understanding on how to access emergency information is established.

Public warning will be issued in accordance with Warning System SOP.

Warnings, within the Civil Defence Emergency management Organisation

Are received and passed on by the following people: (Full detail is contained in the Warning Standard Operating Procedures.)

- The Civil Defence Emergency Management Officer.
- Controller
- Alternate Controllers

Heavy Rainfall warnings are received as Special Weather Bulletin's from the MetService. The Councils contractor, Works infrastructure Ltd also maintains a system to alert people who may be affected when the river systems rise.

Tsunami Warnings to assist with control of the public, warnings will be targeted at those at risk and when suitable traffic control mechanisms are in place notification will be broadcast on the island's radio and television stations.

Tsunami of Distant Origin the warning comes to the Emergency Management Office via the Ministry of Civil Defence & Emergency Management. Communities at risk will be warned by the fastest means possible. The following methods are available for the distribution of the warning, the radio/TV, and one to one phone. Prior to declaration, these warnings will be issued; by the Emergency Management Office under the authority of the Mayor. If there is the need to evacuate low lying and coastal areas, every effort will be made to contact the residents likely to be involved.

Tsunami of Local Origin there is no warning system for a Tsunami of local origin, except that a felt earthquake may trigger it. If practical warnings will be issued but the public must be aware, the short lead-time may make this impractical.

To counter this lack of warning, the public needs to take responsibility for their safety. If they live in close proximity to the sea, schools and the public on the coast they are encouraged to evacuate inland as part of their earthquake drill.

Any locally generated Tsunami that impacts into communities or camping areas (during the summer) may require a declaration, so any post event warnings, or information will come from civil defence.

The Director of Civil Defence and Emergency Management is responsible for issuing national warnings and information.

Earthquakes

No warnings are possible for earthquakes. Where practical all earthquakes are reported to the National Duty Officer for the Ministry of Civil Defence & Emergency Management. If there is a significant earthquake (MM6 or above) with obvious damage or utilities affected, the organisation will go to Standby until the impact/and or epicentre of the earthquake is known.

Testing

Locally there are enough real incidents, normally rainfall warnings, to test the system each year to ensure that the systems work. Nationally the warning procedures are tested every 3 months and the group at least twice annually will test the system down to the community level.

Detailed staffing

Responsibilities and procedures for each section of the Organisation at each phase are shown in the Warning and EOC Activation & Management Standard Operating Procedures.

The Organisation has 3 Levels of Readiness

1. "ALERT"

- Civil Defence Officer will normally notify:
- Controller
- Ministry of Civil Defence & Emergency Management
- Designated Council Departments
- Area Co-ordinator's
- Police
- Fire
- Health
- Mayor (depending on intensity)
- During the ALERT phase, monitoring of the event will take place. The event itself will dictate the level of this activity.

2. "STANDBY"

- A threat is imminent and key personnel are put on standby. Monitoring of the situation will be undertaken from the Group. Liaison with emergency services is increased and the public information and plan is activated.

3. "FULL ACTIVATION"

- Event occurred or inevitable. Full activation of the EOC is required.

To ensure a timely response, levels of activation have been predetermined for:

- | | |
|---------------------------|-----------|
| • Heavy rainfall warnings | ALERT |
| • Storm Warning | ALERT |
| • Tsunami warning | STANDBY |
| • Earthquake | STANDBY * |
| • Hazchem | ALERT |

** Where the earthquake has caused obvious damage or is strong enough to cut power or phones or MM6 or greater.*

3.2.3 Media

Authorization

In general, before a declaration, the Mayor will authorise the Emergency Management Office to liaise with TV/Radio station with respect to events that may lead to an emergency. Where appropriate, before warnings are issued to the public, consultation between the Emergency Management Office, the Emergency Services and other council staff will take place.

Only the Controller, or any person acting with the Controller's authority, may authorise warnings to the public during a civil defence emergency, and all warning messages will be prefixed by:

»**"This is a message/warning authorized by the Mayor or the Controller....."**«

Broadcast of Warnings

Public warnings, and Public information duly authorised will be passed to the Station Manager, who will be asked to broadcast the warning.

Radio

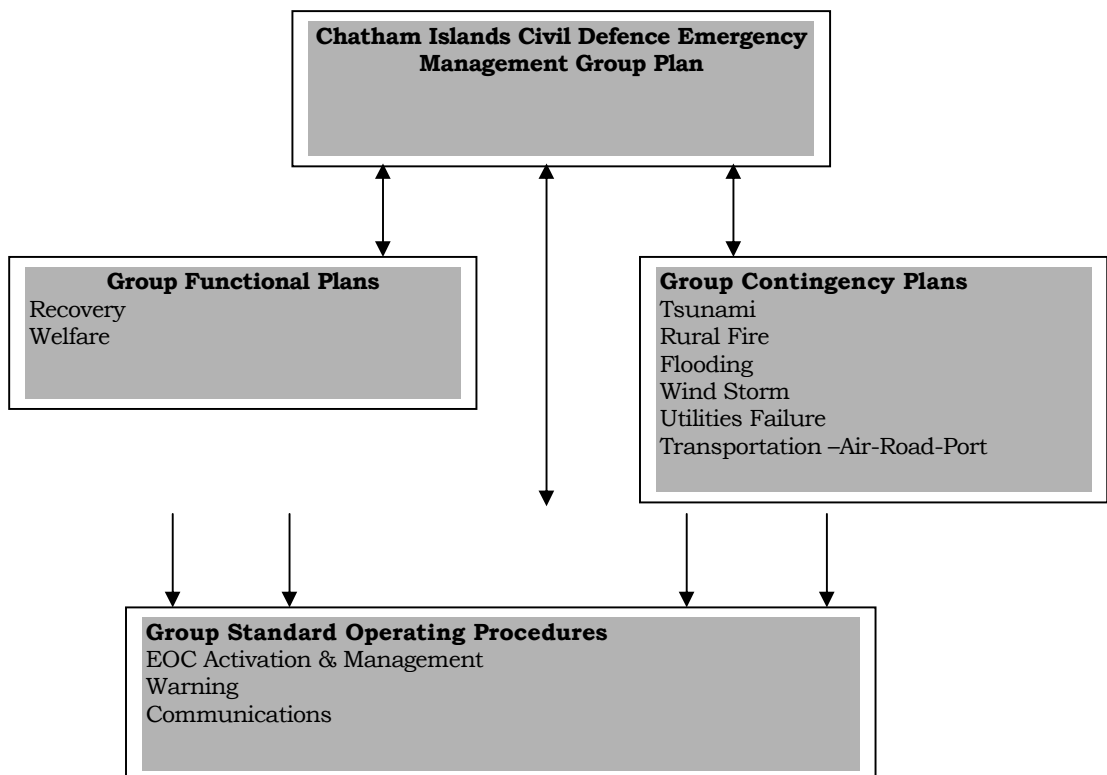
The radio stations will play the 'STING' signal, i.e. warble siren, at the outset of the declaration of emergency to warn the public, and thereafter prior to each civil defence public broadcast.

3.3 Standard Operating Procedures (SOP's) and Contingency Plans

To assist with the management of activities, systems and procedures, and the response to specific threats a number of SOP's, functional and Contingency Plans have been prepared.

The SOP's deal in more detail than this Plan, with how the various components of civil defence are run, the people involved and the structures that need to be put in place. Distribution of the SOP's is limited to the key people who are involved in whatever the management issue is. All of the SOP's are available in the Emergency Management Office.

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



3.3.1 Training and Public Education

General

The effectiveness of the Islands response will to a major extent be reflected by the quality of training undertaken by the personnel who make up the organisation, integration with the emergency services and the overall preparedness of the public to meet a particular disaster.

Responsibilities

The Council's Civil Defence Emergency Management Officer is responsible for the effective training of the following:

- Teams in the EOC
- Area Co-ordinator's and the management of their Area Headquarters
- The Welfare co-ordinator, Welfare volunteers, staff and key Welfare Centre personnel.
- Controller/Alternates
- Recovery Manager

This means that those identified above have some responsibility for ensuring their staff is trained.

Training Policy

The organisation is trained in a 3-year training cycle within the 5 year time span of the Group plan. This enables a logical progression from basic skill to a major exercise and then backs to pick up the new members. It also gives a chance to build on the experiences of year 3 and ensure the basics are maintained:

Year 1

Concentrates on the basic skills of the individual and revision of EOC procedures that need enhancement after the year 3 exercises.

Year 2

Used to individually practice EOC, by training and small exercises.

Year 3

Apart from some revision, involves an Island wide exercise down to community level. Training at all, levels must involve emergency service personnel that the organisation will work with in an emergency. In this exercise links to MCDEM and National organisations will also be tested.

Year 4

Public awareness is seen as part of training, as the public must also be educated to respond in a practical way, to emergencies. Maintaining as much activity as possible during the 3-year period and then keeping year 4 as a public awareness year achieve this.

Year 5

Revise and update the Chatham's CDEM Group Plan.

As a preparation principle, self-help and community self-resilience is encouraged in the Chatham Islands for the general public. As a guide, this self-help period is for a minimum 3-day (72hr) period. The ideal of every home having a survival kit is not actively encouraged (nor is it discouraged), rather the CDEM Group promotes the practice of use and maintenance of normal resources.

Most homes should have at least 3 days food supply and this is promoted as a general standard. It is fully realised that some do not but there is nothing that can be done to change that over an extended period. Awareness of water sources at home and in the community is promoted, as is the installation of rainwater tanks. The Group accepts that there will be people or communities at risk and has established these as priority tasks for the EOC and community emergency centre's

The significant groups of at risk people that may need assistance are considered to be the elderly, and children, especially pre-school establishments.

The principle used for the preparation of preparedness messages focuses around looking after your-self and neighbours.

- Mental distress.
- Physical injury.
- Financial loss.

With the priority of effort aimed at:

- Self-sufficiency for 48-72 hours.
- Support to the elderly and children.

3.4 Liaison & Planning

In general the Controller maintains and liaisons with each respective agency and is a member of the Island's Emergency Services Co-ordinating Committee, which fosters integration and enables input into the emergency plans of the member agencies.

3.5 Response Arrangements

3.5.1 Introduction

The principles of the Civil Defence Emergency Management Act 2002 require people and communities to be able to provide for their own safety and well-being. The Readiness component of this Plan indicates how the CDEM Group will assist the communities to prepare. This part introduces how they will respond and how the Group will support them.

A significant CDEM Group response will also be required to cover the shortfall in the impacts of events that exceed mitigation activities. The CDEM Group is unable to fully mitigate any event that has been identified as a threat to the Islands.

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3.5.2 Functional Responsibilities

Annex H identifies emergency functions and activities and the various agencies responsible.

3.5.3 Declarations

Authority to Declare the Mayor of the Chatham Islands is authorised to declare a Local Emergency for the Chatham Islands as allowed by section 25 (1) of the Civil Defence Emergency Management Act 2002. In the absence or unavailability of the mayor, (and only in those circumstances, the Deputy Mayor of the Chatham Islands is authorised to make a declaration of Local Emergency for the Chatham Islands as allowed by section 25 (2) of the Civil Defence Emergency Management Act 2002.

In the absence or unavailability of the Mayor or the Deputy Mayor, and only in those circumstances, any of the elected councillors listed in Annex H are authorised (in the order listed) to make a declaration of Local Emergency for the Chatham Islands.

Decision to Declare if possible the Group will meet to decide whether a declaration is necessary. The full composition of the Group that meets will depend upon the time and type of disaster and the speed with which the decision needs to be made. The decision to declare must be based upon whether there is a significant threat to life and or property, that the normal response agencies cannot cope without the extra 'powers' or higher level of co-ordination and that a declaration will make a difference.

Declaration, Extension of Emergencies and Termination a declaration of state of local emergency is valid for 7 days from its making (or anytime earlier), it may be extended by a person identified in this Plan authorized to declare a state of emergency. Any person identified in this Plan as authorized to declare a state of emergency may terminate such state of emergency.

Forms for declaration, extension, and termination are contained in annex F.

3.5.4 Area Co-ordination

To ensure that people are able to at least attempt to support themselves in an emergency the CDEM Group has established groups of volunteers that have the sole focus of support to their communities in times of Tier Four-Five emergencies, although there is some requirement for parts of the organisation to activate in the more serious Tier 1 and either partly or wholly in tier 2 events. The main functions include information management, response activity co-ordination and the welfare of isolated or dislocated families.

Boundaries to assist the Controller to establish control in the area through reconnaissance, reporting and providing leadership and guidance to the community. The Island (including Pitt Island) has been divided into 5 areas with Area Co-ordinators appointed to provide leadership and co-ordination for each. In practical terms, however they should not be treated as physical barriers. See Annex H for detail.

Area Co-ordinator's they provide the link between the effected communities and the Controller. Both groups are given independence to act with the resources available to them. As each group becomes over extended the one above them is able to assist. The support to the Area Co-ordinator's comes from the EOC.

The area co-ordinator is the main information source for the Controller and provides the link between the EOC and their community. Their prime role is information gathering and dissemination of information.

Full details of the roles and responsibilities are contained in the respective SOP's.

The following are the current designated Community Emergency Centre's, but it must be remembered, as with all facilities and locations, circumstances will dictate whether they are able to be used on the day.

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

- Large numbers of people suffering from shock or distress.
- People with extraordinary personal losses of, homes, clothing, household goods, employment, and income.
- Individuals suffering bereavement, physical injury and separation from their family.
- People remaining in their homes but requiring assistance.

Personnel

Welfare Co-ordinator will be based at the Group EOC and is responsible to the Controller for the following activities.

Welfare Resources as far as practical, any items required by evacuees will be sourced from the community that they are from or evacuated too.

Welfare Function requirements for welfare support may be spread throughout the Islands. This need will depend largely on the nature and phase of the disaster with Welfare Centre being set as close to the affected area as possible. The functions of the welfare section relate to the care of evacuees and those isolated in their homes, the key activities are:

- **Feeding, Catering**
The provision of meals for evacuee's, casualties, and relief personnel.
- **Accommodation**
The provision of temporary shelter in a safe area. Accommodation that is more permanent may be required once the recovery phase has begun.
- **Evacuation**
Assistance with the controlled movement of people from a disaster area, and provision for their reception.
- **Clothing**
The provision of essential clothing, blankets and toiletries destroyed, inaccessible, lost or contaminated.
- **Personal Services**
The provision of assistance to allow disaster victims to ease their essential personal needs. This may include support services to overcome grief, shock and other disaster related reactions
- **Registration**
The establishment of a registration system for evacuees, displaced persons and relief workers remaining in the disaster area. Registration should allow individuals to be traced, families to be reunited and inquires to be answered.

Volunteer staff recruited and appointed by the Welfare Co-ordinator will undertake Personal Services functions.

Centralisation of Departments and Agencies

To allow people requiring welfare services, Departments and Agencies will be centralised.

The Heartlands Centre was set up as part of a Government initiative to improve access to Government services and provides the Chatham Islands communities with improved access to, information regarding each Government Departments. Providing support to local voluntary groups and a centre where representatives of Government agencies can operate out of during their visits to the Chatham's.

Those departments or agencies that may be represented are

- Work and Income (for emergency payments).
- Counselling Agencies.
- Victim Support.
- Area Insurance Emergency Committee.
- Civil Defence Welfare Registration.
- Earthquake Commission.
- Representatives of special need groups (IHC, Deaf Association etc).
- Building / Health Inspectors.
- Iwi / Runanga representation.
- Chatham Islands Council
- Heartlands

Many of the above will need to be brought in and the Island's people are fully aware that this may take some time. The need for local resilience must not be under-estimated.

Central Registry the Welfare Co-ordinator will be responsible for the establishment of the central registry for the Chatham Islands CDEM Organisation. The registry will maintain the list of evacuated persons and their details. Persons collecting personal information must be made aware of the Privacy Act requirements.

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

3.5.5 EOC

The Group has recognised the need for a centre to co-ordinate its activities in an emergency event. It also recognises that some provision needs to be made to support a Tier 1-2 event, which needs significant co-ordination. To meet this need the Group will establish an EOC (see EOC Activation and Management SOP for details) in the Council Chambers and in adjoining rooms for any large events while a small event will be managed, from the Emergency Management Office and Communications Centre.

The EOC has been structured to support the needs of the Islands and the principles of CIMS will be utilised at all levels. Responding agencies will adopt CIMS as the standard for managing incidents.

The main functions of the EOC include:

- Establishing priorities for the response.
- Provide support to the community, which includes, all the activities involved with looking after people evacuated or isolated and co-ordinating support for response activities.
- Initiate and plan for evacuation.
- Provide the means for co-ordination between all responding agencies and providers.
- Manage the flow of information.
- Manage all aspects the media.
- Manage air operations.
- Manage resources to support the priorities established and ensure co-ordination.
- Provide a link and information flow to New Zealand.

Controller

In a declared event, the Controller has overall responsibility for the response to the event. The Controller expects response agencies to operate their normal systems of command and procedures within the priorities that are established and with a high level of co-ordinated through the EOC.

The Controller relies extensively on the community to provide information on conditions across the Island and to provide some level of co-ordination for any activities that need to be undertaken.

The persons appointed as Controllers are identified in Part Four of this Plan.

3.6 Communications

3.6.1 Introduction

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

There is limited VHF coverage across the Islands and the Telephone network can be easily overloaded. The best system is operated by DOC and the NZFS, these systems are integrated into the CDEM arrangements.

This part of the plan is intended to provide an outline of the radio system, brief reference only will be made to other systems. Full procedures, contact information for key personal and descriptions are contained in the Communications Standard Operating Procedures.

Vulnerabilities

The public telecommunication system is prone to overloading. Mitigation of this problem is through the public education program and the island people are well aware of this problem. There is some risk of loss through physical damage or failure of the main satellite station which provides the link to New Zealand.

Personnel

- A Communication person is appointed to manage the Civil Defence comms during an event.
- Radios may be operated the EOC out to the community and the areas designated.

Phone/Fax

If working, phone/fax will always be the most reliable form of communication. To help take the pressure off the public phone system, where practical, civil defence will pass its traffic via the radio system. CDEM will endeavour to maximise the use of radios to free up the telecommunication system.

Satellite Phones

The use of these phones is being investigated; one is located with the Police and it is likely that others will be available by mid 2006.

Couriers

Couriers may be used between the Area Co-ordinators and the Group EOC as travel times are generally not more than 30 minutes. People using vehicles/ farm bikes etc may be the best way.

Radio – Structure

The radio system for the Organisation is based in the Chatham Islands Council.

Radio - Links with Other Agencies

Links with other agencies within the Island and externally are provided by: Police, Fire and Health.

3.6.2 Impact Assessment

Earthquake

Initial response after an earthquake is the quick overall assessment with particular attention to essential buildings. These buildings will include, but are not limited to, hospital, police station, fire service, ambulance service, and Council facilities, bank, utilities service buildings, and civil defence community and welfare centres. The initial assessment (which is primarily to assess building safety) may be just a drive or walk by appraisal to assess the state of collapse damage and an overview of the area.

While it is, building focused, the safety of adjacent buildings and footpaths and roads from falling debris, especially during aftershocks, are also assessed. The next stage is a rapid assessment of buildings identified during the initial assessment. At this stage, the buildings will be posted with a placard to inform people of the relative safety of entry. There is a four-placard building posting system that alerts others to the state of that building. The more detailed inspections that follow may cause the initial placard to be changed to a greater or lesser restriction.

The four classes are

INSPECTED – no restriction on use or occupancy.

RESTRICTED USE – no entry except on essential business.

SHORT PERIOD ENTRY – No sustained use or occupation permitted.

UNSAFE – Do not enter or occupy.

Flooding

Teams, comprising, the 'health' sector and building inspectors will assess Buildings/dwellings that have been inundated. They will be assessed as to whether;

- They are fit for occupation.
- They are unfit for occupation until specified work has been completed.
- They are unfit for further occupation and should be demolished.

Other

For other events, e.g. Tsunami, wind or volcanic there will be a combination of the above, as to which best suits the type of damage.

3.7 Recovery

3.7.1 Introduction

The recovery phase is focused on addressing the long-term regeneration of the community. It involves the co-ordinated process of supporting disaster-affected communities in the restoration of social, emotional, economic, and physical well being. Unlike response activities, it operates without discrete legislative powers and relies in large part on the active collaboration of partners and stakeholders for its effectiveness.

The general objective of recovery activity is to efficiently apply the resources available to the task of restoring the community to the point where normal social and economic activity may resume. The key activities conducted during the recovery phases.

- The assessment of the needs of the community affected by the emergency.
- The assessment of resource needs and co-ordination of their delivery to the community.
- The implementation of actions directed at achieving rehabilitation and restoration in the community.
- The introduction of new measures to reduce hazards and risk in the community.

Depending on the nature and extent of the disaster, the recovery phase may range from days to months, with some physical restoration activities possible continuing for years.

It should also be noted that elements of Reduction and Readiness, e.g. planning, exercising, hazard mitigation, public education, etc, are pre – event recovery activities. Collectively they reinforce the integrated approach to emergency management and contribute to community resilience.

3.7.2 Focus on Recovery

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

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

- Physical recovery. Implementation of the physical recovery links back to reduction planning by the use of long term strategies that prevent or reduce the effects of future emergencies.

As a general principle that is followed in all aspects of civil defence, where practical, all services and resources, volunteers required by the recovery team should be sourced locally. The unique situation on the Chatham Islands will mean that additional resources and material will need to be brought from New Zealand which will result in time delays with restoration. Cash donations should also be encouraged rather than goods to replace those lost by disaster victims.

3.7.3 Management Functions

The Co-ordinating Executive Group (CEG) will oversee the recovery process for the Group. The Recovery Manager will report to CEG who will facilitate any conflict between the public and private sector recovery, and set priorities of tasks to satisfy the Group priorities.

To achieve the Groups focus the Recovery Manager will need to manage the following functions:

- **Co-ordination** An office will need to be established that is able to co-ordinate all the agencies involved in the recovery process. The establishment of a “one stop shop” should be considered. The office must also be capable of managing the large amount of information that it will gather and need to disseminate.
- **Reconstruction** priorities for this will include
 1. Utilities-transportation systems (roads), water, sewage, power, communications, community & education services.
 2. Housing-both short and long term.
 3. Businesses and farming
- **Regeneration** of the social, emotional, economic, and physical well being of individuals and communities.
- **Record Keeping** Accurate records will need to be kept for financial reasons and for later research for mitigation (risk reduction).

To assist the Group with the recovery process a number of sub-committees will be established. The chairperson of each committee will be co-opted for the duration of the process.

The committees are:

Welfare/Health	Welfare Co-ordinator/Medical Officer
Infrastructure:	Works Infrastructure
Socio-economic (Businesses & Farming)	Will be appointed as required

3.7.4 Transition from Response to Recovery

The recovery potentially starts at the time of the disaster impact and will work in partnership with the response team until such time as CEG decides that the risk to life and or property has reduced to such a level that the powers bestowed under the Act are no longer necessary. CEG will need to consider the state of the lifeline utilities and whether their reinstatement is of a reliable enough state to sustain a ‘safe’ existence until permanent reinstatement is achieved.

The transition from response to recovery can be complex and will require careful management. It is important that the Recovery Manager is fully aware of the situation and he will liaise with the Controller as required and at the same time be making the necessary preparations to execute a seamless transfer from response to recovery. At the cessation of the declaration there will be a formal handover and transfer of control and accountability.

3.7.5 Mayoral Relief Fund

If the need for a relief fund is confirmed, then the Group will follow the guidelines in the National Plan. Unless there is a need for specific resources, the fund manager will always request cash donations.

3.7.6 Emergency Expenditure

The Chatham Islands Council has made the following provision to cover the shortfall for emergency funding.

During the Declared Phase Expenditure involved with the welfare of people evacuated is recovered after the event from the Government, this is called Category A expenditure.

During the Recovery Phase: The Government may assist local government with the restoration of its assets with a 60% contribution once 0.0075% of the Net Equalised Capital Value threshold has been passed.

The Council is a member of the Risk Pool 40%. This is a self-insurance scheme to cover the costs on non-insurable infrastructure assets.

3.7.7 Recovery Guidelines

The Recovery Manager will overview the recovery process and will provide the link between the committees, overall management and establish priorities for the restoration process. This is an opportunity to enhance sustainability in the communities to rebuild what has been destroyed, provides and opportunity to improve.

Infrastructure

Will be facilitated by the Manager, Works Infrastructure and will comprise those organisations affected. Key decisions will revolve around the level of service to reinstate to and compliance with the Council's LTCCP.

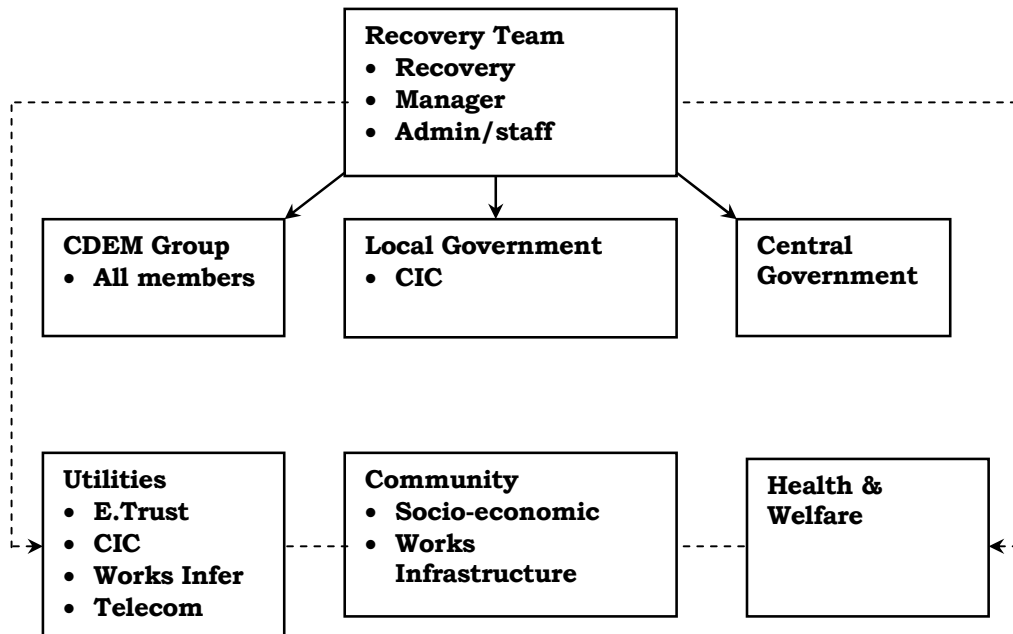
Socio-Economic

Will be facilitated by the Recovery Manager and consist of members shown in the diagram below. Their role is to assist those affected in the private sector to overcome impediments to the recovery process.

This could consist of

- Speeding up the consent process.
- Expediting the insurance process.
- Seeking alternative funding.
- Facilitating emergency funding.
- Facilitating support from local and central government.

Recovery Management Structure



Any decisions must conform to the Building Act 1999, Health Act 1956, Regional Land and 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, consent can be issued with a section 36 attached.

A variation to Plans may be required 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 will be followed:

- Notify the landowner in writing.
- Consider issuing a section 36 if consent is applied for, (a section 36 can only be applied if consent is requested, and existing use rights do not allow the application otherwise).
- If the landowner reinstates the property without 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 committees 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.

3.7.8 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.
Local issues.
Check there are no prior arrangements.
- Decision making is based on the four community well-beings which must also provide for future generations:
Social.
Economic.
Environmental.
Cultural.
- 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.
Regional Land and District Plan.
Insurance – EQC & Private.
- When considering internal council recovery issues the following are critical to the process:
Local Government Act 2002
Council's Local Plans.

3.7.9 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?