



**NELSON TASMAN
EMERGENCY MANAGEMENT**

GROUP

**NELSON TASMAN
CIVIL DEFENCE
EMERGENCY MANAGEMENT
GROUP**

RECOVERY PLAN

JUNE 2008

Nelson Tasman CDEM Group

Recovery Plan

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Approval and Amendment Record

Note:

1. *This Recovery Plan is to be incorporated into the Nelson Tasman CDEM Group Plan 2005 during its next review. The Recovery Plan will be reviewed at that time.*
2. *In accordance with Section 56(2) of the Civil Defence Emergency Management Act 2002, the first formal review of the Nelson Tasman CDEM Group Plan must commence by March 2010.*

Date of Approval/Amendment	Nature of Approval/Amendment
Approved by CDEM Group 27 June 2008	

EXECUTIVE SUMMARY

This document sets out arrangements for recovery following an emergency event in Nelson City and Tasman District. This plan is formally a part of the Nelson Tasman Civil Defence and Emergency Management Group (CDEMG) Plan 2005 and should be read in conjunction with that document.

Recovery is about getting the community back on its feet after an emergency. Generally speaking **the recovery phase commences when the emergency is over** and the CDEM Group Controller hands over control to the Recovery Manager.

What the recovery phase involves will depend entirely on the nature of the emergency. A small event may have only limited consequences (eg, minor damage to infrastructure such as a bridge or stop bank) and could be resolved in a matter of months as part of “business as usual” activity. A larger event – eg a major earthquake or flood – could have long term impacts across the social, built, natural and economic environments. Experience from past emergencies around New Zealand has been that for larger emergencies (eg major flood), the recovery phase can run for months and sometimes years. Costs can run into the tens of millions of dollars.

This plan has been developed drawing on guidance from Nelson Tasman civil defence personnel, council staff, the Ministry of Civil Defence and Emergency Management (MCDEM) and other government departments, the recovery plans of other CDEM Group from around New Zealand, and local agencies. It also draws on past experience of emergencies in New Zealand. However, because the emergency scenarios that we may face are wide ranging **this plan is necessarily generic and it is focused at a strategic level.** Thus it is a guide only and **will need to be adapted** to the particular circumstances of an emergency.

This plan describes the **nature of the recovery phase** following an emergency and the **priorities for recovery** (sections 1-3). The management of recovery is described in detail, including the **key position of Recovery Manager** (sections 4 and 5). In Nelson Tasman the Recovery Manager and Alternate are permanently appointed (details available from the Nelson Tasman Emergency Management Office). A job description and terms of reference for this position are contained in the appendices of this plan.

This plan also sets out the **organisational structure** sitting under the Recovery Manager (section 7). This includes staffing of the Recovery Manager’s office and the “taskgroups” that might be needed to manage recovery in certain sectors – eg, dealing with social or rural issues, or with lifeline utilities. There are generic terms of reference for these groups in the appendices to this plan.

The **transition from the response phase** (led by the Group Controller) to the recovery phase (led by the Recovery Manager) is an important process and advice on that is provided in this document – eg covering information transfer and financial issues (section 6).

Arrangements for the provision of **social support** to affected communities, including the establishment of “Recovery Centres” and “One Stop Shops” is described. Connected to this is the need to **facilitate central government assistance** – eg, linking through to national welfare arrangements managed by the Ministry of Social

Development and MAF's programmes to support rural communities dealing with adverse events. (See sections 8, 10 and 11.)

Building an accurate picture of **damage and of the needs of the affected community** is essential and this is discussed in section 9. The **management of aid**, including donated goods and use of the Nelson Tasman Joint Mayoral Relief Fund, is set out in section 12. **Management of volunteers**, especially "spontaneous volunteers", requires careful consideration and general guidance is provided in section 13.

A section on **public information and communication** covers a number of issues including the role of elected representatives, the holding of public meetings, and the management of media (section 14). Section 15 gives advice on priorities for restoring the community to "business as usual" and some of the problem areas to be aware of.

Templates for planning and providing reports are given in section 16. These include a Recovery Action Plan (which sets out the overall plan of action for the recovery phase) and a template for providing regular updates to senior managers and stakeholders.

The importance of **undertaking risk reduction measures** in conjunction with the recovery process is discussed in section 17. **Financial aspects**, including seeking funding from central government, are covered in section 18. The concluding stages of the recovery phase – eg, **managed withdrawal, debriefing, and longer term issues** – are covered in sections 19-21 of the plan.

1. Introduction

Purpose

The purpose of this document is to provide a Recovery Plan for the Nelson Tasman Civil Defence and Emergency Management Group (CDEMG).

In 2005 the “Nelson Tasman CDEM Group Plan” was approved, incorporating a Vision of “*A resilient Nelson Tasman community*”. Supporting this vision were three Goals for the Nelson Tasman CDEM Group, one of which is that the Group is required to provide an “*Effective Response and Recovery Capability*”. This Recovery Plan is therefore prepared in line with the Vision and Goals set out in the Group’s 2005 Plan.

This Plan identifies recovery principles and key tasks, defines recovery organisation, specifies the role of the Recovery Manager, and outlines specific resources and how funds are to be managed.

This Plan forms part of the Nelson Tasman CDEM Group Plan 2005 and should be read in conjunction with that document. The publication entitled “Recovery Management: Director’s Guidelines for CDEM Groups” [DGL 4/05] is a further key reference.¹

Maintenance of the Plan

The Plan will be maintained by the Nelson Tasman Emergency Management Office and copies will be held as follows:

- Recovery Manager
- Alternate Recovery Manager
- Group Controller
- Alternate Group Controllers
- Nelson Tasman Emergency Operations Centre (Nelson City Council Chamber)
- Nelson Tasman Alternate Emergency Operations Centre (Tasman District Council Chamber)

Any enquiries regarding this Plan should be directed to:

Nelson Tasman Emergency Management Office

Ph: 03 546 0200

Fax: 03 546 9523

Email: enquiry@ncc.govt.nz

¹ Ministry of Civil Defence and Emergency Management 2005.
RAD_n667371_v1_Nelson_Tasman_Recovery_Plan_May_2008_(Final).doc

2. What is recovery?

Recovery has been defined as “The coordinated efforts and processes to effect the immediate, medium and long-term holistic regeneration of a community following a disaster”.²

Recovery Activities, as defined in the Civil Defence Emergency Management Act 2002, means activities carried out under the Act or any civil defence emergency management plan after an emergency occurs, including, without limitation:

- a. The assessment of the needs of a community affected by the emergency; and
- b. The co-ordination of resources made available to the community; and
- c. Actions relating to community rehabilitation and restoration; and
- d. New measures to reduce hazards and risks.³

Goal 4 of the *National Civil Defence Emergency Management Strategy* has two objectives for recovery. Objective A: Implementing effective recovery planning and activities in communities and across the social, economic, natural and built environments. And Objective B: Enhancing the ability of agencies to manage the recovery process.⁴

Recovery is a developmental and a remedial process encompassing the following activities:

- Minimising the escalation of the consequences of the disaster.
- Rehabilitating the social, emotional, economic and physical wellbeing of individuals and communities.
- Taking opportunities to adapt to meet the social, economic, natural and built environments future needs; and
- Reducing future exposure to hazards and their associated risks.⁵

The recovery phase is usually managed by a “Recovery Manager” within the context of a Recovery organisation with a role to:

- Assess the impact of an emergency within the CDEM Group boundary
- Establish priorities for recovery
- Implement recovery activities⁶

An effective administration structure, which provides for communication within and between the recovery organisation and any task groups/committees formed, is essential for coordinating tasks and rebuilding community confidence.

² *Focus on Recovery: A Holistic Framework for Recovery in New Zealand: Information for the CDEM Sector [IS5/05] page 5.*

³ *Civil Defence Emergency Management Act 2002, Part 1, Section 4.*

⁴ *National Civil Defence Emergency Management Strategy 2008, page 14.*

⁵ *Focus on Recovery: A Holistic Framework for Recovery in New Zealand: Information for the CDEM Sector [IS6/) 5] page 5.*

⁶ *Recovery Management: Directors Guidelines for CEM Groups [DGL 4/05].*

3. Recovery Priorities

During the response phase priorities for action cover such things as the preservation of life and property, and the restoration of services. As the emergency moves into recovery, the focus shifts. The priority for recovery includes:

- To restore as quickly as possible the quality of life of those affected so that they are able to continue functioning as part of the wider community.
- In the medium to long term, to seek the regeneration of a community by addressing the social, economic, natural and built environment effects of an emergency. The time this could take might vary from weeks through to many years.

4. Appointment of Recovery Manager

The appointment of the Recovery Manager is under the general powers provided to Civil Defence Emergency Management Groups under Section 18 of the Civil Defence Emergency Management Act 2002.

The Nelson Tasman CDEM Group has previously decided that the position of Recovery Manager and Alternate will be filled permanently (ie rather than making the appointment at the time of the emergency).⁷ The names of the current officeholders are available from the Nelson Tasman Emergency Management Office.

The Alternate Recovery Manager is authorised to act on behalf of the Recovery Manager in the event of a vacancy, or absence from duty, of the Recovery Manager. In the event that the Alternate is also unavailable, the role will be appointed as soon as possible after an emergency has taken place.

The position of Recovery Manager does not carry any statutory powers, unless delegated by specific agencies, and the Group Recovery Manager remains answerable to the Group Controller while a declared state of emergency is in force.

The Recovery Manager may, at the CDEM Group's sole discretion, commence recovery activities, whether or not an emergency has been declared.

[Appendix A](#) details the role, functions and desired competencies of a Recovery Manager.

Terms of Reference identifying priorities and specific tasks for the Recovery Manager appropriate to a particular event will be developed by the CDEM Group in conjunction with the Recovery Manager. A process for this and pro forma Terms of Reference can be found at [Appendix B](#).

Recovery Coordinator

A Recovery Coordinator may be appointed by the Minister of Civil Defence Emergency Management under Section 29 of the Civil Defence Emergency Management Act 2002, where the Minister is satisfied that a Civil Defence Emergency Management Group is, or is likely to be, unable to ensure the effective carrying out of recovery activities in its area. A Recovery Coordinator holds the

⁷ Nelson CDEMG Plan 2005, Annex C5 (page 151).

position for a specified term that does not exceed 28 days, although a Recovery Coordinator can be reappointed for specified terms.

[Appendix C](#) sets out the full statutory provisions for the appointment of a Recovery Coordinator.

5. Recovery Manager's key tasks and responsibilities

Planning tasks under the following categories will take account of and reflect the recovery priorities outlined above. The role includes the following:

During **readiness**:

- Participate in, and provide input into the development of, Group recovery structures, recovery training and exercises
- Provide input and support to the development and maintenance of local recovery arrangements and capability development
- Attend ongoing recovery management training

During **response**:

- Establish contact with the Group Controller, keep informed about the incident, take part in briefings, collect and collate relevant information
- Advise the Group Controller on matters of importance for recovery
- Prepare an outline Recovery Action Plan prior to the termination of state of emergency (the mechanism to formally hand over the transition from response to recovery). See [Appendix D](#) – Recovery Action Plan template.
- Establish links with Local Recovery Managers (if appointed) to consider recovery issues and co-ordination processes.
- Set up a management structure for coordinating Community and Agency involvement, which includes the identification of personnel required for specified roles.
- Establish links with central government and other agencies, including the National Recovery Manager.

During **recovery**:

- Manage the transition from response to recovery.
- Arrange damage and needs assessment, impact assessment and information management. (Continued from response phase.)
- Co-ordinate Group and Local recovery initiatives and programmes
- Coordinate provision of public information.
- Lead community regeneration.
- Advocate for the implementation of reduction measures including hazard identification and, where appropriate, changes in policy or planning documents e.g. district plan changes.

- Ensure sound financial management of the recovery phase.
- Manage government-subsidised employment schemes such as Task Force Green.
- Coordinate reporting and debriefing.
- Implementing a managed withdrawal.
- Liaise with National Recovery Manager.

6. Transition from Response

The aim of CDEM recovery is to efficiently and effectively apply the available resources to the task of regenerating an affected community to the point where usual social and economic activity may resume. Such activity includes a resumption of processes that take into account acceptable levels of risk. It also includes ways and means of adapting to changing natural and built environments.

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

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

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

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

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

Typically the Recovery Manager will be involved in damage and needs assessments and surveys, in order to ensure a smooth transition into the recovery phase.

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

The Controller at the termination of the declared emergency is required to prepare a report to ensure a smooth transition from response to recovery. This process will involve the Recovery Manager assisting with the preparation of the report and being familiar with this and earlier Situation Reports (SITREPs).

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

The early signalling of what might happen during the recovery phase and in the transition from the response phase is important in terms of supporting both staff and the affected community. Staff working on recovery can feel isolated when everyone else goes back to "normal" work. Similarly, those in the community who are still affected by the crisis long after others' lives return to normal also need to be supported. This is discussed further in Section 14 – Public Information and Communication.

[Appendix D](#) sets out the template for the transition from response to recovery (Recovery Action Plan).

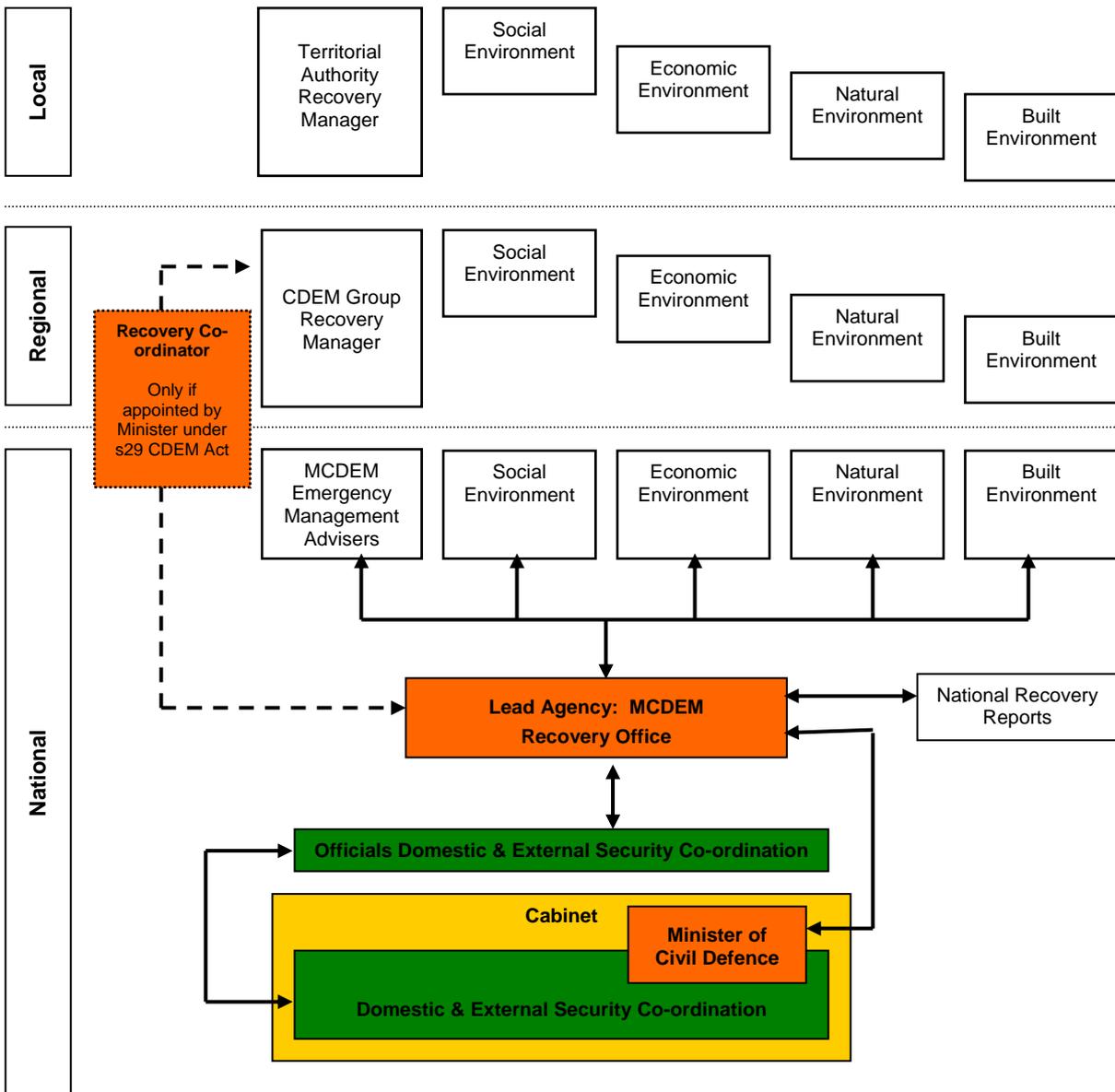
7. Organisational arrangements

National Recovery Structure

The arrangements for national recovery planning and operations are set out in the National CDEM Plan and Guide. National level government agencies would ordinarily only become involved when recovery is beyond the ability of the community to manage.

The national recovery structure, shown in the diagram below, is based on a structure of committees paralleled at the local, CDEM Group and national levels to ensure that recovery activities are co-ordinated. The local level is not however applicable to Nelson Tasman, which are both unitary authorities.

Diagram 1: National Recovery Structure



Governance Issues

Early in the recovery phase governance arrangements will need to be established to enable the Recovery Manager to operate effectively on a day to day basis. The CDEM Group will recommend the nature of governance it wishes to adopt at the time of the emergency. Governance options include:

- the full CDEM Group retaining oversight;
- an existing Committee assuming the role; or
- a special-purpose Committee being formed. This last option gives the flexibility to include representatives from the affected area.

The CDEM Group may have to give consideration to specific actions, including:

- Seeking special legislation to vary the processes under which building consents and/or resource consents are granted to aid speedy recovery activity.
- Making a recommendation to amend or ignore Annual Plans as appropriate and create new plans the following year.
- Consider any implications for Long Term Council Community Plans and the funding and financial policies of individual local authorities.
- Seeking special legislation varying or suspending the public consultation requirements of the Land Transport Management Act 2002 if roading programmes are compromised.
- Reviewing the priority of all service delivery activities, including ceasing or suspending discretionary outputs, based on the recommendations of the Recovery Manager.
- Consider any consequences for other statutory obligations, including those arising from:
 - Hazardous Substances & New Organisms Act 1996,
 - Forest & Rural Fires Act 1977.

Whatever governance structure is adopted, the responsible committee will establish the criteria for the Recovery Manager to make regular and on-exception reports. The CDEM Group and the Recovery Manager will also be required to respond to requests for briefings and reports to central government.

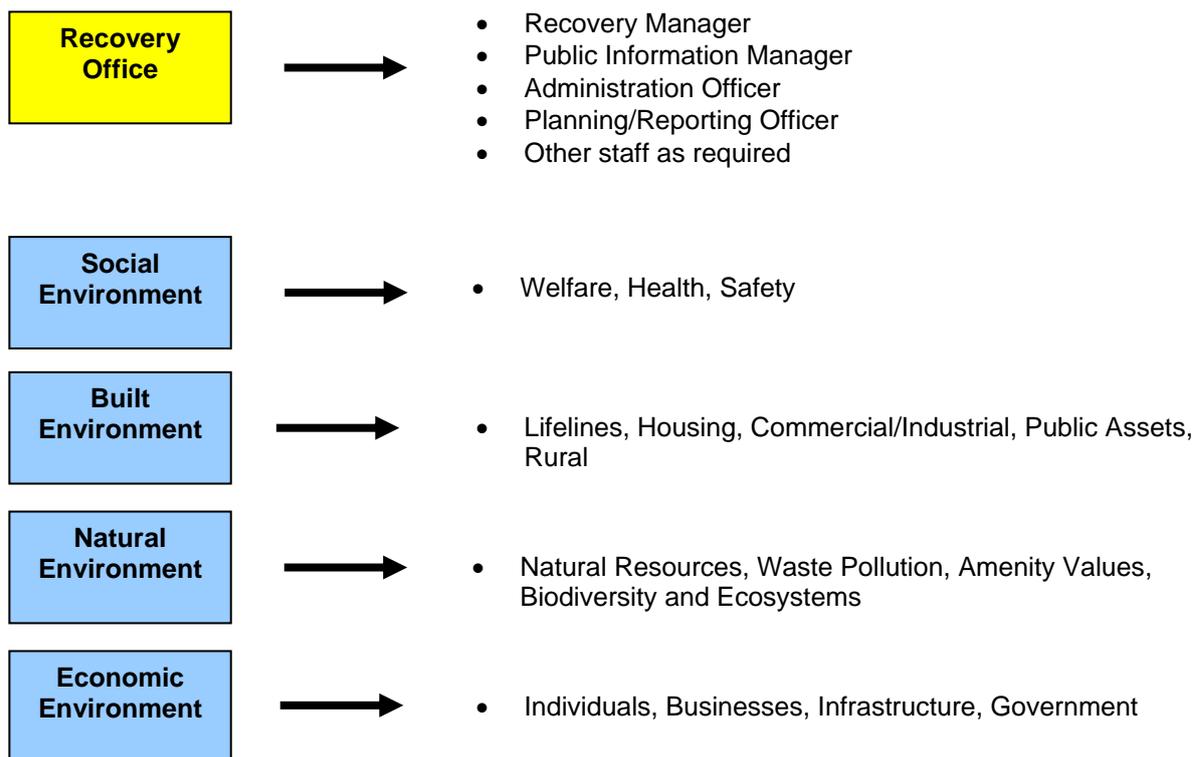
Organisational Issues

Management of the response activity in Nelson Tasman will be effected by the establishment of:

- **Recovery Office:** this will be the core group of staff advising the Recovery Manager.
- **Recovery Task Groups** and **Subtask Groups**, which will advise on and implement recovery planning.

These key elements of the recovery structure are illustrated in the following diagram.

Diagram 2: Nelson Tasman recovery management structure



Recovery Office

Key responsibilities of the Recovery Office include:

- determining and prioritising major areas of recovery
- formulating recovery policies and strategies
- ensuring co-ordination of recovery effort between agencies
- establishing a timeframe for recovery activities
- identifying and obtaining resources
- monitoring recovery activities
- controlling expenditure and maintain accountability
- opening and staffing recovery assistance centres to meet the need
- providing media liaison or some other means of keeping the public informed
- administration
- planning and reporting eg, Recovery Update reports and Recovery Action Plans

The Recovery Manager will determine the best location from which to manage the recovery. In the early stages, this may be close to where the response phase was managed from, which is likely to have been the Emergency Operations Centre established at either Nelson City Council or Tasman District Council. The Recovery Manager is likely to inherit some personnel already in place from the response phase.

As the situation stabilises consideration will be given to relocating the Recovery Office. In most scenarios the Recovery Office should be able to operate from existing Council premises (either TDC or NCC), but in more extreme scenarios separate premises will need to be found.

Recovery Office Personnel

As the recovery phase develops, the Recovery Manager will need staff to fulfil the following functions. This is a guide only; the make up of the team will depend very much on the nature and scale of the event.

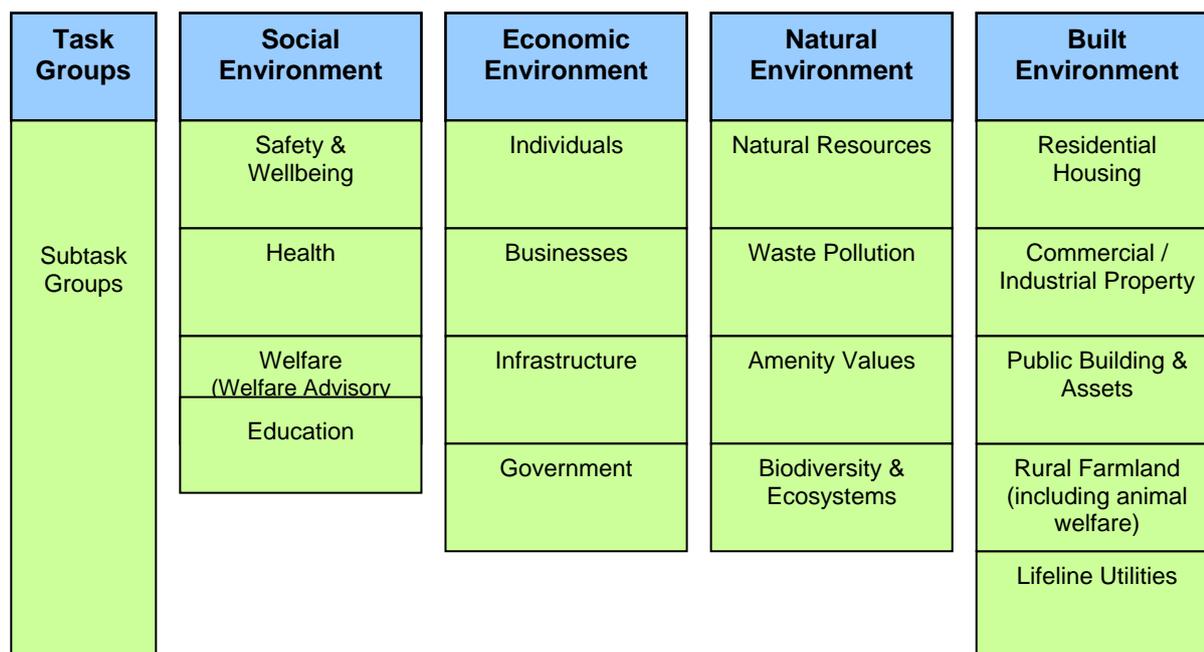
- Administration – Servicing the Task Groups, line management, reports to the CDEM Group, etc.
- Intelligence – Damage surveys, GIS/map production, etc.
- Communication & Community Support – Media relations, website management, community programmes, etc.
- Recovery Centre – Management and staffing of the Recovery Centre (see below) and liaison with central government and NGOs to affect the One Stop Shop process.
- Service Delivery – Co-ordination of cleanup and restoration, volunteer management, accommodation, distribution of relief fund grants, etc.
- Regulatory – Approval processes, longer term planning issues including mitigation opportunities, etc.
- Finance – Budget and expenditure reconciliation, contract approvals, etc.

Experience from emergencies in other parts of New Zealand has shown that staff available for recovery functions will often be scarce and assistance from outside the impacted area could be considered. This should be discussed with the Emergency Management Advisor of the Christchurch Office of the Ministry of Civil Defence and Emergency Management.

Task Groups

As the Recovery Manager has no specific powers, it is important that they work with agencies and representatives with the authority to initiate, fund and implement recovery priorities. As noted above, the four environments (social, built, economic and natural) become the organising headings for Task Groups during the recovery phase. Subtask Groups may also be established depending on the scale of the emergency, as shown in the diagram below.

Diagram 3: Generic Task Group Structure



The above structure is generic and requires some points of clarification:

- It is important that recovery management structures are flexible. The structure outlined above is intended to be modular and scaleable to the size of the event.
- The terms “Task Group” and “Subtask Group” are used in this Plan as this reflects national guidance and usage in the recovery plans of many other CDEM Groups. However, the Recovery Manager may prefer other terminology if this is appropriate to the circumstances.
- The number and type of groups will depend on the emergency – ie, one Task Group for each environment might be all that is required. Or it may be necessary to form specialist groups under these major headings. For example, a Rural Subtask Group is very likely for most recovery scenarios affecting Nelson Tasman. Similarly, a Lifeline Utilities Subtask Group is also likely to be established in the recovery phase of many emergencies.

The Task Groups will be comprised of advisors and liaison personnel from lifeline utilities, government departments, community groups, the insurance industry, health agencies and any other appropriate organisation to assist the Recovery Manager and provide multi-agency input into management decisions.

Each Task Group will be responsible for developing terms of reference for approval by the Recovery Manager. There are generic draft terms of reference contained in [Appendix E](#). These draft terms of reference also list examples of which agencies might be members.

As discussed in more detail in the next section, the Nelson Tasman CDEM Group Welfare Plan should also be consulted for information about Welfare arrangements in the response and recovery phases.

Communication between the Recovery Manager and any Task Groups/Subtask Groups is critical for co-ordinating tasks and rebuilding community confidence. An effective

supporting administrative structure is essential. Once formed, Task and Subtask groups need to meet regularly to ensure the sharing of information and resources. Progress reports must be provided to all agencies and the media.

In order for these committees to function properly it is important that representatives of organisations:

- have full authority to make decisions.
- are prepared to attend at times suitable for community representatives who may personally be involved in recovering from the emergency.
- are understanding of others' priorities.
- are able to provide a full update of developments within their organisation and contribute to the overall assessment.
- have an Alternate who is able to attend and make decisions in the absence of the primary representative.

The Recovery Manager will be responsible for:

- Formation of any Task Groups / Subtask Groups.
- Appointment of chairmen and any other office holders that might be required.
- Approving Terms of Reference.
- Extending or terminating the mandate of any Task Group / Subtask Group formed or of any office holder.
- Providing administrative support via the Recovery Office.

8. Community Assistance: Recovery Centre

The previous section describes the management structure of the recovery effort. In terms of delivering support to the public, there will be a strong link between welfare assistance provided in the response phase and on-going welfare and other support provided in the recovery phase.

The *Nelson Tasman CDEM Group Welfare Manual* (December 2005) states that the welfare function is led during the response phase by a Welfare Manager, who is a pre-designated council staff member. In the recovery phase, the welfare effort is led by a Welfare Coordinator, who is the Operations Support Manager from Work and Income, or other Work and Income personnel as delegated by the Regional Commissioner for Social Development.

Recovery Centre: “One Stop Shop” Concept

The establishment of a “One Stop Shop” in the Recovery Centre should be seriously considered in order to provide assistance to the community. Establishment of a “One Stop Shop” would be driven and led by Work and Income. The concept envisages that representatives of all the agencies involved in providing assistance to individuals will be available to answer queries and process any applications. This concept achieves two purposes:

- It limits the amount of travel for individuals to various agencies that themselves may have been displaced from their regular premises.
- It ensures an individual's needs are addressed in a co-ordinated and coherent manner without bureaucratic repetition.

Location of Recovery Centre

If a decision is taken to establish a Recovery Centre, it will be placed in a safe area of the affected community at suitable premises. Typically this might be a public hall or similar space with the following attributes:

- proximate to the affected community
- sufficient space for agencies to set up desks/computers
- private areas for interviewing (constructed temporarily if required)
- sufficient parking
- waiting areas for the public
- the capacity to be cabled/wired for telecommunication and IT needs of agencies
- kitchen/bathroom facilities

Normally a single Recovery Centre would be established, but this will be adjusted according to the extent of the disaster and the needs of the affected community.

Note that One Stop Shops are sometimes used in the response phase also and so may already be established. Welfare Centres often have many of the attributes that make them suitable for use as a One Stop Shop.

Representation

Examples of entities that may have a presence at the Recovery Centre are:

- Ministry of Social Development
 - Work & Income – usually leads the team operating from a “One Stop Shop”
 - Child Youth and Family (CYF)
- Inland Revenue
- HCNZ
- Ministry of Agriculture and Forestry/Rural Support Trust Coordinator
- Red Cross
- Salvation Army
- Earthquake Commission
- Victim Support and other counselling services
- Banking and Insurance sector representatives

- Special needs – translators, ethnic group representatives, disability advisers, etc.

Publicising the location and arrangements (opening hours, services available etc) for the Recovery Centre will be the responsibility of the Public Information Manager.

9. Damage and needs assessment, impact assessment and information management

It is important before data is collected to agree what the information is to be used for. It is also important to have the appropriate management tools and resources to manage the data collected. The personnel used for the inspections should also be clearly briefed so consistent information is collected.

Data-gathering techniques include inspections and surveys but information will also come from self-reporting (e.g. to councils, insurers, social agencies) and the media.

The quality of the recovery process depends on the quality and timeliness of impact assessment data, which will determine the allocation of resources and concentration of recovery effort. Data collection will begin during the immediate response phase of an emergency, but of necessity this has a short-term focus.

Where possible, surveys should combine inspections (making judgements from visual checks, such as the health status of a house) with needs assessments (which involve interviewing affected residents). Careful management and coordination is needed to minimise the number of visits required.

Some of the critical information will have been collected during response activities (eg at Welfare Centres). Registration (the process of recovering personal details of those affected by the emergency) will have identified many of the affected people and safety inspections may have produced a list of damaged properties.

Inspections and needs assessments require the adoption of clear and consistent criteria for reporting so that accurate summaries can be prepared.

Building inspectors, insurance assessors and public health officers are all likely to want to make inspections. The inspection process needs to be managed to ensure that priority tasks are completed first and that coverage is completed with efficient use of resources.

Surveys can be used to assist short-term recovery through:

- Determining numbers, locations, circumstances and ethnicity of displaced and/or injured people.
- Assessing the safe occupation of buildings and their continued use, especially emergency facilities.
- Confirming the state of lifeline utilities.
- Assessing the need for temporary works, such as shoring and temporary securing of property.
- Protecting property from unnecessary demolition.

Inspections and needs assessments also contribute to longer-term recovery measures through:

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

This process effectively establishes the priorities for the whole recovery process.

Impact assessment involves gaining early and accurate information about the impact of the 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, working together to exchange information.

Alongside Council staff (NCC and TDC) and others working for the Recovery Manager, other people or agencies gathering data might include:

- Social agencies, which will be identifying people in need of immediate assistance.
- Insurance inspectors (EQC assessors processing residential property claims and private insurance assessors).
- Environmental health inspectors.
- Building inspectors.
- Engineers.
- Overseas reconnaissance teams.

Work towards a national framework for Disaster Impact Assessment was undertaken in 2005/06 but has not been completed. The following draft documents, held by the Nelson Tasman Emergency Management Office, would however be useful references in understanding impact assessment principles:

- *Disaster Impact Assessment Research Report: Draft Report on Disaster Impact Assessment for the Ministry of Civil Defence and Emergency Management*, Kestrel Group April 2006 (NCC RAD no. # 635924)
- *Draft Disaster Impact Assessment: Conceptual Framework Discussion Document*, Department of Internal Affairs 2005 (NCC RAD no. # 635923)

With respect to needs assessment, a copy of a Recovery Needs Assessment form is held by the Emergency Management Office (NCC RAD #643956).⁸ This is drawn from a nationally standardised and agreed Recovery Needs Form developed by the National Welfare Recovery Coordination Group (with minor amendments). The form

⁸ The form can also be found at the Ministry of Civil Defence and Emergency Management website www.civildefence.govt.nz.

is generic and should be adapted to reflect specific circumstances. Experience from other emergencies suggests the generic form is too long and should be shortened to ensure that it is filled in.

Detailed information about Needs Assessment, including objectives and responsibilities, can be found in Section 12 of the *Guide to the National Civil Defence Emergency Management Plan*.

It is critical that the recovery needs assessment process commences as soon as possible after the immediate response needs have been met and it is safe to do so. A high level of coordination is required to ensure that all agencies' information needs are included in the survey so that the community is only surveyed once.

This is a key role that the Recovery Manager will need to ensure is well managed.

10. Facilitation of central government involvement

Government involvement in recovery is outlined in Section 25 of the *Guide to the National Civil Defence Emergency Management Plan*.

A disaster's impact on the community, or associated ongoing risk to life, sometimes reaches a level where central government assistance is necessary. Government assistance aims to restore to communities the capacity for self-help. Government assistance will usually involve continuous demands on the Group for information on the extent of the problem and progress of the recovery phase.

Government assistance may be in the form of:

- Provision of advice (by key government agencies),
- Provision of assistance, where:
 - there is a statutory requirement for actions;
 - or a need to invoke a statute to achieve the ends desired from the recovery process;
 - or government assistance is essential to or will make a significant contribution to the coordination of the recovery process;
 - or there are economies of scale.

The Recovery Plan also makes provision for central government to contribute to the Nelson Tasman Joint Mayoral Relief Fund.

Usually, the key central government agency for coordinating recovery activities is the Ministry of Civil Defence and Emergency Management. However, depending on the nature of the event, other agencies may assume the lead role, such as the Ministry for the Environment, the Ministry of Agriculture and Forestry or the Ministry of Health.

Welfare coordination at central government level

The National Welfare Recovery Coordination Group (NWRCG) was established by MCDEM in 2003 to oversee welfare recovery arrangements at a national level. The

Ministry of Social Development (MSD) now chairs the NWRCG, given its operational requirement to deliver services and recovery support to communities following an emergency.

At the local level, MSD's role in recovery work is manifested by the leadership role that Work and Income plays in the recovery phase of an emergency. As noted above, Nelson Tasman CDEM Group Welfare Manual provides that the Welfare Coordinator during the recovery phase will be from Work and Income.

MAF Adverse Events Framework

Of particular relevance to any recovery effort in rural areas is MAF's *On-farm Adverse Events Recovery Framework*. This was released in 2007 and sets out roles and responsibilities of central government, local government and the primary production sector in recovering from adverse climactic events or natural disasters that are beyond the ability of the community to cope with. Assistance available depends on the scale of the event and might include such things as help with clean up (i.e. Task Force Green) and, for larger events, various forms of financial assistance. The policy is set out in detail at www.maf.govt.nz.

In Nelson Tasman the Top of The South Rural Support Trust employs a Rural Support Trust Coordinator. This position is responsible for:

- liaison with CDEM Groups
- development of rural networks/contact data base
- developing response and recovery plans for the Rural Trust
- reporting to MAF on work undertaken

The Rural Support Trust Coordinator would be a key person in an event involving the rural community.

Contact details for the Rural Support Trust Coordinator can be obtained from MAF Policy Office, Richmond.

In the event of a medium or large event MAF may appoint an Agriculture Recovery Facilitator(s) (ARF). In some cases this could be the same person as the Rural Support Trust Coordinator. The ARF role would be to undertake rural recovery facilitation.

The Regional Support Coordinator and/or Agriculture Recovery Facilitator would be key positions for the CDEM Group to liaise with. They would be appropriate people to lead the Rural Sub-task Group (see Section 7).

Key agencies

Most central government involvement and assistance during the recovery phase of an emergency is delivered through a variety of normal government agency functions. It is important to develop and maintain local contacts within those agencies.

Essential government contacts include:

- Agriculture and Forestry
- Civil Defence and Emergency Management

- Defence
- Economic Development
- Education
- Environment
- Health
- Housing
- Inland Revenue
- Land Information New Zealand
- Social Development
- Te Puni Kokiri
- Transit New Zealand
- Work and Income New Zealand

Specific Mechanisms

Tools deployed by central government agencies might include the following:

- **One-stop Shops:** As noted above, a “One Stop Shop” may be established in a Recovery Centre to provide assistance to affected communities. “Mobile Task Forces” have also been used in the past. Work and Income is usually the lead agency.
- **0800 Telephone help line:** A free phone help line to access government agencies is usually set up by the government after an emergency. The purpose of the 0800 emergency response line is to provide immediate information about assistance available to people affected by a civil defence emergency or other serious event. It is often continued on into the recovery phase. This provides a central point of contact and reduces the level of inquiry to the Recovery Manager and their team.
- **Recovery Coordinator:** As noted above in section 1, in certain circumstances a specialist Recovery Coordinator might be appointed to lead the recovery effort. (See [Appendix C](#) for further detail.)

11. Government subsidised employment schemes

Part of the Government assistance can be the provision of a subsidised employment scheme such as a Task Force Green (TFG) labour force to assist in the clean up and recovery of an event.

Communities need to see action to feel that the response and recovery process is underway quickly. One way to demonstrate action is for the engagement of Task Force Green programmes particularly for work such as clean up after an event.

Using TFG raises some issues that need to be carefully considered:

- Personnel with appropriate skills may not be available. At the time of writing (May 2008) the Nelson Tasman labour pool was at an all time low.
- Management and OSH responsibilities fall to the CDEM Group.
- Labour and supervision costs will be reimbursed by TFG. Additional costs may be approved by Cabinet under “Disaster Relief” including administration costs; equipment costs, other costs as specified.

Supervision of TFG staff will require managers with the following skills:

- Health and Safety (OSH)
- Safety equipment and clothing
- Safe practices
- First Aid
- Day by day supervision
- Transport
- Site facilities
- Toilets
- Wash room
- Catering
- Plant and materials

12. Management of aid: Joint Mayoral Relief Fund

During the response phase, management of donated goods will be handled by the Donated Goods Unit under the Welfare Manager. It is important therefore that the Recovery Manager liaise closely with staff developing the Donated Goods Management Plan during the response phase.

The MCDEM publication *Donated Goods Management Planning* (BPG2/06) provides further advice on this. In general terms, however, the aim is that financial assistance is the preferred form of aid. The Nelson Tasman Joint Mayoral Relief Fund Trust was established in 2007 to collect and distribute any funds received. The fund can be used for both the immediate response phase and on into the recovery phase if required. The Joint Mayoral Relief Fund is managed by up to five Trustees, who include the two Mayors. A copy of the Trust Deed is held by the Administration Advisers at Nelson City Council.

Donations of goods will be actively discouraged as they require a specialised skill in logistics for receiving and distributing large quantities of goods or materials. If goods are received, it may be necessary to request an agency such as Red Cross or Salvation Army, or a neighbouring CDEM Group, to assist with collection, storage and distribution.

A draft media release is attached with the twin purpose of seeking donations to the Joint Mayoral Relief Fund and discouraging the donation of unwanted/unnecessary items. ([Appendix F](#) – Joint Mayoral Relief Fund / Donated goods media release.)

Even before the recovery phase has formally begun, and while the response is still underway, it may be necessary to make public statements on these issues – the Recovery Manager, working with the Public Information Manager, needs to proactively manage this.

13. Volunteer Management

Volunteers are likely to play a significant part in any recovery operation, particularly after a large-scale, highly publicised disaster. There are likely to be two types of volunteer: first, those from a specific organisation such as the CDEM Group Welfare Teams, Red Cross, and the Salvation Army (trained/skilled volunteers); second, those members of the public who offer their services after the disaster has occurred (“spontaneous volunteers”).

If well managed, volunteer labour can be a great asset to the recovery process, undertaking activities from personal support and catering through to the clearing of properties and rebuilding activities. Volunteer efforts need to be co-ordinated however, so as to ensure that the participant’s time is used as productively as possible for the greatest benefit of the affected community.

Spontaneous Volunteers

Spontaneous volunteers are most likely to offer their services during the response phase but may also be involved in the recovery phase. In the response phase, the Controller will need to firstly determine whether or not to use spontaneous volunteers in an emergency.

The Emergency Procedures Manual of the Nelson City Council and Tasman District Council both set out procedures for the management of volunteers in an emergency. In both of these Manuals it is stated that the management of volunteers is the responsibility of the Human Resources Managers of each council.

Arrangements for volunteers should ensure they are registered and receive an adequate briefing on the tasks they will be undertaking, plus any health and safety issues.

The MCDEM publication *Spontaneous Volunteer Management Planning: Best Practice Guide* [BGP3/06] provides guidance on planning for the management of spontaneous volunteers.

The following principles should be adopted:

- Individuals wanting to volunteer will be encouraged to affiliate themselves with a responding voluntary agency, or an organised group of their choice.
- Unaffiliated volunteers will be discouraged from going directly to any emergency site. They should be thanked for their offer of assistance and informed that their skills can be best used working with a responding agency (e.g. Red Cross, Four Wheel Drive Club etc). They will be encouraged to contact voluntary agencies in their area and assist with activities for the emergency response and recovery efforts being conducted in the community where the volunteer resides (such as a drive to raise funds).

14. Public information and communication

Provision of public information must be deliberate, planned and sustained. Effective information management is key to rebuilding community confidence. Only with the return of confidence will the community invest in its own recovery.

In the response phase public information primarily informs and reassures. In the recovery phase it is the mechanism by which the affected community and the wider public are encouraged to participate in the process of regeneration and rehabilitation.

Success in recovering from the emergency event hinges on cooperation, agreement of priorities and a willingness of all parties to acknowledge the greater good.

Continuity and staffing

The public information function should continue even when the response phase is ending and the emergency is over. The focus might change but the purpose of maintaining the flow of information remains.

During the response phases, the public information function is delivered by the Public Information Manager. As noted in Section Seven above (Organisational Arrangements), a public information role will be required as part of the Recovery Action Team which supports the Recovery Manager.

Coordination of public information messages

Those affected – and the public at large – cannot be expected to understand the challenges faced by a Recovery Manager who, with only limited resources and without any statutory powers, will be attempting to coordinate the whole recovery effort. Prior agreements and planned press releases will serve to inform and to pre-empt unrealistic expectations.

Every agency participating in the recovery process will have a responsibility to communicate with their customers. Joint or agreed press releases, and agreement on key messages will facilitate the process and provide a better service to those affected. There must also be agreement among agencies about who acts as spokesperson in what context. The Recovery Manager needs to proactively lead this aspect and ensure that coordination with other organisations is planned and reviewed.

Role of elected representatives

The Mayors of Nelson City Council and Tasman District Council, Councillors, Community Board members, and Members of Parliament, as the community's elected leaders, will have key roles to play in the event of an emergency and recovery from it. The Mayors' role is particularly important in reassuring the community. The Mayors should be kept fully informed of the disaster and related response/recovery actions.

Both national and local politicians will play key communication roles in providing information and participating in briefings. They will also have a role as spokespeople from time to time. The recovery phase can last for months or years, depending on the nature of the event, and the community needs to have the confidence that its leaders are informed of their needs and have the means to address them.

Past experience has shown that the people affected by the disaster respond well to the presence of political leaders in the impacted areas. Attendance at local meetings, where politicians can listen to individual and community concerns, is immensely beneficial.

The media may approach elected representatives for comments on the recovery process. Elected representatives should be aware of the importance of working within the recovery management processes put in place by this Plan, including the public messages being conveyed through the media.

Public Meetings

Meetings can be large gatherings by all impacted in an area or small working groups to tackle a specific issue. The format of these meetings should include an overview of what has happened and why, what is being done now and what is planned by each key agency, and should be presented by key people. A description of the recovery structure and initial programme of work can be helpful in community engagement for recovery.

The information should be factual, not defensive, no false promises or hopes, only what is known. It is critical to be very careful when setting timeframe expectations. Recovery is very complex and decision-making involves a wide range of government and non-government agencies. Integrating organisations and funding can take significant time, particularly if an application for special policy funding to government is to be made.

The benefits should not be underestimated as those in need or suffering need to see 'the face' and be able to question. They need reassurance that their needs are understood even if it also means they have to vent their anger in the process.

Communicating change

Where recovery priorities or actions are likely to be controversial, those affected have the right to learn about it first-hand and to participate in the decision-making process. Face-to-face communication will be essential. Both public meetings and private meetings with impacted residents/organisations will be required. This is a major role and takes significant time and preparation. Ensuring the availability of the right people and adequate resources to undertake this function is critical.

The early signalling of what might happen during the recovery phase and in the transition from the response phase is also important in terms of supporting staff and the affected community. Strategic internal communications will help to not only coordinate and integrate the recovery team but also to keep morale high for those who must remain in recovery work long after other staff have returned to their normal functions. Similarly, those in the community (external communications) who are still affected by the crisis long after others lives return to normal need the same support. The establishment of newsletters, bulletin boards etc can aid this support mechanism. For media consumption, a structured approach to the provision of positive news stories does a lot to boost local morale and keep up the profile of recovery efforts (which in turn can help keep donations coming in).

Managing media interest

Using experienced media liaison personnel will limit the potential for problems. Honesty, accessible personnel, respect for timelines, regular press releases, using a

single spokesperson, coordinating the communication of key messages, and using joint information centres (multi-agency coordination) will all assist with media management.

The adverse images of an emergency can sometimes have particularly negative effects on the tourism industry. Given the importance to the Nelson Tasman region of tourism, specialist media liaison may be required to manage this consequence. This should be coordinated with any group that might be set up under the Task Groups, discussed above in Section Seven (Organisational Arrangements).

Feedback

Information provision must be part of a two-way process where the expectation is not only that people will receive and process information, but that they will have the opportunity to interact with it and provide feedback. The use of surveys, interviews, discussion at meetings, or feedback forms online should be encouraged.

Countering misinformation

Misinformation – whether rumour, speculation or media inaccuracies – can derail recovery activities and cooperative undertakings. Monitoring arrangements are required both formally (media outlets) and informally (local gossip).

Timely press releases, talkback radio, buying advertising space/media time, posting information to a designated website and utilising local networks (churches, schools, marae, etc) are all useful ways to keep accurate information in the public arena.

Maintaining an issues register with information on the background to each issue, the likely impact of it, and how it needs to be managed both in recovery planning and communication management is important.

Communicating with iwi

To ensure messages are spread effectively, communicating on a marae or at a hui should be incorporated into the communication plan along with other public meetings. This can be coordinated through Iwi Liaison staff at both Councils.

Vulnerable groups

Consideration must be given to the special needs of groups that might be vulnerable in an emergency and which might be less able to manage their needs in a recovery phase. This would include the elderly and disabled.

Website

The website www.nelsoncitycouncil.co.nz will be used to convey information to the public regarding the recovery process and to answer questions. Experience with disasters in other parts of New Zealand has been that websites are an excellent public information tool and reduce the level of telephone enquiry. Linkages to other agencies involved in the recovery should be encouraged, to support the 'one stop shop' concept.

15. Regeneration and restoration

Recovery efforts after an emergency event are unlikely to result in a speedy return to normal. The pre-event status quo may not be possible to re-establish and the recovery effort must focus on restoring the functions of affected communities. Formal recovery arrangements may be scaled down or terminated as the community regains the means to manage its own affairs, even though some restoration or assistance issues still remain to be resolved.

Regeneration and restoration begins with the basic necessities of life – food, clothing, shelter and health (including mental health) and hygiene needs. Regeneration is about empowering individuals, families and communities to rebuild the social fabric of the local economy.

A return to the normal structures of governance is a foundation stone in restoring confidence and provides the mechanism for participation in recovery decision-making.

Regeneration and restoration priorities should be based on a comprehensive knowledge of the community's expectations and available resources.

Priority considerations for regeneration and restoration

- Restoration of essential services
- Allocation of limited resources
- Aid management
- Ongoing welfare requirements
- Health and Psychological issues
- Law and order, including security
- Communications
- Transport, including the status of all roads, rail, seaports and airfields
- Utilities
- Business/commercial sector requirements
- Rural residents and agricultural needs
- Residential property damage
- Social concerns, including psychological impacts and stress symptoms
- Recovery of educational establishments and review of their use during response phase

Issues associated with regeneration and restoration

- Acceleration of pre-event economic trends – will the community continue to prosper or regress?
- Prioritisation (urban vs. commercial vs. agricultural) – population density is likely to capture and determine prioritisation.

- Re-occupation of marginal lands – quality of data and analysis provided to the decision-makers will be crucial.
- Prolonged welfare assistance.
- Political will to acknowledge partial fault or to accord special funding.
- The need for clarity with regard to insurance issues.
- Difference of expectations between central, regional and local government.
- Restoration to what level?
 - Is it affordable?
 - Is it a priority?
 - Is it legal?
- Determining who pays.
- Environmental Impact in the short and long term.

16. Recovery action plan and reporting

Recovery Action Plan

Recovery Managers are expected to ensure that a formal Recovery Action Plan is developed after the initial recovery work has commenced, issues are identified and the transition from response to recovery has been completed.

The reasons for writing a Recovery Action Plan are:

- It is needed for political decision-making particularly when resource allocation is required.
- To support a request for government special policy assistance.
- It provides a formal record of what happened, and what is needed to happen to enable the community regenerate itself with support.

A template for a recovery action plan is attached as [Appendix D](#).

Reporting

The purposes of reporting are to maintain accountability and transparency, to keep the wider community informed, to gain support and assistance and to maintain an account of recovery efforts, including lessons learned.

Regular and thorough reporting of an emergency event, and of the recovery phases following an event, will provide the CDEM Group with justification of actions taken and money spent to:

- The community affected by the emergency
- Ratepayers
- Taxpayers

- The public at large (through the media)
- Central government if there are requests for physical assistance (e.g., from Taskforce Green or Defence Force) or financial assistance (requests for a donation to the Mayoral Relief Fund, for an Agriculture Recovery Facilitator, or for recovery funding assistance).

A reporting system needs to cover the emergency event from its beginning through to the final stages of recovery. Early in the recovery process, a timeline should be developed which states when each formal report is due. Reporting will be carried out by a variety of people during the emergency, and the Planning and Intelligence team will perform this function. In small events the Recovery Manager may take on this role personally.

Reporting systems must therefore be flexible, simple and succinct and have necessary administration assistance when required. As one type of reporting will not fit all situations, reporting systems should be event-specific.

Regular reporting relies on a good up-to-date desk file or diary. The order of events can become confused over time and when decisions were made can be critical if a review is undertaken following the event.

The key people who will need to file regular reports are the Controller (while the response phase is underway), the Recovery Manager, and the CDEM Group. It is also advisable that someone (an accountant or similar) keeps track of all expenditure.

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

- Welfare
- Public health
- Adequacy of local resources
- External assistance
- Transport
- Communications
- Utilities
- Agriculture
- Business
- Environment
- Maori issues
- Private property damage

It is important to ensure that reporting indicates key issues into the future.

The formats, topics covered and frequency of reporting should be agreed when the Recovery Manager's terms of reference are established. Coordinating production and ensuring retention of copies of all reports produced (especially by the various agencies) is an important management task. The sum of all the reports will provide a record of the recovery from the event.

A template for a recovery Situation Report (SITREP) is attached as [Appendix G](#). As with other template forms in this Plan, it should be adapted to fit the needs of the specific event.

17. Implementation of reduction measures

Measures taken during the reduction and readiness phases can include preparatory work to make the recovery process faster and more effective. Sound reduction planning will contribute to recovery as much as it does to response.

The Civil Defence Emergency Management Act 2002 includes "new measures to reduce hazards and risks" as a required recovery activity (Part 1, Sect 4). Every emergency affords the opportunity to rethink the options for hazard and risk reduction, which may include:

- Suspending or amending capital works programmes to reflect recovery priorities for restoration and removal
- Re-zoning or not re-occupying marginal lands
- Considering present/future pressures already identified in the CDEM Group Plan hazard analysis covering:
 - Risk frequency
 - Consequences
 - Perceptions

The key issue or challenge will be the pressure for rapid reinstatement of services and facilities (which will by necessity often mean replicating the status quo), versus providing for longer-term viability (i.e., not replicating the risk).

Further challenges, during pre-event planning and recovery, can include:

- Public pressure to re-occupy hazardous locations
- Encouraging politicians to avoid unpopular decisions (this can lead to the development of high-risk locations, increasing the pressure on emergency management planning)
- Political opposition to the active communication of risks because of fear of litigation and land devaluation issues associated with:
 - "Existing use rights" constraints
 - Demolition
 - Heritage status

- Insurance considerations (repair/reconstruction/removal)

18. Financial management

Sound financial management is essential for maintaining the momentum of the recovery effort and promoting public and central government confidence in the regional recovery effort. The goal should be to facilitate an efficient return to economic and community “business as usual” through informed rather than ad hoc or reactionary decision-making.

Local Authority Protection Programme Disaster Fund (LAPP)

Both Nelson City Council and Tasman District Council are members of the Local Authority Protection Programme Disaster Fund (LAPP) managed by Civic Assurance.

The LAPP Fund was established in 1993 to help New Zealand local authority members pay their share of infrastructure replacement costs for water, sewage and other uninsurable essential services damaged by natural disaster.

Since 1991, central and local government have shared responsibility for these costs. Beyond a threshold (specified below), central government will pay 60% of the restoration costs, leaving local authorities 40%.

Further details can be found at www.civicasurance.co.nz.

Financial management procedures

A Standard Operating Procedure entitled *Financial Management Procedures: Recovery* (SOP G206) is currently being prepared to support this section of the Recovery Plan. It will outline the expenditure management regime for the recovery phase, including procedures for the authorisation of expenditure, making of payments, tracking of costs, and delegations.

An expenditure management regime will have been established during the response phase. However, that regime must be closed off and reconciled when the declaration of emergency is lifted or, if no emergency was declared, when the CDEM Group has determined that the response phase under the management of the Group Controller has concluded and the recovery phase under the control of the Recovery Manager has commenced. In both phases there is a need for a rigorous management regime to record details of expenditure to support claims for government subsidies and repayments.

Financial management in the recovery phase includes the *acquisition* and *distribution* of funds, as well as *accounting* for these funds.

It should ensure:

- Streamlining of financial processes.
- Cooperation between public and private sectors, and
- Appropriate levels of financial response.

Acquisition covers all sources of recovery funding and financial assistance (income) relating to:

- Existing (reassigned/reprioritised) budgets
- Savings and reserves
- Insurance payments
- Credit facilities
- Loans or debt funding
- Central government financial assistance (received through recovery claim process)
- Grants
- Domestic and foreign aid

Distribution covers all recovery expenditure, including distribution of relief trust funds, for which the CDEM Group members are responsible.

Accounting covers the processes required to record income and expenditure assigned to the recovery process and for which CDEM Group members are accountable.

Financial management during the recovery phase raises a number of challenges, including making provision for:

- An emergency financial strategy (a back-up financial plan, retaining rating capacity, and provisions to divert funds).
- Capacity to revisit planning priorities.
- Prior review and establishment of borrowing capability (including lines of credit).
- Use of reserves.
- Management and distribution of funds from the Nelson Tasman Joint Mayoral Relief Trust Fund.
- The central government recovery claim process and special policy process.

Seeking funds from central government

The process for seeking central government assistance for recovery funding is set out in the *Guide to the National Civil Defence Emergency Management Plan*.⁹ Copies of this are held by the Emergency Management Office and are also online at www.civildefence.govt.nz. Generally it states:

- Local authorities must take full responsibility for dealing with the impact of a disaster in their area of geographic or functional responsibility. This includes

⁹ See Section 26, *Government Financial Support*.

the prior provision of the necessary physical and financial resources needed for response and recovery.

- Where possible, insurance and emergency reserves should be used to cover costs associated with recovery.
- Where local resources are inadequate to cope with the scope of the disaster, central government assistance may be available and must be sought.
- Central government will assist physically or financially with the safety and care of people where the scope of the problem is beyond the resources of the Council.
- State Owned Enterprises and Council owned enterprises must manage their own risks and will only qualify for Government assistance where hardship can be demonstrated.
- As noted above under discussion of the LAPP fund, government policy is to reimburse 60 percent of costs for uninsurable essential assets (assets means local authority and other community assets) above a threshold of:
 - 0.0075 percent of the net capital value of city and district councils and unitary authorities; and
 - 0.002 percent of the net capital value of unitary authorities where the assets in question are of a type that ordinarily are managed by a regional council.
- An authority must show significant areas of disaster mitigation and emergency management prior to an emergency to qualify for central government assistance in most cases.
- Central government may approve and fund Disaster Recovery Employment Schemes for large scale clean-up operations.
- Special assistance, in addition to the above, may be approved and will normally be in the form of fixed period loans at an interest rate based on the principle of "Affordable Finance".
- Government assistance for recovery from damage to private property, productive enterprises etc, will be available only if the risk was uninsurable and hardship can be demonstrated.
- Government is responsible for the restoration of its services and facilities.

19. Managed withdrawal

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

Who: The recovery management and the supporting organisational structure.

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

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

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

20. Organisational Debriefing

Post-event learning is an essential aspect of both the planning process and successful recovery. Emergencies occur on an infrequent basis and it is particularly important to document any lessons identified from managing incidents and to change current procedures and plans and provide reasons for any changes, so that they can be referred to in future incidents, which may not be managed by the same team. Many of the lessons identified in managing an incident have value for others working in the CDEM area.

The MCDEM publications *Organisational Debriefing: Information for the CDEM Sector* [IS6/05] and Section 8.2.3 of *Recovery Management: Director's Guidelines for CDEM Groups* [DG 4/05] contain further information on organisational debriefing.

21. Long-term recovery

The psychosocial impact of a disaster can still be felt decades later and agencies involved in recovery should prepare for additional resources to assist those affected.

Where a significant number of casualties have occurred experience from overseas has shown that there are significant additional ongoing mental and personal health resources required. The community may also require a greater investment in community facilities.

It is critical that the managed withdrawal process clearly identifies all issues that have ongoing status, who those issues are assigned to, and if necessary some process for the Recovery Manager (or other person assigned by the CDEM Group) to revisit those issues periodically.

22. Acknowledgements

The Nelson Tasman CDEM Group gratefully acknowledges the following primary sources which were drawn upon in the writing of this Plan:

- Recovery Plans of the following CDEM Groups: Northland, Southland, and Canterbury.

- Ministry of Civil Defence and Emergency Management: various publications, most importantly *Recovery Management: Directors Guidelines for CDEM Groups* (DGL 4/05) and templates located at www.civildefence.govt.nz

Appendix A: Appointing a Recovery Manager

As noted above, the Nelson Tasman CDEM Group has decided to appoint and train a Recovery Manager and Alternate prior to an emergency rather than await the event. Bearing in mind that those appointed will eventually change, this Annex provides guidelines for the appointment of a Recovery Manager and a job description.

Operational Context

The environment within which the Recovery Manager will operate differs considerably from that of the Controller. Specifically, the Recovery Manager:

- Has no statutory power unless delegated by specific agencies.
- Must acknowledge that actions will be undertaken by “business as usual” governance agencies.
- Will be coordinating activities across a range of public and private agencies.
- Must prioritise recovery actions.
- Must ensure existing financial commitments are reviewed and allocations for recovery priorities can be planned for if necessary by reprioritisation of budgets.
- Must consider the long-term implications of each action, including organisational reputation management
- Must establish and maintain effective communication links with the community.
- Must contend with high (but eroding) media interest.
- Must respect the high level of political interest.

Appointment Documentation

A “Terms of Reference” should be prepared for any event where the Recovery Manager becomes “operational”. An example is provided at [Appendix B](#).

Recovery Manager Job Description¹⁰

NELSON TASMAN CDEM GROUP RECOVERY MANAGER

POSITION DESCRIPTION & COMPETENCIES

Position:	GROUP RECOVERY MANAGER
Location:	Nelson Tasman
Reporting to:	Group Controller (while a declared state of emergency is in force); OR To the CDEM Group; OR As otherwise determined by the CDEM Group.
Direct reports:	Administrative staff Various committees as determined by the management structure required by the event

OVERALL PURPOSE OF THE POSITION

The Group Recovery Manager's role is to facilitate and coordinate the recovery activities for the affected communities within the CDEM Group.

The Group Recovery Manager will operate in a complex environment with responsibility for allocating scarce resources and determining restoration priorities.

AUTHORISATION

In Nelson Tasman the Group Recovery Manager is appointed prior to any emergency event as per the Group Plan. The position does not carry any statutory powers, unless delegated by specific agencies, and the Group Recovery Manager remains answerable to the Group Controller while a declared state of emergency is in force. The Terms of Reference for the Group Recovery Manager will be shaped by the particular event. The Group Recovery Manager should be available within 24 hours of a declared state of emergency.

DESCRIPTION

The CDEM Act 2002 requires local authorities to coordinate, through regional groups, planning, programmes and activities related to civil defence emergency management across the areas of reduction, readiness, response and recovery, and to encourage cooperation and joint action within these regional groups. As well as coordinating through regional groups the CDEM groups must provide for the planning and preparation for emergencies and for response and recovery in the event of an emergency.

Section 17 of the CDEM Act 2002 states that as part of their function, CDEM Groups must "carry out recovery activities."

¹⁰ Adapted from the template prepared by the Ministry of Civil Defence and Emergency Management, available at <http://www.civildefence.govt.nz>.

KEY Relationships

- CDEM Group, including Nelson City Council and Tasman District Council
- Central government (relevant government departments) – e.g. Ministry of Civil Defence Emergency Management, Ministry of Agriculture and Forestry, Ministry of Social Development, Child Youth and Family, District Health Board, Ministry of Health, Te Puni Kokiri, Dept of Internal Affairs.
- Lifelines utilities, both local and national
- Local commercial, industrial and rural representatives
- Media
- Voluntary and community groups
- Neighbouring CDEM Groups

THE MINISTRY OF CIVIL DEFENCE AND EMERGENCY MANAGEMENT

The Group Recovery Manager's position focuses on coordinating local resources and dealing with local interests. This will require pre and post-event liaison with the Ministry of Civil Defence & Emergency Management staff for advice, planning guidance and liaison with central government agencies. In some circumstances the Minister of Civil Defence under section 30 (1) of CDEM Act 2002 may appoint a Recovery Coordinator. In this situation it is important that the Group Recovery Manager and the Recovery coordinator work in a collegial manner to align and coordinate their activities and decisions.

Conditions of Employment (IF APPLICABLE):**Delegated Authorities:**

STATUTORY POWERS: No statutory powers unless delegated by specific agencies.

ACCOUNTABILITIES AND TASKS:

Key Result Areas	Accountabilities / Tasks
IMMEDIATE SAFETY	<ul style="list-style-type: none"> • Ensure that all measures have been undertaken to ensure that the immediate safety, health and welfare needs of those affected have been met. • Systems have been established or re-established to assist individual and community self sufficiency (including those agencies with statutory responsibilities) • Essential services have been restored to minimum operating levels
FACILITATION and COORDINATION	<ul style="list-style-type: none"> • Establish early liaison with the Group Controller and any affected Local Controllers • Establish the planned management structure for coordination of the CDEM Group's relief and recovery efforts • Facilitate and coordinate the CDEM Group's recovery operations, including the assessment of tasks, setting priorities and the allocation of resources • Establish regular dialogue with key stakeholders to ensure their participation in and awareness of, the intended recovery process • Mediate where conflicts emerge during the recovery process • Assist with facilitation and coordination of Central Government, Local Government and non Government agencies' services involved in the recovery process
FINANCIAL MANAGEMENT	<ul style="list-style-type: none"> • Prepare budgets for approval by the Group / Local Authorities. • Ensure existing financial commitments are reviewed and allocations re-targeted to recovery priorities • Make provision to account for such monies as he/she is accountable for and make same available to facilitate the CDEM Group's recovery process (ensuring that monies spent are not for services or purposes, which in the normal circumstances would be borne by an agency or Government Department)
PLANNING AND REPORTING	<ul style="list-style-type: none"> • 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 coordinated decisions in order to assist recovery operations • At the conclusion of the official recovery phase, provide a report to the CDEM Group detailing actions taken, monies expended, predicted further expenditure required, lessons learned and recommended reduction measures to prevent future disasters • Provide other reports according the format and timing determined by the CDEM Group
COMMUNICATION	<ul style="list-style-type: none"> • Establish and maintain effective communication links with community and stakeholders • Manage release of information to the media during the recovery phase respecting the high level of community and political interest
DEVELOPMENT & TRAINING	<ul style="list-style-type: none"> • Undertake ongoing training and development, including exercises and simulations • Contribute to local training of civil defence personnel where appropriate

REQUIRED ATTRIBUTES

TECHNICAL KNOWLEDGE

- Experience in and knowledge of contemporary civil defence emergency response and recovery practice, including an understanding of the community impact of a major disaster
- Sound working knowledge of the CDEM Act and an awareness of other associated legislation especially in the recovery context
- Sound understanding of the CDEM Group's planning, resources and network structures

MANAGEMENT TECHNIQUES

- Energetic and positive approach to problem solving
- Ability to make effective judgements and decisions while prioritising conflicting demands and major issues
- Ability to cope with stressful situations within a confused and rapidly changing environment
- Effective relationship and communication skills at all levels of the community and government
- Excellent communication skills – verbal and written and in a range of situations

LEADERSHIP

- Firm but participative leadership style
- Capacity to inspire confidence among staff and the affected community
- Ability to influence individuals and groups towards attainment of objectives

PERSONAL ATTRIBUTES AND ABILITIES

- Awareness and understanding of community values
- Ability to act calmly under pressure in stressful critical situations
- Motivated to achieve and succeed
- Good state of health and high degree of availability, enthusiasm and commitment
- Degree of political insight and intuitiveness and understanding of the community and social environment
- Ability to engender credibility, confidence and respectability
- Awareness of own capacity and limitations and when to call time out
- Ability to receive and respond to comments and criticism in a positive manner
- Ability to recognise need for specialist advice
- Ability to gain the confidence of CDEM Group politicians, local authority chief executives and participating utility operators

JOB COMPETENCIES AND INDICATORS

Job competency	Key behaviours / indicators (demonstrated by)
<p>DISPLAYS EFFECTIVE MANAGEMENT, ALLOCATION AND UTILISATION OF RESOURCES</p>	<p>HUMAN RESOURCES</p> <ul style="list-style-type: none"> • Creates a strong clear direction for staff and volunteers • Obtains a shared commitment from others • Mentally steps outside the problem to focus on a solution when working with staff • Demonstrates a range of operating styles and an ability to handle different situations in different ways • Reacts constructively to negative situations such as conflict or challenges • Anticipates a range of possible outcomes and plans appropriately for them • Develops team and appropriate rosters <p>FINANCIAL RESOURCES</p> <ul style="list-style-type: none"> • Understands financial processes within the Public Sector • Understands the economic impact of the prioritisation of recovery decisions • Establishes clear criteria for the distribution of relief aid <p>PHYSICAL RESOURCES</p> <ul style="list-style-type: none"> • Establishes the priorities for allocation of resources • Understands the economic impact of the prioritisation of resource allocation decisions
<p>PROJECT FACILITATION AND COORDINATION</p>	<ul style="list-style-type: none"> • Understands project management philosophy, including “buy in” • Uses a variety of group facilitation and group processes to achieve the desired outcome • Uses independent thought to challenge and seek solutions • Recognises and interprets the broader issues over the longer term and defines the steps required to achieve recovery safely (economic, social, physical) • Uses project management methodology to assist communities to take control of their own recovery • Prioritises recovery actions and considers long-term implications of each action • Identifies the issues and determines who needs to be involved to achieve the desired goal

<p>MEDIATION AND NEGOTIATION</p>	<ul style="list-style-type: none"> • Resolves conflicts, confrontations and disagreements and minimises negative personal and organisational impacts • Influences, negotiates and persuades across Group boundaries so things get done and obstacles are overcome • Recognises key political and other factors which may impact on working relationships and deals with these sensitively and strategically • Determines and analyses the key issues in any negotiation process • Seeks to be well briefed on all relevant background to an issue • Anticipates the need to involve and brief others in the negotiation process • Understands the strengths and weaknesses of counter arguments, claims or issues • Can stand back from the process and suggest alternative solutions to reach an acceptable outcome • Works to establish a constructive atmosphere, so that all parties feel satisfied with the process
<p>COMMUNICATES POSITIVELY AND EFFECTIVELY</p>	<ul style="list-style-type: none"> • Understands and consistently communicates issues and concepts • Builds strong working relations with external agencies and groups through effective communication • Expresses complex ideas and concepts in a manner that can be easily understood • Communicates information in a way that increases and builds positive relationships with key groups • Listens attentively and understands what other people are saying, including the undertones, nuances and body language • Demonstrates integrity in all relationships and inspires confidence amongst staff and the affected community • Prepares documents which correctly represent any agreements reached • Acts accordingly or seeks guidance or clarification before taking action in relation to Maori protocols and sensitivity • Understands general principles underpinning Tikanga Maori • Understands central and local government processes • Uses balanced judgement and diplomacy in considering central and local government environments and the individual objectives of stakeholders to achieve desired outcomes • Understands, promotes and applies appropriate media operating principles • Manages intense media interest efficiently and effectively

UNDERTAKES ONGOING DEVELOPMENT AND TRAINING

- Maintains and develops knowledge and skills through participation in training and simulation exercises
- Actively seeks feedback, appraisal and opportunities for development

Appendix B: Terms of reference

The Recovery Manager's terms of reference will define in the broadest terms their key responsibilities with respect to a specific event or emergency. The following is a pro forma Terms of Reference taken from the Ministry of Civil Defence's publication *Recovery Management: Director's Guidelines for CDEM Groups* [DGL 4/05].

CDEM Group Recovery Manager Terms of Reference

Date

Recovery Coordinator:

Event and date of event

Terms of Reference

In consultation with the chair of the Nelson Tasman CDEM Group establish an interim management structure to coordinate recovery measures for the participating central government and local agencies concerned with the community of and its surrounding districts in circumstances where they have not been able to establish themselves.

Facilitate and coordinate the operation of agencies involved in the recovery operation. In particular to:

- set up such recovery structures as necessary, and
- identify and implement solutions involving all the affected parties.

Provide regular reports on recovery operations to council, and any central government agencies that have a role in the recovery process.

Identify areas where council needs to make decisions beyond existing policies and procedures, and advise on recommended options.

Disseminate information so that all concerned are aware of the steps being taken in the recovery process.

Provide a report at the end of the appointment as recovery manager detailing the expenditure committed, actions taken, lessons learned, and any recommendations.

Process:

Specific Terms of Reference will be agreed between the Group and the Recovery Manager. The process for preparing these Terms of Reference is as follows:

- Draft prepared by Nelson Tasman Emergency Management Office
- Input invited from: Recovery Manager, Controller, Ministry of Civil Defence and Emergency Management, other key agencies and local officials as required.

- Approved by Group
- Terms of Reference circulated to Council staff (TDC and NCC), key agencies, and media.

The above process is a guide only and may be varied at the discretion of the Group.

Appendix C: Recovery Co-ordinator

In special circumstances, the Nelson Tasman CDEM Group may consider that the extent of the emergency requires a closer involvement from Central Government, or the extent of the emergency requires additional independent coordination between other CDEM Groups. In these cases they may request the Minister of CDEM for a more specialist coordinator. The Act provides for the Minister to appoint a Recovery Co-ordinator.

Appointment and functions of Recovery Co-ordinator¹¹

1. If the Minister is satisfied that a Civil Defence Emergency Management Group is, or is likely to be, unable to ensure the effective carrying out of recovery activities in its area, the Minister may, by notice in the Gazette, appoint, on the terms and conditions that the Minister considers fit, a suitably qualified and experienced person as the Recovery Co-ordinator for the area.
2. A Recovery Co-ordinator holds office for a specified term, not exceeding 28 days, and may be reappointed.
3. No person is employed in the service of Her Majesty for the purposes of the State Sector Act 1988 or the Government Superannuation Fund Act 1956 merely because he or she holds the office of Recovery Co-ordinator.
4. Every notice appointing or reappointing a Recovery Co-ordinator must:
 - a. Specify the term of the appointment;
 - b. Specify the area in respect of which the powers of the Recovery Co-ordinator may be exercised;
 - c. Specify whether or not the Recovery Co-ordinator has the functions, duties, and powers of a Group Controller that may be conferred on the Recovery Co-ordinator under section 30;
 - d. Be published in the Gazette as soon as practicable.

¹¹ *Civil Defence Emergency Management Act 2002 Part 2, Section 29 and 30.*
RAD_n667371_v1_Nelson_Tasman_Recovery_Plan_May_2008_(Final).doc

Appendix D: Transition from Response to Recovery

Recovery Action Plan¹²

Event _____

Date of Event _____

Area affected _____

Recovery Manager for Event _____

Date Recovery Action Plan commences _____

Date to Review Recovery Action Plan _____

Date(s) identified for transition from response to recovery activity:

Date for Transition	Activity	Signed & dated by Group Controller & Group Recovery Manager

Brief Sitrep:

Date	Current Situation

¹² Source: Adapted from the template at <http://www.civildefence.govt.nz>
 RAD_n667371_v1_Nelson_Tasman_Recovery_Plan_May_2008_(Final).doc

Schedule of Meetings:

Date	Location	Type of Meeting	Agencies to attend

Actions outstanding from Response Phase:

Date	Outstanding Actions from Response Phase	Risks Identified?	Agency Responsible	Date to be completed	Date Completed

Notes

Key short term recovery priorities:

Date	Short Term Recovery Priorities	Risks Identified?	Agency Responsible	Date to be completed	Date Completed

Notes

Key Medium Term Priorities:

Date	Medium Term Recovery Priorities	Risks Identified?	Agency Responsible	Date to be completed	Date Completed

Notes

Key Long Term Priorities:

Date	Long Term Recovery Priorities	Risks Identified?	Agency Responsible	Date to be completed	Date Completed

Notes

Development of an Exit Strategy:

	Activities	Agency responsible
Identification of assistance required in the longer term		
A transition to business as usual to manage long term recovery activities		
Planning and reporting in the longer term		
Management of public information and communications		
Opportunities for communities to discuss unresolved issues and continue to participate in their recovery		
Changes to organisational arrangements including need for subcommittees and contact lists		
Learning from the event: debriefing and reviewing		

Notes

Appendix E: Suggested Terms of Reference for selected Task Groups and Subtask Groups

SOCIAL (or WELFARE) TASK GROUP

Date

Event and date of event

Chair:

Ministry of Social Development/Work and Income

Objective:

To co-ordinate the welfare and social recovery effort.

Reports to:

Recovery Manager

Terms of Reference:

1. To co-ordinate relevant agencies to provide welfare and social services to all people in the affected communities.
2. As required, to establish one-stop-shops accessible to those affected.
3. As required, establish mobile inter-agency teams.
4. To enable the affected people and communities to return to a state of full self-management.
5. To conduct regular follow-up reviews with disaster victims to ensure on-going/long-term support needs are met.

Possible Members:

The *Nelson Tasman CDEM Group Welfare Plan* provides that in the recovery phase a Welfare Coordinator will be appointed. This person will be the Operations Support Manager from Work and Income.

Other possible representatives on the committee would be: Housing NZ, Child Youth and Family, Inland Revenue, Accident Compensation Corporation, Ministry of Education, District Health Board, Ministry of Civil Defence and Emergency Management, Emergency Management Office, Iwi, Salvation Army, Red Cross, Victim Support, Citizens Advice Bureau, SPCA.

Likely tasks:

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

LIFELINES SUBTASK GROUP

Date

Event and date of event

Chair:

Lifelines Co-ordinator, when appointed

Objective:

To co-ordinate the infrastructure recovery effort and establish priorities for reconstruction/recovery of infrastructure and lifelines considering mitigation opportunities.

Reports to:

Recovery Manager

Terms of Reference:

1. To co-ordinate and report on the progress being made to repair and reinstate or replace the infrastructure for lifelines in affected areas. This will include:
 - Determination of infrastructure recovery priorities
 - Identification of interdependencies amongst infrastructure/utilities
 - To establish contacts between utilities and contractors
 - Consideration of road access within and around the affected area(s)
 - Feedback mechanisms established
2. To recommend any necessary priorities or other support required ensuring the timely completion of the recovery work and minimisation of future risks to vulnerable utilities.
3. To provide information for situation reports, media releases and reports on infrastructure matters to central government.

The work of this group could be limited to an overview of roading and stop banking repair work if it is a flood situation. Other lifelines such as power or telephone need to be addressed if disrupted by the incident/emergency.

Possible members:

Tasman District Council, Nelson City Council, Transit NZ (via Opus), Network Tasman, Transpower, Telecom (and other communications companies as required), contractors, Institute of Professional Engineers, Contractors Federation, Road Transport Association.

Likely tasks:

✓	To:
	evaluate extent of damage
	evaluate estimated time to restore services
	evaluate cost of damage
	address insurance issues
	generally co-ordinate the status and repair of transport systems and the restoration of other lifeline services
	work closely with the National Lifelines Co-ordinator to achieve best practical processes are in place
	work with relevant national bodies to assist recovery process (eg, LTNZ etc)
	consider mitigation opportunities in reconstruction

RURAL SUBTASK GROUP

Date

Event and date of event

Task Group Chair:

MAF Recovery Facilitator

Objective:

To co-ordinate the rural recovery effort and establish priorities for the rural sector considering mitigation opportunities.

Reports to:

Recovery Manager

Terms of Reference:

1. To coordinate and support all agencies involved in the recovery and reinstatement of the rural sector (people and property).
2. To coordinate the initial survey and assessment of damage and cost in support of application to central government for financial assistance.

Likely members:

In past emergencies the Ministry of Agriculture and Forestry has appointed Agricultural and Forestry Recovery Facilitators in disaster-affected areas. Such appointees would be key points of contact for the recovery effort in rural areas. Aside from MAF, other representatives from this sector might include Top of the South Rural Support Trust, Federated Farmers, Horticulture and Viticulture sector representatives, Fonterra, Department of Conservation, Iwi, NZ Veterinary Association, banks and Tasman District Council.

Likely tasks:

✓	To:
	continue to dispose of dangerous/hazardous material (if not already completed in response)
	continue to process and dispose of rubble, trees and other debris, excavation, transport, dumping sites, recycling (if not already completed in response)
	address insurance issues
	consider mitigation opportunities in reconstruction
	restore agricultural production
	reserve feed supplies unavailable locally – coordination of recovery experts may be necessary
	provide technical assistance – eg, drought recovery strategies

	coordinate rural impact assessment
	provide advice on animal welfare
	co-ordinate movement of animals and feed
	liaise with all stakeholders
	provide Welfare Advisory Group with information on the wellbeing of the rural community

ECONOMIC TASK GROUP

Date

Event and date of event

Task Group Chair:

Economic Development Agency (EDA)

Objective:

To co-ordinate the efforts of agencies involved in the restoration of economic recovery.

Group reports to:

Recovery Manager

Terms of Reference:

1. To coordinate an economic impact study of the area(s) affected that identifies the impact on all sectors of the community.
2. To coordinate and support key agencies in determining and responding to the economic impacts.
3. To support requests to central government for financial assistance and to identify future impacts and potential areas for further assistance and planning.
4. To form sub-committees as required for particular sectors – eg, a recovery plan for the tourism sector.

Possible members:

Economic Development Agency, Nelson Chamber of Commerce, Latitude Nelson, Fishing industry representative (e.g., Seafood Cluster), Forestry industry representative, Trade and Enterprise New Zealand, Ministry of Economic Development, NZ Insurance Council, EQC, Work and Income, Inland Revenue.

Likely tasks:

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

Appendix F: Joint Mayoral Relief Fund / Donated Goods Media Release

Draft Media Release

The impact of the disaster in the Nelson Tasman region is going to require significant resources and support to enable the communities impacted to recover.

A Nelson Tasman Joint Mayoral relief fund has been established to receive donations from the community and throughout the country. We are now seeking donations to the fund.

Donations of money are the most effective method for assisting the community at this difficult time.

At this stage, the public is requested to not send goods such as blankets, household goods, or clothing.

Civil Defence Emergency Management staff advise that there is not currently a need for these items beyond supplies already held.

In fact, sending goods at this stage will also result in a storage and sorting issue.

Should items such as food and clothing be needed at a later point, a specific request for donations will be made and a collection system established.

Donations of cash to the Joint Mayoral relief fund are very welcome and will be used for the direct benefit of the affected communities.

You can make your donation by **(SPECIFY DETAILS – EG BANK)**

Ends

For further information contact **(INSERT)**

Appendix G: Recovery Update Report Template

Recovery Update #XX and date

Name and date of event

Date of report

Background

Detail a brief background of the emergency event/disaster including:

1. *What (weather, flood etc...)*
2. *When (dates and times if relevant)*
3. *Declarations made (when made and when lifted)*

Recovery Contact Details and Structure

Nelson Tasman Group Recovery Contact details

- *List all contact details for the Group recovery manager.*
- *Provide details of the recovery structure that is being/is established.*
- *Detail when recovery manager was appointed and when recovery process began.*

SITUATION

Group Wide

- *A statement from the Group Recovery Manager outlining the current high-level situation in Nelson Tasman.*
- *Key priorities for Group in next days/weeks/months (depends on frequency of report)*
- *Key concerns (if applicable)*

Local impact

- *Provide updates for affected localities – eg Nelson, Golden Bay, Murchison etc (if recovery activity underway) as to key issues and key priorities and concerns for the upcoming days/weeks/months (depends on frequency of report)*

HOUSING

Include comment and figures on all residential housing issues and other building damage that is significant. Ensure that updates are provided each report so readers can determine how many people are back in their homes. Include comment on the process where this adds value to the reader.

Example:

Scott – Housing Inspection Update as at 21 May 2005

Flood/landslip/ debris affected homes	
Number of homes inspected	93
No. homes inspected and uninhabitable	86
Unsafe (can't enter due to structural damage)	47
Can be repaired	Unsure
Can't be repaired	Unsure

Note: This represents 24.5% of properties in the Scott community.

The main concentration of urban flooding has occurred in the Wideangle, Peak Point and Billings suburbs. These residential properties are being visited by a team of health inspectors who are undertaking sanitary assessments. 106 unsanitary notices have been served so far. These are homes that will require up to six weeks for drying out and decontamination.

Example:

Building Inspections - Scott

	26 July	2 August	9 August
Number of properties listed with flood-related problems	179	182	182
Number of the above still on the "active" database	179	182	182
Properties with Uninhabitable (Dangerous) Notices	24	24	24
Properties with "At risk" notices	22	24	23
Properties with "Unsanitary" notices	78	81	81

WELFARE ISSUES and RESPONSE

Evacuation/Displacement Details

Include information about people who are displaced and where they are accommodated. Note whether this is emergency accommodation (eg. marae, hotel) or temporary accommodation (longer term rental). Where possible include information about how long people will be out of their houses for.

Example:

Self-evacuees are still presenting themselves at Council to register for welfare support and assistance.

The major problem facing welfare and housing agencies is the lack of short and long term rental accommodation for evacuees. As a tourist centre it is always difficult to find rental accommodation in Scott. A long weekend coming up and the Lions Tour will contribute significantly to this problem.

1.0 Scott – Emergency accommodation 22 May	
Marae	14
Hotel/Motel	21
2.0 Scott – Temporary accommodation 22 May	
Total remaining in temporary accommodation	
▪ Known individuals	232
▪ Households	32

Community support response

General

Include a statement about all efforts and actions being undertaken by responding agencies to support the community.

- *Include any issues such as:*
- *Property visits*
- *Community meetings/public meetings*
- *Community events/street parties*
- *Council open days*
- *Radio and print advertisements regarding assistance available*
- *Information about school/education facilities closures/issues*
- *Rates relief (if relevant)*

Service Delivery

Provide detail about the actions of responding non-government and government agencies – note where they are working together and what is being done.

You can include information provided by local government agencies such as numbers of people seen, calls to help-lines, payments etc... This information will also be collected at national level.

Insurance/EQC

Provide any details known about insurance, non-insurance, response from insurance agencies and EQC response.

Mayoral Relief Fund

Provide any details known about Mayoral Relief Funds (if applicable).

INFRASTRUCTURE**Roading Infrastructure**

Include details about all roading issues and related costs where known.

Example:		
	19 Jul 07	26 July
Estimated costs for FNDC roads	\$6m	\$5.5m
Estimated costs for Transit road	(Estimate only awaiting information from Transit) \$5m	\$0.5 – \$1.0m
There is one road still closed but George District Council is working with the (five) affected householders on access and welfare issues.		

Utilities Infrastructure

Include details about all infrastructures as listed below.

Railway Infrastructure**Power services****Telecommunications****Water and Sewerage****Council and Community Services****NATURAL ENVIRONMENT**

Include information about damage to and costs to the natural environment such as council land and Department of Conservation estate

Example:		
	19 July 07	26 July
Estimated costs of repairs to Council parks and reserves	\$1.3m	\$1.3m
Estimated costs of repairs to DoC parks and reserves	TBA	\$20,000

RURAL

Provide information about all responses occurring in the Rural Sector (if applicable). Include actions being taken by agencies, activities such as shed meetings for farmers, and any issues arising. If loss to the rural sector is known include it here. This section should be consistent with the MAF Rural Coordinator's reporting, if such a person has been appointed.

Enhanced Task Force Green

Include information about any Enhanced Task Force Green activities (if relevant).

ECONOMIC

Include any overall statements about economic impacts if known. If known detail the cost to council/s of the event/recovery actions to date.

Example:

Current estimates are that 400 businesses may have been affected, with their total losses estimated at \$6.0m. These figures include farms. There will be a multiplier effect on the wider economy which could amount to a further \$12m. Consideration is being given to a regional economic impact assessment.

Total costs for North Scott City Council are estimated in the range \$39.6m - \$45.1m. This is lower than the figure last reported because of a reduction in estimated damage to Transit roads.