



CHATHAM ISLANDS RECOVERY PLAN

2010

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Mayor's Foreword

This Unitary Authority, through its Civil Defence and Emergency Management Plans, will manage its major threats in a way that contributes to the social, economic, cultural and environmental well-being and safety of this community.

Having identified all potential regional hazards they will now be managed strategically through set goals, objectives, issues, actions and targets where the Chatham Islands community works to reduce the effects of all hazards, as far as practical, and is ready to respond to unexpected events and recover from them as quickly as possible.

Co-ordinated and integrated operational planning is the cornerstone to co-operative capability. There is a major emphasis on leveraging the resources and skills of the CDEM Group partners and on recognising the total involvement of organised volunteers. There is also a requirement to focus on further recruitment, retention and the development of expertise.

- We must manage and **“Reduce”** all risks;
- By training, exercising and through public education we will become **“Ready”** for any events.

The enclosed contents of this document will take you, the reader, through the **“Recovery”** process, its management structure and systems, and community involvement.

I take this opportunity to thank the author of the Chatham Islands Recovery Management Plan, Rana Solomon, for her continued professional expertise and congratulate her on obtaining a voice for the Chatham Islands on the Sector Advisory Recovery Development Group and National Exercise Programme Group.

Patrick F Smith QSO, JP
MAYOR

Glossary

Act

Civil Defence Emergency Management, Act 2002.

Civil Defence Emergency Management Group (CDEMG)

Means a Group established under section 12 of the Act Civil Defence Emergency Management Act 2002 and for the purpose of this constitution refers to the local authority defined area and resources of the Chatham Islands and further.

CDEM Group

Is also the name of the Group of elected representatives formed to provide the governance for emergency management in the Chatham Islands?

Co-ordinating Executive Group (CEG)

Means a Committee established under Section 20 the Act.

Civil Defence Emergency Management Group Plan

A Plan prepared and approved under Section 45, the Act.

Community

The Community refers to the entire Chatham Islands and Pitt Island, its population, infrastructure, volunteers, non-government organisation's and resources.

Communities

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

Emergency

Is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act. Causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property. Cannot be dealt with by emergency services, or otherwise requires a significant and co-ordinated response under this Act.

Emergency Management Office

The office within Council building that has the responsibility for emergency management on day to day bases.

Emergency Response Co-ordinator

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

Emergency Operation Centre

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

Emergency Services

Police, Fire Service, National Rural Fire, Hospital, and Health Services.

The Group

Means a Group of elected representatives established under Section 12 of the Act.

Controller

Person appointed as the Local Controller under Section 26, of the Act.

Group Recovery Manager

Person appointed by the Group to act as Recovery Manager. The function can be performed after an Adverse Event i.e. non-declared event or a after a declared event.

Hazard

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

Levels of Emergency

To clarify responsibilities the Group recognizes 5 Tiers of emergencies:

Reduction

Activities that reduce the degree of long-term risk to human life and property arising from natural and man made hazards. Identifying and analysing long term risks to human life and property from natural and man made hazards; taking steps to eliminate these risks not reducing the likelihood and magnitude of their impact.

Readiness

Activities that develop operational capabilities for responding to an emergency.

Response

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

Recovery

Activities that stabilize the affected community and assure that life support systems are operational, and longer term actions for community rehabilitation and restoration. This restoration needs to have a Reduction focus. It is important that the same hazard vulnerable community is not rebuilt.

Recovery Activities

Means activities carried out under the Act or any civil defence emergency management plan after an emergency occurs, including, without limitation:

- The assessment of the needs of a community affected by the emergency.
- The co-ordination of resources made available to the community.
- Actions relating to community rehabilitation and restoration; and new measures to reduce hazards and risks.

Risk

Is the relationship between likelihood/probability and consequences?

Abbreviations

CDEM	Civil Defence Emergency Management
CEO	Chief Executive Officer/General Manager
CEG	Co-ordinating Executive Group
CIMS	Co-ordinated Management System
EMO	Emergency Management Office
EOC	Emergency Operations Centre
HSTLC	Hazardous Substance Technical Liaison Committee
LTCCP	Long-term Community Consultation Plan
MAF	Ministry of Agriculture & Forestry
MCDEM	Ministry of Civil Defence & Emergency Management
PRFO	Principal Rural Fire Officer

Purpose of the Plan

The purpose of this Plan is to outline the activities and levels of service, recovery systems, policies and procedures for the Chatham Islands including Pitt Island. This Plan was written for the Chatham Islands CDEM Group's Recovery Team, which was appointed by the CDEM Groups to have co-ordinated Plan's, programmes, and activities related to reduction, readiness, response and recovery.

This Plan was developed for the Chatham Islands in line with the Directors Guideline on Recovery Management, Focus on Recovery and the Chatham Islands CDEM Group Plan.

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

The potential exists in the Chathams for the occurrence of some disasters, major threats that may cause serious problems, for response or lead to a declaration. In the past there has been a lack of recognition of appropriate levels of response and recovery planning, there is now how-ever a marked change in supporting the development of such planning, as the community and organisation become more aware of what could possible happen.

Objectives

- A self reliant community that have reduced vulnerabilities to emergency events and have the ability to respond and recover.
- A Sustainable community that Plans accordingly to a long term strategy.
- Appropriate co-operation and co-ordination within and across organisations involved in emergency management.
- A community that can recover in a quick and efficient manner.

1.1 Defining Recovery

Recovery is defined as the coordinated efforts and processes to affect the immediate, medium, and long-term holistic regeneration of a community following a disaster. Recovery is a developmental and remedial process encompassing the following activities;

- Minimising the escalation of the consequences of the disaster.
- Regeneration of the emotional, social, and physical well-being of individuals and communities.
- Taking opportunities to adapt to meet the physical environmental, economic, and psychosocial future needs.
- Reducing future exposure to hazards and their associated risks.

The establishment of recovery activity begins immediately after the impact of an event and works in parallel with response activities.

1.2 Key Components of Recovery

Affected Communities depend on an effective and efficient recovery process after a disaster. Recovery is best achieved when the affected community exercises a high degree of self determination and is a complex social process. Both communities and individuals have wide and variable range of recovery needs, recovery is only successful where all needs are addressed. The Recovery process may take weeks, months and even years, and longer.

1.3 The 4R's-Reduction, Readiness, Response and Recovery

Dealing with all hazards in a comprehensive way using the 4R's of Reduction, Readiness, Response, and Recovery. Using a holistic approach to recovery, allowing for community needs pre-event and opportunities to reduce future hazards and associated risks post- event.

Reduction

There are opportunities to reduce future risks when a community is recovering from disaster.

Readiness

Activities including, Training and exercising, public education and public information, business continuity planning and increasing community capacity.

Response

There are a range of provisions relevant to recovery planning, functions and tasks for response activities.

Recovery

As response agencies are involved in recovery activities it is vital that they are included in pre-event recovery planning and coordination arrangements.

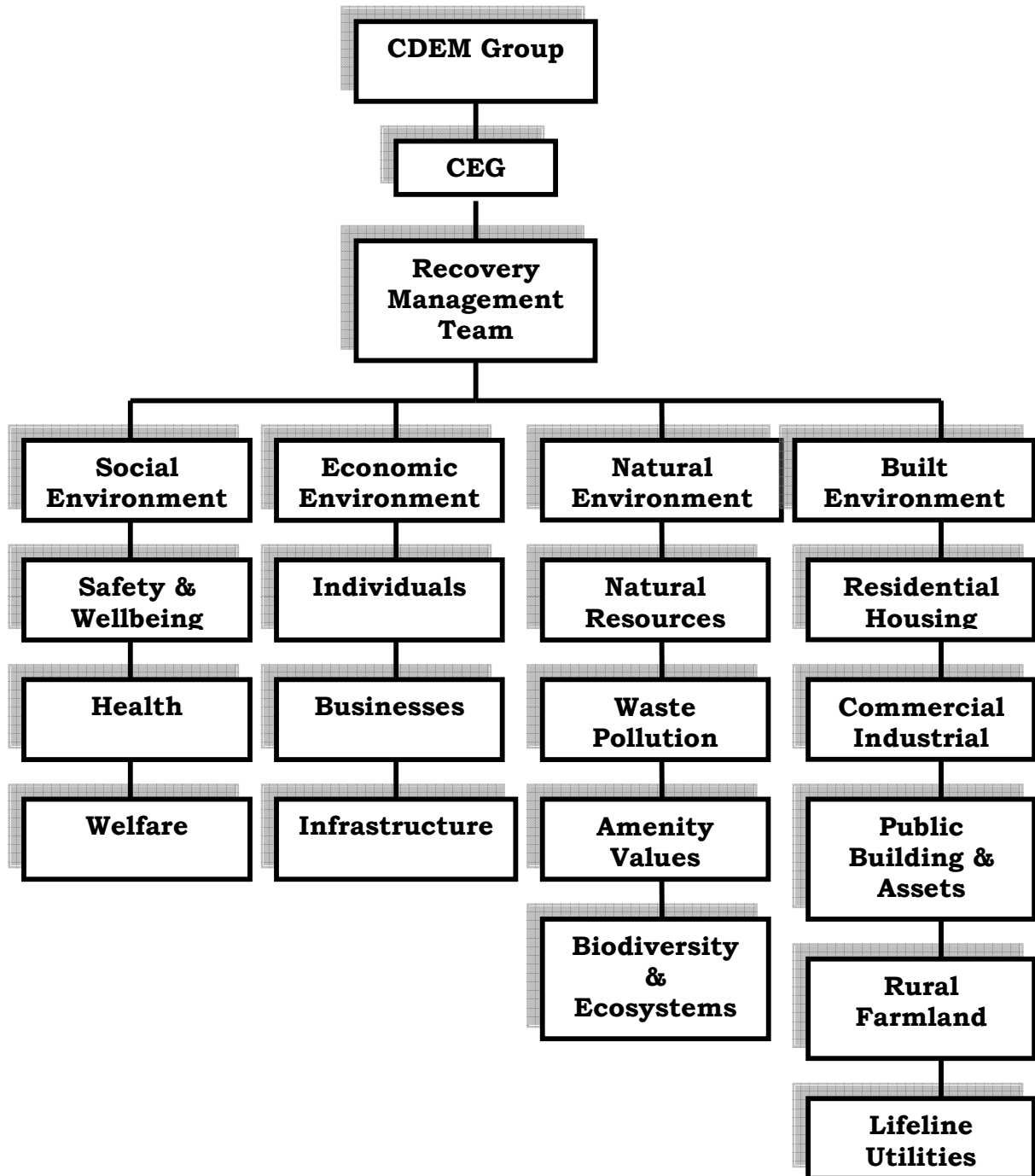
1.4 Linkages between CDEM Documents Related to Recovery

Key documents related to recovery are;

- National CDEM Strategy.
- Focus on Recovery – provides the framework for recover planning and management.
- National CDEM Plan – outlines agreed roles for national agencies, and the support mechanisms that central government will provide to CDEM Groups in a large scale event.
- Recovery Management Directors Guideline for CDEM Groups providing guidance on recovery planning and management.
- CDEM Group Plans – set strategic direction for all local emergency planning and establishes the key responsibilities of agencies role in both response and recovery.

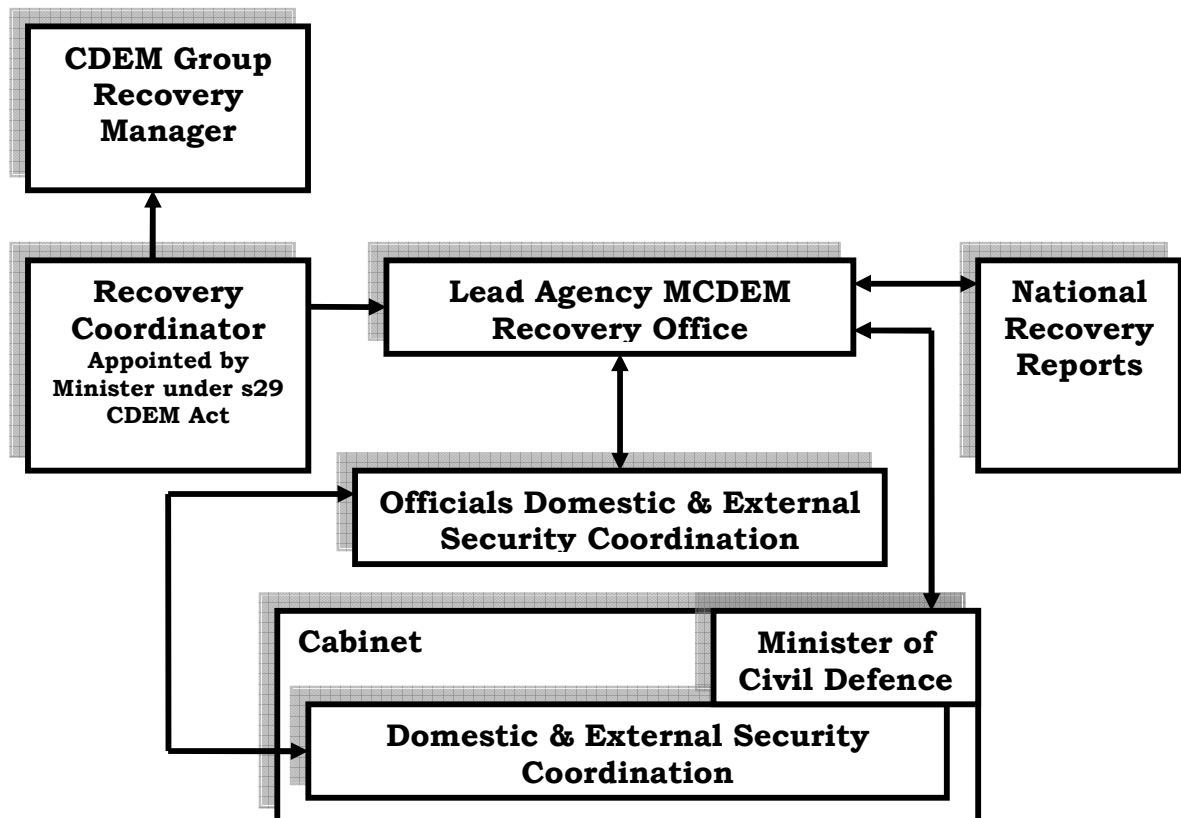
Recovery planning considers all opportunities to reduce the risks from future emergencies.

2.1 Local Recovery Structure



Communication between the recovery manager and any task groups is critical for coordinating tasks and rebuilding community confidence. An effective supporting administrative structure is essential. Once formed, groups need to meet to ensure the proper sharing of information and resources.

2.2 National Recovery Structure



The national recovery management structure is based on a structure of committees paralleled at local CDEM Group and national level. Government agencies, pre-event, work together to ensure that their arrangements provide a coordinated and timely response post-event, work together national agencies also work with CDEM Groups and their task groups to promote parallel arrangements between the local, and national levels.

2.3 Appointment of Recovery Co-ordinator

Recovery Co-ordinator's are additional to the local Recovery Managers, under s29 of the CDEM Act 2002, provides for the appointment of a Recovery Co-ordinator, by the Minister on the recommendation of MCDEM's Director.

2.4 Appointment of Recovery Manager

The CDEM Group has appointed the Councils General Manager as the Recovery Manager along with a recovery team to assist. The recovery team also consist of two alternate Recovery Managers. The Recovery Manager's role is to facilitate and co-ordinate the short/medium term recovery activities for the affected community.

The Recovery Manager will co-ordinate the recovery process, facilitate and co-ordinate the operation of agencies involved in the recovery operation, 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.

The position does not carry any statutory powers, unless delegated by specific agencies; the Recovery Manager remains answerable to the Controller while a declared state of emergency is in force. The Recovery Manager should be available within 24 hours of a declared state of emergency.

In the absents of the Recovery Manager, the alternate Recovery Managers are to act in accordance with the Recovery Managers role and responsibilities outlined above.

2.5 Management Functions

The Recovery Manager's terms of reference will define in terms their key responsibilities. In addition to these the Recovery Manager will have a series of basic functions that should form part of the Recovery Managers job description.

- The Co-ordinating Executive Group (CEG) will provided support during the recovery process.
- The Recovery Manager will report to the CEG.
- Establish early liaison with the Controller.
- Establish the planned management structure for co-ordination of the CDEM Groups relief and recovery efforts.
- Facilitated and co-ordinate the recovery operations, including the assessment of tasks, setting of priorities and allocation of resources.
- Make provisions to account for such monies as they are accountable for and is made available to facilitate the recovery process (ensuring that money spent is not for services or purposes which in the normal circumstances would be borne by an agency or government department).
- Establish regular dialogue with key stakeholders to ensure their participation in and awareness of the intended recovery process.
- Identify areas where existing policy provisions are unlikely to be sufficient to achieve the required recovery level and, where appropriate, suggest special policies which may need to be applied.

- Provide sufficient information to the central government agency responsible for recovery to allow central government to make timely and co-ordinated decisions to assist recovery operations.
- At the conclusion of the official recovery phase, provide a report to the CDEM Group detailing actions taken, money expended, predicted further expenditure required, lessons learned and recommended reduction measures to prevent future disasters.

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

The social, emotional, economic, and physical, will-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 may need to be established. (This is at the discretion of the Recovery Manager) The chairperson of each committee will be co-opted for the duration of the process.

Infrastructure

The Recovery Manager, with the aid of a support structure designed to facilitate and co-ordinate relief and recovery efforts.

Socio-Economic

This will be facilitated by the Recovery Manager, which 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.

Committees may include:

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

Communication in and between committees is critical for co-ordinating tasks and rebuilding confidence in the community.

3.1 Setting Priorities

The Recovery process should start while response activities are still in progress, as decisions taken during response will directly influence and shape recovery. Regeneration is the empowering of individuals, families, and communities to rebuild the social fabric of the economy and relief assistance begins with the basic necessities of life, food, clothing, shelter health and hygiene needs.

Once the threat to life has passed, rescue activities have been completed and the community is safe.

- Consider the implications of a termination [State of Civil Defence Emergency] will have on these activities.
- Statutory powers cease, and some organisations, agencies whose contribution may be linked directly to the declaration may decide their role is over.

3.2 Emergency Response Priorities

- Preservation of life – rescue and triage.
- Maintenance of law and order – supporting police operations.
- Care of sick, injured and welfare provision –first aid, medical, and evacuation facilities.
- Property protection – supporting fire services.
- Re-establish essential services.

3.3 Recovery Planning Priorities

Focusing on Recovery, the Chatham Islands CDEM Group has identified the following as their Recovery Priorities;

Safety of People

Recovery 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 Chatham Islands unique situation means 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.

3.4 Transition Process

The recovery potentially starts at the time of the disaster impact and will work in partnership with the response team until such time as the CEG or CDEM Group 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. The CEG or CDEM Group 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.

***Note the CEG is to Act in the absence of the CDEM Group or as deemed necessary by the Controller.**

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 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.

3.5 Response Transition Report

The Controller and the Recovery Manager are to formally acknowledge the transfer of co-ordination and accountability for recovery related activities in the following manner;

- Immediately prior to termination of the civil defence emergency or the end of the response if a declaration has not been made, the Controller will prepare a response transition report for the Recovery Manager outlining.

- The response action plan in place at the time of transition, noting actions that are incomplete.
- The type and status of all assigned resources.
- Action taken to finalise the calculation of emergency expenditure.
- A summary of the type and extent of damage in the area at the time of transition, noting specifically any areas or situations with the potential for a re-escalation to a state of civil defence emergency as well as a summary of the condition of the various aspects of the community and environment affected by the emergency and their inter relationships under the following headings;

Social Environment

Includes estimates of numbers of directly and, where possible, indirectly affected individuals, the nature of the impact on them and estimates of future needs, and the current nature, capability and location of welfare agency resources deployed.

Built Environment

Includes an outline of roads and infrastructure that remain affected by the emergency, some of this will continue to be compiled and maintained by the roading infrastructure.

Economic Environment

Includes a summary of information currently available and some strategic analysis and direction for economic recovery. It is unlikely that areas will have the economic impact information immediately available.

Natural Environment

Include land use changes, the implications for businesses short to long term, use of land or amenities.

3.6 Transition Briefing

The Controller should chair the briefing; this should be done formally and minuted. At the end of briefing, the Controller formally transfers co-ordination and accountability for recovery related activities to the Recovery Manager. Key recovery personnel should be present to ensure that the relationships between various elements of each phase are recognised and provided.

3.7 Communications

Media briefing needs to be held immediately following the handover from response to recovery. The brief can be dealt with by the outgoing Controller and incoming Recovery Manager. Key points to remember;

- Reflect positive aspects of the emergency response.
- Outline scope and current priorities for recovery.
- Reinforce selected key messages to target audiences.

All public information will be approved by the Recovery Manager prior to dissemination of information.

3.8 Preparation of a Recovery Action Plan

Prior to transition, the Recovery Manager will prepare an outlined Recovery Action Plan. This Plan will document the actions to be taken to assist the recovery operation and will be prepared in consultation with key personnel including emergency response agencies and the Recovery Team.

Checklist for activities prior to the Transition from Response to Recovery

√	The Controller and Recovery Manager
	Ensure that agencies with both response and recovery obligations are aware of their continuing role.
	The Controller
	Develops a Transition Report in liaison with the Recovery Manager.
	Prepare for the Transition Briefing in liaison with the Recovery Manager.
	Combine impact assessments from response into categories e.g. social, economic, natural and built environments.
	Includes the Recovery Manager in critical response briefings.
	The Recovery Manager
	Ensures the Controller is aware of recovery requirements and tasks prior to transition.
	Works with the PIM to prepare the Communications Plan for recovery.
	Prepares a recovery action plan prior to transition.
	Initiates key recovery arrangements during the response phase.
	Begins to address the impacts from the emergency and puts in place inter-agency processes, meetings, reporting, etc to ensure recovery needs are met and coordinated.
	Controller and Recovery Manager
	Ensure the Response and Recovery activities are aligned.

4.1 Community Involvement

Those who are directly affected by emergencies can contribute to the decisions and actions needed to rebuild their own facilities and services. In accordance with the Local Government Act 2002, the council is required to consult with their community regarding any significant activity as part of long term community council plan (LTCCP). Identified community groups and organisations, that participate in the recovery process includes;

St Johns

A member of the CDEM Group and has been involved in its development. They contribute to the health services of the Chatham Islands with the provision of medical transport capability and trained first aid volunteers.

NZ Police

Has primary responsibility for maintaining law and order and where practical the provision of services identified in this Plan and the CDEM Group Plan.

Health Service

Has responsibility for the provision of primary, secondary and mental health care through the hospital and where practical the provision of services identified in the CDEM Group Plan.

Chatham Islands Council

Has responsibility for the development, implementation and maintenance of Emergency Management on the Chatham Islands.

Works Infrastructure

Responsible for the maintenance of the roading, sewage, and the water system for the Chatham Islands.

Telecom

Responsible for the operation and to restore phone system's on the Chatham Islands.

Chatham Islands Enterprise Trust

Has responsibility for the infrastructure on the Chatham Islands, including Ports, Airport, and Power.

NZFS

Have the primary responsibility for urban fire response, and provide a response support for rural fires. The fire service is also responsible for making accident sites safe from fires or the risk to life from hazardous substances.

Iwi

Iwi wish to be involved with the Welfare Centres.

Schools

Have are responsibility to provide an emergency/evacuation plan. The Schools on the Chatham Islands and Pitt Island may also be used as Welfare Centres.

4.2 Pre-event

- Established networking groups and organisations that will assist in Recovery.
- Recruited representatives of the wider community into the Response Team.
- Education the Public and Organisation about emergency preparedness.

4.3 Post-event

Recovery is built upon the strengths and capacities of the affected community, utilising existing structures where possible. If support is required this will come through the CDEM Group from Local Government, or Central Government. Formal recovery arrangements provided by CDEM can be scaled down or can be terminated once the community starts to regain its ability to manage its own affairs.

4.4 Recovery Centre

Following emergency the Recovery Centre will still be based within the Council Offices (Waitangi Tuku Road Chatham Islands) as with the EOC. This takes into account that Heartlands is also based within the building which supplies a comprehensive range of recovery services that may be provided by Central Government Departments, Local Government, non-government organisations and other agencies.

Recovery Team consists of

- Recovery Manager – Council’s General Manager Owen Pickles.
- Alternate Recovery Manager – Emergency Response Co-ordinator.
- Alternate Recovery Manager –Mayor Patrick Smith
- Administration support - Council.
- Communication support as identified for EOC.

The recovery Team will be apart of the EOC until transfer of Response to Recovery.

5.1 Organisational Features

Hazard impact assessment for Response and Recovery requires early, and accurate information on individuals, community, infrastructure, and the environment. Managing an impact assessment involving relevant agencies is critical to managing an effective response and recovery programme. Impact assessments are done in a logical structured way gathering information and documenting it.

During Response the Controller will co-ordinate the impact assessments that inform the Sitrep supported by Operations and Planning Intel.

During Recovery the Recovery Manager will co-ordinate the collection of further data.

Agencies and professionals involved in providing the information may include:

- Social Agencies (identify people in need of immediate assistance).
- Local authority.
- Insurance assessors.
- Environmental health inspectors.
- Building inspectors.
- Engineers.
- Health providers.
- Emergency Services.

There is a need for a standard approach to impact assessment, primarily to;

- Have a common measuring tool.
- Allow for comparison of impact, from response to recovery.
- Assist with efficient and effective post-event recovery planning and management.

Knowing the impacted areas, the extent, and type of losses is essential for Recovery Management;

- Transparent and clearly documented.
- Consistent and standardised.
- Replicable
- Basis of economic principles.

Categories of losses to be assessed

- Direct losses are losses resulting from direct contact with the hazard.
- Indirect losses are losses resulting from the emergency, but not from its direct impact.
- Sub categories of losses
- Tangible losses are things that have a monetary value.
- Intangible losses are things that cannot be bought and sold such as lives, injuries, heritage items, and memorabilia.

5.1.1 Pre and Post-event Impact Assessment Planning

Impact assessment including a vulnerability assessment should be completed in a logical sequence.

- Resources available may not become apparent until some preliminary scoping work has been undertaken.
- Collate material on the hazard and other components of the risk and to make a preliminary assessment of the type of damage.
- Key decisions need to be made before the assessment starts, such as the approach to be taken.
- An estimate of the actual impacts is required.

5.2 Impact Assessment Process

The Ministry will be developing an impact assessment guideline and training package during 2005-2006. But for the purpose of this Plan this section provides an adaptation for Recovery Management based directly on Disaster Loss Assessment. Impact assessment involves gaining early and accurate information about the impact of event on individuals the community and physical infrastructure. Impact assessment is critical to the management of an effective recovery programme and must involve all relevant agencies to exchange information.

1. Identify the purpose of the assessment

Define what the assessment is intended to be used for, and what level of accuracy it hopes to achieve. There has to be a name and definition of the emergency in sufficient detail to define the area and time boundaries.

2. Organise consultation and information collection

A Clear process has to be set up beforehand to define and manage it, including;

- A Centre for operations and collecting/processing data.
- A set work plan with milestones for consultation, assessment, feedback, and final reporting.
- A timeframe within which all this has to happen.
- Budget limitations may need to be set and observed.

3. Define the area and timeframe of the assessment

There has to be a clear boundary within which the impact of the emergency of that area can be defined and evaluated. When defining the area of the assessment, make sure it represents the local economy affected by the emergency. Keep the study area in harmony with the budget and time table for the assessment, and or the extent of resources available to conduct it. Any assessment needs, as well as start and finish dates.

4. Select the type of assessment to be made

There are three commonly used approaches in assessing impacts after an emergency.

- A rapid assessment, based largely upon pre existing data for losses from similar previous emergencies, this is estimation from historic data if relevant data exists.
- A synthetic approach, based upon modelled estimations of losses to model natural, built, social, and economic environments. Impacts are based on assumptions for the time or time span of the event.
- A survey approach, where surveys are used to establish actual losses of the event being assessed. Some combination of approaches could be used. The synthetic approach is the most commonly used for pre-event analysis. The survey approach is commonly required for post-event impact assessments to enable effective recovery management.

5. Obtain information about the hazard event

Don't go into precise definition of the extent and characteristics of the hazard event but to focus on the key aspects in sufficient detail for the purposes of assessment. The starting point would generally be a map.

- The extent of the affected or assessed area.
- The route of a moving hazard.
- Field measurements during and after the emergency.
- Photographs.
- Reports on any other secondary impacts from the emergency.

6. Obtain information about the people, assets, and activities at risk

Impact assessment is a measure of damage and disruption to assets and the effect this has on people and businesses in the affected and other areas. Also include environmental losses as they may be important. A full list needs to be prepared in consultation with informed parties after an actual emergency.

7. Identify the types of impacts

Information derived in 5 & 6 is used to separate impacts into categories, described as direct or indirect losses, and tangible or intangible. Intangibles are often ignored, yet are frequently identified as the most significant losses by the people affected.

8. Measure the extent of losses from all sources

4 outlines the ways of addressing impact measurements in the survey, synthetic and averaging approaches to impact assessment, when looking at losses. Rather than grouping all losses by each category of loss, it may be more practical to collate them by loss sectors, and determine indirect, direct, and intangible losses for each sector at a time. i.e. industrial, infrastructure, environmental, etc.

9. Decide whether to count actual or potential losses

Actual or potential losses raise a number of issues for Recovery Management. Actual losses result from survey or direct indicators, e.g. loss of retail activity; potential losses are forecasts dependant on the degree of recovery achieved.

10. Calculate annual average damages (AAD) if needed

This is useful for detailing the economic impact to a region and the required investment the recovery redevelopment and the disaster mitigation that can be economically justified, using an estimate of AAD. AAD is calculated by plotting loss estimates for a given hazard at a range of magnitudes, against the probability of occurrence of the hazard event.

11. Assess benefits to region of analysis

Economic assessment measures the net loss to the economy in the area of analysis. To obtain net loss, any benefits to the economy resulting from the emergency need to be subtracted from the assessed losses. Assessment of benefits is particularly important within an area because Post-event aid and insurance payouts will partly offset the tangible losses suffered, as the area of analysis becomes smaller.

12. Collate and present the results of the loss assessment

Present the collated results of the impact assessment in a simple format, including maps and a table with assessments of different types of impact identified, together with any benefits from the emergency. A statement on the importance of intangibles should also be included to ensure they are not overlooked in recovery redevelopments and associated mitigation measures.

6.1 Information Management Systems

All information obtained from impact assessments, in response or recovery needs to be analysed so effective decision making for needs and recovery can be made. All data captured needs to be developed and maintained by information Management System.

An information Management System needs to be set up before an emergency, including;

- Data & system backup.
- Alternate recovery site.
- Alternate personnel.

A diversity of information is required for recovery including;

- Demographics
- Welfare records
- Land ownership
- Building infrastructure
- Use existing information and systems etc.

6.2 Reporting

The purpose of reporting is to maintain accountability and transparency to keep the wider community informed, gain support and assistance, and to record recovery efforts, this helps identify lessons and will enable the CDEM Group to justify actions taken and money spent.

Key points

- A timeline should be developed which states when each formal report is due.
- Co-ordinating production and ensuring retention of copies of all reports is an important management task.
- Key people who will need to file regular reports are the Controller during response, the Recovery Manager during recovery and the CDEM Group.
- The Financial Manager will need to keep track of all expenditure.

As well as keeping a record of when the state of emergency was declared and when it is terminated, regular recovery reporting on the state of the following should take place;

Social Environment

Safety and wellbeing
Health
Welfare

Economic Environment

Individual needs
Firms
Infrastructure
Central government

Built Environment

Residential
Commercial/Industrial
Public buildings and assets
Rural Farmland
Lifeline Utilities

Natural Environment

Amenity value
Waste and pollution management
Biodiversity and ecosystems
Natural resources
External Assistance
Adequacy of Local Resources
Communications

Plan to provide a simple, flexible, and succinct reporting system in line with national arrangements. Prepare formats for common reports inline with the national template and train people filing reports. Provide adequate administrative support.

Use existing information systems rather than deploying new ones for optimum recovery information management and decision making.

Pre-event information systems must be part of a robust business continuity management system.

7.1 Pre-event

The national CDEM strategy is to increase awareness, understanding, and participation. The CDEM Group, as part of their public education strategy identify opportunities to educate the public about recovery. Successful community recovery from emergencies will only occur if everyone in the community understands their responsibilities to co-ordinate their work efforts with the community recovery management organisation.

Key point to include in public education;

- Likely impacts of known hazards and consequences of an emergency and how best to deal with them.
- Understanding of the recovery and the processes involved.
- Expectations of available assistance.
- Central Government assistance likely to be available.
- Functions of local council and other non government agencies in recovery.
- How information will be passes to the community.
- What the community is expected to do.

7.2 Public Information Principles

- Public information management plan
- Disclosure of information – ensure information is released in accordance with the appropriate authority.
- Key stakeholders need to be identified early in an emergency and kept informed.
- Authorisation of public information comes from the CDEM Controller or the Recovery Manager, or identified trained Emergency Management Personnel.
- Identification and training of authorised spokespersons, i.e. Mayor, controller, Emergency Management personnel.
- Dealing with the media - established media systems ensures that the media have accurate and timely information.

7.3 Post-event

The following key factors need to be considered in the context of the emergency and its consequences;

Effective Information Management

The key to rebuilding community confidence is public information one mechanism used to encourage the public to participate in the process of restoration and regeneration.

Continuity of Information

Continuity of public information is vital in all stages of an emergency.

Managing Public Expectations

The public may not understand the challenges faced by the Recovery Manager, with limited resources and no statutory powers, attempting to coordinate the recovery effort only highlights the necessity for prior agreement and planned press releases to inform the public and pre-empt unrealistic expectations.

Feed Back

Provision for a two way process, to receive and process information, and also provide feed back.

Countering Misinformation

Rumour's, speculation or media inaccuracies, hinder recovery. Monitoring is required both formally and informally. Useful ways in which to keep the public informed with accurate information;

- Timely press releases.
- Talkback radio.
- Posting information on website.
- Posting information around public areas.

Communicating Change

Where recovery priorities or actions are likely to be controversial, affected areas have a right to learn about it first hand, and to participate in the decision making process.

8.1 Pre-event

The CDEM Group will need to hold timely organisational debriefs and reviews following an emergency.

8.2 Post-event

Preparation of reports, undertaking organisational debriefs, reviewing plans, and arrangements. Public meetings to discuss lesson's community members have identified from the emergency.

8.3 Staff Support

Staff should be offered a range of support services following an emergency. Support services that are made available for those who wish to use them on a confidential basis, including;

- Support from staff members.
- Support from Management.
- Access to support via help lines.
- Access to counselling.
- Encourage NO-blame culture.
- Psychological intervention including group therapy, defusing and individual crisis intervention.
- Access to occupational health for the follow up and aftercare of staff and their families.

8.4 Reporting

Maintain accurate reporting for accountability and transparency, in order to keep the wider community informed.

8.5 Organisational Debriefing

It is important to document any lessons identified and to change current procedures and plans, so they can be referred to in future incidents. Lessons identified in managing an incident have value for others that may be working in the field in the future.

8.6 Confidentially

Depending on the organisation, information acquired during the debriefing process is subject to the Official Information Act 1982 or the Local Government Official Information and Meetings Act 1987. Central to both of these statutes is the Principle of availability, which requires that official information be made available on request unless there is good reason to withhold it.

Organisational arrangements will be wound down and responsibility for completing outstanding tasks and actions assigned. Restoring the community to a point where normal social and economic activity may resume.

Withdrawal of formal recovery structures from the impacted community must be planned and staged. A Systematic Plan to withdraw formal recovery assistance from the recovery centre, as well as arrangements for completing outstanding tasks. Withdrawal of formal assistance requires a handover of activities to agencies who would normally have responsibility.

The exit strategy should outline the handover of responsibilities for the following:

- The Recovery Manager.
- The Recovery Office (administration)
- Social Environment
- Economic Environment
- Built Environment
- Natural Environment
- Public Information

Identify which of the agencies within the CDEM Group is responsible for co-ordinating ongoing recovery management. Ensuring businesses and residents take control of their community's return to normalcy. This needs to happen as soon as possible and withdrawal must be planned into every task and action. Some long term recovery tasks may possible be incorporated into councils business as usual activities.

An event of some kind should be planned to acknowledge what the community have suffered or survived, and what has been achieved, and what is yet to be done.