

Agenda for a meeting of the Policy & Regulatory Committee to be held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **TUESDAY 19 MARCH 2019** commencing at **9.00am**.

*Information and recommendations are included in the reports to assist the Committee in the decision making process and may not constitute Council's decision or policy until considered by the Committee.*

**1. APOLOGIES AND LEAVE OF ABSENCE**

**2. CONFIRMATION OF STATUS OF AGENDA**

**3. DISCLOSURES OF INTEREST**

**4. CONFIRMATION OF MINUTES**

Meeting held on Tuesday 19 February 2019 2

**5. REPORTS**

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| 5.2 | Joint Committee Minutes and Emergency Management Update            | 40     |
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| 5.4 | Chief Executive's Business Plan                                    | 143    |
| 5.5 | District Licensing Process   | verbal |
| 5.6 | Delegated Resource Consent Approved for the month of February 2019 | 153    |

GJ Ion  
**CHIEF EXECUTIVE**

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### **Open Meeting**

<b>To</b>	Policy & Regulatory Committee
<b>From</b>	Gavin Ion Chief Executive
<b>Date</b>	20 February 2019
<b>Prepared by</b>	Wanda Wright Committee Secretary
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318
<b>Report Title</b>	Confirmation of Minutes

### **1. EXECUTIVE SUMMARY**

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To confirm the minutes of a meeting of the Policy & Regulatory Committee held on Tuesday 19 February 2019.

### **2. RECOMMENDATION**

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**THAT the minutes of a meeting of the Policy & Regulatory Committee held on Tuesday 19 February 2019 be confirmed as a true and correct record of that meeting.**

### **3. ATTACHMENTS**

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P&R Minutes

**MINUTES** of a meeting of the Policy & Regulatory Committee of the Waikato District Council held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **TUESDAY 19 FEBRUARY 2019** commencing at **11.30am**.

**Present:**

Cr JD Sedgwick (Chairperson)  
Cr AD Bech  
Cr JA Church  
Cr DW Fulton  
Cr JM Gibb [*from 11.32am*]  
Cr SL Henderson  
Cr SD Lynch  
Cr RC McGuire  
Cr FM McInally  
Cr BL Main  
Cr EM Patterson  
Cr NMD Smith  
Cr LR Thomson [*from 11.35am*]

**Attending:**

Mr T Whittaker (Chief Operating Officer)  
Ms S O’Gorman (General Manager Customer Support)  
Mr I Cathcart (General Manager Service Delivery)  
Mrs W Wright (Committee Secretary)  
Mr W Hill (Consents Team Leader)  
Ms E Makin Consents Team Leader – East)  
Mr J Wright (Senior Planner)

**APOLOGIES AND LEAVE OF ABSENCE**

**Resolved: (Crs McInally/Main)**

**THAT** an apology be received from His Worship the Mayor;

**AND THAT** an apology for lateness be received from Cr Gibb.

**CARRIED on the voices**

**P&R1902/01**

**CONFIRMATION OF STATUS OF AGENDA ITEMS**

Resolved: (Crs Church/Lynch)

**THAT** the agenda for a meeting of the Policy & Regulatory Committee held on Tuesday 19 February 2019 be confirmed and all items therein be considered in open meeting;

**AND THAT** all reports be received.

**CARRIED on the voices**

**P&R1902/02**

**DISCLOSURES OF INTEREST**

There were no disclosures of interest.

**CONFIRMATION OF MINUTES**

Resolved: (Crs Bech/Lynch)

**THAT** the minutes of a meeting of the Policy & Regulatory Committee held on Tuesday 20 November 2018 be confirmed as a true and correct record of that meeting.

**CARRIED on the voices**

**P&R1902/03**

Cr Gibb entered the meeting at 11.32am during voting on the above item.

**CONFIRMATION OF HEARING MINUTES**

Resolved: (Crs Church/Bech)

**THAT** the minutes of a hearing for 2018 Amendments to 2011 Speed Limit Bylaw held on 12 December 2018 be confirmed.

**CARRIED on the voices**

**P&R1902/04**

**RECEIPT OF HEARING MINUTES**

Resolved: (Crs Main/Lynch)

**THAT** the minutes & decision of a hearing for TI Bawden held on 23 August 2018 be received.

**CARRIED on the voices**

**P&R1902/05**

**RECEIPT OF DOG HEARING MINUTES****Resolved: (Crs Gibb/Thomson)****THAT the minutes and decision of a hearing for the Objection to Menacing Classification – Roxanne Wrigley held on Wednesday 21 November 2018 be received.****CARRIED on the voices****P&R1902/06**

Cr Thomson entered the meeting at 11.35am during voting on the above item.

**RECEIPT OF RMA HEARING MINUTES****Resolved: (Crs Lynch/McGuire)****THAT the minutes and decision of a hearing for Mainland Poultry Limited held on Monday 17 December 2018 be received.****CARRIED on the voices****P&R1902/07****REPORTS**Delegated Resource Consent Approved for the months of November and December 2018 and January 2019

Agenda Item 6.1

The report was received [*P&R1902/02 refers*] and discussion was held.Summary of Applications Determined by the District Licensing Committee October – December 2018

Agenda Item 6.2

The report was received [*P&R1902/02 refers*] and discussion was held.2019 Meeting Calendar

Agenda Item 6.3

The report was received [*P&R1902/02 refers*].

Chief Executive's Business Plan

Agenda Item 6.4

The report was received [P&R1902/02 refers].

There being no further business the meeting was declared closed at 11.48am.

Minutes approved and confirmed this                      day of                      2019.

Cr JD Sedgwick  
**CHAIRPERSON**

### **Open Meeting**

<b>To</b>	Policy & Regulatory Committee
<b>From</b>	Sue O’Gorman General Manager Customer Support
<b>Date</b>	11 March 2019
<b>Prepared by</b>	Angela Parquist
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318
<b>Report Title</b>	Report – Civil Defence Emergency Management Local Welfare Committee Plan

## **I. EXECUTIVE SUMMARY**

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The purpose of this report is to present a draft document entitled “Civil Defence Emergency Management Local Welfare Committee Plan” (attached) which identifies our current capability and our history. This report will raise awareness of what is occurring in this space and we are also seeking any feedback committee members may wish to provide.

The plan provides a detailed description of the roles and responsibilities of the Local Welfare Committee, Welfare Managers at Waikato District Council and responsible agencies.

The plan outlines the nine sub-functions of welfare that agencies are required to deliver during an emergency to the community and acknowledges general functions not unique to specific agencies.

Once this plan is endorsed as our current baseline, the next steps will be to better realign this plan and approach with our new values, vision and principles which will acknowledge that emergency management is integrated into our business.

## **2. RECOMMENDATION**

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**THAT the report Civil Defence Emergency Management Local Welfare Committee Plan be received.**

This plan provides for the structure and operation of a local welfare committee for the Waikato district. We have previously undertaken to establish a committee but have met challenges that have required us to reconsider our approach. The establishment of a Local Welfare Committee (LWC) began well in 2014 but maintaining interest and engagement of agencies has proven extremely difficult due to the size of the district and the lack of clarity around welfare agency capability and competency within our communities.

Reliance on national agencies at a local level is not realistic and partnering with Waikato representatives to identify other agencies will drive LWC formation. The reality of any Local Welfare Committee supporting our welfare objectives is that it needs to represent communities in both the north and the south of the district. This means that a traditional structure of one Local Welfare Committee for our district does not meet the needs of all our communities.

Most agency boundaries do not align with council boundaries and during an event it is imperative that the right relationships are established to support the affected area. Time needs to be committed to this area of work and it must be a priority for our Welfare work programme.

While this Local Welfare Committee plan outlines how the group will operate including the concept, principles and terms of reference for the group, we still need to build a strong and operationally capable committee. Our primary goal, identified in the plan, is to design an engagement plan that identifies all potential local welfare agencies and preferred approach to deliver welfare to the north and south of the District. Additionally in support of the committee we will work toward:

- An understanding of our isolated communities and vulnerabilities
- Development of a coordinated approach to engaging and maintaining a relationship with Community Response Groups
- Development of innovative and creative communication solutions to communicate with agencies
- And develop operational process to support the activation of the Local Welfare Committee

### **3. ATTACHMENTS**

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- *Waikato DC Local Welfare Committee Plan*



# Waikato District Council Emergency Management



## Local Welfare Committee Plan 2019-2022

Local Welfare Manager  
Waikato District Council Local Welfare Committee  
Phone: 0800 492 452  
Email: [civil.defence@waidc.govt.nz](mailto:civil.defence@waidc.govt.nz)

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# 1 Introduction

Welfare services response is a coordinated action undertaken by government and non-government agencies and organisations, of which some are voluntary, to ensure individuals/whanau and communities affected by an emergency are supported to be able to cope with the event in the best possible way under adverse circumstances. It is important that in such times, those affected have timely access to welfare services support including shelter, food, clothing, financial assistance, psychosocial support, advice, shelter and accommodation.

*The Civil Defence Emergency Management Act 2002 under Section 9<sup>1</sup> "Powers of Director" states "the provision of other services necessary to restore community services and provide for welfare of the public." Under Section 85(1) (d) "Emergency powers of Civil Defence Emergency Management Groups" states "provide for the relief of distress, including emergency food, clothing, and shelter."*

Welfare works across the 4R's<sup>2</sup> (Reduction, Readiness, Response, and Recovery) of the emergency management continuum in support of people and the sustainment of resilient communities. Successful delivery of welfare requires prior understanding of risks and community vulnerabilities in order to adequately reduce the risk, prepare for, respond to and recover from an emergency. This can only be achieved if welfare services arrangements are well planned and strong relationships amongst stakeholders are developed before an event during reduction and readiness to result in a very well-coordinated response and recovery.

- **Reduction** means identifying and analysing long-term risks to life and property, taking steps to eliminate these risks if practical, and, if not practical, reducing the magnitude of their impact and the likelihood of their occurring.
- **Readiness** means developing operational systems and capabilities before an event happens, including self-help and response programmes for the general public, and specific programmes for emergency services, lifeline utilities, and other agencies.
- **Response** means actions taken immediately before, during, or directly after an emergency to save or protect lives and property, and to bring the consequences of the emergency to a point of stability that allows recovery to take over.
- **Recovery** means the coordination efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration of a community following an emergency.

## 2 Hazards

An understanding of hazards and the impact on vulnerable communities is critical. The Risk Registers describes a range of hazard scenarios, the likelihood and consequences of each hazard and an

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<sup>1</sup> Civil Defence Emergency Management Act 2002

<sup>2</sup> The New Zealand Coordinated Incident Management System (CIMS) 2<sup>nd</sup> edition – Safer communities through integrated emergency management

overall risk rating. The Waikato District Local Welfare Committee Plan should be read in conjunction with the Risk Registers to get a better understanding of the impact of hazards on vulnerable communities.

### 3 Response Principles<sup>3</sup>

The response aims to manage the consequences of hazards, support the affected communities, and establish the basis for recovery. Welfare response should be in line with CDEM response principles in support of the CDEM response. Common response objectives that provide guidance to responders as listed in The New Zealand Coordinated Incident Management System (CIMS) 2nd edition. They are not listed in priority order, and vary depending on the incident:

- Preserve life
- Prevent escalation of the emergency
- Maintain law and order
- Care for the sick, injured and dependant
- Provide essential services
- Preserve governance
- Protect assets, including buildings and their contents
- Protect natural and physical resources
- Provide animal welfare, and
- Preserve economic and social activity

### 4 Local Welfare Plan

The purpose of the Local Welfare Plan is to enable a coordinated approach to welfare services support for both people and animals in the Waikato DC area following an emergency event.

### 5 Waikato District Local Welfare Committee

Members of the Waikato DC Local Welfare Committee are responsible, through the combined resources within their respective agencies across all 4Rs. These responsibilities include:

- establishing welfare protocols to ensure consistent delivery of welfare;
- acting as an advisory, response and coordination group as required in an emergency or disaster situation;
- assisting with the identification and engagement of vulnerable communities to ensure appropriate emergency welfare support is provided;
- providing appropriate support and guidance in the recovery phase through liaison with the Recovery Manager;
- assisting in the identification and mitigation of multi-agency gaps in CDEM welfare and recovery planning and resources;

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<sup>3</sup> The New Zealand Coordinated Incident Management System (CIMS) 2<sup>nd</sup> edition Safer communities through integrated emergency management

- assisting in the identification and mitigation of individual agency gaps in CDEM welfare and recovery planning and resources; and
- ensuring that all mitigations to gaps are implemented and maintained within and across agencies.

## 6 Objective

The objectives of the Waikato District Local Welfare Committee are to carry out coordinated activities across the 4Rs to provide for the needs of people affected by an event or disaster.

## 7 Principles

The principles applying to the delivery of welfare services during an emergency event are:

- recognising the diverse and dynamic nature of communities;
- strengthening self-reliance as the foundation for individual, family, whaanau and community resilience;
- ensuring that emergency welfare services address the specific welfare needs of individuals, families, whaanau and communities;
- ensuring flexibility in the services provided and how they are best delivered; and
- integrating and aligning with local arrangements and existing welfare networks.

## 8 Professional Development

Professional development enables people involved in the application of CDEM to perform their roles across the wide range of activities that make up civil defence emergency management. It is dependent on and supported by the organisation's vision, objectives, operational systems, and processes.

The professional development of welfare staff in a civil defence environment is critical. Although most of the agencies involved are already engaged in social development as part of their business as usual it is still crucial that training and exercises develop staff to be able to engage in a civil defence environment. This will enable staff to work in different roles in the welfare environments. The Welfare Roles and Responsibilities (CDC and EOC) policy was developed to formalise the appointment process of Welfare positions and identify the commitment and expectations including the training.<sup>4</sup> The welfare professional development plan is a separate document that will cover the training and development path to enable staff to work in a Coordination Centre (CC) and Civil Defence Centre (CDC).

It is important to acknowledge the training and experience of staff representing other welfare services agencies when they are appointed in key positions in the welfare services environment.

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<sup>4</sup> Welfare Roles and Responsibilities (CDC and EOC) – October 2015

## 9 Roles and Responsibilities<sup>5</sup>

### 9.1. Chair of Local Welfare Committee

The Local Welfare Manager is appointed by the Waikato DC and employed by Waikato DC and also acts as the Chair of the Local Welfare Committee.

The chair of the Local Welfare Committee is tasked with ensuring the committee is able to support an effective, coordinated and integrated welfare response. Sound relationships with key welfare services agencies, stakeholder groups and the Local Controller are pivotal to this role.

#### Reduction and Readiness

- Chair the Local Welfare Committee.
- Participate in setting Local Welfare Committee activities in the CDEM work programme and associated budget process.
- Participate in projects identified by Local Welfare Committee.
- Liaise with relevant local welfare services agencies to ensure response capability and capacity and continue to promote the active engagement of members and the identification and recruitment of new members as agreed by Local Welfare Committee.
- Give Local Welfare Committee members advice and guidance as required in the development of their own procedures and participation in a welfare response.
- Maintain a strategic oversight of the welfare function across the local area during readiness and response.
- Provide strategic leadership on the establishment and maintenance of the local welfare function to the Waikato DC Emergency Management Leadership Team, welfare stakeholders and local welfare functions.

#### Response and Recovery

- Chair the Local Welfare Committee in support of the coordination of the welfare function.

### 9.2. Local Welfare Managers

The local welfare manager is responsible for coordination of the delivery of welfare services during an emergency at local level. The local welfare manager is the principal advisor to the local controller. Pre-emergency, they are responsible for providing input on welfare-related reduction measures and coordination of welfare services readiness. The Welfare Roles and Responsibilities Policy (CDC and EOC) include the position description of the local welfare manager and the allocation of tasks that related to the local welfare manager and the local council.<sup>6</sup> A summary of the responsibilities include the following:

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<sup>5</sup> Welfare Services in an Emergency Director's Guideline for Civil Defence Emergency Management Groups [DGL11/15] – October 2015

<sup>6</sup> Welfare Roles and Responsibilities Policy (CDC and EOC) – October 2015

- Fulfil the role of Local Welfare Manager under the Civil Defence Emergency Management Act 2002 and will lead the local welfare response to emergencies<sup>7</sup>.
- Provide support by managing the coordination of an emergency in the Emergency Coordinating Centre.
- Assume the role of Local Welfare Manager under the Civil Defence Emergency Management Act 2002 including leading the CDEM Group response to emergencies
- Support CDEM activities across the spectrum of reduction, readiness and recovery and operational readiness across the local authority.

### 9.3. Welfare Services Agencies

Additional to the welfare services functions and responsibilities as stipulated in the National CDEM plan there are also general responsibilities that are not unique to an agency. Below are the responsibilities of Welfare services agencies during the different phases of an event.

#### Reduction and readiness

- Foster effective communication linkages between CDEM and other welfare services agencies.
- Attend all meetings or arrange for deputies to attend.
- Ensure that shared, or obtained information, is treated in a confidential manner and utilised only to meet the approved Local Welfare Committee objectives.
- Follow up action items (including the delegation of tasks to other members).
- Contribute technical expertise and resources to maintain an effective group and response capability.
- Champion welfare projects with other welfare services agencies and within your own organisation.
- Provide to the members (and wider group if necessary) relevant information or reports that may be useful for welfare project purposes.
- Participate in projects and planning that will enhance the resilience of the Waikato District local CDEM area.
- Advocate the importance of welfare in civil defence to the community.
- Coordinate with other local welfare committees and ensure ongoing awareness of benefits.

#### Response and recovery

- Provide timely services and information on those services to affected communities.
- Identify strategies and actions to support effective coordination of services, and monitor and report to the responsible agency for the relevant welfare sub-functions on welfare issues and activities.
- Establish regular communication and reporting lines within their local area.
- Support the welfare functions with additional personnel at national, regional and local levels where identified and practicable.

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<sup>7</sup> The definition of 'emergency' as in the CDEM Act 2002 applies.

The duration of response and recovery period depends on the impact of the event. It is important to note that all agencies will not be able to deliver the full extent of their dedicated sub-functions through the period due to capability and other factors. This needs to be considered as part of the planning process.<sup>8</sup>

## 10 Welfare Services Agencies Sub-Functions

Welfare services are grouped into welfare sub-functions with welfare services agencies responsible for these functions. The sub-functions include:<sup>9</sup>

- **Registration** – collect information from and on people who have been affected by an emergency (information collected will assist with identifying immediate needs)
- **Inquiry** – to allow responding agencies to identify people who have been affected by an emergency, and to assist family, whanau and friends to make contact with each other.
- **Needs assessment** - assist with meeting immediate and ongoing welfare needs, and coordinate the actions required to meet those needs, in an integrated and flexible way.
- **Care and protection services for children and young people** – the delivery and coordination of statutory care and protection services to those children and young people who have been identified (after registration) as being separated from their parents or guardians during an emergency.
- **Psychosocial support** – support following an emergency involves focusing on the psychological and social interventions that will support community recovery.
- **Household goods and services** – the coordination of the provision of household goods and services and other essential items (including food, water, groceries, medication, cooking fuel, clothing, bedding, sanitation, and pet food) to people who have been displaced or who are sheltering in place.
- **Shelter and accommodation** – provision of shelter and accommodation for people who have been displaced from their normal dwellings during and after an emergency.
- **Financial assistance** – the provision of information on, and access to, the range of financial assistance available to people affected by an emergency.
- **Animal welfare** – coordination of the provision of animal welfare (including rescue, shelter, food, water, husbandry, veterinary care and other essentials) for all animals, including companion animals, production animals, animals in research, testing and teaching facilities, zoo and circus animals, and wildlife.

Agencies responsible could establish sub function groups if required to coordinate supporting agencies during business as usual in support of projects. Example District Health Board (DHB) responsible for Psychosocial Support as the agency responsible could work on projects with Ministry of Health (MoH), MSD, Ministry for Primary Industries (MPI), Te Puni Kōkiri (TPK), NZ Red Cross, The Salvation Army and Victim Support. Agencies responsible and supporting agencies responsible for welfare sub-functions are illustrated in appendix A.

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<sup>8</sup> Action Plan CDEM Group Welfare Coordination Group Welfare (Response and Recovery) – November 2015

<sup>9</sup> National Civil Defence Emergency Management Plan Order 2015 – 2 June 2015



# 11 Relationships

## 11.1. Functional Relationships

- Welfare Coordination Group.
- Any other local agencies that can contribute to welfare response and recovery.

## 11.2. Civil Defence Emergency Management

The Waikato DC Local Welfare Committee works closely with the Local Welfare Manager to ensure that the work undertaken is integrated and works to improve disaster management systems for the area.

Projects will be submitted by the Local Welfare Manager to the Local Welfare Committee to prioritise as a potential project as part of the committee Business Plan.

The Community Resilience Coordinator consults with the Local Welfare Committee annually to address the Waikato DC Local Welfare Committee Business Plan needs and provide advice and support as to where gaps exist in local emergency welfare planning.

The role of Local Welfare Committee is to provide an advisory and coordination role to the Community Resilience Coordinator during Reduction and Readiness. However, during these phases the Local Welfare Manager will be responsible to ensure the relationship is maintained between the Community Resilience Coordinator and Local Welfare Committee and the activities of local welfare services agencies are coordinated.

During response and recovery the Local Welfare Committee will meet as required and as agreed by the Local Welfare Manager. The aim of the committee is to set up and maintain centralised welfare communications, coordination and monitoring at local level to ensure that there is a pro-active, centrally managed response to civil defence emergencies. This will facilitate the effective response of welfare services agencies and the CDEM group.

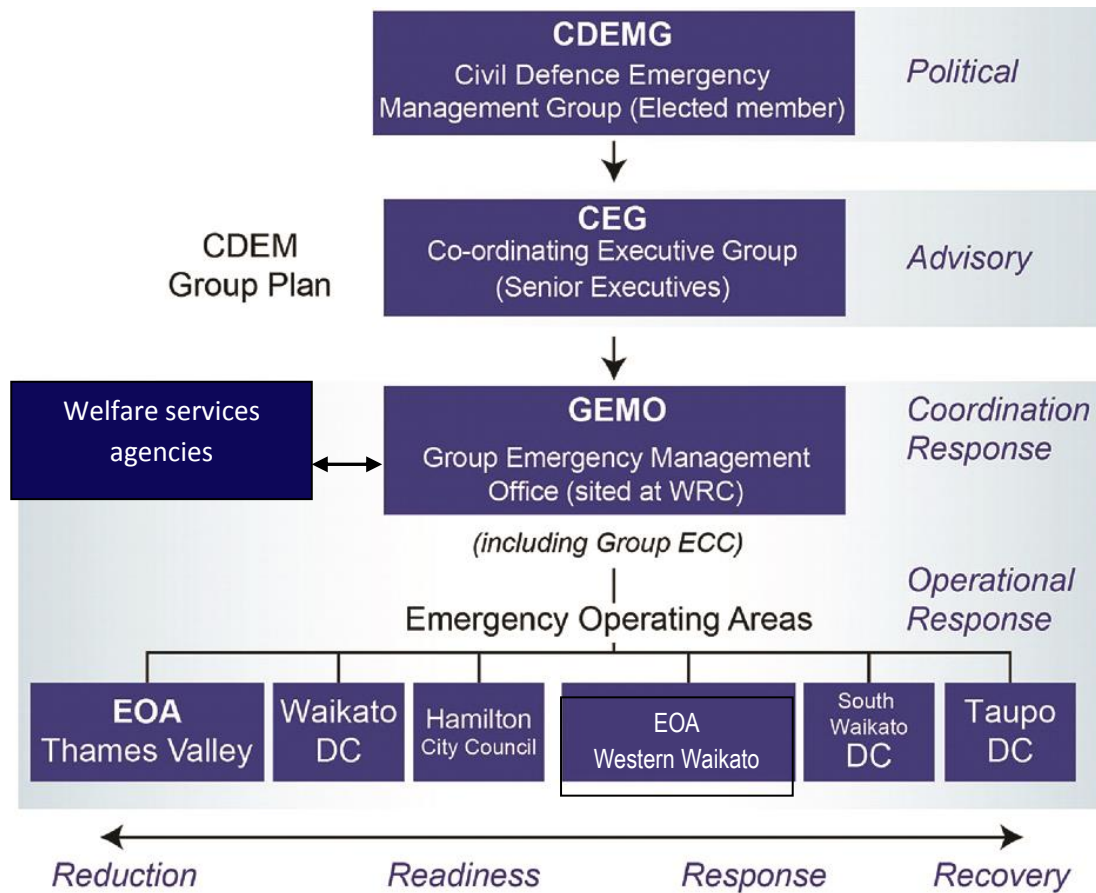


Figure 1: The Waikato Region CDEM Group Model

## 12 Local Welfare Committee Expectations

Coordination of local level welfare services information and response is a key function of the chair of the committee. The Local Welfare Manager will perform this function and is responsible to coordinate welfare functions when an event occurs that requires a coordinated response.<sup>10</sup>

To support the local welfare coordination processes, welfare services agencies are expected to contribute the following information where possible:

- The scale and extent of event impact on vulnerable communities.
- The nature and locations of immediate actions that require the support of access and tasking prioritisation.
- Priority areas of response actions being undertaken.
- Alternative solutions available to support vulnerable communities where appropriate.
- Precautions and public information to be promulgated.
- Requests for support or specific information.

<sup>10</sup> Waikato Welfare Coordination Group Coordination Operational Protocols (Response and Recovery)

## 13 Membership

### 13.1. Members

The Local Welfare Committee is a group comprising community representatives from the territorial authority and local welfare services agencies and a range of government and non-government agencies as appropriate.

It is the aim of the Local Welfare Committee to maintain engagement with current Local Welfare Committee members and to identify and approach welfare services agencies that are currently non-members that could make a positive contribution. The intent of the Local Welfare Committee is to enhance the members' ability to deliver support to vulnerable communities during response and recovery.

To maintain momentum, knowledge and experience, members representing their territorial authority or local welfare services agencies should be strongly encouraged to serve as long as possible.

### 13.2. Membership Benefits

Members are involved through participating in quarterly meetings, receipt of Local CDEM material and an active participation in projects.

The outcome of active participation by local welfare services agencies has the following benefits:

- Access to best practice concepts and procedures for welfare services agencies.
- Access to research and outcomes, and ability to influence research topics. Options to assist/participate in research.
- Access to CDEM, to answer queries, participates in training and exercises.
- Strengthening the ability to identify mutual vulnerable communities.
- Assist compliance with the CDEM Act.
- Reduced costs through the coordinated development of outputs that would be expensive and less effective for welfare services agencies to develop individually.
- Reduced resource input and project timelines through access to the experiences of successful projects in other similar local areas and involvement with regional welfare services agencies and CDEM forums.
- Access to relevant activities such as workshops and exercises organised by the Local Welfare Committee, Welfare Coordination Group and Community Resilience Coordinator.
- Ongoing forums for regular contact and interaction with related sector agencies for the exchange of information, leading to improved coordination and planning, preparedness programs and other issues of common interest.

## 14 Funding

Funding for administration and projects is provided for by the local council.

Should any particular significant project be identified and approved by the Local Welfare Committee that exceeds the annual budget, the Emergency Management Coordinator will make an application to source extra funding.

The financial year for funding will run from 1 July to 30 June.

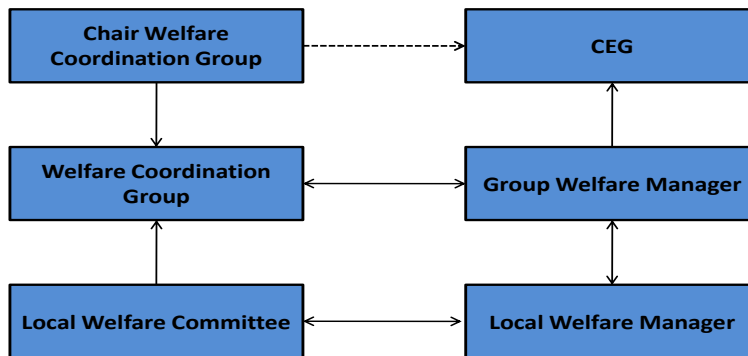
## 15 Structure and Approach

The role and mode of operation of the Local Welfare Committee can be summarised as follows:

- Organising the execution of specified projects which contribute to the welfare readiness and improve disaster preparedness planning for the local area.
- Informing and assisting welfare services agencies by providing best practice guidelines and latest developments from within the local area, Waikato region, New Zealand and overseas, and communicating through seminars, meetings and electronic media.
- Facilitating welfare coordination processes at a local level by providing regular interfaces between welfare members and with other stakeholder agencies.
- Motivating participants by providing analyses of local, regional and international incidents and disasters affecting welfare services agencies.
- Advocating the importance of welfare response and recovery to the community.
- Coordinating with other welfare services agencies, locally.

Draft for Consultation

## Reduction and Readiness



## Response and Recovery

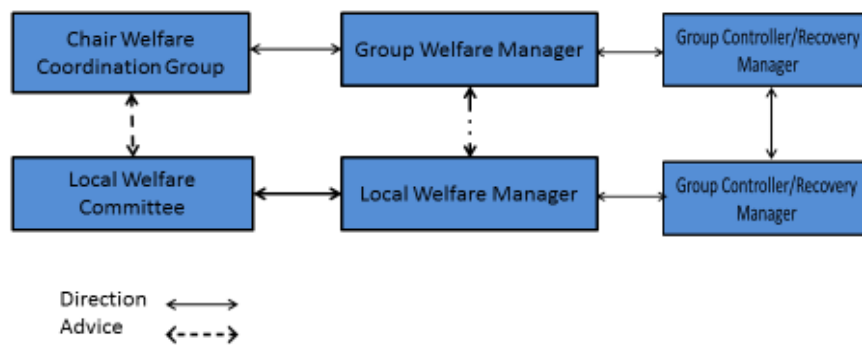


Figure 2: CDEM Welfare Relationships

### 15.1. Reporting Structure

The Local Welfare Committee will receive updates of current activities at the Local Welfare Committee meeting. Further information and communication may be made by the chair as required outside of the normal meeting times.

The Waikato DC Emergency Management Leadership Team will receive regular status updates from the Local Welfare Manager.

Report Owner	Topic	Submission to	Frequency
Local Welfare Manager/s	Welfare Work Programme status	Leadership Team	Monthly
Local Welfare Manager/s	Local Welfare Committee Updates	Leadership Team	Quarterly
Local Welfare	Post Exercise Reports and	Leadership Team	Quarterly

Manager/s	Corrective Action plans		
Welfare Team Leaders	Welfare team work Programme status and functional team updates	Local Welfare Manager/s	Quarterly

## 16 Local Welfare Committee Goals:

For the duration of this plan the Local Welfare Manager/s will undertake to:

- Design an engagement plan that identifies all potential local welfare agencies and preferred approach to deliver welfare to the north and south of the District
- Understand our isolated communities and vulnerabilities
- Develop a coordinated approach to engaging and maintaining a relationship with Community Response Groups
- Develop innovative and creative communication solutions to communicate with agencies
- Develop operational process to support the activation of the Local Welfare Committee

## 17 Variations

Any member may at any time propose a variation, deletion, or addition to this document by putting the wording of the proposed variation, deletion, or addition to a meeting.

The review of the Waikato DC Local Welfare Committee Plan will coincide with the year July to June every three years. Alterations to the Waikato DC **Local Welfare Committee** Welfare Plan will only be approved by a two-thirds majority of a meeting of members who vote in person and/or by email.

## Appendix A: Welfare Services Agencies

Welfare sub-function	Animal Welfare	Financial assistance	Shelter and Accommodation	Household goods and Services	Psychosocial support	Care and protection services for children and young people	Needs assessments	Inquiry	Registration	Sub-function engagement
Civil Defence Emergency Management										5
District Health Board										7
NZ Police										4
Min of Education										5
Dept of Corrections										1
Min of Social Development										4
St John										1
Min Primary Industry										5
Te Puni Kokiri										4
NZ Red Cross										6
The Salvation Army										5
Victim support										3
Child Youth and Family										1
NZ Defence Force										2
Min Business Innovation and Employment										2
Housing NZ										1
Inland Revenue										1
Accident Compensation Corporation										1
Earth Quake Commission										1
Federated Farmers										1
Community Based organisations										4
NZ Veterinary Association										1
NZ Companion Animal Council										1
SPCA										1
Ministry of Foreign Affairs and Trade										2
Employee assistance programmes										1
Local businesses										1
Commercial providers										1
Insurance Council of NZ										1
Local Authorities										5
World Animal Protection										1
Number of agencies	8	11	12	9	10	5	14	6	6	

Welfare services agencies responsible for welfare services sub-functions

Agency responsible	Support Agency
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\* Denotes CDEM as agency responsible.

- **Registration\*** - responsible for registering people who have been affected by an emergency and who may require emergency welfare services.
- **Inquiry** - MCDEM: as the agency responsible for the provision of the CDEM welfare registration system. CDEM Groups and local authorities: using the CDEM welfare registration system.
- **Needs Assessment\*** - collating and analysing the welfare needs identified and working with support agencies including community-based organisations and networks, to identify and deliver appropriately integrated services and information to address welfare needs.
- **Household Goods and Services\*** - to procure and coordinate the distribution of household goods and services. Environmental Health Officers to provide advice (including safety of water) and public health services (in support of Public Health Units) to the health and CDEM sectors and affected communities.
- **Shelter and Accommodation\*** - The principle role of CDEM Groups is to provide advice and coordinate the provision of shelter and emergency accommodation at the CDEM Group level. To provide access to buildings, land and other infrastructure and/or expediting regulatory approvals to ensure timely delivery of temporary accommodation solutions. To deliver shelter and emergency accommodation services.
- **Financial Assistance** – participate in a disaster relief fund trust (if this has been established in the region); and to manage and administer mayoral relief funds.
- **Animal Welfare** – to provide direct support service and coordination services to companion animal owners to assist with the care, relocation, and housing of companion animals and other animals, in response to an emergency.

### District Health Board (DHB)

\* Denotes DHB as agency responsible.

- **Inquiry** - Ministry of Health: agency responsible for patient registration; via contracts with DHBs, primary care, and ambulance services. DHBs/primary care/ambulance services: to ensure that patient management systems are maintained and available for inquiry purposes using the National Health Index (NHI) system (which allows interrogation and enables restricted information to be shared with agencies, such as Police, when requested).
- **Needs Assessment** - to coordinate a regional health service response, including health personnel, and the assessment of health and disability requirements and psychosocial support services.
- **Psychosocial Support\*** - To provide specialist public health, mental health, and addiction services along with referrals to non-government organisation providers. To provide general practice and primary care services.
- **Household Goods and Services** - to provide medication and other items to support primary care and pharmacies and public health units (PHUs) to provide advice resources and services for affected communities.
- **Shelter and Accommodation** - To link CDEM Groups or MBIE or both to DHBs (through the Public Health Units) for advice and information to manage any environmental health or communicable disease risks to public health associated with shelter, emergency accommodation, and temporary accommodation facilities.
- **Animal Welfare** - Medical officers of health and health protection officers will advise local authorities on the public health issues that may result from the death and disposal of animals.

### New Zealand Police (NZ Police)

\* Denotes NZ Police as agency responsible.



- **Inquiry\*** - is the agency responsible for a process to coordinate inquiries.
- **Needs Assessment** - to coordinate inquiries and provide information.
- **Care and Protection Services for Children and Young People** - As the agency responsible for a process to coordinate inquiries. Where inquiries have been made by responding agencies in relation to establishing contact between a child or young person and their family, whānau, or usual caregiver, and have not been successful, and the child's or young person's physical or mental wellbeing is, or is likely to be, impaired, Police will exercise their powers under section 48 (unaccompanied children and young persons) of the *Children, Young Persons, and Their Families Act 1989*.

### Ministry of Social Development (MSD)

\* Denotes MSD as agency responsible.

- **Needs Assessment** - to undertake assessments to determine eligibility for financial assistance and temporary accommodation for displaced persons.
- **Psychosocial Support** - to provide information and resources to help individuals, families, whānau, and communities to connect to psychosocial support providers.
- **Shelter and Accommodation** - To determine eligibility for temporary accommodation for displaced persons.
- **Financial Assistance\*** - is the agency responsible at both the national and CDEM Groups levels for the coordination of the financial assistance sub-function.

### Ministry of Primary Industry (MPI)

\* Denotes MPI as agency responsible.

- **Needs Assessment** - To identify needs on farms and in rural communities through Rural Support Trusts and other stakeholder networks. To identify animal welfare needs.
- **Psychosocial Support** - to fund Rural Support Trusts and other organisations to provide psychosocial support to rural communities (meaning farming families and primary producers) after an emergency that affects the primary industry sectors and that meets the Ministry's funding criteria.
- **Household Goods and Services** - to provide advice on food safety.
- **Financial Assistance** - Provide, after an emergency affecting primary industry sector Industries producers, on-farm relief that meets the Ministry's funding criteria. Depending on the scale of an adverse event, MPI may provide funding for: Rural Support Trusts and other agencies for recovery activities, appointment of Agricultural Recovery Facilitators, technical advice and meeting other costs.
- **Animal Welfare\*** - At the national and CDEM Group levels, the Ministry for Primary Industries (MPI) is the agency responsible for coordinating the provision of the animal welfare services sub-function for all animals, including companion animals, production animals, animals in research, testing and teaching facilities, zoo and circus animals, and wildlife, coordinating the planning for animal welfare in emergencies, and maintaining the Government's reporting and advisory capability on animal welfare in an emergency and will advise local authorities on the disposal of dead animals.

### Child Youth and Family (CYF)

\* Denotes CYF as agency responsible.

- **Care and Protection Services for Children and Young People\*** - At the national and regional levels, the Ministry of Social Development, through Child, Youth and Family, is the agency responsible for planning the delivery and coordination of statutory care and protection services to those children and young people who have

been identified (after registration) as being unaccompanied/separated from their parents, legal guardians, or usual caregivers during an emergency.

### Ministry of Education (MoE)

- **Inquiry** – to provide enrolment and other information (when legally able to do so) to police about the current location (and identify) of children and their families who have been affected by an emergency.
- **Care and Protection Services for Children and Young People** - To work with education providers to ensure continuity of care to children and young people at educational facilities during an emergency (a handover of care to Police, or another appropriate agency, will occur for those children and young people who cannot be reunited with their parent, guardian, or other approved person within a reasonable timeframe).
- **Psychosocial Support** - to support schools and early childhood providers during an emergency or traumatic incident by working alongside their traumatic incident teams of those schools and providers to assist them in responding to the emergency or incident and implementing an emergency response plan.
- **Shelter and Accommodation** - To link CDEM Groups/local authorities to appropriate school boards of trustees for advice, information and access to shelter or emergency accommodation options (buildings and landholdings).

### St John

- **Needs Assessment** - To coordinate the provision of ambulance personnel to support the regional health response to welfare needs, in consultation with Ministry of Health and DHBs.

### Te Puni Kōkiri (TPK)

- **Needs Assessment** - (national and regional offices) to work with other government agencies and CDEM Groups to facilitate and coordinate support to Māori who require assistance, and to engage with iwi, hapū, whānau, and Māori communities to ensure that their needs are met.
- **Care and Protection Services for Children and Young People** - (national and regional offices) To provide independent advice nationally/centrally to support iwi, hapū, whānau, and other Māori communities and, through its network of regional offices, work with local government authorities to reconnect tamariki and rangatahi who have become separated from their usual carers during an emergency.
- **Psychosocial Support** - to provide links to iwi, Māori providers (which can give psychosocial support and work with government agencies, local authorities, and CDEM Groups to ensure that Māori and others are supported) and to advise on the most appropriate cultural responses to support Māori affected by an emergency.
- **Shelter and Accommodation** - advice and assistance to CDEM Groups/local authorities to link to marae that can assist with shelter and emergency accommodation and manaakitanga (care and support), advice to the Ministry of Social Development so that appropriate assessments of needs are undertaken for temporary accommodation for displaced Māori, advice to MBIE so that appropriate matching and placement case management for temporary accommodation for displaced Māori are undertaken, and advice and assist MBIE to link with marae and appropriate marae trustees for advice, information and access to marae temporary accommodation options (buildings and landholdings).

### New Zealand Red Cross (NZRC)

- **Needs Assessment** - to provide trained NZRC personnel to support community-based needs assessment and outreach.
- **Inquiry** - To provide an international tracing facility through International Federation of Red Cross and Red Crescent Societies partners e.g. via Restoring Family Links (RFL); an international service operating during business as usual using social media, telephone directories, club directories, door-to-door visits, talking to neighbours etc.
- **Care and Protection Services for Children and Young People** - To support and supervise unaccompanied children during emergencies, as required, and to notify Police as soon as practicable.
- **Psychosocial Support** - to provide psychological first aid during emergencies, and ongoing psychosocial and bereavement support services as required throughout recovery.
- **Household Goods and Services** - to support the distribution of household goods and services.
- **Financial Assistance** – manage a national relief appeal and financial support services in the form of an independent relief or recovery cash grant process.

### The Salvation Army

- **Needs Assessment** - (With other faith-based organisations) to provide trained personnel to support community-based needs assessment and outreach.
- **Psychosocial Support** - to provide psychosocial support, including pastoral support, by trained teams.
- **Household Goods and Services** - to support the distribution of household goods and services, especially food, clothing and furnishing.
- **Shelter and Accommodation** - To provide CDEM to Salvation Army displaced people Groups/local authorities with advice, information and access shelter and emergency accommodation, and to support living in shelter or emergency accommodation.
- **Financial Assistance** - to manage a relief appeal to assist affected persons in the most appropriate way e.g. money from donors and supporters.

### Victim Support

- **Needs Assessment** - To provide trained personnel to support community-based needs assessment and outreach.
- **Psychosocial Support** - to facilitate access to approved counsellors (these counsellors provide direct emotional and practical support, information, and personal advocacy to victims during and after an emergency). To provide access in an emergency to trained support workers who deliver direct emotional and practical support, information, and personal advocacy to affected persons during and after emergencies, crime, and trauma, and to facilitate access to approved counsellors as required.

### New Zealand Defence Force (NZDF)

- **Household Goods and Services** – to support the provision and distribution of water, food and other essential items (including sanitation facilities).
- **Shelter and Accommodation** - To provide MCDEM, CDEM Groups, local authorities, and MBIE with advice, information and access to shelter, emergency accommodation and temporary accommodation options (buildings and landholdings) in accordance with section 9 of the *Defence Act 1990*.

### Ministry of Business Innovation and Employment (MBIE)

- **Shelter and Accommodation** - MBIE's principal role is to coordinate the provision of temporary accommodation at both the national and CDEM Group levels.
- **Financial Assistance** - to help businesses to recover through information and support.

### Housing New Zealand (HNZ)

- **Shelter and Accommodation** - To provide MBIE with advice, information and access to Housing New Zealand Corporation temporary accommodation options (buildings and landholdings).

### Inland Revenue (IR)

- **Financial Assistance** - to provide tax relief and income assistance through a range of measures.

### Accident Compensation Corporation (ACC)

- **Financial Assistance** - Provide compensation to claimants. Ensure continuation of payments to treatment providers or deferral of levy payments in certain circumstances.

### Earth Quake Commission (EQC)

- **Financial assistance** - to provide information Claim lodgement and settlement processes for natural disaster damage as defined in the *Earthquake Commission Act 1993* • Settlement of valid claims under the *Earthquake Commission Act 1993*.

### Federated Farmers of New Zealand (Fed Farmers NZ)

- **Animal Welfare** - to provide direct support and coordination services to commercial livestock owners to assist in mitigating animal suffering as a result of an emergency.

### Community Based Organisations

- **Psychosocial Support** - To assist affected persons to connect with social support and services.
- **Shelter and Accommodation** – assisting with the provision of pastoral care and recovery support services for displaced people seeking occupying temporary accommodation
- **Financial Assistance** – assist affected people to connect with financial assistance and services.

### NZ Veterinary Association

- **Animal Welfare** - to provide advice on where veterinary treatment can be obtained and to provide assistance in alleviating animal suffering through the coordination of the provision of advice, feeding, relocation, or shelter of animals during and after an emergency and to coordinate the provision of trained veterinary personnel to assist in affected areas and to ensure rapid communication of relevant information to veterinary members and branches, especially to and from affected areas.

### **NZ Companion Animal Council**

- **Animal Welfare** - to provide support services to companion animal owners to assist in mitigating animal suffering as a result of an emergency and returning animals to their owners.

### **Society for the Prevention of Cruelty of Animals (SPCA)**

- **Animal Welfare** - to provide direct support service and coordination services to companion animal owners to assist in mitigating animal suffering as a result of an emergency.

### **Commercial Providers**

- **Shelter and Accommodation** - Providing temporary accommodation solutions, e.g. hotel/motel operators, building and construction, and property management services.

### **Agencies and Organisations that provide Employee Assistance Programme**

- Psychosocial support - to consider what support those agencies and organisations require in an emergency.

### **New Zealand food & Grocery Council Incorporated**

- **Household Goods and Services** - To support the distribution of household goods and services.

### **Local Community Organisations**

- **Household Goods and Services** – to support the provision and distribution of household goods and services in line with local planning arrangements.

### **Local Businesses**

- **Household Goods and Services** – to support the provision and distribution of household goods and services in line with local planning arrangements.

### **Insurance Council of New Zealand**

- **Financial Assistance** - provide specific disaster recovery information to assist with minimising loss, information on how to lodge insurance claims, and insurance company contacts.

### **World Animal Protection**

- **Animal Welfare** – may provide support in the event of a national emergency, if formally requested, in the form of animal emergency management response (which could take the form of veterinary support, help with setting up and running temporary animal shelter, and provision of animal food). Their expertise can provide technical consultation, support in coordination, or the deployment of field staff and resources as the situation allows.

# Appendix B: Terms of Reference for Waikato DC

## Local Welfare Committee

### *Waikato District Local Welfare Committee*

#### Terms of Reference

##### Introduction

This document provides a framework for the convening, operation, administration, and evaluation of the Waikato DC Civil Defence Emergency Management Local Welfare Committee for the delivery of welfare services.

##### Definition of welfare services

Welfare services support individuals, families and whaanau, and communities in being ready for, responding to, and recovering from emergencies. Welfare services are managed and delivered at the local level and coordinated and supported at the regional and national levels. The objective of the welfare services function is to carry out activities across the 4Rs to provide for the needs of people affected by an emergency and to minimise the consequences of the emergency for individuals, families and whaanau, and communities.

Communities can be affected by emergencies in different ways, and may need different types of welfare services, including (but not limited to):

- shelter or accommodation
- food, water, or clothing
- assistance with contacting family/whaanau or significant others
- psychosocial support
- financial assistance
- medication, medical assistance, and assistance with other health needs, or
- Veterinary assistance, food, and/or shelter for their pets.

##### Purpose of the Local Welfare Committee

The Local Welfare Committee coordinates and supports the delivery of welfare services by Waikato DC and agencies prior to, and during, an emergency.

The Local Welfare Committee, which is **chaired by the Local Welfare Manager**, ensures that welfare service delivery is planned, organised, integrated, coordinated and supported. Membership in the Local Welfare Committee enables welfare services agencies to understand their roles and responsibilities across the 4Rs under the *National CDEM Plan 2015*, the CDEM Group Plan, and the Group Welfare Plan.

The mandate for an establishment of a Local Welfare Committee is set out in the *National CDEM Plan 2015* (section 65).

- Objectives** The following objectives will guide the Local Welfare Committee planning and decision making.
1. Support community-led welfare responses as a mechanism to meet their emergency welfare needs.
  2. Adhere to the ten response objectives established by the New Zealand CIMS 2<sup>nd</sup> edition.
  3. Recognise that an integrated approach to the coordinated delivery of welfare services across the 4Rs will lead to optimal outcomes for individuals, families, whaanau and communities.
  4. Ensure a people-centric approach at all times, recognising the diverse and dynamic nature of communities within the region.
  5. Recognise that regular communication of welfare information to the public is essential during response and recovery.
  6. Support the delivery of welfare services in peoples' own homes where this is desirable, safe and feasible.
  7. Acknowledge that Civil Defence Centres provide a useful mechanism to deliver welfare services and support.
  8. Support the concept of mobile welfare services where appropriate.
  9. Include in planning and coordination of welfare services:
    - a. A list of support agencies as identified in the *National CDEM Plan 2015*
    - b. A list of other relevant agencies or community-based organisations and networks.

- Accountability** The Local Welfare Committee is a formal committee of the local welfare arrangements.  
The Local Welfare Committee Chair (Local Welfare Manager) gives reports to the local CDEM arrangements, and attends Welfare Coordination Group meetings.

### Responsibilities of the Local Welfare Committee across the 4Rs

- Reduction** Contribute to reduction in the welfare context by:
- Working together to build an understanding of communities and their risks and vulnerabilities.
  - Building links between individual local welfare services agencies' policies and programmes.
  - Ensuring public resilience education is integrated into CDEM reduction activities.

**Response**

- Convene as directed by the Local Welfare Committee Chair.
- Maintain an overview of the overall welfare situation and response.
- Analyse incoming information to produce intelligence and a common operating picture.
- Undertake tasks assigned by the Local Controller/EOC and respond to requests for assistance.
- Maintain a record of decisions made.
- Contribute relevant local and regional information and intelligence.
- Anticipate and identify any gaps or oversights in welfare service delivery at the local level.
- Identify developing trends.
- Plan for and coordinate the deployment of any local resources into the affected area(s).
- Request any further support/resources required via the EOC.
- Anticipate welfare services requirements that may arise over the next 2-3 days. Ensure that resources will be available to meet these needs.
- Anticipate welfare services requirements that may arise over the next 1-2 weeks. Ensure that resources will be available to meet these needs.
- Identify and address potential welfare impacts or implications for local authorities.
- Contribute to any key local welfare communications messages to the public.
- Produce a welfare services situation report to inform Local CDEM Group/ECC situation report.
- Local Welfare Committee Chair to regularly liaise with the /CDEM Group Welfare Manager as required.
- If requested by the EOC, develop short- and medium-term welfare services contributions to an Action Plan.

**Readiness**

- Develop, complete, and review an annual Local Welfare Committee work plan and associated programmes of work.
- Contribute to the review of the Local and Group CDEM Welfare plan.
- Contribute to the review and update of the Local CDEM Plan (as requested).
- Ensure that district/local welfare plans are relevant and up to date.
- Meet periodically (e.g. four times a year)
- Maintain a current Terms of Reference: review at least annually, and amend as required.
- Ensure that welfare services agencies understand their roles.
- Encourage business continuity planning for agencies with responsibilities for welfare services (to ensure they are able to contribute in an emergency).
- Identify welfare vulnerabilities and gaps across the local area and work with Emergency Management Officers to mitigate their consequences.
- Participate in CDEM Group exercises as required.
- Members attend all relevant training opportunities.



- Recovery**
- Continue to provide welfare services as required, working with the Local Recovery Manager.
  - Review Local Welfare Committee response and recovery performance and identify opportunities for improvement.

**LOCAL WELFARE COMMITTEE membership**

The Local Welfare Committee is comprised of local representatives from central and local government agencies, non-government organisations, and other community organisations with a responsibility for delivering welfare services under the *National CDEM Plan 2015*, in the Waikato CDEM Group Plan.

The Local Welfare Committee is chaired by the Local Welfare Manager.

**Structure of the Waikato Local Welfare Committee**

- Chair**
- The Local Welfare Manager is the Chair of the Local Welfare Committee. The Alternative Local Welfare Managers will act as Deputy Chair. The role and responsibilities of the Local Welfare Committee Chair (Local Welfare Manager) are set out in the welfare roles and responsibilities (CDC and EOC).  
The Deputy Chair shall fulfil the role and responsibilities of the Chair in the Chair's absence. If both the Chair and Deputy are absent from a meeting without proxy, the Local Welfare Committee shall elect a Chair to lead the meeting.
- Secretariat support**
- Administration and secretariat support to the Local Welfare Committee Chair is provided by Waikato DC District Council.
- Sub committees**
- The Local Welfare Committee may establish sub-committees that are responsible for completing programmes of work that have been included in the annual Local Welfare Committee work plan. These work programmes are reported back to Local Welfare Committee via the agencies responsible for each welfare services sub-function.

**Waikato Local Welfare Committee meetings (during business as usual)**

The purpose of Local Welfare Committee meetings during business as usual is to maintain relationships, share information, and plan and review an annual Local Welfare Committee programme of work.

Meeting frequency will be decided by the Chair. Dates for these meetings will be set at the beginning of each year.

**LOCAL WELFARE COMMITTEE membership**

The meeting frequency for members of the Waikato CDEM Local Welfare Committee is quarterly.

All members are expected to attend scheduled meetings, or to send a representative who has the equivalent decision-making authority.

**Decision making**

As far as practicable, decisions will be made by consensus. If it is not possible to achieve agreement then a vote shall be held.

- The decision outcome will be based on the majority of votes.
- Each member is entitled to vote once on an issue.

<b>Agenda items</b>	At least 7 working days before the Local Welfare Committee meeting, members will be invited to submit agenda items. Any documents that need to be discussed at the meetings will also be circulated 7 working days before the meeting.
<b>Meeting follow up</b>	All members will be updated following all meetings with distribution of papers and minutes.
<b>Business as usual meeting procedure</b>	Table 1 shows the procedure for Local Welfare Committee meetings held during business as usual. The Chair is supported in their role by a minute taker.

**Table 1 Local Welfare Committee business as usual meeting procedure**

Step	Action
1	Chair welcomes members; additional attendees are introduced and acknowledged.
2	Minutes from last meeting are confirmed.
3	Action points from last meeting are updated.
4	Chair provides Waikato CDEM Group welfare update.
5	Group representative provides regional welfare and general MCDEM update.
6	LOCAL WELFARE COMMITTEE members report and update on the work programmes of established sub-committees/subgroups.
7	Discussion on key risks, interdependencies and desired outcomes.
8	General business.
9	Meeting closes.

**Waikato DC Local Welfare Committee meetings (during response)**

During an emergency or an anticipated emergency, the decision to convene the Local Welfare Committee will be made after a discussion between the Local Welfare Committee chair and the Local Controller.

**Note:** For some responses, it may be necessary to convene the Local Welfare Committee before meeting with the Local Controller.

<b>Meeting purpose</b>	The purpose of the Local Welfare Committee meeting during response is to enact tasks as assigned by the Local Controller, via the Chair.
<b>Meeting frequency</b>	During an emergency the Local Welfare Committee may meet as often as required, according to the scale, scope, and consequences of the emergency.
<b>Regular reporting</b>	Outside of meetings, members of the Local Welfare Committee (agencies responsible for coordinating each of the nine welfare services sub-functions) must give regular reports to the Chair on the performance of its sub-function.

**Response meeting procedure**

Table 2 shows the procedure for Local Welfare Committee meetings held during response.

The Local Welfare Committee Chair is supported in their role by a minute taker.

**Note:** A similar meeting frequency and process may be applied during recovery.

**Table 2 Local Welfare Committee response meeting procedure**

Step	Action
1	Chair welcomes members and explains content and length of meeting. Any additional attendees introduced and welcomed, including the Local Recovery Manager.
2	Chair provides an updated (overall) common operating picture of the emergency, its consequences, and the priorities of the local Controller/EOC.
3	Chair provides more detailed update on consequences of the emergency on communities. The local welfare response is detailed including activities of any local welfare committee(s).
4	Local Welfare Committee members add any relevant information to this picture. The focus is on the consequences of the emergency on communities, and other intelligence (not on their agency's business as usual operation). Local Welfare Committee members report on progress of any previously assigned tasks.
5	Chair leads discussion to ensure that local welfare needs are correctly identified and prioritised, and to identify how agencies can contribute any extra resources to respond to priority areas.
6	Local Welfare Committee members are to anticipate and predict the main welfare related needs of affected communities in the medium term (24-72 hours). Define whether local welfare resources will meet future needs/demand for welfare services (including people with disabilities and CALD communities).
7	Any resource gaps (capability and capacity issues) are identified and noted for escalation to the Local Controller and Welfare Coordination Group.
8	New tasks are identified, and assigned to the appropriate agency.
9	Local Recovery Manager (if attending) leads a discussion on arrangements for transition to recovery as appropriate.
10	Next meeting time/date agreed.
11	Meeting closes.
12	Welfare function status update for Local CDEM/EOC Situation Report completed and submitted.
13	Minutes are distributed.

## Appendix C: Abbreviations used in the Plan

CDC	Civil Defence Centre
CEG	Coordinating Executive Group
CDEM	Civil Defence and Emergency Management
CDEMG	Civil Defence and Emergency Management Group
EMO	Emergency Management Office
EOC	Emergency Operations Centre
EQC	Earthquake Commission
GEMO	Group Emergency Management Office
LWC	Local Welfare Committee
MCDEM	Ministry of Civil Defence and Emergency Management
MSD	Ministry of Social Development (Work and Income, Seniors & Students)
WAG	Welfare Advisory Group
WCG	Welfare Coordination Group
WRC	Waikato Regional Council

## Appendix D: CDEM Glossary

This glossary contains terminology that is used on a regular basis within the Emergency Management and Civil Defence sector.

Term	Definition
<b>Capability</b>	The effectiveness of co-operation and coordination arrangements across agencies for the delivery of resources in the event of an emergency
<b>Coordinated Incident Management System (CIMS)</b>	A structure to systematically manage emergency incidents
<b>Civil Defence Emergency Management (CDEM)</b>	Stands for Civil Defence Emergency Management and means the application of knowledge, measures, and practices that: <ul style="list-style-type: none"> <li>• are necessary or desirable for the safety of the public or property, and</li> <li>• are designed to guard against, prevent, reduce, or overcome any hazard or harm or loss that may be associated with any emergency</li> </ul>
<b>CDEM Act</b>	Civil Defence Emergency Management Act 2002
<b>CDEM Group</b>	The Civil Defence Emergency Management Group which has been established under section 12 of the Civil Defence Emergency Management Act 2002
<b>Declared Emergency</b>	A state of local emergency declared under Sections 68 or 69 of the Civil Defence Emergency Management Act 2002
<b>Emergency</b>	A situation that: <ul style="list-style-type: none"> <li>• is the result of any happening, whether natural or otherwise, including (without limitation) any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and</li> <li>• causes or may cause loss of life or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand; and</li> <li>• cannot be dealt with by emergency services, or otherwise requires a significant and coordinated response under the Act (section of the Act)</li> </ul>
<b>Emergency Services</b>	Includes the New Zealand Police, New Zealand Fire Service, National Rural Fire Authority, rural fire authorities, hospital and health services
<b>Emergency Management Office</b>	Carries out such functions as assigned to it by the CDEM Group. The Waikato Group EMO is currently based at Waikato Regional Council (150 Victoria Street)
<b>Emergency Operations Centre</b>	A centre established by the agency responsible where the response to an event may be managed and supported
<b>Group Controller</b>	A person appointed by the CDEM Group as a Controller under Section 26 of the Civil Defence Emergency Management Act 2002
<b>Guide</b>	The Guide to the National Civil Defence Emergency Management Plan that is referred to in the national CDEM Plan and approved by government
<b>Hazard</b>	Something that may cause, or contribute substantially to the cause of, an emergency (Section 4 of the CDEM Act) and includes all hazards

Term	Definition
	(i.e. natural, technological, and biological sources)
<b>Agency responsible</b>	The organisation with the legislative authority; or because of its expertise, resources or formal agreement, is primarily responsible for control of an incident
<b>Lifeline Utilities</b>	An entity named or described in part A of Schedule 1, or that carries on a business described in Part B of Schedule 1 of the CDEM Act e.g. Power companies
<b>Local Authority</b>	A regional council or territorial authority (as per the Local Government Act 2002)
<b>Local Controller</b>	A person appointed by the CDEM Group as a Local Controller under Section 27 of the Civil Defence Emergency Management Act 2002
<b>Local CDEM Managers</b>	Civil defence managers employed at the local council level and manage the local civil defence work programmes and response. In certain areas they cover more than one council (i.e. TVEOA & WVEOA) In some cases they cover Rural fire as well as the Principle Rural Fire Officer (PRFO).
<b>National Controller</b>	The person who is appointed in accordance with section 10 of the CDEM Act
<b>Readiness</b>	Actions taken to ensure communities know what to do in the event of an emergency, there are effective warning mechanisms, and responding organisations are well trained and practiced in preparation for an emergency
<b>Recovery</b>	The coordinated process of reconstruction of infrastructure and the restoration of social, economic and physical well-being of a disaster-affected community
<b>Reduction</b>	The application of techniques and management principles to reduce the probability and/or consequence of an occurrence
<b>Response</b>	Actions taken in anticipation of, during and immediately after an emergency or disaster to ensure that its effects are minimised and that people affected are given immediate relief and support
<b>Risk</b>	The chance of something happening that will have an impact on people and property – measured in terms of consequences (impacts) and likelihood (frequency)
<b>Support Agency</b>	Any agency that assists the agency responsible during an emergency. Supporting documentation includes detailed explanations, standard operating procedures, the Director's guidelines, codes, and technical standards

## Appendix E: Controlled Document Feedback Form

[Click here to open a separate document for completion and submission electronically.](#)

Please provide your contact information:

\* = required field

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**Last name\***

**Company\***

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Please enter the details of your request

**Controlled document number**

**Controlled document title**

**Affected section or clause number(s)**

**Present clause**

**Proposed change**

**Reason for change**

### Open Meeting

<b>To</b>	Policy & Regulatory Committee
<b>From</b>	Sue O’Gorman General Manager
<b>Date</b>	12 March 2019
<b>Prepared by</b>	Kelly Newell CDEM Coordinator
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318
<b>Report Title</b>	Joint Committee Minutes and Emergency Management Update

## I. EXECUTIVE SUMMARY

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This report provides the committee with a summary of minutes for the Civil Defence Emergency Management (CDEM) Group Joint Committee meeting of 03 September and 19 November 2018.

## 2. RECOMMENDATION

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**THAT the report from the Joint Committee Minutes and Emergency Management Update be received.**

### Overview of Joint Committee Minutes – September 2018

1. An update was provided by the Ministry of Civil Defence & Emergency Management. The outcomes of the Ministerial review were discussed and the draft National Strategy <https://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/proposed-national-disaster-resilience-strategy/>
2. The minutes of the Coordinating Executive Group were presented to the Joint Committee and the in-home alerting device currently being investigated by Thames Coromandel District Council and Tauranga City Council was discussed.
3. The Group Emergency Management Office report was provided. The current work programme was discussed including the re-prioritisation of the work programme to bring it back on track.
4. The committee formally appointed Kurt Abbot and Reece Turner for the positions of Recovery and Alternate Recovery Managers for Waikato District Council.
5. L Hazlewood (former Waikato Group Controller) provided an outgoing brief. The Chair noted that the Joint Committee could be proud of providing the support to the team to enable all of the achievements listed in the brief provided. The brief



included an acknowledgement that during L Hazlewood's tenure probably the best model of CDEM integration into council business as usual anywhere in the country was achieved in the form of Waikato District Council.

### **Overview of Joint Committee Minutes – November 2018**

1. Waikato CDEM Group Controller, Civil Defence and Emergency Management (J Snowball) presented a report to provide the Joint Committee with an opportunity to consider the appointment of Local Controllers. The Joint Committee resolved to formally appoint J Snowball as the Main group Controller for the Joint Committee.
2. A policy was proposed and agreed for reporting to the Group following an emergency response.
3. The Ministry of Civil Defence & Emergency Management provided an update on the Ministry work programme and it was explained that there has been more clarity given in what one can and cannot claim for. This included providing for the welfare of people in terms of food and water.
4. A report was presented which provided the Joint Committee with an overview of the likely impacts of the Technical Advisory Group's recommendations to central government following the ministerial review of CDEM.
5. A presentation was given by the Ministry of Civil Defence & Emergency Management about the National Disaster Resilience Strategy. It was noted that there is an emphasis on societal resilience.

### **Emergency Management Update**

1. We continue to work toward building our capability to respond to an event in our district. We are building on our current level of training through regular exercises and drills for our Team Leaders and emergency management staff. Our next exercise is planned for September 2019, and in 2020 we will be participating in a national exercise.
2. We have undertaken recruitment for an additional resource and have appointed a new staff member to the role of 'Community Resilience Coordinator'. This new staff member will be focusing on public engagement and education, and our welfare and recovery arrangements.
3. We are participating in a review of our Community Response Planning programme with CDEM professionals across the region. We are seeking ways to better engage with and raise awareness for participants of the community response groups.
4. We are working toward establishing a partnership agreement with the Group Emergency Management Office (GEMO) which recognises our on-going commitment to working with the GEMO and the wider CDEM Group at the conclusion of the service level agreement. This agreement will reflect our values and our vision for achieving a resilient Waikato district including roles and responsibilities of each party and our mutual contributions to building strong working relationships.
5. Ruapehu District Council has proposed a partnership agreement with us that expands on each respective territorial local authority's current network of collaboration. This collaborative approach recognises the overlap of emergency management staff capability which includes expertise in response, skills and knowledge in planning, exercises and training delivery.
6. The Group Emergency Management Office is leading a gap analysis of our current warning systems based on the hazard profile of the territorial local authority area.



### **3. ATTACHMENTS**

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*Minutes of the Waikato Civil Defence Emergency Management Joint Committee September 2018*

*Minutes of the Waikato Civil Defence Emergency Management Joint Committee November 2018*

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**Waikato Civil Defence Emergency Management Joint Committee  
MINUTES**

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Minutes of a meeting of the Waikato Civil Defence Emergency Management Joint Committee held in Council Chamber, 401 Grey Street, Hamilton East on 3 September 2018 at 1.02pm.

**Present:**

<b>Hamilton City Council</b>	Cr J Casson
<b>Hauraki District Council</b>	Cr P Buckthought
<b>Matamata Piako District</b>	Cr B Hunter
<b>South Waikato District Council</b>	Mayor J Shattock
<b>Taupō District Council</b>	Cr A Park
<b>Thames Coromandel District Council</b>	Cr R Simpson
<b>Waikato Regional Council</b>	Cr H Vercoe (Chair)
<b>Waipā District Council</b>	Cr J Bannon
<b>Waitomo District Council</b>	Cr A Goddard

**In Attendance:**

<b>Ministry of Civil Defence and Emergency Management</b>	S Vowles
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**Staff**

L Cavers – CEG Chair  
 L Hazelwood – Group Controller  
 J Snowball – Group Controller Thames Valley  
 M Bang – GEMO Team Leader  
 G Talbot – Group Recovery Manager  
 D Kruger – GEMO Strategy & Planning  
 J Cox – Democracy Advisor

**SECTION A: (UNDER DELEGATION FOR THE INFORMATION OF COUNCIL)****Welcome**

The Chair welcomed members to the meeting.

**Apologies**

(Agenda Item 2)

Apologies were received from Cr Smith and Cr Fulton (Waikato District Council), Cr Lee (South Waikato District Council), Cr Williams and Mayor Baxter (Otorohanga District Council) and Cr Tooman (Hamilton City Council).

Cr Goddard moved/Cr Hunter seconded.

CD18/30

**RESOLVED**

**THAT the apologies of Cr Smith, Cr Fulton, Cr Lee, Cr Williams, Mayor Baxter, and Cr Tooman be accepted.**

**The motion was put and carried (CD18/30)**

**Confirmation of Agenda**

(Agenda Item 3)

Cr Vercoe moved/Cr Park seconded.

CD18/31

**RESOLVED**

**THAT the agenda of the meeting of the Waikato Civil Defence Emergency Management Joint Committee of 3 September 2018, as circulated, be confirmed as the business for the meeting.**

**The motion was put and carried (CD18/31)**

**Disclosures of Interest**

(Agenda Item 4)

There were no disclosures of interest.

**Minutes of Previous Meeting**

(Agenda Item 5) Doc # 12639949

Cr Simpson moved/Cr Buckthought seconded.

CD18/32

**RESOLVED**

**THAT the Minutes of the Waikato Civil Defence Emergency Management Joint Committee meeting of 25 June 2018 be received and approved as a correct record.**

**The motion was put and carried (CD18/32)**

**Ministry of Civil Defence & Emergency Management Update**

(Agenda Item 6) Doc # 12957731, 12970736

Presented by the Regional Emergency Management Advisor (S Vowles) the report provided the Committee with an update regarding the work programme undertaken by the Ministry of Civil Defence and Emergency Management.

Mayor Shattock in the meeting at 1.04pm.

During questions, answers and related discussion, the following was noted:

- The outcomes of the CDEM review (“Delivering better responses to natural disasters and other emergencies”) were wide ranging and considered operational matters like “How do we make our responses better” to societal outcomes and how we incorporate Iwi in to planning.
- The Draft National Strategy was being worked on and there would be a chance for the Joint Committee and territorial authorities to provide comment and make submissions. The strategy was expected to be released between October and December 2018.

Cr Simpson moved/ Cr Bannon seconded.

CD18/33

**RESOLVED**

**THAT the report “Ministry of Civil Defence & Emergency Management Update” (Doc # 12957731 dated 22 August 2018) be received.**

**The motion was put and carried (CD18/)**

**Summary of Coordinating Executive Group Minutes**

(Agenda Item 7) Doc # 12956781

Presented by the Coordinating Executive Group Chair (L Cavers) the report provided the Committee with a summary of the minutes taken at the Coordinating Executive Group Meeting that took place on 17 August 2018.

During questions, answers and related discussion, the following was noted:

- A member, noting the discussion on the alerting device asked whether it would be picked up for use by territorial authorities. In response it was noted that Tauranga and Thames Coromandel District Council were leading the way with the alerting device. One of the objectives of the working party was to look at broader technology so that the device was suitable for all areas of the country and not just on localised technology.
- The project was only in the feasibility phase and this will be followed by research and development phase and then testing and evaluation of a device.
- In terms of review of the National Strategy from MCDEM members noted that the Group Emergency Management Office would review the strategy and report to

CEG. From there depending on timeframes for responses and meetings it would be determined whether the submission would meet the standard meeting schedule or whether there would be an extraordinary meeting for the Joint Committee.

- Territorial authorities could make their own submission but it would be useful to all the authorities if their submission took in to account the group submission, as they would not want to be at odds with the group submission.

Cr Bannon moved/Cr Park seconded.

CD18/34

**RESOLVED**

**THAT the report "Summary of Coordinating Executive Group Minutes" (Doc # 12956781 dated 21 August 2018) be received.**

**The motion was put and carried (CD18/34)**

**GEMO Report**

(Agenda Item 8) Doc # 12956857

Presented by the Team Leader Group Services (M Bang) the report provided the Committee with an update on the activities undertaken by the Group Emergency Management Office.

During questions, answers and related discussion, the following was noted:

- 100% staffing numbers equated to around 13 staff.
- A member asked what was going to happen with the work plan that had gotten off track. In response it was noted that some time ago the team had discussed the process of operationalising all the high level goals. Over that time while the goals were being discussed the team has gone through a period of change and further work was needed to bring all new staff on board with the programme. In terms of re-evaluating the priorities the Group Emergency Management Office would bring a report to the CEG and then to the Joint Committee. The timing of this would be after the TAG review, as there may be further need identified through the review to consider priorities.
- It was expected that this review and re-consideration of priorities would be complete by the end of the year and reported through early 2019.

Mayor Shattock moved/Cr Casson seconded.

CD18/35

**RESOLVED**

**THAT the report "GEMO Report" (Doc # 12956857 dated 21 August 2018) be received.**

**The motion was put and carried (CD18/35)**

**Appointment of Local Recovery Managers**

(Agenda Item 9) Doc #1297055

Presented by the Group Controller (L Hazelwood) and Recovery Manager (G Talbot) the report provided the Committee with the opportunity to consider the suitability of the nominated candidates for the position of Local Recovery Manager.

Members were advised that the report did not include the alternate Recovery Manager for Waikato District Council, and were asked to consider Reece Turner for the position, along with the other appointments. A copy of the Ministry document for the powers of a Recovery Manager during transition was tabled for members.

During questions, answers and related discussion, the following was noted:

- Each council had thought about their appointment for the position of Local Recovery Manager and in some cases had also put forward an alternate member.
- Waitomo District Council were working with staff on an appointment for their council.
- The key for the appointments was local level knowledge and all local managers would be supported by the Group Recovery Manager.
- The Group Recovery Manager was contributing to a National competency framework for recovery managers that would be similar to the policy adopted for Local Controllers.
- Members noted that through the Group Plan the Joint Committee were required to approve the appointments of the Local Recovery Manager before powers were able to be used.

Cr Park moved/Cr Bannon seconded.

CD18/36

**RESOLVED**

1. **THAT the report “Appointment of Local Recovery Managers” (Doc # 1297055 dated 21 August 2018) be received.**
2. **That the Joint Committee appoint the following candidates as Local Recovery Managers in their specified areas:**
  - **Hamilton City: Paul Gower, Sarah Steel**
  - **Hauraki District: Peter Thom**
  - **Matamata-Piako District: Dennis Bellamy**
  - **Otorohanga District: Roger Brady**
  - **South Waikato District: Andrew Pascoe**
  - **Taupo District: Brian Fox, Gareth Robinson**
  - **Thames-Coromandel District: Ken Coulam, Trevor Butler**
  - **Waikato District: Kurt Abbot, Reece Turner**
  - **Waipa District: Barry Bergin**

**The motion was put and carried (CD18/36)**

**Group Controllers Out Brief**

(Agenda Item 10)

Presented by the Group Controller (L Hazelwood) the Committee received a verbal update on matters of interest from the Group Controller.



During questions, answers and related discussion, the following was noted:

- The Chair requested that the notes the Group Controller had on the achievements in his time be appended to the minutes.
- The Chair noted that the Joint Committee could be proud of providing the support to the team to enable all of the achievements listed in the brief.

Cr Vercoe moved/Cr Park seconded.

CD18/37

**RESOLVED**

**THAT the verbal report from the Group Controller be received.**

**The motion was put and carried (CD18/37)**

Cr Vercoe moved/Cr Park seconded.

CD18/38

**RESOLVED**

**THAT the Joint Committee note their thanks and appreciation to the outgoing Group Controller Lee Hazelwood for his work and achievements for Civil Defence in the Waikato**

**The motion was put and carried (CD18/)**

**Items for the Next Meeting**

Agenda Item

There was no discussion about proposed reports or items and members noted the next meeting scheduled for 19 November 2018 at the Genesis building.

Meeting closed at 1.58pm.

Doc # 13012342

## **Appendix 1 – Outgoing report of Group Controller**

### **Report Out**

As you are probably aware I am heading off to Air New Zealand to become the Manager of Emergency Response and Business Resilience. I would like to take this opportunity to review where the Group was, what we have collectively achieved and where I believe you need to go.

7.5 years ago I was brought on to help governance continue the improvements they had set in place after the infamous *worst in the nation* M&E.

It was an exciting time for someone like me to enter CDEM in NZ. I was and still am a builder and a fixer. Waikato was a green fields environment and nationally there was no end of issues to fix. Both environments in which I thrive. Most impactful however was that I was coming under the direction of a governance group (the CEG and JC) that was keen and, more importantly, motivated to make a change, and whether they intended it or not, a difference. Furthermore, we also had a highly skilled REMA who was not going to let anything fail on her watch.

To coin the old term, the environment was such that we could make great music together!

To date the Waikato CDEM Group, its stakeholders, the GEMO and the Local CDEM staff has:

- Established the first policy to greatly enhance the engagement and capabilities of controllers in the country. We also went on to be the first to integrate into its Group Plan the concept of controllers working across boundaries.
- The Waikato was the birthplace of the integrated training framework, a grass roots attempt to standardise and enhance training across New Zealand. This is now the nationally adopted programme which will be rolling out functionally training under the auspices of MCDEM this year. The ITF Steering Committee was also pivotal in the decision to reinstate a Controller Training Programme.
- Moved from 16<sup>th</sup> to 6<sup>th</sup> in four years in the national audit.
- Developed probably the best model of CDEM integration into council BAU anywhere in the country, in the form of WDC.
- Established a model of CDEM project management and metrics reporting that was often quoted as best practice for the broader sector.
- Moved a dysfunctional and non-productive Lifelines committee into an engaged body of sector representatives who have overcome a number of proprietary interest challenges to complete a number of collaborative projects of value to both CDEM and Lifeline entities. 25 members.
- Created a highly effective welfare model both under MSD and now as a CDEM led programme. A model that has resulted in our region's welfare members being utilised extensively (often requested by name) in practically every significant event in New Zealand since ChCh.
- Bourne out of our welfare programme is the Waikato Primary Sector Adverse Event Cluster Group 45 agency strong. A model now being rolled out across the country.
- Initiated the Caldera Advisory Group in partnership with BoP.
- Brought six organisations together to agree on the protocols for managing volunteers across the region. Putting us in a position whereby we should a large scale event occur we have the networks in place to manage one of the most challenging aspects of response in a disaster.
- Through our partnership with WRC, in the form of Derek Phyn, are leading the nation in GIS application in emergencies both here and on a national level.
- After a number of hurdles, have established the first IL4 public/private sector CC facility in the nation.
- Created a Local Recovery Plan approach which was emulated by a number of regions.

- Built the strongest emergency management Social Media profile in the country, recognized and often discussed by TV, radio and print media both nationally and internationally. Influencing a mass change by government agencies in how to deliver and risk manage social media; from GNS to NZ Police.
- We were first to have a fulltime EMIS coordinator, first and only to complete a regional resource register for EMIS, first to have an LUC project manager on staff funded by Lifelines, first to develop a Regional PIM Group capability, first to fund membership of International Association of Emergency Managers for all staff, first to adopt an emergency vehicle policy, first to have a large-scale evacuation plan thanks to Irving Young (adopted by Auckland and BoP), first, in cooperation with BoP, to develop a Maeria Preparedness toolkit, first to create a regional alliance to improve inter-regional cooperation.
- This region has directly influenced changes at the national level in:
  - Capability development
  - GIS
  - Welfare
  - Structures for inter-regional cooperation
- 3 ministerial awards have been received at the governance, management and staff level for contributions to the sector
- We have provided the development ground for the leaders of the future such as Greg Ryan with WRC and Matt Prior with AIG
- We have provided the environment for such highly competent individual's as Kelly Newell with WDC and Julian Snowball with Thames to master their exceptional skills
- We have nurtured a number of individuals who are now seen as the top subject matters experts in their field such as Irving Young and Danielle Kruger
- We have deployed 51 staff to such events as
  - Manawatu-Whanganui/Taranaki (2015?) – 3
  - Kaikoura – 30
  - Edgecumbe – 9
  - Ruapehu snow event - 3
  - New Plymouth Cyclone Gita – 4
  - Rotorua Ngongotaha floods – 2
- We have received a number of awards or nominations for social media and others initiatives (Vodafone/Fulton Hogan/WRC Collaboration awards)
- One of our controllers has been asked to speak at the national toolbox
- We have created a step change in the likes of HCC score improvement and a culture of transparency
- Our most recent event in the region was viewed by senior members of MCDEM as one of the best they have encountered in their time
- We are currently driving the national policy on deployment
- And, finally, we have a local across border initiative that may well become a national model for in-fill home alerting, courtesy of Gary Towler and Thames.

Where to from here:

Challenges

Broader responsibilities

- Loss of response skill sets
- More help needed from council SME's

Greater engagement with non-traditional partners:

- Corporate citizenship
- Focus on BCP and leverage results – Fonterra today
- Interconnectedness of risk

- Bring business into to be part of the solution and the desig of our future
- Continue to support outreach through training  
Support national initiative between GMs to drive more efficiency

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## Waikato Civil Defence Emergency Management Joint Committee MINUTES

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Minutes of a meeting of the Waikato Civil Defence Emergency Management Joint Committee held in Te Puia Room, Genesis Building, Bryce Street, Hamilton on 19 November 2018 at 1.12pm.

**Present:**

<b>Waikato Regional Council</b>	Cr H Vercoe (Chair)
<b>Hamilton City Council</b>	Cr L Tooman (Deputy Chair)
<b>Hauraki District Council</b>	Cr P Buckthought
<b>Matamata Piako District Council</b>	Cr B Hunter
<b>Otorohanga District Council</b>	Cr A Williams
<b>South Waikato District Council</b>	Cr T Lee
<b>Thames Coromandel District Council</b>	Cr R Simpson
<b>Waikato District Council</b>	Cr N Smith
<b>Waipā District Council</b>	Cr J Bannon
<b>Waitomo District Council</b>	Cr A Goddard
<b>Ministry of Civil Defence and Emergency Management</b>	S Vowles

**In Attendance:**

<b>Staff</b>	L Cavers – CEG Chair
	M Bang – Team Leader, CDEM Group Services
	J Snowball – Group Controller
	T Bio – Democracy Advisor

**SECTION A: (UNDER DELEGATION FOR THE INFORMATION OF COUNCIL)**

The Chair congratulated J Snowball on his appointment to the Civil Defence Emergency Management structure.

**Apologies**

Apologies were received from Cr A Park.

Cr P Buckthought moved/Cr J Bannon seconded.

CD18/39

**RESOLVED****THAT the apologies of Cr Anna Park be accepted.**

The motion was put and carried (CD18/39)

**Confirmation of Agenda**

(Agenda Item 2)

Cr A Goddard moved/Cr B Hunter seconded.

CD18/40

**RESOLVED****THAT the agenda of the meeting of the Waikato Civil Defence Emergency Management Joint Committee of 19 November 2018, as circulated, be confirmed as the business for the meeting.**

The motion was put and carried (CD18/40)

**Disclosures of Interest**

(Agenda Item 3)

There were no disclosures of interest.

**Minutes of Previous Meeting**

(Agenda Item 4) Doc # 13012342

Cr A Goddard moved/Cr B Hunter seconded.

CD18/41

**RESOLVED****THAT the Minutes of the Waikato Civil Defence Emergency Management Joint Committee meeting of 3 September 2018 be received and approved as a correct record.**

The motion was put and carried (CD18/41)

**Summary of Coordinating Executive Group Minutes**

(Agenda Item 5) Doc # 13341463

CEG Chair (L Cavers) presented a summary of minutes taken at the Coordinating Executive Group meeting that took place on the 2<sup>nd</sup> November 2018.

During discussion, the following was noted:

- WEBINAR proposal overview included looking to see what needed to be done regarding induction for Mayors and Councillors.
- It was understood that the Group work plan and member reporting proposal will come back to CEG and then to Civil Defence Emergency Management Joint Committee.
- A member noted that there's a Sleepyhead group that want to buy land in Hinewai that's so close to Lakes that it could potentially flood and nothing in their Plan to stop them buying the potential floodlands. They would like to see something in a regional plan to address this.

Cr J Bannon moved/Cr L Tooman seconded.

CD18/42

**RESOLVED**

**THAT the report Summary of Coordinating Executive Group Minutes (Doc#13341463 dated 2 November 2018) be received.**

**The motion was put and carried (CD18/42)**

**Appointment of Local Controllers**

(Agenda Item 6) Doc # 13334772

Group Controller, Civil Defence and Emergency Management (J Snowball) presented a report to provide the Joint Committee with an opportunity to consider the appointment of Local Controllers.

During discussion, the following was noted:

- Delegated powers as controllers with caveat around it in that it sets restrictions around their powers as a controller.
- The question of limiting local controllers powers and that they have to be supervised by group controller was raised. After further discussion, members proposed to seek a legal opinion to see if the Joint Committee can limit their authority as local controller. Currently no path to assess the Joint Committee's ability of command so members agreed that seeking legal advice to ensure it was within their powers to place limits on local controllers powers.
- Staff noted that intake for a controllers course is in March 2019. Applications open around first half of December 2018 and it may only be for existing controllers but staff would clarify this.
- A member asked what the difference about these people than the ones we've previously appointed. Staff responded that the landscape has changed in terms of

ministerial review which clearly indicates that this has to be more professional process and the recognition the risk this role carries.

Cr H Vercoe moved/Cr P Buckthought seconded.

CD18/43

**RESOLVED**

**THAT the report Appointment of Local Controllers (Doc # 13334772 dated 7 November 2018) be received**

**THAT the Joint Committee endorse the recommendation of the Controller Appointment Sub-Group subject to:**

- Supervision from existing controller
- Legal opinion to inquire if the Civil Defence Emergency Joint Committee can place conditions on powers of local controllers.

**The motion was put and carried (CD18/43)**

- The Joint Committee resolved to formally appoint J Snowball as the Main group Controller for the Joint Committee.

Cr R Simpson moved/Cr N Smith seconded.

CD18/44

**RESOLVED**

**THAT Julian Snowball be appointed as the Main Group Controller for the Waikato Civil Defence Emergency Management Joint Committee.**

**The motion was put and carried (CD18/44)**

- Having only three controllers could present potential problems for example if all three are sick/away and therefore leave no appropriate options. Staff indicated that this is something that is being addressed through the Controllers Policy and stated there have been two more people that have been identified as Controllers making the current total number of Controllers five.

**After action reporting policy**

(Agenda Item 7) Doc # 13347119

Team Leader for Group Emergency Services (M Bang) presented the report which provided the Joint Committee an opportunity to consider and approve the proposed policy for reporting to the Group following an emergency response.

Members were in agreeance with the policy and had no further questions.

Cr B Hunter moved/Cr R Simpson seconded.

CD18/45

**RESOLVED**

**THAT the report After action reporting policy (Doc # 13347119 dated 8 November 2018) be received.**



**THAT the Joint Committee approve the proposed policy for after action reporting (Doc # 13047407).**

**The motion was put and carried (CD18/45)**

**Submission to Building Act Amendment Bill 2018**

(Agenda Item 8) Doc # 13344362

Chair Vercoe presented the Joint Committee with the submission. The report was taken as read. It was noted that Gary Talbot put the submission together.

Cr J Bannon moved/Cr T Lee seconded.

CD18/46

**RESOLVED**

**THAT the report Joint Committee Submission to Building Act Amendment Bill 2018 (Doc 13344362 dated 7 November 2018) be received.**

**THAT the submission to the Transport and Infrastructure Select Committee be ratified (Doc # 13340600 dated 25 October 2018).**

**The motion was put and carried (CD18/46)**

**Joint Committee meeting schedule for 2019**

(Agenda Item 9) Doc # 13339565

CEG Chair (L Cavers) presented this report to provide the Joint Committee with the information about the proposed schedule of meetings for the 2019 calendar year.

- Chair Vercoe suggested that all Civil Defence Emergency Joint Committee meetings for 2019 to be held at Te Puia Building. Members agreed with this suggestion. Staff would action this suggestion.

Cr L Tooman moved/Cr A Williams seconded.

CD18/47

**RESOLVED**

**THAT the report Joint Committee meeting schedule for 2019 (Doc # 13339565 dated 7 November 2018) be received.**

**The motion was put and carried (CD18/47)**

**Ministry of Civil Defence & Emergency Management update**

(Agenda Item 10) Doc # 13331981

Ministry of Civil Defence and Emergency Management representative (S Vowles) presented an update regarding the work programme undertaken by the Ministry of Civil Defence and Emergency Management (the Ministry).

During discussion, the following was noted:

- As requested, the Ministry will provide claim experts to leaders of finances and recovery managers so that they can be educated and understand the system.
- It was explained that there has been more clarity given in what one can and cannot claim for. This included providing for the welfare of people in terms of food and water. It was understood that early engagement with councils produce good results as there is clear understanding and accountability to what needs to be done.

Cr R Simpson moved/Cr A Goddard seconded.

CD18/48

**RESOLVED**

**THAT the repost MCDEM Update (Doc # 13331981 dated 5 November 2018) be received.**

**The motion was put and carried (CD18/48)**

**Emergency Management Review**

(Agenda Item 11) Doc # 13334690

Team Leader for Group Emergency Services (M Bang) presented the report which provided the Joint Committee with an overview of the likely impacts of the Technical Advisory Group's recommendations to central government following the ministerial review of CDEM.

During discussion, the following was noted:

- Staff confirmed the flying squad would be there to support and not control and were still working through how this would happen.
- Staff noted it was too early and level of detail is not sufficient to talk about what the implications of this would be to iwi.

Cr P Buckthought moved/Cr J Bannon seconded.

CD18/49

**RESOLVED**

**THAT the report Emergency Management Review (doc#13334690 dated 6 November 2018) be received.**

**The motion was put and carried (CD18/49)**

**National Disaster Resilience Strategy Consultation**

(Agenda Item 12) Doc # 13338183

Ministry of Civil Defence and Emergency Management representative (S Vowles) provided a powerpoint presentation (Doc # 13437438) to the Committee to go over the National Disaster Resilience Strategy.

During discussion, the following was noted:

- A member asked if there was a risk that emergency management and fire emergency would be seen as one. Staff noted that the two may be potentially seen as one as public does not realise the difference but as long as the public recognise the resilience practices at all levels then that's the most important factor.
- The Committee noted the emphasis on societal resilience. The focus was to make it broader and applicable to the public in order to get them to help make the process better.
- The Committee noted that consultation was to be done by 7 December 2019 as it would be submitted for Ministerial approval in February 2019. Staff asked for the Committee to consider and make comment on the National Disaster Resilience Strategy.

Cr A Goddard moved/Cr R Simpson seconded.

CD18/50

**RESOLVED**

**THAT the report National Disaster Resilience Strategy Consultation (doc # 13338183 dated 5 November 2018) be received.**

**THAT the Joint Committee delegate authority to approve the Waikato CDEM Group submission on the National Disaster Resilience Strategy to the Joint Committee Chair.**

**The motion was put and carried (CD18/50)**

**Group work plan**

(Agenda Item 13) Doc # 13342844

Team Leader for Group Emergency Services (M Bang) presented the report which provided the Joint Committee with information about the prioritisation of the Group work plan for calendar year 2019 and to support the ability for the Group members to report to CEG.

During discussion, the following was noted:

- The topic of meeting attendance was discussed. Staff noted that it would serve the purpose of seeing how meeting arrangements could be made in order to accommodate majority if not all members so that there would be maximum attendance and in turn, participation from the members of each group noted. Staff explained that meeting attendance records would be something discussed at lower level CEG groups.

Cr T Lee moved/Cr B Hunter seconded.

CD18/51

**RESOLVED**

**THAT the report Group work plan (doc # 13342844 dated 7 November 2018) be received.**

**The motion was put and carried (CD18/51)**

**GEMO report**

(Agenda Item 14) Doc # 13338873

Team Leader for Group Emergency Services (M Bang) presented the report which provided the Joint Committee with an update on the activities undertaken by the Group Emergency Management Office. The report was taken as read and members had no further questions.

Cr P Buckthought moved/ Cr A Williams seconded.

CD18/52

**RESOLVED**

**THAT the report GEMO update (doc # 13338873 dated 7 November 2018) be received.**

**The motion was put and carried (CD18/52)**

Meeting closed at 3.08pm

Doc 13391640

### **Open Meeting**

<b>To</b>	Policy & Regulatory Committee
<b>From</b>	Sue O’Gorman General Manager
<b>Date</b>	12 March 2019
<b>Prepared By</b>	Kelly Newell
<b>Chief Executive Approved</b>	Y
<b>DWS Document Set #</b>	GOV1318
<b>Report Title</b>	<b>Report – Civil Defence Emergency Management (CDEM) Local Plan</b>

## **I. Executive Summary**

This report provides an overview of the updates and additions to our Local Civil Defence Emergency Management (CDEM) Plan 2015. The purpose of the original plan was to set a foundation for our development, outline roles and responsibilities and assist in the understanding of emergency management.

We have undertaken extensive updates to the plan to now include the updated Recovery legislation post-Kaikoura earthquake, acknowledge a requirement to undertake strategic planning for recovery and document our change in structure that now places emergency management under the governance of the Incident & Emergency Management Leadership (virtual) Team within the Customer Support Group.

Minor changes have been made throughout the local plan document to update our current arrangements and include the recommendations from our 2017 audit.

This report provides the committee with an opportunity to feedback on the current draft prior to the plan being submitted to Council for endorsement. The plan as it currently stands acknowledges our history and the current stage of our development

This will serve as a milestone that allows us to move on to undertake our next review that will align our emergency management planning to Our Plan and our new values, vision and principles which will acknowledge that emergency management is integrated into our business.

## **2. Recommendation**

**THAT the report of the General Manager Customer Delivery– Civil Defence Emergency Management (CDEM) Local Plan - be received;**

## **CDEM 2002 Amendment**

The Civil Defence Emergency Management Amendment Act 2016 was passed on 29 November 2016 under urgency to assist with recovery from the Hurunui/Kaikoura earthquakes. The Amendment Act has amended the Civil Defence Emergency Management Act to:

- establish a legislative framework for recovery management, by providing a mandate for recovery managers and by strengthening the requirement to plan for recovery
- support a seamless transition from response into the initial recovery phase, by establishing a transition notice mechanism that will make some emergency powers available for a specified period of time (local or national transition period), and
- and makes some minor and technical amendments to improve the Act, and consequential amendments to other legislation and the National Civil Defence Emergency Management Plan Order 2015.

## **Strategic Planning for Recovery**

One of the most significant changes in the Act was for the requirement to undertake, monitor its success and report on strategic planning for recovery. This requires our emergency management planning to include a strong emphasis on community engagement and shared decision making. In our communities we use emergency management principles to encourage community preparedness and help them understand what the significant hazards are and their potential impacts. The addition of strategic recovery planning requires us to further consider risk and hazard consequence for communities as part of our daily activities and decision making.

We are seeking to further develop the blueprinting process to ask our communities to plan for the unexpected, and how they as a community will work together with us to recover and rebuild their communities in the short, medium and long term, putting in place the right capacity and capability, collaborative relationships, and leadership prior to an emergency.

In simple terms blueprinting is currently addressing 'Plan A'; what they want their communities to look and feel like along with minimising and managing risk. The opportunity exists to include within the blueprinting 'Plan B' which is business continuity and community response/short term recovery planning along with the inclusion of 'Plan C' which is the long-term recovery planning addressing how we build back better.

## Emergency Management Leadership Team

Emergency Management is now a Council function under the General Manager Customer Support and all CDEM activities are overseen by the Waikato District Incident and Emergency Management Leadership Team.

The Incident and Emergency Management Leadership Team is a virtual team consisting of Waikato District Council staff from across the organisation holding key emergency management roles and staff members of the Waikato CDEM Group Office (GEMO) inclusive of:

- Waikato CDEM Joint Committee Member
- Coordinating Executive Group Representative (GM Customer Support)
- Local Controller (2)
- Local Recovery Manager
- Alternate Recovery Manager
- Local Welfare Manager
- Alternate Welfare Manager
- Waikato CDEM Group Manager
- Waikato CDEM Group Team Leader (Area Manager Waikato DC)

As a collective group, the Incident & Emergency Management Leadership Team are the strategic advisors and decision makers for Incident and Emergency Management for Waikato District Council.

## Next Steps

Our intention is to undertake an immediate review of the plan to address our future and the principles of the renewed way that Waikato District Council operates and engages with community. This demands that we put in place a new Emergency Management Local Plan (including Welfare and Recovery arrangements) that reflects and aligns to Our Plan – Gearing for Growth & Greatness. Resilience within our communities has immediate synergies with Liveable, Thriving & Connected Communities and we will seek funding to develop Blueprints to include strategic planning for recovery.

A refreshed and reimagined Emergency Management Local Plan will speak to community partnerships, innovations, engagement and education as well as detailing how quality data will be sourced to understand our environment and the resilience of each of our communities. This work will be a part of the 2019/20 financial year work programme and contributed to by the entire Emergency Management team as reflected in the Customer Support Structure.

## 3. Attachments

*Waikato District Council Local Emergency Management Plan*

WAIKATO DISTRICT COUNCIL

# Waikato District Council

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## Emergency Management Plan

Incident & Emergency Management Leadership Team

DRAFT FOR CONSIDERATION



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# Document Control

Title	Waikato District Council Incident and Emergency Management
Author	<b>K Newell</b>
Doc Ref	<b>ECM #</b>

## 1.1 Document Sign-off

### 2. Review and Endorsement

Endorsement of this deliverable indicates to the Approvers that review has occurred by the undersigned; issues and questions raised during review were resolved to satisfaction; the content of the document is of high quality; and a recommendation for approval is proposed.

Name	Title	Signature	Date
Kelly Newell	<b>Civil Defence Emergency Management Coordinator</b>		March 2019

### Owner (Responsible for Approval of Issued Versions)

Name	Role	Name	Signature	Date
Incident & Emergency Management Leadership Team	Joint Committee Member			
	Coordinating Executive Group Representative			
	Local Controller			
	Local Recovery Manager			
	Local Welfare Manager			

# PREFACE

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## 2. Preface

This plan outlines our Civil Defence Emergency Management (CDEM) arrangements for Waikato District Council.

The approach has been to split emergency management into two stages. Stage one outlines our reduction and readiness arrangements, for both our organisation and our communities. Stage two outlines response and recovery; how we respond to and subsequently rehabilitate our communities after a large scale event in our district.

The plan details our arrangements across all four Rs: reduction, readiness, response and recovery. It recognises that readiness and reduction arrangements are required to achieve outcomes in both response and recovery, which occur simultaneously. They don't exist by themselves and can't happen in isolation. The four Rs should be considered in all decision making.

Additionally, our business continuity planning is aligned with emergency management practises, using the principles of CDEM and the Coordinated Incident Management System (CIMS). We use the same documents and talk the same language in any event that impacts our business, regardless of size. This allows us to respond in the same manner to all events and escalate as required.

Our processes that determine how we carry out these arrangements are captured in our process mapping tool Promapp. Relevant areas of this document have been linked to their associated processes.

### 2.1 Purpose

The CDEM Act 2002 (s64(1-2)) requires local authorities to plan and provide for emergency management within its district, and to continue to function to the fullest possible extent, even though it may be at a reduced capacity, during and after an emergency.

This plan provides a framework for working toward a resilient Waikato district. The development of local plans provides an understanding of the guiding principles and arrangements for delivery of emergency management including our own development.

### 2.2 Audience

This Plan has been developed primarily for stakeholders with vested interest in the emergency management arrangements and capability of Waikato District Council. This includes the various organisations that have a mandated role through the National CDEM Plan.

### 2.3 Emergency Management Planning

An understanding of our operating environment is fundamental to assist in our emergency planning to ensure all elements of emergency management are addressed.

- **Reduction:** identifying, analysing and mitigating risk with a focus on communicating hazard risk across our communities.
- **Readiness:** developing operational systems, capability and preparing people for an event.
- **Response:** the actions during an emergency to save lives and property.
- **Recovery:** coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.



Figure 1: Our framework for emergency management planning across the 4Rs

Emergency Management is the collective approach of our Council, our partners and stakeholders, including our communities, to manage an emergency in our district. How well we prepare ourselves and understand the likelihood and consequence of our hazards will determine how well we respond and recover from any emergency. The following principles guide us in our planning and delivery of emergency management within our organisation and in our communities.

Strengthening Our Organisation	Building the capability of Council staff to manage the Emergency Operations Centre and assist our communities in a disaster
Working Smarter Together	Work collaboratively within our organisation, communities and our partners for maximum effect

Targeted	Reducing our areas of greatest risk and identifying our greatest needs
Comprehensive	Emergency management built on the concept of the 4Rs
Commitment	Our commitment to build a resilient Waikato and grow our own Emergency Management capability

Table 1: Our principles for planning and delivery of Emergency Management

Emergency Management is a legislated requirement of Council business. All of the planning, management and activities that we do as part of our business-as-usual work contributes to how we will manage an impact of any size on our assets, and provide support to our communities when normal services are disrupted.

We prepare ourselves by having our staff members and partners trained in the Coordinated Incident Management System (CIMS). We also have a fully equipped emergency operations centre (EOC) to operate in, and processes in place that guide us in the event of an emergency.

In an emergency of any scale we will have our trained team in our EOC coordinating and prioritising Council's response to the areas of impact within our community. Council staff will be working collectively with stakeholders to get our organisation, services and community back up and running, right through the response, transition and recovery phases of an emergency.

In our communities we use emergency management principles to encourage community preparedness and help them understand what the significant hazards are and their potential impacts. The addition of strategic recovery planning requires us to further consider risk and hazard consequence for communities as part of our daily activities and decision making. This approach requires collaboration with the community.

Additional to development and physical infrastructure planning, the social and economic wellbeing of a community is also considered. The adaptive social infrastructure of a community is essential for successful recovery.

## 2.4 Waikato District Long Term Plan



Our Vision and Community Outcomes set the goals we want to achieve in everything we do. We have refreshed our vision to embrace the growth and changes we face. Our vision is that we work together as a district to build liveable, thriving, connected communities as our townships grow. This includes planning for the unexpected and ensuring we have the financial arrangements in place to support the community.

Public safety and emergency management activities are fundamental to the protection of life and property in the community. We have a key role in disaster and emergency response, management and recovery.

### Waikato district Long Term Plan Emergency Management Objectives

<b>LTP Objective</b>	To ensure Council and our communities are resilient and has the capability to respond, manage and recover from emergencies.
<b>LTP Level of Service</b>	The Council is resilient and ready to respond in the event of an emergency

## 2.5 Community Blueprints

The National Disaster Resilience Strategy sets the vision, goals and objectives to achieving a resilient nation. Aspiring for individuals, whaanau/family, businesses and communities to acknowledge their own share of responsibility and contribute to reducing risk and strengthening our collective national resilience. To achieve this we require an understanding of the risks to our communities and a plan for the unexpected.

The impacts of growth on our district are significant which brings challenges and opportunities. Consequently, our role needs to extend beyond our traditional role of regulator as well as road and pipe builder to include the roles of facilitator and enabler of collaborative community-led solutions.

This has led to a decision to create blueprints for our district. This approach will help ensure that our communities' aspirations are integrated into Councils key strategic and planning documents and as our communities change our Blueprints will change with them. Blueprints address growth, infrastructure, social and community, environmental and economic needs.

We are seeking to develop the blueprinting process to ask our communities to plan for the unexpected, and how they as a community will work together with us to recover and rebuild their communities in the short, medium and long term, putting in place the right capacity and capability, collaborative relationships, and leadership prior to an emergency.

In simple terms blueprinting is currently addressing 'Plan A'; what they want their communities to look and feel like along with minimising and managing risk. The opportunity exists to include within the blueprinting 'Plan B' which is business continuity and community response/short term recovery planning along with the inclusion of 'Plan C' which is the long-term recovery planning addressing how we build back better.



### 3. Waikato Civil Defence Emergency Management (CDEM) Group

#### Ministry of Civil Defence Emergency Management (MCDEM)

The Ministry of Civil Defence Emergency Management (MCDEM) provides best practice guidelines and the legislation that governs the delivery of CDEM across New Zealand. During national civil defence emergencies MCDEM operates the National Coordination Management Centre (NCMC) to manage response and recovery functions for central government.

#### Waikato Civil Defence Emergency Management Group

Waikato District Council is a member of the Waikato Civil Defence Emergency Management Group.

The Group is governed by the Waikato Joint Committee which is a local government committee comprised of one elected member of each council in the region.

The role of the joint committee is to provide political oversight and governance to ensure that the functions and obligations of the Waikato Civil Defence Emergency Management Group are fulfilled. Functions of the Waikato Joint Committee are described under section 17 of the CDEM Act 2002.

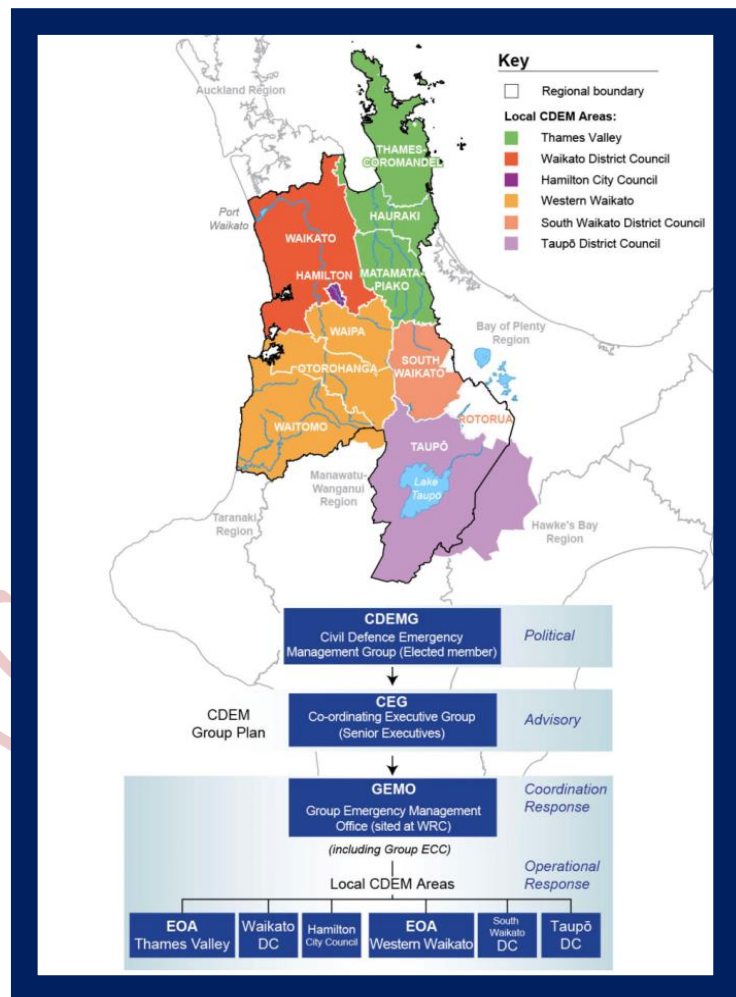


Figure 2: Waikato Civil Defence Emergency Management Group

#### The Coordinating Executive Group (CEG)

The Coordinating Executive Group (CEG) is made up of Chief Executives, or a senior management representative acting on behalf of the Chief Executive, from each local authority represented on the CDEM Joint Committee. It also includes a representative from the New Zealand Police, New Zealand Fire Service, Waikato/Lakes District Health Board and chairpersons of CEG advisory groups. Appointment and functions of the Coordinating Executive Group are described under section 20 of the CDEM Act 2002.

The CDEM function of each organisation is defined by a combination of the CDEM Act and the National CDEM Plan, along with the range of guidelines that make up the CDEM doctrine for New Zealand. The functions of these agencies are further described in each section of this plan.

### **CEG Advisory Groups**

Advisory groups meet regularly and provide specialist advice to the Waikato CDEM Group to assist in planning and decision making. The groups are attended by subject matter experts and cover a range of specialist areas including welfare, hazards, communications and lifelines.

### **The Group Emergency Management Office (GEMO)**

The Group Emergency Management Office (GEMO) coordinates and facilitates the planning and project work on behalf of the Joint Committee and the Coordinating Executive Group. The operation of the Group Emergency Management Office is overseen by the Coordinating Executive Group.

In the event of an emergency, the GEMO operate the Group Emergency Coordination Centre (GECC) under the direction of the Group Controller. The GECC provides support and coordination across the Waikato region to responding local authorities.

### **3.1 Waikato CDEM Group Plan**

The Waikato CDEM Group Plan sets out the arrangements and intentions for the Group over a five year period. The Group plan includes the roles and responsibilities of local authorities, emergency services, lifeline utilities, welfare services and other agencies with a mandated role in the CDEM Act 2002 and National CDEM Plan 2015.

## Waikato CDEM Group Vision

The vision for the Waikato CDEM Group is that “We are all Civil Defence”, expressing an aspiration that the people, organisations and communities in the Waikato work together to be more resilient to hazards. Being resilient means that collectively we have “the capacity to survive a crisis and thrive in an uncertain world” (Waikato CDEM Group Plan, 2016-2020).



Figure 3: ‘We are all Civil Defence’ expresses the Waikato CDEM group aspirations for a resilient Waikato

### 3.2 Waikato CDEM Group Goals

The goals are derived from, and expand on, the goals in the National CDEM Strategy 2007. Under each goal, a number of objectives have been identified and a detailed in the [Waikato CDEM Group Plan 2016 – 2021](#). Our own approach to emergency management at Waikato District Council is closely aligned with the Waikato CDEM Group Plan while recognising that we have our own geographically and socially diverse communities to consider in our delivery of emergency management.

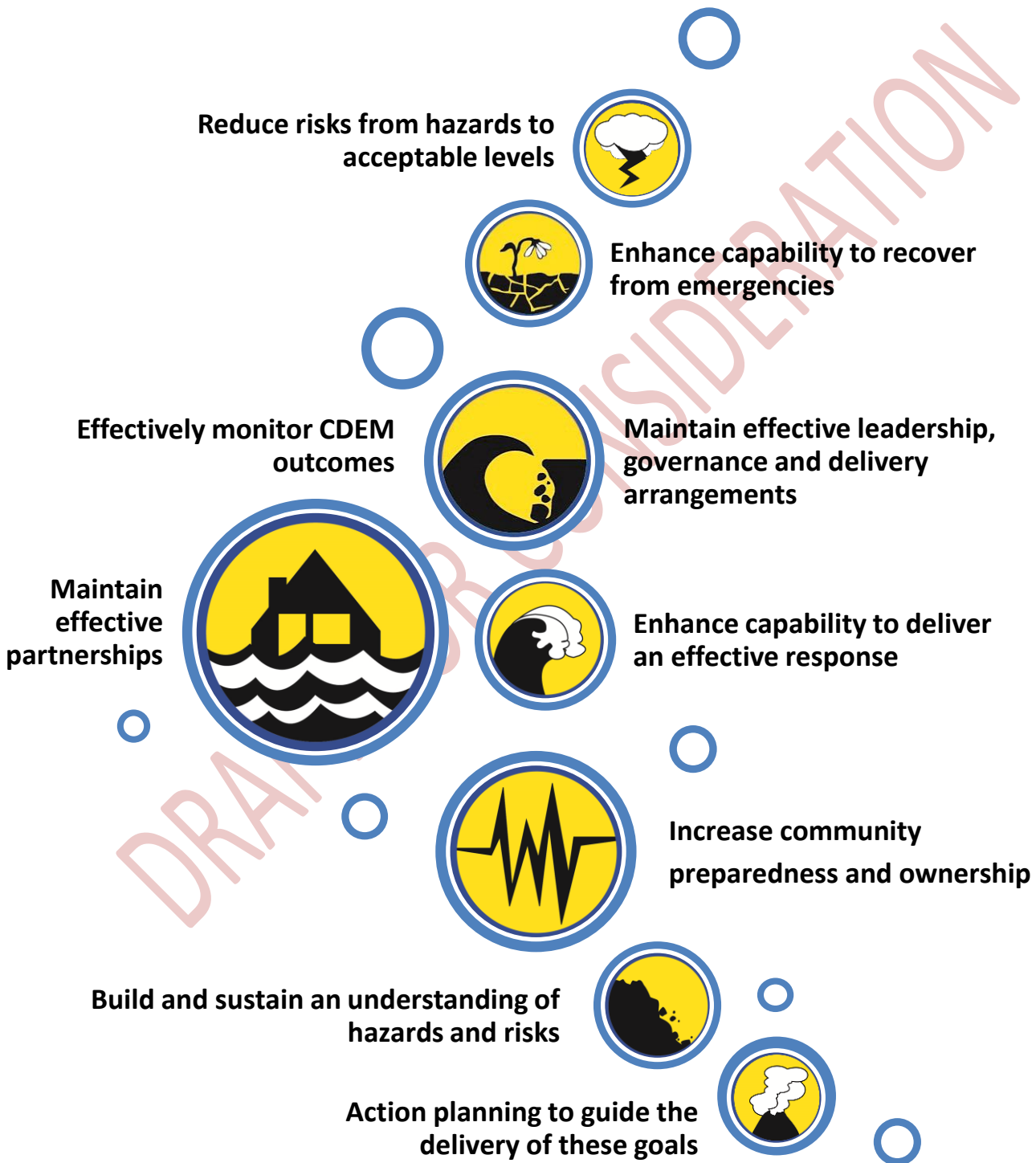


Figure 4: Waikato CDEM Goals for a resilient Waikato

### 3.3 Our Working Relationships

The CDEM Act 2002 requires local territorial authorities to encourage cooperation and joint action. This includes the coordination of emergency management, planning, and activities related to CDEM across the wide range of agencies and organisations responsible for preventing or managing emergencies. Figure five shows the range of community and governance relationships that are pivotal to the success of achieving our CDEM goal of a resilient Waikato. Collaboration is crucial to building resilience for emergencies across our entire district.

Figure 4: Our working relationships



### 3.4 The Waikato district

The Waikato district is a geographically diverse and predominantly rural district. The Waikato River, our coastlines, mountains and ranges are culturally significant to the Tangata Whenua and steeped in tradition and history. Our energy resources, infrastructure and farming activities hold national and regional importance, and areas of our ecological environment hold both national and international significance.

The topography of the district includes the Waikato basin, lowland peat areas, lakes and hill country. The district has an exposed cliff coastline for much of its west coast. The coastal cliffs and the cones of Karioi and Pirongia dominate the southern landscape, while the Hakarimata, Hunua, Taupiri and Hapuakohe ranges run through the district from the south-west to the north-east. Protection of these large features retains underlying landforms and natural features that make up the district.

The district lies within the northern growth corridor between the large cities of Hamilton and Auckland along State Highway 1. The district is connected to these areas by a State Highway and a rail network that runs through the district, facilitating the movement of both goods and people.

Farming and mining are the backbone of this district that is also known for its industry, food processing, electricity, forestry, education, adventure tourism and events.

The district is home to 75,300 residents (Statistics New Zealand, 2018 census data) and covers more than 400,000 hectares which includes the major towns of Huntly, Ngaruawahia, Raglan, Te Kauwhata, Pokeno and Tuakau. Our smaller settlements include Gordonton, Matangi, Newstead, Tauwhare, Tamahere, Te Kowhai, Meremere, Taupiri, Horotiu and Port Waikato.

The Waikato and Waipa Rivers and their catchments are important to the cultural and economic activities in the region.

Overall, the rate of growth in the Waikato District is increasing and the population is expected to continue to increase significantly in:

- North Waikato (Tuakau and Pokeno) due to the proximity to Auckland, changes to the Auckland unitary plan to facilitate housing stock increases and intensification
- Hamilton fringe areas due to high demand for properties and increased subdivision in the country living and rural areas within 20km of Hamilton
- Ngaruawahia, close proximity to Hamilton

# REDUCTION

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## 4. Reduction

**Risk reduction** is the process of “Identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring” (*National CDEM Strategy 2007*).

### 4.1 Our Risks and Hazards

An understanding of what our vulnerabilities are in the Waikato district gives us the basis for effective emergency management planning. The identification of risk and hazard reduction issues and the management of these is our responsibility to our community. Our activities relating to hazards and risk reduction are to identify, assess and manage those risks and ensure that we share this information through a public education program.

This requires a basis for what we collectively define with our communities as an acceptable level of risk and an understanding of our vulnerabilities. We need to engage with our communities and seek ways to implement cost-effective risk reduction measures.

At Waikato District Council we apply risk reduction measures frequently as part of our business as usual, including the development and use of our district plan and asset management plans to avoid exposing our communities and our assets to identified hazards. However we need to understand our communities’ capacity to cope with the hazards that exist in their environments. It is important that our communities understand their role in risk reduction through public education and consultation on reduction policies, programmes and funding. A greater understanding of the dynamics and likely consequences of our hazards, as well as greater access to technical information specific to our hazards, will better inform our planning, response and recovery.

For the purpose of strategic planning for recovery, our assessment of hazards and risks has been expanded to consider the consequences. This includes an assessment of the hazards and risks, gaining a true understanding of the consequence, and identifying the opportunities to strengthen resilience. It is critical that we know and understand the values, priorities and risk tolerance of our communities prior to an emergency.

## 5. Business Continuity

In the event of an emergency we may not be able to maintain a full level of service due to the disruption that we could experience to our business. Business continuity planning allows Council to maintain a minimum service level to our community and stakeholders during and following an emergency. An understanding of the mitigation measures for business continuity throughout the organisation ensures that we are dependable and can still meet our obligations to the wider community. The development of processes and the actions

that we undertake on a daily basis all contribute toward reducing the risk of a major incident significantly affecting our business and our community.

### 5.1 Incident Management Framework

We have adopted the Coordinated Incident Management System framework and emergency management principles for non-emergency incidents and created an incident management framework. This assists council in maintaining our levels of service to the community. Effective management of an incident reduces the likelihood of escalation to an emergency.

The role of the Incident Management Team is to provide organisational support to teams that are responding to incidents significantly impacting their business-as-usual. The team comes together to assess the impacts of the incident and allocate support as required to resolve the issue. This allows the affected teams to concentrate on their areas of expertise with the knowledge that they are supported on all other areas to fully resolve the incident. This approach uses best practise to minimise the risk to Council and the community by reducing potential negative outcomes.

The alignment of our business continuity with CDEM practices means the training we undertake, the language we use and how we manage an event of any size are undertaken as a matter of scalability. Should an event escalate and require a significant CDEM response all we would be required to do is increase the response capability and the CDEM controller would assume management of the event under the CDEM Act 2002. In a small scale incident the relevant council service would maintain the operational management of the issue while the incident management team provide organisational support.

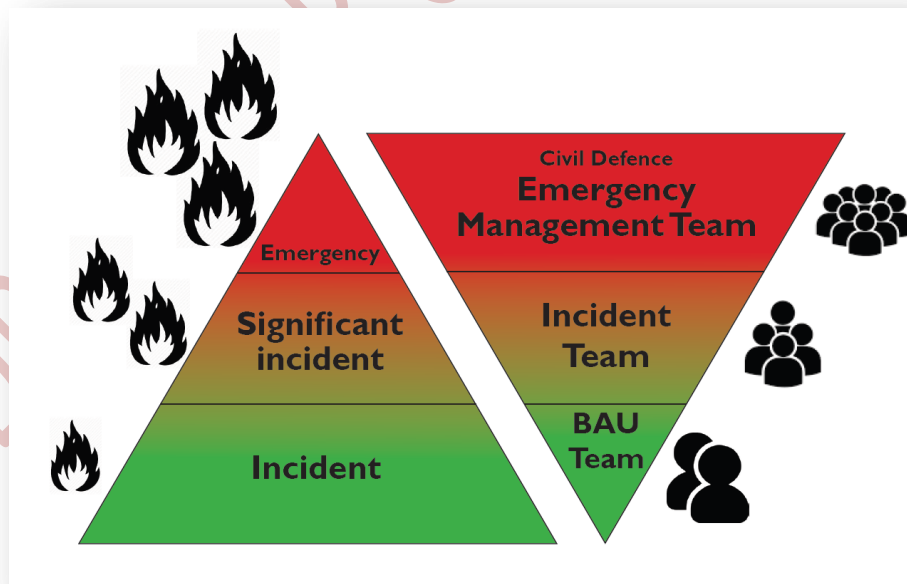


Figure 3: Demonstration of the application of staff capability relative to the frequency and size of events



## **Incident Management Processes**

The following processes are used by staff to identify that an incident has taken place, leading to the notification of the incident to the Incident Management Team so that they can assist in the assessment, actions and resolution of an incident.

### **Notify - Escalate an Incident to Management**

Step one in the four part process assists staff in the decision-making and actions required in the event of an incident interrupting normal business operations.

### **Assess - Understand the significance and impact of the incident**

The second step requires the Incident Management Team to come together to assess the incident. At this point an analysis will be undertaken on the current and potential impacts and the required response.

### **Plan – Understand how we are going to resolve the incident**

Step three involves the development of an action plan to guide the response. Once complete the plan is approved and actioned.

### **Resolve the incident**

The final step in the processes requires the revision of the action plan, monitoring and management of the situation and how the incident response will be concluded.

## **6. Risk Management**

### **6.1 Risk Management Framework**

Our organisation maintains a risk register to manage identified risks to our business and services. The risk register tool is used for documenting known risks and managing actions against these. It provides information on risk description (risk statement), risk type, an assessment of the consequence and likelihood of the risk. It also assigns ownership for contingency/ mitigation action and can be used to provide overall prioritisation of risks. At the strategic level a risk register also identifies management actions or strategies to further mitigate the risk profile.

The [Risk Register](#) is located within the Promapp tool and can be accessed remotely.

### **Risk Analysis**

Risk analysis and evaluation allows us to gain the necessary information to prioritise and plan for how we manage and reduce losses caused by an identified hazard. We will never achieve a complete elimination of a hazard but an understanding of its likelihood and consequences contributes to how we can effectively manage the risks to our community.

A strategic planning approach to risk not only addresses the consequences of specific risks and their associated hazards but also how the consequences are likely to be continuously dynamic and change

depending on the specific needs, values and interests of the people affected. It enables investment choices to be made, through engagement with the community, to maximise risk reduction opportunities.

### **Hazard Monitoring & Research**

The Waikato district is geographically diverse, which poses many challenges in understanding and managing our hazards. The western and eastern coastlines are exposed to sea conditions that affect the coastal dynamics, changing the coastal hazardscape frequently. The risk of tsunami is present, as are storm surges causing inundation and flooding.

The extensive hill country is prone to landslides, and New Zealand's largest river flows through the centre of the district with flooding becoming more frequent as we are impacted more often by severe weather. An understanding of our hazards and their potential impacts is essential to inform planning and how we manage our hazards and our emergency response.

The recording of hazards for the Waikato district is made against specific properties as the information becomes available and is centralised through the Land Hazard Register. A greater understanding of our hazardscape informs our community preparedness and emergency planning. Emergency management planning can be achieved through further research, collaboration with partner agencies and consultation with stakeholders.

The following table describes a range of hazard scenarios relevant to the Waikato district, the likely scenario and consequence of each hazard and an overall risk evaluation. The scenarios were analysed for the CDEM Group based on maximum credible events for the Waikato Region. The analysis indicates that tsunami poses the greatest consequential risk to the Waikato Region based on the scale of the estimated impacts.

### **Natural Hazards**

<b>FLOOD</b>	The most frequent hazard in the Waikato district is river flooding. Heavy rain and saturated catchments are significant factors that contribute to heavy flows increasing the river levels. The Waikato River has multiple rivers and streams that are also at risk of flooding during high rainfall events, including the Waipa River that flows down to The Point at Ngaruawahia.
<b>SEVERE WEATHER</b>	The Waikato district often experiences high rainfall, high winds and has historically been impacted by localised tornados. Severe weather events such as these often contribute to further hazards including river and surface flooding.
<b>RURAL FIRE</b>	Rural fire authorities are responsible for managing wildfires in New Zealand's forest and rural areas. Rural fire impacts rural forest, scrub, peat and tussock areas.

<b>EARTHQUAKE</b>	There are two identified fault lines near the Waikato district. The Wairoa north fault line runs along the Bombay Hills north-east of Mercer, and the Kerepehi Fault which lies east of Hamilton in the Firth of Thames. In 1891 there was a 6.2 earthquake that affected Port Waikato and was felt widely in Auckland and the Waikato.
<b>VOLCANIC</b>	There are no active volcanoes within the Waikato district however we are at risk from the secondary impacts of an eruption from ash in the atmosphere. We may be required to accept a number of evacuees from other regions that are at risk from active volcanoes. There are two large extinct volcanoes, the volcanic cone of Mt Karioi (756 m) south-west of Raglan Harbour (Whaingaroa) and Mt Pirongia.
<b>TSUNAMI</b>	Tsunami poses a risk to Raglan, Port Waikato and the smaller communities around the Whaingaroa Harbour and the mouth of the Waikato River at Port Waikato. On the eastern coastline at the firth of Thames, the township of Miranda is at risk from tsunami.
<b>LANDSLIDES</b>	There is extensive hill country to the west of the district susceptible to landslides. These are most commonly small-scale and can block roads and waterways creating hazards to people moving around the area.
<b>COASTAL FLOODING AND EROSION</b>	Coastal flooding and erosion is a hazard around harbours and river mouth along the west coast, including Port Waikato and Raglan. The coastal margins are subject to storm events, and sandy areas are particularly vulnerable to damage.
<b>DROUGHT</b>	Droughts occur when the rainfall for a given period is less than the average for the same period. Historically, water shortage events have impacted Waikato communities and are becoming more frequent.
<b>CLIMATE CHANGE</b>	The New Zealand Climate Change Office indicates the Waikato District is likely to become warmer and wetter as a result of climate change with average temperatures increasing as much as 3°C over the next 70-100 years. This could result in longer, drier summers which will put extra demand on the water activity. Additionally, rising sea levels will limit growth along the coastal regions due to potential flooding and erosion, placing development pressure on inland areas and existing infrastructure.

### Biological Hazard

<b>HUMAN PANDEMIC</b>	While the likelihood of a pandemic is uncertain, the consequences of a full-blown event would almost certainly be severe for New Zealand. The District Health Boards have plans in place to manage serious illness arriving in New Zealand, and we have a pandemic plan in place.
<b>HAZARDOUS SUBSTANCES INCIDENT</b>	Hazardous chemical accidents: spillage of toxic industrial chemicals in a populated area and/or into waterways, particularly where it affects potable water supplies, and hazardous substance events from industrial facilities – often associated with industrial fires. The NZ Fire Service initially responds to HAZMAT incidences.
<b>ANIMAL DISEASE</b>	A widespread animal epidemic has the potential for major consequences due to New Zealand's dependence on horticultural, agricultural and forestry industries. The Ministry for Primary Industries has plans in place to respond to a widespread animal disease outbreak.

## Technological Hazard

<b>LIFELINE UTILITY FAILURE</b>	Widespread loss of electricity to our district can have significant social and economic implications. Telecommunications failure: loss of landline and/or mobile communications over a widespread area and/or in remote locations over an extended period of time.
<b>SERVICE DISRUPTION</b>	Failure to provide water, wastewater and stormwater services to our communities due to system or network failure, power outages, severe weather or significant natural hazard.
<b>SUBSIDENCE</b>	Coal mining subsidence can have a detrimental effect on land use. Structures can be demolished, rendered unusable or made uninhabitable instantaneously or in a short period of time. Widespread subsidence occurred in Huntly East in the late 1980's as a result of the underground mining activities by the Huntly East Mine.

Table 2: An overview of the natural, biological and technology hazards that could affect the Waikato District

## 7. Statutory and Policy Framework

Central government develops and administers a broad framework of legislation that underpins a wide range of national strategies, plans, policies, regulatory codes, and practices supporting risk reduction outcomes. Our primary legislation for emergency management activities is the Civil Defence Emergency Management Act (CDEM) 2002. Other legislation includes:

National Civil Defence Emergency Management Plan Order 2015	Civil Defence Emergency Management Regulations 2003	National Civil Defence Emergency Management Strategy
Civil Defence National Emergencies (Information Sharing) Code 2013	Civil Defence Emergency Management (Transition Period Notices) Amendment Regulations 2017	Civil Defence Emergency Management Amendment Act 2016
Health and Safety at Work Act 2015	Local Government Act 2002	Health Act 1956
Epidemic Preparedness Act 2006	Fire and Emergency New Zealand Act 2017	International Terrorism Act 1987
Hazardous Substances and New Organisms Act 1996	Building Act 2004 and Building Code	Earthquake Commission Act 1993
Resource Management Act 1991	Soil Conservation and Rivers Control Act 1941	Maritime Transport Act 1994
Biosecurity Act 1993	Canterbury Earthquake Recovery Act 2011	Public Works Act 1981

Table 3: Acts applicable to Emergency Management

# READINESS

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## 8. Readiness

**Our goal is to increase and sustain our community and organisation's resilience through the development of long-term community relationships, and the role that our staff and our community play in Civil Defence Emergency Management.**

Readiness activities are the foundation of response and recovery activation; the capability and capacity during response and recovery is highly dependent upon readiness activities undertaken prior to emergencies occurring. This requires the development of operational plans and procedures to support our response to an unexpected emergency and how we assist our communities to recover.

Readiness comprises organisational and community readiness. These are two distinct but related aspects. The community and organisational readiness components are highly interdependent. Communities rely on Council to provide leadership and coordination during emergencies and Council relies on communities for hazard awareness and warnings, local knowledge, relationships with community members and provision of response resources (Waikato CDEM Group Plan (2011 – 2015)).

### 8.1 Community Readiness

**Community readiness:** the ability of individuals, families, businesses and communities to be able to meet their own needs during and after emergencies. Enhancing community readiness is primarily about public education, supporting community-level response planning and established effective public warning systems (Waikato CDEM Group Plan 2011-2015).

#### Stakeholder Engagement

An engaged community will be prepared and better able to absorb the effects of a civil defence emergency, reducing the impacts and aiding recovery. The success of community engagement will depend upon the pre-existing relationships with communities.

The stakeholder engagement plan will provide a structure and framework for how we engage with our key stakeholders in the community. The plan will provide consistency for established groups with key roles in CDEM arrangements and direct liaison with our partners. It will also provide understanding for all parties for a multi-agency approach to emergency management.

#### Community Response Plans (CRP)

Council is supporting our communities to build resilience through community response planning. There are approximately 30 towns and villages within our district and a number of rural communities, some divided by geographical landforms that may isolate parts of

communities as a result of a natural disaster. A community response plan ensures that our communities understand their hazards, have arrangements in place to manage for 72 hours after an emergency and have planned communication arrangements (Waikato CDEM Group CRP Facilitation Guide).

The community response plan is developed by community leaders and representatives of stakeholder organisations. The process of developing the community response plan is supported by our CDEM coordinator, and ownership of the plan remains with the community, represented and driven by the stakeholder group.

To ensure a standardised approach across the Waikato CDEM Group, a facilitation guide and template has been developed for the use of communities to support planning. Plans need to be tested, reviewed and maintained regularly to ensure they are effective and up-to-date.

Recovery is not included in community response planning development to ease the burden on community planning groups; however community consultation with the respective community response groups would be undertaken as part of the recovery phase.

[Establish a Community Response Group](#)

[Manage CDEM Community Response Plans](#)

## **Community Volunteers**

Identifying and training community CDEM volunteers requires a framework to ensure that volunteers are operating under a strong support structure, that the roles and responsibilities of the volunteers are clearly understood and appropriate training is provided. Waikato district currently does not have a programme in place for the engagement and development of community CDEM volunteers.

## **Preparedness with Marae**

The Preparedness with Marae programme assists marae developing a plan and preparing for an emergency. The strategy is supported by the Waikato Region Welfare Coordination Group, Te Puni Kokiri and the Waikato Regional Council aims to provide guidance and advice to marae in improving their resilience to disasters, and how local CDEM can communicate with and support the marae in an emergency.

## **Business Preparedness**

The resilience of businesses across the district is fundamental to cope with the potential demand for services in an emergency. The ability of businesses to continue to operate will contribute significantly to providing critical resource in an emergency. This will help to contribute to the needs of our impacted communities by assisting to maintain self-reliance and additionally support the recovery of the community after an event.

Waikato District Council has made a commitment to the economic development of the Waikato district. The preparedness and resilience of our businesses is an important contributing factor to their sustainability during and after a disaster.

### **Local Community Boards and Committees**

Local community boards and committees play an important role in the promotion of civil defence emergency management within their communities and providing information to the Council on their specific needs to prepare for an emergency. They are a key stakeholder in the development of community response plans.

## **8.2 Welfare**

### **Local Welfare Committee**

Regular interaction and activity in the CDEM environment ensures agencies understand their roles and responsibilities during both response and recovery, and that plans and procedures are developed to address local welfare needs.

Strong partnerships with agency representatives will drive Local Welfare Committee formation. Any Local Welfare Committee supporting our welfare objectives needs to represent both the north and the south and this means that a traditional Local Welfare Committee structure has been challenging to establish in a way that encompasses the whole district. The agency boundaries do not align with council boundaries and during an event it is imperative that the right relationships are established to support the affected area. Time needs to be committed to this area of work and it must be a priority for Waikato District Council and the Local Welfare Manager.

The Waikato district Local Welfare Committee is currently under development by the Local Welfare Manager. Our goal is to establish relationships that are well formed across boundaries to ensure that response process and procedures are similar and aligned. The Local Welfare Manager is responsible for being able to maintain those relationships and actively seek out ways to collaborate with neighbouring local authorities.

We have an activation process to provide consistency of expectations for members and welfare staff if the local welfare committee is required to respond to an event.

[Activate the Waikato district Local Welfare Committee](#)

## **Civil Defence Centres**

Civil Defence Centres are facilities where the community can seek shelter and support during and after an emergency. We have undertaken a review of our civil defence centres across the district and removed historical signage. We are currently working to have multiple facilities identified within each community so we can select an appropriate venue based on the situation and circumstances around the emergency.

In order to provide guidance to our communities in an emergency about the location of our civil defence centres, we will establish civil defence centre temporary signage to assist in the identification of the location.

We hold a database of our identified civil defence centres and on-site resources for use in an emergency.

## **Care of Animals in an Emergency**

Animals affected in an emergency may include companion, disability assist dogs and a wide range of household pets and stock in our rural areas. We require plans and procedures to care for them in an emergency and we will work toward identifying locations where animals can be cared for.

### **8.3 Public Education**

A public education programme addressing present and potential hazards in our district is central to assisting our communities in understanding and preparing for hazards and their potential impacts. Our role, in addition to providing hazard information, is to develop the community's capacity to deal with a disaster and encourage a shift in the public's perception of that risk. This includes the wider impacts that they might experience from the initial event.

Promotion and raising awareness of the 4Rs across our district by providing education, influencing and collaborating with the broad range of leaders and decision-makers and promoting a 'whole of local authority' approach will enable collective input to prepare for, manage and deliver recovery, reduce and manage risks, and grow community resilience.

### **8.4 Public Information**

The Waikato CDEM Group has a public information plan that guides protocols during a civil defence emergency. A plan that guides the local public information management specific to the Waikato district is required and once developed will be shared with partner agencies to ensure consistent public information is being shared across our district and is in line with regional and national messaging.

### **8.5 Warning Systems**

Warning systems are used to advise the community of a potential or actual emergency event. They are the technology, people, procedures and/or plans put in place to ensure both



effective dissemination of warnings and appropriate response to those warnings. The warnings are categorised as natural, official and informal, and should be consistent to ensure there is no error in understanding by members of the community. The Waikato CDEM Group has developed a warning systems strategy to provide a guideline on the public alerting tools (Waikato CDEM Group Warning System Strategy 2014).

In the event of an emergency we use several platforms to disseminate warning messages including radio, social media, website, media releases and the Red Cross Hazard App for smartphones.

In 2018 the Ministry of Civil Defence Emergency Management launched the Emergency Mobile Alerts. These are messages about emergencies sent by authorised emergency agencies to capable mobile phones. The alerts are designed to keep people safe and are broadcast to all capable phones from targeted cell towers.

The alerts can be targeted to areas affected by serious hazards and will only be sent when there is a serious threat to life, health, or property, and in some cases for test purposes.

We continue to seek effective tools that can be used to alert our communities that are compatible and in-line with best practice. We intend to do this in agreement with the Waikato CDEM Group strategy. Once warning systems are in place they must be regularly maintained and tested.

## **8.6 Recovery**

Recovery encompasses the community and four environments: social, economic, natural and built environments. The recovery engagement process recognises the need to engage with identified sectors in the community in order to provide leadership, coordination of activities and advice before, during and after an emergency. Contributors to the sector groups are by organisations, agencies and community groups representing each identified sector.

Recovery planning, management and delivery go well beyond the 'business-as-usual' of local authorities, and needs to involve the collaboration of multiple stakeholders. By establishing sector groups, we have recognised that our approach to recovery requires more than the physical infrastructure and economic stability of a community; Communities lie at the core of recovery. Every recovery vision, outcome, relationship and activity should have the community at the core of its purpose but the social infrastructure as well.

## 9. Organisational Readiness

**Organisational readiness: Enhancing organisational readiness is primarily about ensuring that arrangements, standards and processes for response are in place and that Waikato District Council staff have the capability to enact these arrangements.**

Our capability to respond to our communities is wholly dependent on how well we are prepared as an organisation. Our business needs to have our business continuity plans ready to keep our services in the community functioning; our staff members need to be trained in how to respond and work in the Emergency Operations Centre and we need to practice those skills regularly through exercising and established relationships.

Our organisational readiness draws on our incident and emergency management framework for how we respond. This guides our staff in how to identify issues and take appropriate actions including notification to the Incident Management Team (IMT).

Our IMT are trained to undertake a range of actions and processes that ensure our business is responding in a way that achieves the best outcomes for our communities. We will achieve those outcomes as a matter of scalability. As our situational awareness of the incident increases and we understand the impacts we are able to resource our response appropriately and work under the CDEM legislation as appropriate.

Additionally we must identify the resources, capacity and capabilities that may be needed to support recovery activities. This will help to build the critical relationships we need, identify how regional and central government support can be accessed, and support collaborative work in developing relevant capabilities, processes and arrangements.

### 9.1 Key Appointments

#### Local Controller

The appointment of a Local Controller is advised under the CDEM Act 2002.

*A Civil Defence Emergency Management Group may appoint one or more persons to be a Local Controller, and direct that person or persons to carry out any of the functions and duties of, or delegated to, that Group's Group Controller and to exercise the powers of Controllers in the area for which the Group Controller is appointed, including, but not limited to, the powers in sections 86 to 94.*

Waikato District Council currently has two appointed Controllers who are responsible for managing the incident and emergency response for Waikato District Council, and for maintaining a strategic oversight of the CDEM planning activities. The Controller provides effective leadership in order to ensure continuity of service to our community and maintain our capability to respond.

The Controller has overall responsibility for coordinating the emergency response for our district and will ordinarily operate out of the Emergency Operations Centre, located at Galileo Street, Ngaruawahia.

During a response the Controller will establish priorities, objectives and action plans intended to ensure a response is coordinated, resources are appropriately allocated, necessary intelligence is shared and the needs of the community are met in a timely manner.

During a state of national emergency, and in accordance with the CDEM Act (Section 28(4)), the decision of the Controllers within the Group needs to be consistent with any priorities for the use of resources and services that have been determined by the National Controller.

### **The Functions and Powers of Controllers**

The functions of the Group Controller are defined by the CDEM Act (Section 28). The Act provides controllers with a range of powers in the event of a declaration of a state of emergency, including:

- Section 78 (Power of entry to obtain information in urgent cases).
- Section 86 (Evacuation of premises and places).
- Section 87 (Entry onto premises)
- Section 88 (Closing of roads and public places).
- Section 89 (Removal of aircraft, vessels, vehicles, etc)
- Section 90 (Requisitioning powers).
- Section 91 (Power to give directions)
- Section 92 (Power to carry out inspections etc)
- Section 94 (Power to enter into contracts)

In addition to these functions and powers that are provided directly to the controller, the CDEM Act (Section 85) also provides the Group (through the Joint Committee) with a number of powers. These powers, as authorised by the Act, have been delegated to the Group Controller

### **Local Recovery Manager**

The Local Recovery Manager role is a formal appointment made by the Waikato District Council to provide for the leadership and co-ordination of recovery.

The Local Recovery Manager works alongside the Emergency Management Coordinators during business-as-usual and the Local Controller during the response phase. Once the transition from response to recovery takes place, the Recovery Manager assumes responsibility for the on-going recovery activities in the community. Their primary liaison is with communities affected by the emergency, with the Group and/or National Recovery Managers, and with local sector groups. They are responsible for establishing and managing the local recovery office.

Recovery Managers have access to powers under the CDEM Act 2002 during transition periods. Exercising these powers may be required to aid recovery. This includes powers to get information or carry out works to make structures safe.

These powers can only be used if they meet three legal tests. The action must, in the Recovery Managers opinion,

- be in the public interest, AND
- necessary or desirable to ensure a timely and effective recovery, AND
- Proportionate in the circumstances.

### **Notice of Transition**

A local transition period helps support the transition from response to recovery by providing extraordinary powers. It also allows for the Recovery Manager to direct and coordinate the use of personnel, material and other resources for the purpose of carrying out recovery activities.

A transition notice should only exist if it is necessary or desirable to carry out vital and immediate recovery activities that could not otherwise be achieved urgently during the transition phase using business as usual powers.

### **The functions and powers of the Group Recovery Manager**

Powers during a transition period:

Under the Act the Group Recovery Manager – not the CDEM Group – has access to the powers contained in Part 5B. The CDEM Group retains overarching responsibility for the conduct of the Group Recovery Manager through their appointment.

Powers can only be used if they meet three legal tests. The action must in the Recovery Managers opinion is:

- In the public interest'
- 'necessary or desirable to ensure a timely and effective recovery'
- AND 'proportionate in the circumstances' (s94G (3)).

CDEM Groups may appoint one or more Local Recovery Managers and delegate the functions, duties and powers of the Group Recovery Manager to the Local Recovery Managers to exercise in the area that the Group Recovery Manager is appointed (s30(1)).

If during a transition period a Group Recovery Manager needs to direct a Local Recovery Manager then that direction must be followed (s30(2)). Under s94J the Minister may direct the CDEM Group, the Director of Civil Defence Emergency Management or a person (notably a Recovery Manager or constable) in performing any functions or duties and the exercising of any powers during a transition period.

### **Summary of powers**

The list of powers reflects the activities that CDEM Groups, councils and communities may require Recovery Managers to exercise in order to aid recovery, once a state of emergency has ended. Some of the powers are also available to a constable as defined by the Act and s4 of the Policing Act 2008.

Powers during transition periods	Comment
94H – general powers including ability to carry or require to be carried out: works, clearing of roads/public places, examining and marking, making safe structures and materials, providing for conservation and supply of food, fuel and other essential supplies and disseminating information and advice.	Equivalent to section 85(1) (a) but also incorporates part of s92 to enable the ability to ‘examine and mark’ property, animal and other things.  Also mirrors section 85(1)(e) and (h), as the activities of providing welfare services and public information commonly continue post state of emergencies.
94I - power to require information	Provides the Recovery Manager with the power to require any person to give information that is in the possession of the person asked to give the information.  The appeal rights (s77), disposal of information (s81) and Restrictions on disclosure of information (s83) also apply to this provision.
94K – power to direct evacuation	Similar to section 86 under state of emergency.
94L – entry on premises and places	Similar to section 87 under state of emergency.
94M – closing roads and public places	Similar to section 88 under state of emergency.

Table 4: Summary of powers that can be exercised by the Recovery Manager to aid recovery

### Local Welfare Manager

Each territorial authority within the Group area maintains the appointment of a Local Welfare Manager. The Local Welfare Manager role is formally appointed by Waikato District Council to provide for the coordination of welfare activities for the district.

The Local Welfare Manager chairs the Waikato district Local Welfare Committee and works with the Emergency Management Coordinator during business-as-usual in the development of our capability to deliver welfare services to our communities in an emergency.

In the event of an emergency the Local Welfare Manager provides advice to the controller on welfare matters affecting the community and manages the welfare response from the Emergency Operations Centre. The Waikato District Council welfare team is maintained during business-as-usual and is deployed during an emergency by the Local Welfare Manager.

The local welfare plan is the responsibility of the local Welfare Manager and includes the following information:

- Professional development
- Roles and responsibilities
- Relationships and arrangements with other local areas
- Local welfare committee expectations from members
- Membership benefits
- List of core membership
- 5 year goals
- Terms of reference for Local Welfare Committee.

### **Public Information Manager**

Our Council Communications Team maintains overall management for the delivery of public information during and after an emergency. They will collect, prepare and deliver information to assist the public during an emergency and support the Local Controller, Recovery Manager and other designated spokespersons for CDEM in providing accurate and timely information.

The Public Information team will work closely with the Local Controller and emergency services to ensure that any information is consistent and accurate, and provide support to civil defence centres for enquiries and information. They will also manage VIP visitors to the EOC. Public Information arrangements are currently under development.

### **Functional Team Leaders**

We have identified the need to increase the depth of our incident and emergency management capability at Waikato District Council. We want to be a more resilient business and encourage greater resilience through organisational ownership.

In order to improve our incident and emergency response we are increasing the level of skill in our Incident Management Team and staff. A formalised structure based on the Coordinated Incident Management System functional roles has been established that allows

staff to participate in readiness activities. This requires the formation of specialist teams dedicated to each function, for example planning and Intelligence. One of the benefits of this approach is that members of each team will become familiar with the processes and best practice within their allocated functional role so that they can perform at their best when they are required in the event of an incident or emergency.

The appointment of leaders for each CDEM functional role was undertaken by the Controllers. Each selected individual is responsible for the development of the team and the associated processes, resources and information for a response. An additional benefit is that the team leader, like with any team, will seek continuous improvement.

### **Training and Professional Development**

Waikato District Council requires suitably trained and experienced staff to respond to incidents and emergencies impacting our community.

Our staff members need to be trained and practiced to work within our Incident and Emergency Management framework and operate from our Emergency Operations Centre. This allows Council to maintain a minimum service level to our community and stakeholders during and following an emergency, or when they are required to provide coordination to the overall response.

We are committed to the delivery of the Integrated Training Framework (ITF) to ensure consistency and continuity across the Waikato CDEM Group. Training of staff commenced with the 'Emergency Operations Centre CDEM – Foundation Course' in 2013 and continues to be delivered on a quarterly basis. In addition to the foundation course, staff members have been identified to attend the intermediate and advanced ITF courses, and CIMS4.

The CDEM learning portal Takatū is used to maintain training records for the Waikato CDEM Group. The record of staff training is regularly reviewed to avoid a static state and it ensures that all critical roles are filled.

Professional development is required for our key people who provide leadership and expertise in an emergency. Currently staff members attend professional development training as the opportunity arises. A professional development pathway needs to be planned and structured to allow for staff to plan and funding to be allocated to support their development.

Our objectives to achieve a resilient and trained personnel capability are:

- To increase the level of skill in our Incident Management Team and staff members involved in incident and emergency management
- Members of the Emergency Operations Centre (EOC) team understand the processes and best practice within their allocated functional role and therefore

enabling them to perform at their best when they are required in the event of an incident or emergency

- Suitably trained and experienced team leaders for each emergency management functional role (e.g. logistics, planning) are selected and empowered by the organisation to undertake the required training and attend exercises
- continuous improvement opportunities are identified and actioned.

It is essential that our people have a good understanding of the processes and actions required for EOC operations and know how we apply the Coordinated Incident Management System (CIMS).

## **9.2 Waikato CDEM Group Training and Exercise Arrangements**

### **Training**

As a first step toward improving capability, the Group adopted the 2012-2017 Integrated Training Strategy. This strategy defined the required capability and competency requirements for the Waikato CDEM Group and identified the approach to the implementation of a training programme.

The Integrated Training Framework continues to be the basis for training across the Waikato CDEM Group, along with other targeted training material as required.

### **Exercises**

We continue to meet all our training targets however we need to look for further opportunities to encourage and motivate staff to continue to commit to and participate in incident and emergency management.

Exercises are required to test our plans and procedures and provide staff with experience and learning opportunities that will improve the way we carry out a response. This allows CDEM staff to feel comfortable in their roles and understand how the EOC will operate in a response. The inclusion of recovery in exercises will also allow us to practise transition and to consider long term impacts and planning during the response phase.

Exercises ranging from the management of small incidents up to full scale emergency response will be undertaken so that we have a better understanding of the scalability of our response. We use this approach to allow our staff to become familiar with their roles and responsibilities across all manner of response.

Exercises will be developed based on the criteria of how they will be assessed with respect to progression and improvement to ensure continuation from previous CDEM staff training. Scenarios will always be based on realistic and credible events within our own district hazardscape.

Waikato District Council is required to undertake one audited exercise per year to test our response systems and processes for our Emergency Operations Centre (EOC). The



exercise assists in consolidating knowledge for our trained staff, building confidence and ensuring familiarity with the requirements of the EOC. Exercises will always be undertaken as a learning activity designed to allow staff to build knowledge and experience through the application of relevant training. Participation will be used to evaluate Waikato District Council response capability and not staff performance.

### **Exercise Programme**

The Waikato CDEM Group participates in exercises to reinforce and sustain the training that is delivered, along with providing an opportunity for organisations to build and sustain their capability to respond to scenarios that are particularly relevant.

CDEM Members and Partners are expected to arrange their own local exercises, appropriate to their response functions, and participate in Tier 2, 3 and 4 exercises that would involve their agency.

Tier 1 - Local exercise (individual organisation)

Tier 2 - Group exercise (within CDEM Group)

Tier 3 - Inter-group exercise (across CDEM Groups, may include MCDEM)

Tier 4 - National exercise (New Zealand or part thereof, including central government).

We will participate in any tier 2, 3 and 4 exercises as required, which are coordinated for the Waikato CDEM Group by the Waikato Group Emergency Management Office.

### **National Civil Defence Emergency Management Obligations**

- Personnel capability: CDEM Act Section 17(1) (b)
- Materials, services, information and other resources: CDEM Act Section 17(1) (c)
- The development, maintenance and review of organizational capability - National CDEM Plan Section 29(3) (d)
- The appointment, development and maintenance of key operational positions (National CDEM Plan Section 29(3)(e)).

### **9.3 Emergency Response Plans and Standard Operating Procedures (SOPs)**

Procedures for all levels of response activities are required to ensure we have a planned and effective response. Standard Operating Procedures (SOPs) need to be consistent where possible with the Waikato CDEM Group to ensure that local CDEM planning is integrated and aligned.

Our SOPs are developed and stored in the organisations Promapp system (cloud based), and therefore available via mobile devices along with a manual form as back up in the event that we cannot access them locally. Relevant areas of this document have been linked to their associated processes.

# RESPONSE & RECOVERY

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## 10. Response and Recovery

### Scope

This section of the plan outlines the arrangements that will be used to manage the response and recovery for incidents and emergencies affecting the Waikato District. The arrangements of individual agencies other than the Waikato District Council are outside the scope of this plan.

Response and recovery occur simultaneously. Planning for the recovery of a community starts at the same time as response, and the decisions and actions taken during the response should consider long term implications.

### 10.1 Response

**Response actions are taken immediately in response to an emergency to save lives and property. We will be supported by the Group Emergency Coordination Centre (GECC), and depending on the size of the emergency, the National Coordination Management Centre (NCMC) may also be activated to provide direction and support.**

Under the CDEM Act 2002, local government has a social responsibility to individuals, families and communities for their wellbeing and to support them when they are affected by an emergency. We will have a trained team coordinating the response efforts from our Emergency Operations Centre. Our operations teams will be involved in the efforts to help our community through the emergency by keeping our Council and our services operating to the fullest capacity possible under emergency circumstances.

We will also be supported by our partners in our communities, including other government organisations, community groups and businesses that already provide services across our district.

### 10.2 Recovery

Recovery is the process of how we work with our communities in returning to normal after an emergency through rebuilding and rehabilitation of the physical and social infrastructure. Recovery can often last years and involves greater level of planning and management. Recovery activities commence simultaneously to response activities but each is still distinctive from the other.

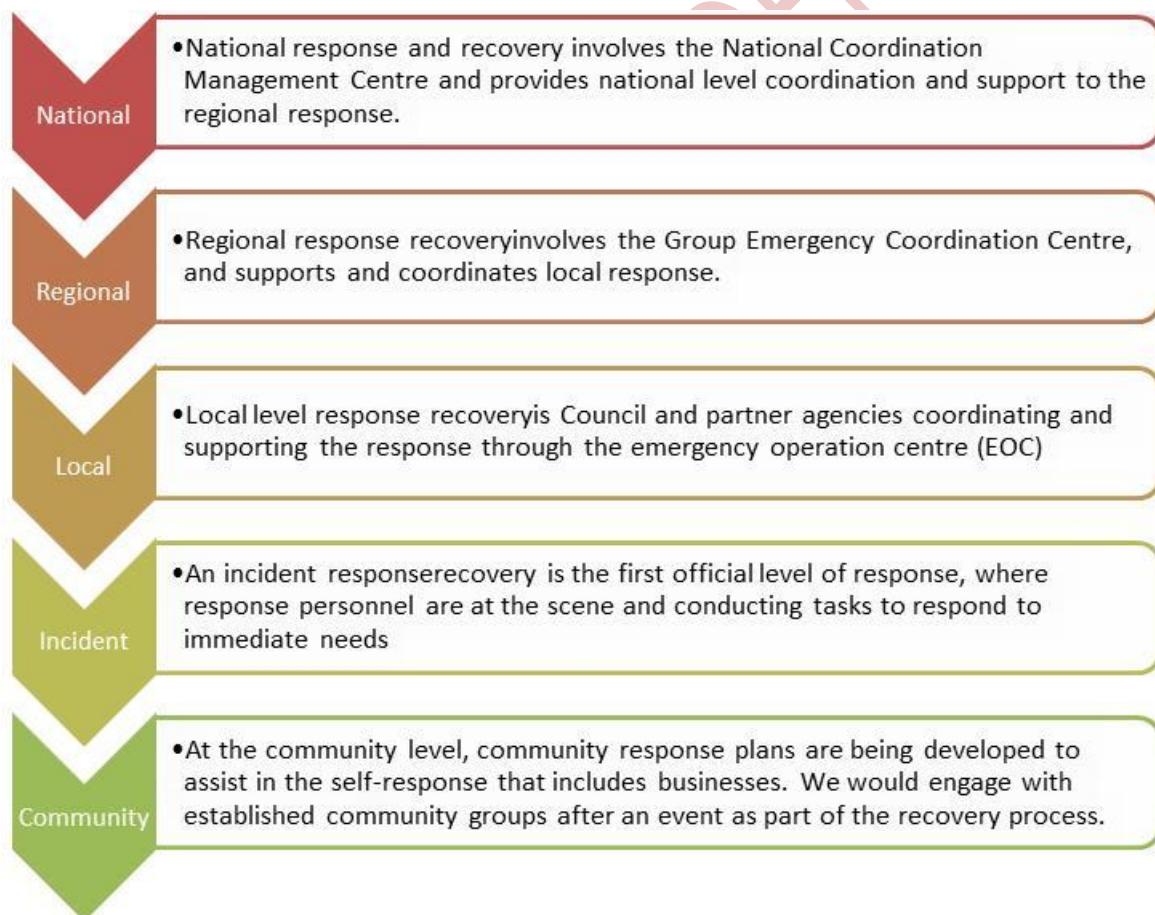
All recovery activities revolve around community wellbeing and participation, leadership, coordination and cultural considerations. These are all required for effective recovery management across five sector groups – the social, economic, built, rural and natural environments.

Recovery extends beyond just restoring physical assets or providing welfare services. Successful recovery recognises that both communities and individuals have a wide and variable range of recovery needs and that recovery is only successful when all are addressed in a coordinated way.

Organisations involved in recovery will need to recognise the commitment required to resource (both human and material) and the provision of business-as-usual services during medium and long term recovery. Therefore, effective recovery arrangements at both the local and Waikato CDEM Group levels are required.

Our goal is to achieve sustainability of our CDEM staff, facility and equipment providing us the capability to carry out a focused and effective response in collaboration with our partners and stakeholders. We recognise this requires significant commitment and we have in place specific governance and financial arrangements to manage the recovery process.

### 10.3 Levels of Response



## **11. Local, Regional and National Activation and Coordination Arrangements**

### **11.1 Ministry of Civil Defence Emergency Management (MCDEM)**

#### **Role and Function:**

- Providing national CDEM management and support to CDEM Groups
- Initiating and coordinating any national emergency response from the CDEM sector
- Ensuring the establishment of structures to provide the capability to manage and respond to civil defence emergencies
- Providing support to sector stakeholders in their delivery of CDEM
- Managing central government response and recovery functions for large scale civil defence emergencies that are beyond the capacity of local authorities.

#### **National Crisis Management Centre (NCCM)**

The National Crisis Management Centre is the Government's facility for coordinating the response to events of national significance and providing national support to CDEM groups for regionally significant events. Activation of the National Crisis Management Centre is typically undertaken by the Ministry of Civil Defence and Emergency Management; however, in some instances the Ministry may not be the lead agency for the coordination of Government responses, such as terrorism and pandemic response.

Activating the National Crisis Management Centre for a civil defence emergency involves links with Group Emergency Coordination Centre's, key support agencies and national lifeline utilities.

### **11.2 Waikato Group Emergency Management Office (GEMO)**

#### **Role and Function:**

- Maintaining response capability and capacity for group response coordination via the GECC.
- Monitoring events and issuing warnings over the group area.
- Assessing the group response resources required for response to emergencies and activating those resources in support of local EOC response.
- Providing response coordination as required for local emergencies within the group.
- Providing for transition to recovery at the group level.

Providing response coordination support between the CDEM group, MCDEM, and assistance to other CDEM Groups as required.

## **Group Emergency Coordination Centre (GECC)**

The Group Emergency Coordination Centre provides a permanent coordination facility for response to regionally significant events. A state of local emergency may or may not be declared for the event to be considered regionally significant. However, the Group Emergency Coordination Centre is activated in support whenever an emergency response by the territorial authorities is being initiated through an Emergency Operation Centre.

The Group Emergency Coordination Centre may be activated:

- to direct, coordinate, and support incidents with regional or national implications
- when a local response requires wider coordination, and
- when the Regional Controller or their governance deems it necessary.

The Group Controller controls the regional level response for the incident which supports and coordinates local EOC responses.

### **11.3 Waikato District Council Emergency Management**

#### **Role and Function:**

- Monitor local events and issue warnings
- Provide public information updates
- Assess for and activate emergency resources
- Provide emergency coordination
- Transition to and ongoing recovery coordination
- Response support to the Waikato CDEM Group

#### **Waikato District Council Emergency Operations Centre (EOC)**

The Emergency Operations Centre is usually activated for the purpose of multi-agency or multi-incident coordination. The Local Controller controls the local level response for the incident, and directs, coordinates, and/or supports all Incident Control Points and any support agencies. They also liaise with the Group Emergency Coordination Centre and neighbouring Emergency Operations Centres.

An Emergency Operations Centre is established to coordinate multi-agency or multi-incident response between respective Incident Control Points. Waikato District Council Emergency Operations Centre may be activated:

- when there are several incident level responses at different sites,
- when off-site coordination and support are required, or
- to coordinate multi-agency or multi-incident responses

- in response to an incident affecting our business or community that requires coordination (on this occasion an incident manager will be in control of the response)

The Waikato District Council Emergency Operation Centre (EOC) is located in Committee Room 3 at 15 Galileo Street, Ngaruawahia. The EOC is a dedicated facility equipped for the Local Controller to coordinate activities and undertake control functions during an emergency response.

The role and purpose of the EOC is to provide a location where overall management of operations, control, inter-agency coordination and resource management can occur in response to an emergency.

Recovery activation begins during response. After formal transition to the recovery phase, the Emergency Operations Centre will continue to be used as the recovery office.

### **Activating the Emergency Operations Centre**

The EOC may be activated at the request of the Local Controller or the Waikato CDEM Group Controller when coordination of response activities is required. The EOC may be partially activated to assist in a small scale response activity or on a monitoring basis, or it may be fully activated in response to a major incident. The Emergency Operations Centre may be activated in the event of an emergency in the Waikato district or in support of other neighbouring councils. The Local Controller has the primary authority to activate the EOC, however should the WDC

Local Controller be unavailable he designated duty officer has the discretion to activate the EOC.

At the time of activation the Local Recovery Manager will also be notified. They will be responsible for establishing the extent of the recovery needs based on the information collected during the response. The Recovery Manager will decide whether the Emergency Operations Centre remains open and if there is a formal appointment of a Local Recovery Team. The Local Recovery Team is a continuation of the Response Management Team, and staff, resource and sector group consultation will be required based on the nature of the event.

The recovery support functions – planning/intelligence, logistics, risk management and public information management are a continuance of the existing roles operating during the response in the EOC.. The social element of recovery will be led by the Welfare Manager for coordination of all aspects of social recovery. This role is particularly important for larger events that have a significant impact on communities.

## **Activating Emergency Operation Centre Staff**

Staff, including trained staff from partner agencies, may be requested to support on-going operations in the Emergency Operations Centre. In the event of an emergency where communication is available staff will be contacted by text, phone or email requesting their assistance in the Emergency Operations Centre. Where communications by any means is not available, staff members are advised to self-activate and report to the Emergency Operations Centre. This may be the result of a fast on-set emergency where staff members recognise the need to self-activate but are unable to contact the Emergency Operations Centre for confirmation of activation.

Recovery staff will be identified based on the specific skills and needs of the recovery circumstances. The Recovery Manager will identify and secure the resource required and staff will be requested to work within the recovery office structure. This may include specialists from partner agencies.

## **Incident Management Team**

The Incident Management Team members are Waikato District Council staff members who hold key team leader roles in each Coordinated Incident Management System function. The Incident Management Team will provide advice and support to the Local Controller during an emergency. This structure will remain operative until the transition into recovery.

The Controller is responsible for the overall response. During the response the Controller will support staff to achieve the deliverables required to our stakeholders and community, work closely with the IMT and liaise with leadership roles across the responding agencies. The local Controller will conduct briefings and lead action planning to address the immediate outcomes of the response.

Leadership of the response to Council incidents will be led by an Incident Manager and the appropriate person of the business unit in relation to the incident. The structure will reflect the Coordinated Incident Management System principles and will allow scalability and consistency to escalate leadership to the Local Controller if required.

The Local Recovery Manager works alongside planning and intelligence staff in the EOC to gain an understanding of the level and extent of impact, and provide advice on the impact assessment and on-going long-term requirements liaison as required between Recovery Manager and Controller on possible longer term impacts, depending upon extent and duration of event.

## **Alternative Emergency Operations Centres**

Should the Emergency Operations Centre become unusable as a result of the impacts of an emergency an alternative location will be required. Activities are currently underway to identify multiple alternative locations for the alternate Emergency Operations Centre and

ensuring that we are able to mobilise our equipment to set up in another location. This also requires the creation of cooperative agreements to support the use of the location and the purchase of further portable equipment, including satellite internet connection.

In recovery, should our Emergency Operations Centre continue to be unusable, consideration would need to be given on continuation of the alternative location or relocation to allow closer alignment with Council operations.

### **Incident Control Points (ICPs)**

Incident Control Points are often set up on or near to the incident site, and provide on-site management. The responsibility for setting up and managing ICPs rests with the Incident Controller from the lead agency involved in the emergency and the systems for control of the incident are agency-specific.

### **11.4 Emergency Services**

Incident level response is the first official level of agency response and is carried out by first responders.

#### **NZ Police**

To minimise the impact of the emergency on individuals and the community by maintaining law and order and protecting life and property by:

- Protection of life and Property Maintaining law and order
- Assist the movement or rescue, medical, fire and other essential services
- Assist the coroner
- Coordinate movement control over land, communications and transport
- Search and Rescue (SAR) and Disaster Victim Identification (DVI)

#### **Fire & Emergency New Zealand**

Firefighting to control, contain, and extinguish fires; and

- Containment of releases and spillages of hazardous materials
- Urban Search & Rescue (USAR)
- Limitation of damage, including the salvage of essential materials from endangered locations
- Redistribution of water for firefighting and specific health and hygiene needs

#### **St John**

- Continue services and manage the increase for demand
- Coordinate with the local DHB EOC



### 11.5 Lifeline Utilities

The Lifeline Utility Coordinator is responsible for the coordination of lifeline utilities (including water, wastewater, ports, airports, roading, rail, electricity, gas, petroleum, telecommunications, and broadcast media) on behalf of the local controller during a response and the recovery manager in the recovery phase.

The CDEM Act 2002 requires lifeline utilities to establish planning and operational relationships with CDEM groups. Central to this relationship is the requirement for each lifeline utility to be able to exchange relevant information around their risk management processes and the key elements of their readiness and response arrangements.

Recovery is core council business and planning may include engagement with the Group Lifeline Utility Coordinator for advice on coordination between lifeline utilities to achieve minimal disruption of the community.

### 11.6 Welfare Coordination

Welfare services support the needs of individuals, families and whaanau in our communities to prepare for, respond to and recover from an emergency. Welfare is multi-faceted and involves meeting the practical immediate needs of people while providing emotional support, and facilitating the recovery process to re-establish their self-reliance and return to normal. In response, immediate welfare needs must be met as soon as possible. Ongoing needs may also be identified and met.

The Local Welfare Manager will be required from the immediate response right through to the recovery phase to liaise with the local welfare committee, manage the welfare response from the EOC and support civil defence centre operations.

Communities can be affected by emergencies in different ways, and may need different types of welfare services, including (but not limited to):

- shelter or accommodation
- food, water, or clothing
- assistance with contacting family/whaanau or significant others
- psychosocial support
- financial assistance
- medication, medical assistance, and assistance with other health needs, or
- veterinary assistance, food, and/or shelter for their pets.

Welfare services agencies are responsible for delivering welfare services to individuals, families/whaanau, and communities affected by an emergency. These services may be accessed by or delivered to the public in a number of ways. A flexible approach is required and may be achieved by some or all of the following:

- outreach (mobile services or teams door to door, or set up of a mobile facility)

- community-based organisations and facilities
- at a Civil Defence Centre (CDC) – established during response
- existing agency offices, service centres, or call centres
- by telephone, or
- online via internet services.

One of the aims of welfare services is to support people in the safest location possible. This may be in their home, workplace, holiday accommodation, emergency shelter, or emergency or temporary accommodation.

The mode of delivery will depend on a variety of influencing factors, including:

- size and scope of the emergency
- location (for example, rural or urban communities, easily accessible or isolated places), and
- timeframe (from immediate needs, to needs that occur later on or are ongoing).

### **11.7 Government departments and other agencies**

All government departments have obligations under section 58 of the CDEM Act, and many non-Government organisations and other agencies have CDEM roles and responsibilities. The Guide to the National Civil Defence Emergency Management Plan 2015 (the Guide) sets out the arrangements, roles, and responsibilities of agencies for the national management, or support to local management, of emergencies.

## **12. State of Emergency**

Under the CDEM Act 2002, there are two types of declarations:

**National declarations** - Under section 66 of the CDEM Act 2002 Act, the Minister of Civil Defence may declare that a state of national emergency over the whole of New Zealand. They may also declare a state of emergency for any areas or districts where an emergency has or may occur and is likely to be beyond the resources of the CDEM Group whose area may be affected by the emergency.

**Local declarations** - Under section 68 of the Act, a state of local emergency may be declared by those persons authorised under the CDEM Act. While the Lead Agency for a specific function may not change as a result of a declaration, overall coordination becomes the responsibility of CDEM. Declaring a state of emergency gives the Controller access to statutory powers under the CDEM Act to protect life and property in emergency events.

### **Factors to consider before declaring**

- Factors to consider before making a declaration include:
- Can the emergency be managed through the existing powers of agencies without a declaration being made?
- Can a Controller coordinate without the need for a declaration?

- Is there clear and present danger to the population within the group area?
- Is there a need to evacuate significant numbers of people?
- Are lifeline utility services still functioning e.g. power, roads, water supplies?
- Are any problems perceived if any (or all) of the lifeline utility services are unavailable for several days?
- Is sufficient and correct information available?
- Have other agencies and appropriate persons been consulted in reaching a decision to declare?

### **Authority to Declare a State of Emergency**

In accordance with section 25(5) of the Act, the Mayor, or a designated elected member of the territorial authority in the absence of the Mayor, are appointed to make local declarations within all or part of a territorial authority area.

Where practicable, the following should be consulted:

- The Chief Executive Officer of the territorial authority
- The Local Controller
- A representative from MCDEM
- The Group Controller
- The Chair of the Joint Committee
- Senior members of the emergency services
- Local iwi
- Other partner agencies as deemed appropriate.

In accordance with Section 25 of the CDEM Act 2002, the following persons are appointed by the Joint Committee to make local declarations for all or part of the Waikato Group area:

- The Chairperson of the Joint Committee.

In the absence of the Chairperson, The Deputy Chairperson of the Joint Committee is authorised to undertake this function.

In the absence of the Chairperson and Deputy Chairperson, Any other Member representative on the Joint Committee are authorised to undertake this function.

Prior to making a declaration for all or part of the Waikato Group area, where practicable, the person authorised to declare should consult with:

- The Group Controller
- Persons appointed to make local declarations within territorial authorities
- Local Controllers
- CEOs of affected Councils
- A representative from MCDEM

- Senior members of the emergency services
- Other partner agencies as deemed appropriate.

If at any time it appears to the Minister of Civil Defence that an emergency has occurred or may occur in the area and a state of local emergency has not been declared, the Minister of Civil Defence may declare a state of local emergency for that area.

#### **Extension and termination of local declarations**

In accordance with Section 71 of the CDEM Act 2002, a state of local emergency may be extended by declaration by a person authorised by the Group or by the Minister of Civil Defence. Cessation of a state of declaration, either through expiry of the declaration or through termination, will also be publicised to stakeholders and the public in accordance with the Public Information and Media Management Plan. Cessation of the declaration marks the formal end of the execution of the statutory powers of the Controller.

Before a declaration terminating a state of local emergency is made, all arrangements for recovery management should be in place.

DRAFT FOR CONSIDERATION

## **13. Emergency Communications and Information Management Systems**

### **13.1 Warnings and Advisories**

To make sure that we keep a high level of awareness of potential issues we receive various warnings, alerts and advisories from national agencies that monitor the changing conditions and events. Warnings and alerts are used to tell agencies, authorities, and/or the public about emergencies so they can take action.

#### **National Warnings**

The Ministry of Civil Defence and Emergency Management is responsible for providing national warnings and alerts about natural hazards to local CDEM Groups, central government authorities, local authorities, emergency services, lifeline utilities, and broadcasters.

The National Warning System is an online tool used by MCDEM to issue hazard alerts and warnings. MCDEM maintains the system to issue civil defence warnings received from responsible agencies.

#### **Local Alerts and Warning Channels**

Civil Defence Emergency Management uses multiple channels to send warnings and alerts before and during emergencies to the public and to their stakeholders. No single channel will suit every situation or every person. However the range of channels used is to make sure as many people as possible receive the information they need. This includes radio and television – which includes a formal agreement between the Ministry of Civil Defence and Emergency Management and national broadcast media, and a range online sources and apps. Alerts and warnings can be sent both nationally and locally depending on the emergency.

During a recovery period we will continue to monitor warnings and advisories, provide information and identify mechanisms to minimise any further harm (human and structural) and effects to the public. We will continue to respond as required to the needs of the community as a result of the emergency event.

Waikato District Council is responsible for relaying national alerts and warnings to their own communities via local warning systems. They can also initiate alerts about local threats.

The Civil Defence Duty Officer receives the alerts directly to their mobile phone and emails are received by the civil defence email inbox [civildefence@waidc.govt.nz](mailto:civildefence@waidc.govt.nz)

On receipt of any warnings they are analysed by the Duty Officer and contact is made with the Controller. The decision to activate the Emergency Operations Centre will be made by the Local Controller based on the information received.

The following platforms are used regularly to inform the public in an event affecting our district:



Waikato District Council

Waikato CDEM Group

Ministry of Civil Defence & Emergency Management



Waikato District Council

Waikato Civil Defence

NZ Civil Defence



Waikato District Council

Waikato Civil Defence

Ministry of Civil Defence & Emergency Management



Emergency Mobile Alert



NZ Red Cross Hazard App

### **Agencies Responsible for Issuing Warnings**

Warnings are the notifications used to advise agencies, authorities, and the public of possible events, enabling them to prepare for a potential or actual emergency. Early warnings and alerts to potential hazards and emergency events enables effective response and timely mobilisation of resources.

There are a number of agencies involved in surveillance, monitoring and assessment of hazards, both at the national and local level.

Hazard	Lead Agency	Responsibilities
Volcanic unrest or eruption	GNS Science (GeoNet)	Develop and disseminate volcanic status (Volcanic Alert Levels) to MCDEM and CDEM Groups.
Earthquake	GNS Science	Develop and disseminate seismic activity (magnitude/location) to MCDEM and CDEM Groups and public.
Severe weather	MetService	Issue severe weather outlooks, watches and warnings; special weather advisories; severe convection and thunderstorm outlooks; road snowfall warnings; heavy swell and storm surge.
Regional/distal source tsunami	Ministry of Civil Defence and Emergency Management	Receive tsunami information bulletins, watches or warnings from the Pacific Tsunami Warning Centre and issue warnings to CDEM Groups and the public.
Local source tsunami	Ministry of Civil Defence and Emergency Management	It may not be possible to warn the public due to short timeframes, so response relies on the public responding to physical warnings.
Public health and pandemic	Ministry of Health and District Health Boards	Develop and disseminate alerts and warnings to MCDEM, CDEM Groups and the public.
River flood	Waikato Regional Council	Develop and disseminate regional river flood warnings and flood level predictions.
Rural Fire	Fire and Emergency New Zealand	Develop and disseminate warnings about adverse weather conditions likely to increase the possibility of rural fires.
Animal disease	Ministry for Primary Industries	Develop and disseminate alerts and warnings to MCDEM, CDEM Groups and the public
Tides	NIWA	Develop and disseminate warnings about tidal events that are likely to present risks to coastal communities.
Drought	Waikato Regional Council	Identify conditions that may lead to droughts and issue advice to communities and stakeholders.
Land Instability	GNS Science	Issue alerts and warnings.
Any hazards that may lead to or exacerbate an emergency	Ministry of Civil Defence and Emergency Management and Emergency Services	Warnings may be issued for any hazard by the National Warning System, and MCDEM is responsible for notification to CDEM Groups.

### 13.2 Information Management Tools

Information management tools are used to provide situational awareness and maintain information flow within the Emergency Operations Centre to key stakeholders and to those affected by the emergency. The production, exchange and distribution of information and the quality of data is critical to evidence-based decision-making and to the quality of our communication. This requires collaboration and a degree of consistency across responding agencies. This includes systems that can share and receive data that can better inform the response.

To capture appropriate data that informs our welfare response Civil Defence Emergency Management uses the National Welfare Registration System to register and carry out a needs assessment for people affected by an emergency to ensure we meet their immediate and short term welfare needs. In recovery we will revert to our normal business tools for management of information.

We are currently working on developing our technical abilities to improve our information exchange and situational awareness in the Emergency Operations Centre. This includes the handling of service requests, management of data through internal systems and mapping. This includes a register for recording and monitoring information to develop a historical context for forecast and impact data. Ideally we need to work toward creating a culture of information management and communication within the organisation that contributes to and supports the response.

### 13.3 Communications Systems

The primary means of emergency telecommunications for the Waikato District Council Emergency Operations Centre is land and cellular telephone systems. In case of failure, alternative telecommunications systems include:

- **Fleetlink** – the system connects us to the Group Emergency Coordination Centre and Emergency Operations Centres within the Waikato CDEM Group
- **VHF radio** - on Emergency Services Band (ESB) channel 134, allowing us to communicate with our outer offices and partners authorised to use the frequency.
- **BGAN** – global voice and broadband data communications by satellite
- **Satellite phone** – Two satellite phones that can be connected to a hardwired aerial in the Emergency Operations Centre and/or used in the field when landline and mobile are unavailable.

The Civil Defence Duty Vehicle is fitted with a public address (PA) system, emergency lighting and siren to facilitate the movement of the vehicle.



### 13.4 Reporting during Response and Recovery

The recording of information in an emergency is critical to provide an accurate picture of activities and the decision-making in an emergency. Outputs from the Emergency Operations Centre include action plans (AP) that detail our intentions for the current and next operational period and situation reports (SitRep) that provide information and situational awareness to inform our organisation and our key stakeholders of current activities. The information included in the SitRep must be assessed and verified before dissemination. In an emergency we are required to detail all critical decisions and actions in a dedicated log book that will be used in the review process post-emergency.

During recovery we are required to regularly provide information on the status of recovery activities, emerging issues and actions taken. The key people who file regular reports are the Controller (during response) and Recovery Manager (during response and recovery activation).

We are required to maintain accountability and transparency to our stakeholders within our sector groups to keep the community informed, gain support and assistance and to record an account of recovery efforts, including lessons identified. This will be achieved through consistency of using reporting templates used during the response phase including SitRep's, a reporting timetable and regular finance reports. During the recovery phase, recovery reporting will become a standing report of Policy and Regulatory committee meetings.

Sector group	Items to be reported on
Social environment	Safety and wellbeing Health Welfare
Economic environment	Individual needs (microeconomic level) Firms Infrastructure Central government (macroeconomic level)
Built environment	Residential Commercial/industrial Public buildings and assets Lifeline utilities
Rural environment	Social aspects – safety, health and welfare Economic aspects State of built environment
Natural environment	Amenity value Waste and pollution management Biodiversity and ecosystems Natural resources

Table 5: Reporting requirements during the recovery phase of an emergency

## 14. Transition from Response to Recovery

The transition process requires a formal acknowledgement of the transfer of coordination and accountability for recovery related activities between the Controller and Recovery Manager (Group Recovery Plan 2013). 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. It is important to consider the implications the termination of the state of civil defence emergency will have on these activities. Not only will statutory powers cease, but some agencies and organisations, whose contribution may be linked directly to the state of civil defence emergency, may decide their role is over (Group Recovery Plan 2013).

The transition process involves:

- Preparation of a response transition report
- A transition briefing
- Ongoing public information management
- And preparation of a formal Recovery Action Plan (Local Recovery Manager prepares initial Recovery Action Plan, per Annex B of Directors Guidelines on Recovery Management)

The first summary impact assessment will be provided to the Local Recovery Manager from the Local Controller, who will undertake this as a part of the response transition report. The report will contain a summary of the type and extent of damage in the district at the time of transition, noting specifically any areas or situations with the potential for a re escalation to a state of civil defence emergency. The report will also include a summary of the condition of the various aspects of the community and environment affected by the emergency and their inter-relationships.

Local Recovery Manager undertakes preliminary planning to assess the likely size and scope of recovery activities required by:

- Area
- Impact
- Vulnerable groups
- Likelihood of on-going impacts from event.

### 14.1 The Recovery Structure

The Recovery structure includes Waikato district Recovery Team and the Recovery Manager and the coordination of activities with the Group and National Recovery Managers across the sector groups – social, economic, built, rural and natural. The structure will also include the participation of:

- The Executive Leadership Team
- The Policy & Regulatory Committee

- Waikato District Council
- The Incident Management Team
- The Local Controller

A local Recovery Management Team will always be required for events of any size that require recovery activities:

- Local Recovery Offices will always be required for events of any size that require recovery activities
- The set-up of a Group Recovery Office may be required
- The involvement of the National Recovery Office will always be required, and will almost certainly play a leading role in local recovery for larger scale events.

### **Recovery Planning**

All local recovery planning must meet a range of requirements that are prescribed by the Waikato CDEM Group Recovery Plan. The on-the-ground delivery and actions of recovery services for our council and community are outlined in our promapp processes, including community-based delivery mechanisms and sector engagement.

Key approaches to Recovery:

- The community is involved in the planning for recovery from the outset.
- We take into consideration all elements of sector representation across all five environments
- We consider the long term outcomes and existing aims of the community as outlined in the LTP when assessing and planning for recovery
- We consider the new normal and seek to improve our current environment
- Readiness and reduction activities for recovery are engrained as business as usual in Waikato District Council

# GOVERNANCE & FINANCIAL ARRANGEMENTS

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## 15. Governance

### 15.1 Role of elected members with CDEM and the 4Rs

Elected members play a crucial role in emergency management across all 4Rs, from the considerations made during the decision-making in development and resilience building in the community right through to rebuilding the community in recovery. They provide leadership and are important advocates for their affected communities.

#### Risk Reduction

During their engagement in planning processes Councillors have the opportunity to apply reduction principles from relevant emergency management information to district land-use and spatial/growth plan decision-making. This directly contributes to the safety of our community by reducing exposure of communities to known hazards through development of a risk reduction culture.

Risk reduction objectives:

- Limiting development in high risk areas
- Avoiding development that causes parts of the community to become susceptible to hazards
- Working with the community to determine the acceptable level of risk to the community
- Applying mitigation measures to reconstruction works to reduce hazards

#### Readiness

Local Councillors are an important advocate for CDEM with their ability to connect with their community and encourage participation in readiness activity and disaster awareness. When Councillors meet with residents and ratepayers either individually or in groups, they have an opportunity to promulgate the readiness message. Household plans, natural warning signs, hazard awareness and other readiness activity can all be talking points to help promote the resilience of communities.

Community response planning is the mechanism whereby communities make their own collective plans to ensure that as a community they are prepared for and know what to do during and emergency. Championship and on-going support of the plans by ward Councillor's is a vital part of the success of the plans, to sustain the plan and the group.

## **Response**

During an emergency that has affected the district the role of elected members is leadership by providing support and reassurance to the affected area of their communities. Community meetings attended by Councillors may be required to share key information on the activities and actions of Council response.

Information and requests can be reported to the Emergency Operations Centre through agreed methods. Initially communications with the Emergency Operations Centre may be difficult and the extent of the emergency might be unknown. Once the initial response has met manageable levels, regular briefings will be held to provide up-to-date information on the current situation by the Local Controller, the Mayor or Chief Executive.

The Public Information Management Team coordinates and manages all communications and the media. This is done in consultation with the Local Controller and Emergency Services.

## **Recovery**

Elected members have functional roles to play in the recovery phase of an emergency in approving repairs and reconstruction of the community, providing advice on or approving funding avenues, and providing a feedback loop between council and the community on the recovery progress. The wider role Councillors have in recovery is in assisting the community to adjust to the effects of recovery. Communities may not return to the “normal” that they knew and therefore will need to be supported to come to terms with their “new normal”.

The Waikato District Council Policy & Regulatory Committee will provide the core governance role during the recovery process

Iwi liaison and advice will be co-ordinated by the Iwi and Community Partnership Manager, who will facilitate the involvement of Iwi via local community representatives.

During recovery activation, the Community Board’s will provide advice to the Recovery Team on the status of recovery and issues arising within their respective wards. In addition, these groups may assist with the co-ordination of local recovery activities if required.

## **16. Emergency Funding**

### **16.1 Financial Arrangements**

Waikato District Council is responsible for dealing with the impact of disaster in their geographic and functional areas of responsibility. Waikato District Council is responsible for funding all costs associated with the resourcing, activation and operation of the EOC, all reasonable direct expenses incurred by the Local Controller and all reasonable direct expenses (such as travel, meals and accommodation) incurred by engagement of specialist technical advice. Particular care should be taken to keep a clear record of who authorises any expenditure, and why, in order to simplify any follow-up action.

Specific government financial support during or after a civil defence emergency is based on a range of mandates, criteria and triggers, which may be in statute, regulation or Cabinet decisions, or made by ministerial discretion. Cabinet will identify and approve the overall appropriate mix of government financial support to be provided. Local authorities may submit a separate claim for reimbursement of the emergency expenditure incurred with caring for the displaced.

A second reimbursement claim can be submitted for eligible other response costs and eligible essential infrastructure recovery repair costs. Detailed purchase records are required for reimbursement of costs expended during the response to an emergency. Council will use its financial system to track income and expenditure.

### **Eligible costs**

Eligible costs include the full direct costs of accommodating, transporting, feeding and clothing people who cannot continue to live in their usual place of residence as a result of an emergency. This applies while displaced people are en route to, or in, emergency accommodation such as halls or marae. Marae and other organisations providing such accommodation can invoice local authorities who will then claim reimbursement from MCDEM. Where a marae considers it culturally inappropriate to invoice a local authority for providing this service, the local authority may seek reimbursement of any koha provided to the marae for the provision of emergency accommodation.

The cost of helicopter drops to people isolated in their homes that cannot be evacuated and are lacking supplies of essential items such as food, fuel, and medical items may be reimbursed.

For example, in a small-moderate flood event that requires the evacuation of a number of households, costs that are deemed to be eligible are those of evacuee food and accommodation, helicopter welfare flights to ensure the safety of isolated residents and the provision of potable water and portable toilets for health reasons.

### **Ineligible costs**

Costs which will not be eligible include:

- local authority overheads, and
- indirect costs such as local authority staff time, Emergency Operations Centre (EOC) activation costs, office space and the use of vehicles.

Displaced people should be moved from emergency accommodation into temporary accommodation as soon as possible, unless they choose to remain on a marae.

Other eligible response costs may be partially reimbursed by government. The eligibility of a cost is not determined by the nature of the good or service purchased but by whether it contributed to the precautions or preventive actions described in clause 162(b) and (c) of

the National CDEM Plan 2015. (Local authorities should be able to demonstrate this link when discussing claims with MCDEM.)

## 16.2 Recovery Cost Funding

Funding for recovery activities within the Waikato District is split between readiness, response and recovery as follows:

- **Readiness:** recovery activities are funded from within the annual Waikato District CDEM work programme and budget.
- **Response/recovery activation:** Council maintains a number of financial provisions and mechanisms that can be used to assist with recovery management. Figure below provides an outline of these provisions, and the order in which they will be drawn upon during recovery.
- Financial management (raising of funds etc.) will be handled by the Chief Financial Officer and the Chief Executive under current delegations. Insurance claims can be handled via the Chief Financial Officer, Legal Counsel and/or Finance Operations Team Leader.

As at 30 June 2015 the current balances apply:

Council's disaster recovery reserve \$1,391,548

Total value of assets that are covered by insurance contracts \$485,083,365 and the maximum amount to which they are insured is \$190,405,792

Additionally Council has replacement funds of \$14,897,000 and could borrow a further \$118,000,000 before breaching debt affordability benchmarks. The BNZ also provides \$1,000,000 for working capital needs in the event of a disaster.

In term of cash, the funding order would likely be:

- Cash on hand,
- Concurrent use of BNZ working capital amount and insurance funds,
- Loans

At the time of the latest valuation which came into effect as at 1 July 2015, the capital value figures for the Waikato District were as follows:

Rateable capital value	\$19,117,865,053
Non-rateable capital value	<b>\$502,101,447</b>
<b>TOTAL</b>	<b>\$19,619,966,500</b>

Since non-rateable properties are not considered within the net capital value figure, the figure used to calculate the threshold is \$19,117,865,053, which means that the current threshold for reimbursement for the Waikato District Council is \$1,433,840 (0.0075% of

rateable CV). Use of Council's disaster recovery fund along with the BNZ working capital fund would provide more than this threshold amount.

The approximate value of Waikato District Council assets as at 30 June 2015 was \$1,582,802,000:

Wastewater	\$78,535,000
Stormwater	\$37,060,000
Water	\$77,349,000
Solid Waste	\$1,750,000
Roading & bridges	\$1,038,855,000
Other infrastructural	\$165,201,000
Operational assets	\$62,013,000
Restricted assets	\$122,039,000

Total value of assets that are covered by insurance contracts as at 30 June 2015 is \$485,083,365 and the maximum amount to which they are insured is \$190,405,792. All numbers are reviewed annually as part of the Annual Report process.

### **16.3 Mayoral Relief Fund**

Financial assistance is the preferred source of external aid. During recovery, a Mayoral Relief Fund may be set up to collect and distribute financial aid. Arrangements for a Mayoral Relief Fund will be developed during recovery on an as-required basis. The chief executive has delegation to set up or close bank accounts on behalf of council.

### **Recovering Costs in a Civil Defence Emergency**

The following information is taken from the Guide to the National Plan 2015. Further information on Government financial support to local authorities including the CDEM expense claims preparation and process can be found in section 33 of the Guide to the National Plan and the Logistics in CDEM Director's Guideline [DGL 17/15].

Local authorities are initially responsible for meeting all emergency expenditure arising out of the use of resources and services provided under the direction of a CDEM Group or Local Controller. Particular care should be taken to keep a clear record of who authorises any expenditure, and why, in order to simplify any follow-up action. Government will fully reimburse local authorities for costs incurred in caring for displaced people as described below.



#### **16.4 Government financial support to local authorities during recovery**

Essential infrastructure recovery repairs may be claimed as other eligible response costs. The following may be eligible for government assistance:

- Repair or recovery of essential infrastructure assets. These include water, storm water, electrical, sewerage and gas facilities and other structures, such as retaining walls and tunnels upon which essential services depend. These assets must be local authority assets, which are not the property of trading utilities
- Repair or recovery of river management systems (including drainage schemes which are part of integrated river systems) where there is major community disruption or continuing risk to life, and
- Repair or recovery of other community assets where damaged as a consequence of the failure of flood protection schemes.
- Government assistance will not normally be available for assets which receive a subsidy from any other source, unless:
  - The local authority has adequately protected itself through asset and risk management including mitigation, where appropriate, and the proper maintenance of infrastructure assets, or
  - The local authority has made sound financial provisions (such as the provision of reserve funds, effective insurance or participation in a mutual assistance scheme with other local authorities) to a level sufficient to ensure that the local authority could reasonably be expected to meet its obligation to provide for its own recovery.

#### **16.5 Disaster relief funds**

Central government may contribute to any disaster relief fund which may be established. Government contributions once made will be disbursed by the administrators. However, the government expects that administrators will address not only the needs of affected individuals and families but also those of community organisations and marae and their associated facilities and infrastructure. Administrators are encouraged to coordinate their approach to funding allocation closely with those of the Ministry of Social Development (MSD) and the Housing Corporation of New Zealand. Te Puni Kōkiri will facilitate and support Māori access to disaster relief funds and will aim to provide administrators with relevant information about the needs of marae affected during an emergency.

The Minister of Civil Defence, together with either the Prime Minister or Minister of Finance may authorise a lump sum contribution to a disaster relief fund of up to \$100,000 GST inclusive. Larger contributions need to be approved by Cabinet.

- Road and bridge repair subsidies
- Central government is responsible for state highway restoration through New Zealand Transport Agency.
- New Zealand Transport Agency may provide financial support towards the costs of road and bridge repair after a weather event or other natural disaster. Subsidy rates

differ between local authorities. Contact should be made with the regional New Zealand Transport Agency representative for further information.

- New Zealand Transport Agency may fund local authorities for the repair of Māori roads where:
- the roads provide unimpeded public access, and
- the local authority has accepted responsibility for the road's maintenance.

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# ARRANGEMENTS

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## 17. Monitoring and Reporting

### 17.1 Plan Progress

The monitoring of progress for the plan will be undertaken by the on a quarterly basis through the CDEM work programme.

Review of the plan will be completed by the plan steering group on a three yearly basis. The next review will be conducted in June 2022.

This plan will be reviewed as follows:

- Minor updates on an annual basis
- Review and re-approval during the 2021/22 financial year

### 17.2 Organisation

Emergency Management is a Council function under the General Manager Customer Support and all CDEM activities are overseen by the Waikato District Incident and Emergency Management Leadership Team. The Incident & Emergency Management Leadership Team are a permanent group which exist to manage the incident and emergency management activities for Waikato District Council. The members meet on a regular basis of once per month to manage the EM/IMT Work programmes and on an adhoc basis as matters require.

The Incident and Emergency Management Leadership Team is a virtual team consisting of Waikato District Council staff from across the organisation holding key emergency management roles and staff members of the Waikato CDEM Group Office (GEMO) inclusive of:

- Coordinating Executive Group Representative (GM Customer Support)
- Local Controller (2)
- Local Recovery Manager
- Alternate Recovery Manager
- Local Welfare Manager
- Alternate Welfare Manager
- Waikato CDEM Group Manager
- Waikato CDEM Group Team Leader (Area Manager Waikato DC)

As a collective group, the Incident & Emergency Management Leadership Team are the strategic advisors and decision makers for Incident and Emergency Management for Waikato District Council. It is the representative body for delivery and progress of the system and the responsibilities of this group are to:

- Provide leadership across the whole incident & emergency management programme
- Maintain stewardship of the incident & emergency management system
- Provide clarity and direction to all reporting groups (staff and virtual emergency management teams)
- Contribution, approval and sustainment of work programmes
- Discuss and provide advice on strategic direction
- Management of information including reporting and feedback from advisory and governance groups

There are two full time employees at Waikato District Council in the Emergency Management and Resilience Team. This team ultimately exists to ensure that our organisation and our communities are resilient – this means that our people (business, community, family/whaanau, individuals) have the capacity to cope in the event of an emergency. This is achieved through co-designed strategy development, agile planning practices and sustainable relationship management.

To achieve this emergency management staff members have a number of key relationships within the organisation:

- Report to the Incident and Emergency Management Leadership Team
- Participate in the Incident Management Team
- Participate in the Events & Engagement Team
- Coordinate the Emergency Management Team Leaders and Staff

### 17.3 Reporting

The EM/IMT Leadership Team receive regular reporting from:

Report Owner	Topic	Submission to	Frequency
Emergency Management Coordinator Community Resilience Coordinator	Work Programme status Current/planned incident and emergency management activities Post Exercise Reports and Corrective Action plans	Leadership Team	Monthly
Emergency Management Team Leaders	Work Programme status and functional team updates	Leadership Team	Quarterly
Incident Management Team	Post Response Reports	Leadership Team	As required
All Members of EM/IMT Leadership Team	Advisory Group Updates/Feedback	Leadership Team	Quarterly

The EM/IMT Leadership Team will provide regular reporting to:

Report Owner	Topic	Submission to	Frequency
EM/IMT Leadership Team	Joint Committee Minutes and Incident & Emergency Management Updates	Policy & Regulatory Committee	Bi-annually
EM/IMT Leadership Team		Executive Leadership Team	As Required
EM/IMT Leadership Team	Post Response Reports	Audit & Risk Committee	As required
CEG Member	Activity Update	Joint Committee Member	Quarterly (Pre JC Meeting)

### 17.4 Zero Harm

All CDEM staff and volunteers engaged in emergency response are required to comply with the provisions of the Health and Safety in Employment Act 1992.

## OUR DEVELOPMENT

Each year we create a work programme to assist in the continuous improvement of our capability, development of our people and improve the way we respond when our communities are adversely affected by an emergency event.

We undertake a number of activities on an annual basis that includes both our annual KPIs and to maintain and enhance our ongoing capability requirements. The following table outlines and KPIs and activities for Civil Defence Emergency Management in our business and our community.

OUR CDEM KPI's
Council maintains a minimum number of trained staff to fulfil core Emergency Operations Centre roles
Number of Civil Defence exercises conducted in 2014/15 (2 per year)
Council manages local participation in the national Get Ready, Get Thru campaign annually
The percentage of community response plans completed (15%)

*Table 6: Our Emergency Management key performance indicators*

### 18. Monitoring and Evaluation

The MCDEM Capability Assessment Tool is used to evaluate progress across the CDEM group at least every five years. Waikato District Council participated in the monitoring and evaluation self-assessment in 2014, which provided a benchmark for measuring our capability improvements against our projected plans over the duration of our Local CDEM Plan.

To track our progress in the development of our emergency management arrangements we will revisit the monitoring and evaluation assessment tool between formal MCDEM assessments to assist in understanding our level of progress.

In May 2017 Waikato District Council undertook to request a capability assessment conducted by the Ministry of Civil Defence Emergency Management. The outcomes of the report showed significant improvement in some areas of our capability and identified gaps for improvement in others.

The following table provides an overview of the recommendations from the assessment report. Overall thirty-five improvements have been highlighted for inclusion in the Waikato District Council CDEM work programme.

The improvements have been categorised as an annual or on-going requirement, and into phases to assist in the prioritisation and sequence of activities to ensure that we can address and meet the recommendations.

The individual elements for each issue are detailed in the annual Waikato District Council CDEM Work programme.

### Audit Recommendations

<b>GOAL ONE: Increasing community awareness, understanding, preparedness and participation in CDEM.</b>	Annual	Phase One	Phase Two	Phase Three
<b>READINESS</b>				
Development of a WDC PIM Plan and Promapp processes formalising current WDC Communications Team processes.				
Development of a Social Media Strategy to formalise current processes.				
Priority development of the relationship between the WDC Communications Team and partner agencies for coordination of PIM activities and consistent messaging.				
Development of a Public Education Programme for general CDEM information and also information of hazards and risks tailored to community groups in conjunction with the Community Resilience Strategy (when developed).				
Development of a Community Resilience Strategy.		X		
Coordination between WDC CDEM and BAU WDC Community development team for development of CDEM community resilience and leverage of social capital.				
Integration of CDEM with community development in development of Community Plans, neighbourhood plans and future development of Community Response Plans.		X		
Future development of Community Response Plans to tailored to specific communities in Waikato District in line with the Waikato CDEM Group Community Response Plan Guide and template.				

<b>GOAL TWO: Reducing the risks from hazards</b>	Annual	Phase One	Phase Two	Phase Three
<b>REDUCTION</b>				
Prioritisation of emergency management research in future WDC CDEM work programmes including the formalisation of collaboration with research and science agencies, recording of research and the dissemination of research and new CDEM information.				X
Promotion of recent events to assist elected members in understanding the impacts of hazard risk to the organisation and community and include these hazard risks in the ORR as priority.				
Continuation of promoting hazard risks to the elected members.				
<b>READINESS</b>				
The WDC partnership approach between CDEM and WDC planning should be continued and formalised with appropriate Promapp processes.		X		

<b>GOAL THREE: Enhancing capability to manage emergencies</b>	Annual	Phase One	Phase Two	Phase Three
<b>READINESS</b>				
Consideration for the development of a WDC Capability Development Strategy.		X		
Development of a WDC Exercise Programme in conjunction with a WDC Training Programme.	X			
Appointment of an alternate Local Controller.	X			
Investigate redundancy options for key EOC positions for sustainability of EOC response.		X		
Complete WDC EOC Promapp processes (EOC CIMS functions).	X			
Confirmation of alternate WDC EOC sites which are serviceable and can be resourced effectively.		X		
Appointment of a new WDC Welfare Manager.	X			
Adequate resources allocated to support the WDC Welfare Manager role.	X			
Review and amend to the current draft WDC Local Welfare Plan with links to Promapp welfare function processes.		X		
Re-establishment of LWC post identification of appropriate partner agency membership and subsequent re-draft of the Waikato District Council Local Welfare Committee terms of reference.			X	



<b>GOAL FOUR: Enhancing capability to recover from emergencies</b>	Annual	Phase One	Phase Two	Phase Three
<b>RESPONSE &amp; RECOVERY</b>				
Appointed Local Recovery Manager to attend recovery training.				
An alternate Local Recovery Manager to be appointed within WDC and also to attend recovery training.	X			
Development of a Local WDC Recovery Plan with alignment to the Waikato CDEM Group Recovery Plan and current WDC recovery operations; and then a review process post the issue of the national recovery arrangements on finalisation of new legislation for CDEM Groups.		X		
Development of WDC recovery Promapp processes that link to the WDC Local Recovery Plan and overarching WDC CDEM Plan; and capture current WDC recovery operations.	X			
Inclusion of recovery on the WDC Exercise Programme.		X		

<b>ENABLER ONE: Governance and management arrangements</b>	Annual	Phase One	Phase Two	Phase Three
<b>REDUCTION</b>				
Ensure that there are linked Promapp processes between funding and risk reduction expenditure.		X		
<b>READINESS</b>				
Development of future CDEM work programmes and investigation of additional resources in order to complete work streams and tasks in designated timeframes.				
Ensure that the current culture within WDC continues to be promoted and further entrenched in the organisation.				
Review and development of funding Promapp process to ensure there are robust detailed systems in place for event response and cost recovery.		X		

<b>ENABLER TWO: Organisational resilience</b>	Annual	Phase One	Phase Two	Phase Three
<b>REDUCTION</b>				
Development of Promapp BCM low level processes.		X		
Consideration for the development of a WDC Incident Management Plan based on current incident/ crisis management documentation within WDC.	X			
<b>READINESS</b>				
Investigate options to include partner agencies in CDEM culture effectiveness.				
Ensure that the current internal culture and WDC staff commitment to CDEM within WDC continues to be promoted.				

### 18.1 Local Obligations - Waikato CDEM Group Plan 2016 - 2020

As a member of the Waikato CDEM Group we are required to participate in a number of initiatives and projects as outlined in the Waikato CDEM Group Plan 2016-2020. The Group plan outlines all the actions requiring the coordinated efforts of all Group Members and Partners.

Annual work plans are expected to be established showing how each Member/Partner will contribute to the following Action Plan with annual reporting to CEG / Joint Committee on achievements. The action tables below demonstrate where we are required to contribute to the overall Group actions, and where we have obligations to the Group action plan.

LOCAL OBLIGATIONS FOR WAIKATO CDEM GROUP PLAN 2016 - 2020
<b>Being Ready – Our Communities</b>
Incorporate hazard and risks (including infrastructure risks) as part of community response planning
Develop a prioritised programme for development and updates of CRPs
Test, review and maintain community resilience plans
Establish and sustain communication processes between communities and CDEM
Complete a stock take of CDC facilities and plan for removal / development
Implementation of CDC plan
Promote CDC locations appropriate to community requirements
<b>Section 7: Recovery Arrangements</b>
Report on achievements against Recovery Plan actions
<b>Section 8: Partnerships</b>
Develop local welfare plans

## 18.2 Local Contributions - Waikato CDEM Group Plan 2016 – 2020

<b>LOCAL CONTRIBUTIONS</b>	
<b>Waikato CDEM Group Plan 2016 - 2020</b>	
<b>All</b>	
	Develop a project plan for delivery of major projects, including scope, deliverables and resources/costs
<b>Understanding and Communicating Risks</b>	
	Collation of hazard and risk information, gap analysis and data improvement programme
	Ongoing implementation of the hazard and risk data improvement programme
	Promote the availability of hazard and risk information to CDEM Partners, stakeholders and the community
<b>Coordination of risk reduction initiatives</b>	
	Review processes for integrating local authority planning with other CDEM resilience building activities
<b>Being Ready – Our Communities</b>	
	Use Waikato Hazard and Risk database to prioritise community response planning and vice versa
	Implementation of CDC arrangements Group-wide
	Develop and deliver a programme for CDEM trained volunteers in partnership with our preferred volunteer coordination partner
	Promote and build business engagement with CDEM (e.g. Waikato Hazard and Risk Information)
	Develop evaluation framework to measure the effectiveness of regional and local business engagement by CDEM
<b>Section 5: Being Ready – The Group</b>	
	Develop situational awareness processes
	Implementation and exercising of EMIS and other ICT solutions
	Improve and align all Group standard operating procedures based on an agreed minimum requirement
	Support the development of the Integrated Training Framework (ITF)
	Develop and implement a training exercise programme to deliver the ITF
	Develop the professional capability of professional CDEM staff through goal setting, reviews, and training opportunities
	Implement the Warning Systems Strategy
	Improve and sustain interagency operational communications protocols (including the principles of consistent messaging)
	Review resource requirements for a major Group response
	Develop a Group Logistics Plan for use of the resources
<b>Section 7: Recovery Arrangements</b>	
	Review how the Groups recovery arrangements could be re-aligned to support 'Building Back Better'
	Commence an audit of Group and Local recovery plans (against the new Bill, Group template, DGL for Recovery and Group Recovery Plan)
	Update Group (16/17) and Local (17/18) Recovery Plans following audit
	Build recovery relationships through Waikato forum, sector group, meetings, national recovery

forum
<b>Section 8: Partnerships</b>
Report on iwi engagement across the Group on CDEM matters
<b>Section 9: Our Structure</b>
Agree financial delegations between the Group Controllers, Local Controllers and the Joint Committee
Review the CDEM delivery model to achieve greater coordination of work programmes
<b>Section 10: Monitoring and Evaluation</b>
KPIs established and reported on by each Member. Evaluation and reporting of achievement against all work programmes
MCDEM Capability Assessment Review (including moderated assessments for each Waikato CDEM Group member)
Review CDEM Group Plan
Evaluation and reporting of achievement against all work programmes (aligned to actions and objectives in this Plan)

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# Appendix 1 References

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Waikato District Council Long Term Plan <a href="http://www.waikatodistrict.govt.nz/LTP.aspx">www.waikatodistrict.govt.nz/LTP.aspx</a>
Waikato CDEM Group Plan 2GP (2011 – 2015) <a href="http://www.waikatoregioncdem.govt.nz/Policy-and-Plans/Group-Plan">www.waikatoregioncdem.govt.nz/Policy-and-Plans/Group-Plan</a>
The National CDEM Strategy (2007) Ministry of Civil Defence & Emergency Management <a href="http://www.civildefence.govt.nz/assets/Uploads/publications/national-CDEM-strategy-2008.pdf">www.civildefence.govt.nz/assets/Uploads/publications/national-CDEM-strategy-2008.pdf</a>
National Civil Defence Emergency Management Plan Ministry of Civil Defence & Emergency Management <a href="http://www.civildefence.govt.nz/cdem-sector/cdem-framework/national-civil-defence-emergency-management-plan/">http://www.civildefence.govt.nz/cdem-sector/cdem-framework/national-civil-defence-emergency-management-plan/</a>
Ministry of Civil Defence & Emergency Management Monitoring and Evaluation Process
Waikato Region Local Recovery Plan Template
CDEM Act 2002 <a href="http://www.legislation.govt.nz/act/public/2002/0033/latest/DLM149789.html">www.legislation.govt.nz/act/public/2002/0033/latest/DLM149789.html</a>
Director's Guidelines for CDEM Groups [DGL 02/02] Directors Guideline; Working Together: Developing a CDEM Group Plan <a href="http://www.civildefence.govt.nz/assets/Uploads/publications/dgl-02-02-developing-a-cdem-group-plan.pdf">www.civildefence.govt.nz/assets/Uploads/publications/dgl-02-02-developing-a-cdem-group-plan.pdf</a>
Director's Guideline for CDEM Sector (DGL 05/06); Declarations, provides detailed guidance on the Declaration process. <a href="http://www.civildefence.govt.nz/assets/Uploads/publications/dgl-09-09-cdem-group-plan-review.pdf">http://www.civildefence.govt.nz/assets/Uploads/publications/dgl-09-09-cdem-group-plan-review.pdf</a>
Waikato CDEM Group Warning System Strategy (2014)
Six-Year Waikato CDEM Group Strategy

## Appendix 2 Summary of Tables and Figures

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<b>Summary of Figures</b>	
Figure 1	Our framework for emergency management planning across the four R's
Figure 2	The Waikato Civil Defence Emergency Management Group member structure
Figure 3	'We are all Civil Defence' Waikato CDEM Group aspirations for a resilient Waikato
Figure 4	Waikato CDEM Group goals for a resilient Waikato
Figure 5	
Figure 6	
Figure 7	

<b>Summary of Tables</b>	
Table 1	Our principles for planning and delivery of emergency management
Table 2	An overview of hazards that may affect the Waikato district
Table 3	Legislation applicable to Civil Defence Emergency Management
Table 4	Summary of emergency powers that can be exercised by the Recovery Manager to aid recovery
Table 5	Reporting requirements during the recovery phase of an emergency
Table 6	
Table 7	
Table 8	

## Appendix 3 Processes

NAME OF PROCESS	STATUS
<b>REDUCTION</b>	
Undertake review of our CDEM hazard risk profile	
<b>READINESS</b>	
Arrange Group Duty officer (GDO) Cover for Waikato District Council CDEM Coordinator	Published
Undertake weekly radio checks	Published
Monitor gaps in individual/organisational emergency management capability	
Maintain CDEM Vehicle Equipment	Published
Manage the CDEM Welfare Team	
Manage CDEM Community Response Plans	
Plan an Exercise to Incident/Emergency	
Undertake self-assessment using the MCDEM monitoring and evaluation tool	
Undertake EOC Staff Quarterly Meetings	
<b>RESPONSE &amp; RECOVERY</b>	
Activate the Emergency Operations Centre (EOC)	Published
Close Down the EOC	Published
Respond to an initial advisory or warning	
Carry Out Local Evacuation in response to an Emergency	
Activate the Local Welfare Committee in a Civil Emergency	
Declare a state of Local Emergency	Published
Extend a local State of Emergency	Published
Terminate a local state of emergency	Published
Monitor potential CDEM event through the call-centre	
CDEM Messaging and Tasking Process using EMIS (Simple)	Published
Establish and Setup a Civil Defence Centre	
Manage Financial Expenditure Arising from An Emergency Event	Published
Prepare to carry out impact assessment in response to an emergency	
Receive a warning message	
Receive incoming message manually (EOC)	Published
Register affected members of the community in a civil defence centre	
Transition from response to recovery phase in an emergency	Published
Send message manually from the EOC	Published
Response to a tsunami threat notification	
Request government financial assistance for costs incurred by CDEM during an emergency	Published
Establish Mayoral Relief Fund	
Determine Level of Response Required in an Incident /Emergency	
Management of Spontaneous Volunteers during an Incident or Emergency	

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Operate Tait Radios in the CDEM Vehicle

Use Emergency Lights in the CDEM Vehicle

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## Appendix 5 Waikato CDEM Group Training Curriculum

The curriculum defines the training courses that are currently provided within the Waikato CDEM Group.

Table 1 - Course Details

Course Name	Learning Objectives	Provider	Duration (hrs.)	Delivery Method	Course Description	Pre-requisites
Coordination Centres CDEM Foundational		CDEM - Integrated Training Framework (INTEGRATED TRAINING FRAMEWORK)	4 hours	F2F or online	To provide an introduction to CDEM. This is a four-hour interactive training session that introduces the CIMS principles, structure and terminology, as well as the context of civil defence emergencies.	No pre-requisite
Coordination Centres Intermediate		CDEM - Integrated Training Framework (ITF)	16 hours	F2F	Participants will be able to work under supervision in a coordination centre (CC) Understand functional interdependencies and operational scheduling Understand how CIMS is applied and gain an appreciation for incident life cycles Understand and use status reports, situation reports, and action plans	CDEM Coordination Centres Foundational
Coordination Centre Welfare Function		CDEM - Integrated Training Framework (ITF)	16 hours	F2F	Participants will learn about the legislative context in which the Welfare function operates. Gain a greater understanding of the Welfare framework and its nine sub-functions Gain an appreciation for the agencies responsible for welfare services, the importance of effective collaboration, and knowledge of the welfare continuum from response to recovery.	Coordination Centres CDEM Foundational Coordination Centres Intermediate
Coordinated Incident Management Systems (CIMS) 2 and 4		Various Providers	16 hours	F2F	(CIMS) 2 establishes a framework of consistent principles, structures, functions, processes and terminology to assist agencies to coordinate and cooperate effectively during an emergency response. CIMS 4 describes how CIMS is used to coordinate command and control an emergency response of any scale.	No pre-requisite
Delivery of Emergency Welfare Services in a Civil Defence Centre		CDEM - Integrated Training Framework (ITF)	6 hours	F2F	Working in a Civil Defence Centre (CDC) and the legislative requirements of providing Welfare services during an emergency event relationship between the CDC and the Coordination Centre Structure and flow of a typical CDC, the role of the CDC Supervisor and Team Leaders, the Welfare sub-functions and the agencies responsible for delivering welfare services.	Coordination Centres CDEM Foundational
EMIS Welfare	Learn how to register affected people and complete a needs assessment using consistent	Waikato District Council & Waikato	2	F2F	In times of emergency, the ability to respond quickly, to draw on accurate, centrally-managed and readily available information, and for numerous agencies to	Coordination Centres

Registration	processes, procedures and formats.	Group Emergency Management Office	hours		come together as one is imperative. The Emergency Management Information System (EMIS) is an integrated online database system that gathers all of the critical information in one place to enable better, more informed decision making. This course focuses on the Welfare component of EMIS. Discover how EMIS can provide a complete, real-time view of the situation. Gain an appreciation for the importance of data accuracy as you learn how this data is used by the decision makers to identify welfare needs and gaps.	CDEM Foundational
Controllers Development Programme		Ministry of Civil Defence Emergency Management	Approx. 2 years	F2F and individual study	A CDEM <a href="#">Controllers Development Programme</a> , a joint venture between MCDEM, Massey University, GNS and AUT, has been created to meet the capability development needs of Controllers at local, regional and national levels.  The CDEM Controllers' Development Programme is the only programme sanctioned by MCDEM to represent qualification for the role of Controller.  Includes a pre-course development phase (6 weeks), Residential Phase 5x 8 hour days and ongoing development phase 12-18 months.	
Coordination Centre Logistics Function		Integrated Training Framework (ITF)	16 hours	F2F	Currently in pilot	Coordination Centres CDEM Foundational  Coordination Centres Intermediate
Coordination Centre Public Information Management Function	Identify how effective Public Information Management improves outcomes during Response and Recovery.  Recall the Public Information Management roles and responsibilities during Response and Recovery.  Define the relationship between the roles of the NCMC/ECC/EOC PIM team and other agencies at a National, Regional and Local level.  Identify key ECC/EOC PIM operational activities.  Recall the characteristics of an effective PIM Team.  Identify relevant reporting structures, access and use relevant guides e.g. SOPs, checklists, guidelines, plans etc.  Plan participant's learning journey to further develop their competency in PIM (as required for the role in the PIM function).	Integrated Training Framework (ITF)	8 hours	F2F	The aim of the training is to assist new PIM staff and experienced communications staff with little PIM experience to gain the confidence to work as PIM during a response to an emergency event. A pathway has been developed to help ensure you have the appropriate skills, knowledge, tools and relationships to effectively manage public information in a response.	Coordination Centres CDEM Foundational  Coordination Centres Intermediate
Coordination Centre Planning Function		Integrated Training Framework (ITF)		F2F	To be developed	Coordination Centres CDEM Foundational  Coordination Centres

						Intermediate
Coordination Centre Intelligence Function		Integrated Training Framework (ITF)		F2F	To be developed	Coordination Centres CDEM Foundational Coordination Centres Intermediate
Coordination Centre Operations Function		Integrated Training Framework (ITF)		F2F	To be developed	Coordination Centres CDEM Foundational Coordination Centres Intermediate
Coordination Centre Finance Function		Integrated Training Framework (ITF)		F2F	To be developed	Coordination Centres CDEM Foundational Coordination Centres Intermediate
Coordination Centre Lifeline Utilities Coordinator Function		Integrated Training Framework (ITF)		F2F	To be developed	Coordination Centres CDEM Foundational Coordination Centres Intermediate
Coordination Centre Recovery Function		Integrated Training Framework (ITF)		F2F	To be developed	Coordination Centres CDEM Foundational Coordination Centres Intermediate
Coordination Centre CIMS Function Interface		Integrated Training Framework (ITF)		F2F	To be developed	Coordination Centres CDEM Foundational Coordination Centres Intermediate
Coordination Centre Leadership		Integrated Training Framework (ITF)		F2F	The fourth level is the leadership course is still to be developed. This will be targeted at those that will go on to act as a Section Manager or in another leadership role such as Response Manager	

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### **Open Meeting**

<b>To</b>	Policy & Regulatory Committee
<b>From</b>	Gavin Ion Chief Executive
<b>Date</b>	6 March 2019
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318
<b>Report Title</b>	Chief Executive's Business Plan

## **1. EXECUTIVE SUMMARY**

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The Chief Executive's Business Plan is a summary of progress on the Chief Executive's Performance Agreement. This report covers 2018/2019 items.

## **2. RECOMMENDATION**

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**THAT the report from the Chief Executive be received.**

## **3. BACKGROUND**

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The Chief Executive's Business Plan is a summary of progress on a number of issues targeted by Councillors.

## **4. DISCUSSION AND ANALYSIS OF OPTIONS**

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### **4.1 DISCUSSION**

The Plan is a summary of progress on specific issues. It enables staff and Councillors to focus on the big issues and ensures that attention is given to those things that really matter. The Plan is in line with the Chief Executive's Performance Agreement for 2018/2019 as amended at the March review meeting.

### **4.2 OPTIONS**

The list of projects has been agreed by Council.

The Plan is consistent with the Chief Executive's Performance Agreement approved by Council but incorporates amendments to several KPIs agreed by the Chief Executive Performance Review Sub-committee in March.

## 5. CONSIDERATION

### 5.1 FINANCIAL

Nil at this stage.

### 5.2 LEGAL

As part of undertaking the work detailed in this plan, Council needs to ensure that the approach taken is consistent with the Purpose of Local Government.

In other words, to meet the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost-effective for households and businesses.

### 5.3 STRATEGY, PLANS, POLICY AND PARTNERSHIP ALIGNMENT

This report contains the strategic issues that Council is focused on. The Chief Executive's Business Plan has been updated to align to the Chief Executive's Performance Agreement.

Iwi and Tangata Whenua have been, or will be consulted on at least some of the key projects or initiatives referred to in the report. Iwi are involved as a strategic partner of Council.

Iwi have been engaging in the waters management project and with Council and government on the Hamilton to Auckland Corridor.

The projects in the list link to at least one community outcome or wellbeing. They also link to at least one LTP key goal.

The list has been updated in line with the Chief Executive's Performance Agreement for 2018/2019.

### 5.4 ASSESSMENT OF SIGNIFICANCE AND ENGAGEMENT POLICY AND OF EXTERNAL STAKEHOLDERS

The report does not trigger any concerns about significance of the projects being discussed.

Highest levels of engagement	Inform	Consult	Involve	Collaborate	Empower
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The report provides a summary of what progress is being made on the various issues. It is for information at this stage of the year.				

State below which external stakeholders have been or will be engaged with:

Planned	In Progress	Complete	
		✓	Internal
	✓		Community Boards/Community Committees
	✓		Waikato-Tainui/Local iwi



	✓		Households
	✓		Business
			Other Please Specify

The assessment depends on the issues involved.

## **6. CONCLUSION**

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The schedule summarises progress on the key issues agreed with Council.

## **7. ATTACHMENTS**

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Chief Executive's KPI worksheet.

## Chief Executive's KPIs – 2018/2019

Key project/priority	Key deliverables/KPIs		Progress	Final Achievement Met/Not Met
1. Delivery and achievement of LTP year 1 (covers normal business activities and the delivery of the annual work programme)	1.1	LTP financial year 2018/2019 work programmes are completed on time, cancelled, agreed for deferral or carried forward as agreed with Council.	The work programmes are progressing. The vast majority is in the Service Delivery area and this reported at each Infrastructure Committee meeting.	
	1.2	The LTP year 1 is completed within agreed budget and variations approved by Council.	Regular financial reviews are undertaken to review progress. Concerns are reported to the appropriate Committees.	
	1.3	80% of the 2018/2019 year LTP non-financial KPIs are achieved.	A quarterly report on this is provided to the Strategy & Finance Committee meeting on 27 February 2019 where 72% of the KPIs were achieved to the end of December.	
	1.4	a) A comprehensive review of the Economic Development Implementation Plan is to be completed by the end of May 2019. b) The agreed 2018/2019 projects in the Implementation Plan are delivered by 30 June 2019.	a) This work is in the planning phase but scheduled for completion in line with the deadline.  b) Once the review of the Implementation Plan is completed, this goal will be triggered.	
	1.5	Provide evidence that services are being delivered in an efficient, innovative (where possible, taking into account available Council resources) and cost effective manner e.g. Regional Library Service.	Work is underway on the feasibility of a Regional Library Service.  The Alliance with Downer delivered a gain share for 2017/18 which is an indication of cost effectiveness.  The Waikato Building Cluster is seeking efficiencies through reducing auditing from eight audits (one per council) to one audit (for all eight councils). Approval has been sought from government on	

Key project/priority	Key deliverables/KPIs		Progress	Final Achievement Met/Not Met
			<p>this idea.</p> <p>The resourcing structure of the Building Cluster is being looked at in order to address strategic challenges facing the cluster.</p> <p>Work continues on the review of the i-Site contracts.</p>	
	1.6	Demonstrate progress with delivering or completing action points on the Audit & Risk Committee's work programme at each meeting.	<p>Progress has been made in reducing outstanding items on the work programme.</p> <p>A detailed deep dive into a specific topic has been undertaken. In September, this related to the zero harm strategic risk. In December the focus was on our waters management.</p>	
2. Continued improvements in customer service	2.1	Completion of more than 87% of service requests within set timeframes for the year.	At the end of February 88% of service requests have been completed within the set timeframes.	
	2.2	Overdue service requests are less than 118 on average for the year.	Overdue service requests at the end of February averaged 118.	
	2.3	The agreed programme items in the Council agreed customer strategy are implemented by 30 June 2019.	The Customer Experience Strategy work plan is being developed in conjunction with Gearing for Growth and Greatness. A number of projects will be required.	
3. Partnerships, relationships, regional initiatives and engagement with external stakeholders	3.1	a) Engage with key stakeholders, including developers, community organisations, Community Boards/Committees, Iwi, key regional contacts and other council contacts about how relationships with the Chief Executive and Council can be strengthened and made	<p>(a) The Chief Executive has met with Iwi, neighbouring councils and developers on strategic issues. Feedback to date has been constructive. As a result, more meetings have been organised with Waikato-Tainui and with NZTA to progress mutual outcomes.</p> <p>There have also been several community meetings attended by the Chief Executive to build stronger relationships.</p>	

Key project/priority	Key deliverables/KPIs		Progress	Final Achievement Met/Not Met
		<p>more productive.</p> <p>b) Provide evidence of progress against the current action plan and update the action plan to incorporate new feedback at each sub-committee meeting.</p>	<p>(b) <u>Leadership</u> The Chief Executive has been working with developers and Waikato Regional Council about water allocation. This led to a successful agreement that will benefit our community and economic development activities.</p> <p>The Chief Executive is leading the regional conversation about the transformation of WLASS.</p> <p><u>Interpersonal Ability</u> A key focus has been engagement with Iwi. Three hui have been held to advance engagement. Historical issues dating back to 1947 are being worked through.</p> <p><u>Visibility</u> More time is being allocated for key regional meetings. This is evident in the Hamilton to Auckland Corridor work and the Waikato Economic Development Forum held at the end of August.</p> <p>The Chief Executive, Mayor and Councillor Thomson the National Maaori Housing Conference in November and this presented some important networking opportunities particularly with government Ministers and Chief Executives. The Chief Executive has been active in progressing Future Proof initiatives.</p>	
	3.2	Provide evidence of collaboration with NZTA to deliver key outcomes.	Discussions were held at the Local Government Conference and through several meetings. This engagement is the basis for further collaboration.	

Key project/priority	Key deliverables/KPIs		Progress	Final Achievement Met/Not Met
			A recent staff change at NZTA will necessitate renewed efforts to re-establish links.	
	3.3	Provide evidence of collaboration and engagement with Iwi including the key outcomes achieved.	<p>The Chief Executive has attended several Waikato-Tainui events. The Mayor and Chief Executive have now established regular meetings with the Waikato-Tainui Te Arataura Chair and Chief Executive.</p> <p>There is a new level of understanding and partnership developing with Iwi.</p> <p>There is a new level of understanding and partnership developing with Iwi.</p> <p>As noted above, The Chief Executive, Mayor and Councillor Thomson also attended the National Maaori Housing Conference which was well received by local and national Iwi.</p>	
	3.4	Agreed milestones are met in implementing the Strategic Plan for the Waikato Building Cluster Group.	<p>Work is progressing on the Strategic Plan:</p> <ul style="list-style-type: none"> <li>▪ Additional customer research has been undertaken. The results are being summarised for use in a work plan.</li> <li>▪ Contact has been made with Government in relation to audit fees for the Cluster.</li> <li>▪ A plan is being put in place for staff development and the development of a training and development centre.</li> <li>▪ A review of resourcing for the cluster is being finalised.</li> </ul>	
	3.5	<ul style="list-style-type: none"> <li>▪ An implementation plan for the Waters Governance Board is agreed by 31 October 2018.</li> <li>▪ The agreed action items for 2018/2019 are completed on time and to budget.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work is underway on the implementation plan. This will be heavily influenced by feedback from Watercare.</li> <li>▪ This will follow development from the implementation plan.</li> <li>▪ The Waters Governance Board has met</li> </ul>	

Key project/priority	Key deliverables/KPIs		Progress	Final Achievement Met/Not Met
			<p>several times and is starting to provide valuable input into our Waters Management.</p> <ul style="list-style-type: none"> <li>▪ A draft contract with Watercare is progressing. Substantial progress</li> </ul>	
	3.6	Provide evidence of community engagement on key initiatives.	<p>Work continues on engagement in relation to the notified District Plan.</p> <p>The Blueprints project has also been progressing master planning in the District.</p>	
4. Staff and Culture (including leadership, engagement, retention, zero harm)	4.1	Leadership – The Staff Survey indicates a positive movement of 2% or more in relation to the leadership provided by senior management.	The survey will be undertaken later in the year.	
	4.2	The Engagement Index shows a positive movement of 2% or more in the Annual Staff Survey.	The survey will be undertaken later in the year.	
	4.3	<p>Performance on key HR measures is as follows:</p> <ul style="list-style-type: none"> <li>a) Staff movement due to general turnover is less than 16%.</li> <li>b) Outstanding leave balances reduce by 5% or more by 30 June.</li> <li>c) Sick leave taken reduces by 5% or more by 30 June (noting this is an indication only of staff welfare and wellbeing).</li> </ul>	<ul style="list-style-type: none"> <li>a) Annual staff turnover is 16.16% at 28 February (previous year 15.55%).</li> <li>b) This goal was achieved for 2018. This measure relates to 2019.</li> <li>c) For the year 1 July 2017 to 30 June 2018 – Total sick leave taken 21,564.5 hours From 1 July 2018 to 28 February 2019 - Sick leave taken 12,953 hours - For comparison: For 1 July 2017 to 28 February 2018 – sick leave taken 13,203 hours This means the sick leave used for</li> </ul>	

Key project/priority	Key deliverables/KPIs	Progress	Final Achievement Met/Not Met
	<p>d) The score on the survey question “This organisation cares about the well-being of its people” increases by 2% or more.</p> <p>e) Provide a quarterly update summary and associated actions based on feedback from exit interviews.</p>	<p>2018/2019 year so far is tracking 1.9% less than the same period in the year 2017/2018</p> <p>d) The survey will be undertaken later in the year. New providers are being considered.</p> <p>e) A summary of exit interview material was provided to the Chief Executive Performance Review Sub-committee for the 2017/2018 year.</p>	
4.4	Provide quarterly updates to Council on progress with implementing the 100 day plan.	<p>Implementation is well underway with Gearing for Growth &amp; Greatness. This included a Team Up event on 15 January which included all available staff.</p> <p>The new Executive Leadership Team is functioning well.</p> <p>The first wave of recruitment for additional resources has been completed with 83% of the roles filled. Of the remaining two roles, one has been re-advertised and one has been reassessed.</p> <p>The recruitment activity undertaken has been highly successful. We have secured some key people the third and final wave of recruitment for Gearing for Growth &amp; Greatness is scheduled for mid-March.</p>	
4.5	The Zero Harm Strategic Plan actions for 2018/19 are completed by 30 June.	<p>An update on the Zero Harm Strategic Plan was discussed with Council at the August meeting.</p> <p>Regular updates are provided on progress to Council and the Audit &amp; Risk Committee.</p>	

Key project/priority	Key deliverables/KPIs	Progress	Final Achievement Met/Not Met
		A summary dashboard presents the key information. The team is making good progress in a complex and challenging area.	



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**Open Meeting**

<b>To</b>	Policy & Regulatory Committee
<b>From</b>	Sue O’Gorman General Manager Customer Support
<b>Date</b>	5 March 2019
<b>Prepared by</b>	Jessica Thomas Senior Consents Administrator
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1301
<b>Report Title</b>	Delegated Resource Consent Approved for the month of February 2019

## **1. EXECUTIVE SUMMARY**

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This report gives information relating to all delegated Resource Consents processed for the month of February 2019 excluding hearings.

## **2. RECOMMENDATION**

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**THAT the report of the General Manager Customer Support be received.**

## **3. APPOINTMENT OF COMMISSIONERS**

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There were no Commissioners appointed for the month of February 2019.

## **4. ATTACHMENTS**

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Delegated Authority Report - attached

- February 2019

# Delegated Authority Report

Period from 1 February 2019 to 28 February 2019

Awaroa ki Tuakau		Ward Total: 23		
Applicant	ID No	Address	Details	Decision
Compass Homes (Franklin) Limited	LUC0168/19	24 Wingfield Road POKENO	To undertake earthworks that exceed the permitted volume and fill depth for the purpose of creating a building platform for a dwelling within the Residential 2 Zone and construct a retaining wall topped by a barrier fence that encroaches into a side yard. The garage of the dwelling will encroach into the required setback and the outdoor living court will contain a building and will not wholly be readily accessible from the main living area.	Granted
Tuakau Proteins Limited	LUC0175/17.01	26 Lapwood Road TUAKAU	To change condition 4 of resource consent LUC0175/17 imposed as part of the original consent decision issued on 15 November 2016.	Granted
Pokeno Village Holdings Limited	LUC0193/19	201 Hitchen Road POKENO	Landuse consent for Pipe Bridge	Granted
C M Kennerley, G D Kennerley	LUC0207/19	211 Aka Aka Road PUKEKOHE	To construct a building within the road boundary building setback in the Rural Zone	Granted
Sentinel Homes Counties	LUC0224/19	21 Thomason Crescent POKENO	To undertake earthworks that exceed the permitted volume for the purpose of creating a building platform for a dwelling with a garage that encroaches into the required front yard within the Residential 2 Zone.	Granted
Stuart P C Limited	LUC0230/13.01	9 McDonald Road POKENO	Variation to consent condition 1 to account for additional earthwork areas in the Industrial 2 Zone.	Granted
Zam Builders Limited	LUC0243/19	21 Elizabeth Street TUAKAU	Undertake Dwelling Additions encroaching the road and side boundaries and height control plane on the southern boundary in the Residential Zone	Granted
K France	LUC0245/19	481 Razorback Road POKENO	Undertake earthworks in excess of the maximum permitted volume, area and depth in the Rural Zone	Granted
S R Blok, M F Blok	LUC0247/19	13E Pokeno Road POKENO	Locate a second hand dwelling on the site that does not comply with 3m yard setback and 10m setback from water in the Residential 2 Zone.	Granted

# Delegated Authority Report

Period from 1 February 2019 to 28 February 2019

S McCallum, F R McCallum	LUC0250/19	4 Pams Way PVT POKENO	Construct a dwelling with an attached shed that is located within the 10m setback adjacent to an undeveloped paper road in the Village Zone.	Granted
Milestone Homes Franklin Limited	LUC0269/19	1 Harriet Johnston Drive POKENO	To undertake earthworks that exceeds the permitted volume for the purpose of creating a building platform for the purpose of a show home over a 12 month period with one sign that exceeds maximum area of 1m <sup>2</sup> , in Residential 2 Zone.	Granted
M Agrawai, M Agrawai	LUC0274/19	6 Ulcoats Lane POKENO	To undertake earthworks that exceed the permitted volume and area for the purpose of creating a building platform for two attached dwellings within the Residential 2 Zone.	Granted
R J Palmer, PJC Trustee Limited	LUC0275/19	5 Pams Way PVT POKENO	Earthworks in the Village Zone to construct a building platform exceeding the maximum permitted volume of 100 m <sup>3</sup> by 140 m <sup>3</sup> . Construction of a dwelling with an outdoor living court located entirely in the southern quadrant of the property.	Granted
J V Peacock, B G Peacock	LUC0276/19	57B Irish Road MANGATAWHIRI	Construction of a shed in the Rural Zone that encroaches the 10 m front yard by 9 m.	Granted
K J Watt, S J Seabright	LUC0279/19	12 Loader Place POKENO	To undertake earthworks that exceeds the permitted earthworks volume and fails outdoor living requirements in Residential 2 Zone.	Granted
R M Shore Builders Ltd	LUC0295/19	17 Peter Bourne Drive POKENO	To undertake earthworks that exceeds permitted earthworks volume in residential 2 Zone.	Granted
Pokeno Village Holdings Limited	LUC0297/19	31 Pokeno Road POKENO	Blanket land use consent for fences which exceed the maximum height between future buildings and the road boundary on future lots 1-11 and 37-48 (to be created by SUB0050/17.03) in the Residential 2 Zone.	Granted

# Delegated Authority Report

Period from 1 February 2019 to 28 February 2019

Erlen Limited	SUB0017/18.01	108 Medhurst Road BOMBAY	To vary conditions of consent to relocate Lot 6, in particular conditions 1 (General Accordance) and 15 (Conservation Covenant), delete conditions 6 (power), 7 (telecommunications), 8 (vehicle access), 9 (Certification), 16 (Consent notice referencing Geotech), 17 (Consent notice re Medhurst Road) and add new conditions 15 (a) discharge of encumbrance) and 19 (consent notice)	Granted
Pokeno Village Holdings Limited	SUB0043/19	201 Hitchen Road POKENO	Subdivision create 98 vacant residential lots. Two roads to vest. One drainage reserve to vest. One road upgrade to vest and two recreational reserves to vest.	Granted
Pokeno Village Holdings Limited	SUB0050/17.03	31 Pokeno Road POKENO	S127 to change conditions of consent SUB0050/17- conditions 1, 1A.2A, 1A.4, 1A.5, 1A.6, 1A.8, 1A.9, 1A.11, 1A.16 and 1B.5 to account for changes in lots from re-survey, alterations in the width of the Hitchens Bridge, to remedy an issue with Landonline and separate lots for Lane's, cancellation of an amalgamation condition that is no longer needed and an increase in the size of the balance lot from road stopping and a subdivision that would result in a Significant Natural Area not being wholly within a proposed lot.	Granted
RCR Properties Limited	SUB0057/19	118C Barnaby Road TUAKAU	Transferable Rural Lot Right subdivision within the EEOA to create two new allotments in the Rural Zone and exceeding the maximum allowed users of a Right of Way.	Granted
Zam Builders Limited	SUB0084/19	21 Elizabeth Street TUAKAU	Update Cross Lease Plan	Granted
Barriball Farms Limited	SUB0095/19	351 Otaua Road WAIUKU	Cancellation of Easement Certificate D484228.3, and appurtenant stormwater right, on RT 797146 pursuant to Section 243(e) Resource Management Act 1991	Granted

**Eureka**

**Ward Total: 3**

Applicant	ID No	Address	Details	Decision
V L Telfer, M A Telfer	LUC0263/19	36A Eureka Road EUREKA	To undertake earthworks within the Hauraki Gulf Catchment Area for the purpose of creating a building platform for a shed within the Rural Zone.	Granted

# Delegated Authority Report

Period from 1 February 2019 to 28 February 2019

G J Park, S H Park	LUC0300/19	468B Holland Road NEWSTEAD	Transport a dependent persons dwelling onto site within the Rural Zone.	Granted
N W Woodcock	SUB0093/19	155 Tahuroa Road TAUWHARE	To undertake a subdivision to relocate a common boundary between two titles held in different ownership.	Granted
<b>Hukanui - Waerenga</b>		<b>Ward Total: 2</b>		
Applicant	ID No	Address	Details	Decision
G W Smith, D S Smith	SUB0091/19	407 Taniwha Road WAERENGA	The creation of one conservation house allotment in the Rural Zone leaving balance of land for rural production.	Granted
P B Haultain, A M Haultain	SUB1115/11.01	366 Bankier Road HORSHAM DOWNS	S127 to amend condition PC5 and add conditions PC5A and PC5B of SUB1115/11 to allow for wireless telecommunication options	Granted
<b>Huntly</b>		<b>Ward Total: 2</b>		
Applicant	ID No	Address	Details	Decision
N Gibbons	SUB0067/19	34 Russell Road HUNTLY	Undertake a two lot subdivision in the Living Zone which fails the minimum required separation distances between vehicle accesses.	Granted
P R Mahon	SUB1048/11.01	633 Hetherington Road ROTONGARO	S127 to amend the conditions of consent to allow for wireless telecommunication options.	Granted
<b>Newcastle</b>		<b>Ward Total: 2</b>		
Applicant	ID No	Address	Details	Decision
NZTE Operations	LUC0205/19	172 Limmer Road TE KOWHAI	To hold a one off temporary event in the Rural Zone titled 'Te Kowhai Country Market & Community Event' on 09 February 2019 at the Te Kowhai Airfield.	Granted
TK Airfield Land Limited	SUB0089/19	172 Limmer Road TE KOWHAI	Relocate boundaries of two viable records of title in the Rural Zone	Granted
<b>Ngaruawahia</b>		<b>Ward Total: 4</b>		
Applicant	ID No	Address	Details	Decision
Veros Property Services Limited	LUC0232/19	36 Evolution Drive HOROTIU	Construct an Industrial Building with Ancillary Office Facilities within the Horotiu Industrial Park with access non-compliances in the Industrial Zone	Granted
P J Jelaca, McCaw Lewis Chapman Trustees (No. 3) Limited	LUC0256/19	7 Durham Street NGARUAWAHIA	A 18m2 (6mx3m) double-sided advertising sign with variable content in the Light Industrial Zone	Granted

# Delegated Authority Report

Period from 1 February 2019 to 28 February 2019

Roman Catholic Bishop Diocese Of Hamilton	LUC0257/19	Great South Road NGARUAWAHIA	To extend an existing classroom and construct a new ancillary building within the Living Zone as part of an existing educational facility, where the building exceeds the maximum permitted gross floor area for non-residential buildings.	Granted
S R Warner	SUB0078/19	37 Jacobs Lane NGARUAWAHIA	Create one additional lot in the Country Living Zone	Granted

## Onewhero-Te Akau Ward Total: 1

Applicant	ID No	Address	Details	Decision
S M Thomas	LUC0286/19	201 Morrison Road TUAKAU	To construct a subsidiary dwelling for a dependent relative in the Rural Zone that fails earthworks provisions	Granted

## Raglan Ward Total: 10

Applicant	ID No	Address	Details	Decision
Manu Trustees Limited	LUC0017/19	295 Whaanga Road RAGLAN	To establish a second residential building on site for the use of travellers accommodation for up to 12 people in the Coastal Zone.	Granted
Kiwi Timber Supplies Limited	LUC0212/19	31A Wainui Road RAGLAN	Construction of two dwellings (duplex) contained within one RT involving earthworks, front yard building setback and entrance separation distance non-compliances associated with a new entrance;	Granted
G S Dickey, M P Dickey	LUC0219/19	8 Matakotea Road TE UKU	Construction of a fourth dwelling in the Rural Zone within the building setback.	Granted
C J Thomas	LUC0255/19	65 Lorenzen Bay Road RAGLAN	For a retrospective landuse consent for reverse manoeuvring onto a shared access by vehicles using car parking associated with a sleep out on the site, in the Living Zone.	Granted
K J Sands	LUC0258/19	8E Harakeke Place RAGLAN	To construct a dwelling which infringes the daylight admission permitted activity requirements and for the dwelling plus a retaining wall to be located within the permitted activity building setback for a state highway in the Living Zone.	Granted
D I Copestake, K E Copestake	LUC0270/19	168 Maungatawhiri Road TE MATA	To construct a Dependent Person's Dwelling and garage addition that encroach on a boundary setback within the Rural Zone, where the existing vehicle entrance is unable to comply with the required separation distance.	Granted

# Delegated Authority Report

Period from 1 February 2019 to 28 February 2019

J R G Webb, P L Barry, Pilot Brewery Limited	LUC0281/19	23 Bow Street RAGLAN	Changes to Licence - extended hours and operation	Granted
A C Bailey, A J Sweeney	LUC0318/18.01	352 Te Papatapu Road TE MATA	Amend condition 3 of LUC0318/18 to have the garage located 5.5m from the road boundary rather than the previously consented 9m.	Granted
Kiwi Timber Supplies Limited	SUB0074/19	31A Wainui Road RAGLAN	Subdivision to create one additional lot with a frontage non-compliance and the removal of an obsolete building line restriction pursuant to s327A Local Government Act 1974	Granted
Raglan Land Company Limited	SUB0108/17.01	30 Opororu Road RAGLAN	To change the conditions of consent to reflect the proposed relocation of Right-of-Way 'G', and include amalgamation conditions for all proposed private access ways within Precinct A	Granted

## Tamahere

Ward Total: 4

Applicant	ID No	Address	Details	Decision
R D Ford	LUC0121/19	31 Hart Road TAMAHERE	To change an existing driveway to a concrete driveway, which will increase impervious surfaces on the site, so that the total impervious surfaces on-site will exceed the Operative District Plan maximum permitted impervious surfaces in the Country Living Zone.	Granted
J A Zender, R M Harper	LUC0200/19	76B Te Awa Road TAMAHERE	To exceed Building Coverage Provisions for Accessory Buildings and Impervious surfaces within the Country Living Zone.	Granted
Erinic Investments Limited	LUC0226/19	151 Pickering Road TAMAHERE	Construct a covered dairy shed which exceeds the maximum 1,000m <sup>2</sup> gross floor area for buildings used for productive rural activities, and to undertake earthworks exceeding the maximum permitted area in the Rural Zone.	Granted
J N L Burn, A W Flexman, S Flexman	LUC0238/19	27A Woodcock Road TAMAHERE	Extend an existing dwelling which will breach the maximum impervious surface allowance in the Tamahere Country Living Zone	Granted

# Delegated Authority Report

Period from 1 February 2019 to 28 February 2019

Whangamarino		Ward Total: 6		
Applicant	ID No	Address	Details	Decision
Martinovich Farms Limited	FST0008/19	83 Miller Road MANGATANGI	Relocate a used dwelling onto a property within the Rural Zone	Granted
Waikato District Council	LUC0230/19	Heather Green Avenue MEREMERE	To establish and operate the Meremere Library on Local Purpose Reserve Land within the Heavy Industrial Zone	Granted
Landmark Homes - Waikato	LUC0242/19	25 Murray Ward Drive TE KAUWHATA	Construct a residential dwelling in the New Residential Zone that exceeds the permitted earthworks amounts and breaches the maximum impervious surface amount under the Te Kauwhata Structure Plan	Granted
S R Jarvie, L A Jarvie	LUC0277/19	965B Miranda Road MIRANDA	Extend an existing dwelling in the Coastal Zone. Any alteration to a building in the Coastal Zone or earthworks in the Hauraki Gulf Catchment Area requires Resource Consent as per Rules 26.44 and 26.25. The proposal also breaches the 12m boundary setback, for which written approval has been obtained.	Granted
A M Tubic, V C Tubic	SUB0097/19	298 Kopuku Road KOPUKU	General Subdivision in the Rural Zone to create one additional allotment with an access leg that has a width 3 m less than the 9 m minimum required and fails minimum vehicle entrance separation distance requirements.	Granted
Turtle Nut Farm Limited	SUB0130/18.01	27 Travers Road TE KAUWHATA	Delete conditions 7(d), 12, 21(c) and 26 of resource consent SUB0130/18 to avoid providing water reticulation connections and infrastructure to seven proposed lots. The applicant also proposes a new Consent notice condition stating that reticulated water connections have not been provided to the boundaries of the lots.	Declined