

TARARUA DISTRICT COUNCIL
EMERGENCY MANAGEMENT

CIVIL DEFENCE PLAN
1 JANUARY 2016 – 31 DECEMBER 2018

Version: Final | February 2016

CERTIFICATION

This plan has been prepared for the Tararua District Council. It aligns with the National CDEM Plan and the Manawatu-Wanganui CDEM Group Plan and shall be the driving document for Civil Defence in the Tararua District.

Paddy Driver
District Resilience Manager
Tararua District Council

24 February 2016

This plan was approved by the Tararua District Council at a meeting held on 24 February 2016.

Blair King
Chief Executive
Tararua District Council

24 February 2016

FOREWORD

The Tararua District covers an area of 436,000 hectares with a population of 16,854 people spread over a number of smaller towns and rural communities. It comes under the jurisdiction of the Tararua District Council.

The district is susceptible to a wide range of hazards such as earthquakes, tsunami, pandemic, flooding and many others. Generally, our rural communities are very resilient as opposed to those who live in the urban areas. There is willingness by our communities to be actively involved in Civil Defence within the district and this is encouraged and supported by the Tararua District Council.

The Council is a member of the Manawatu-Wanganui Civil Defence and Emergency Management Group (CDEM Group). Under the Civil Defence and Emergency Management Act 2002, the CDEM Group is required to create a regional CDEM Plan, which is finally approved by the Groups Joint Standing Committee (JSC) on the recommendation of the Coordinating Executive Group. The Council is a member of both of these Groups.

The CDEM Group Plan is a Regional one with a methodology of "centralised coordination and local delivery", it does not cover many local CDEM issues in depth. During a recent audit by the Ministry of Civil Defence and Emergency Management (MCDEM) it was found that there was a number of issues Region wide that needed addressing. As part of this process, it was highlighted to us that there were shortfalls in Council's current Civil Defence capability.

Although there is no legislative requirement to have a local CDEM Plan, it was decided to write this plan in order to show how we are going to meet MCDEM and the CDEM Group expectations. The Plan shows general CDEM policy, where we are at presently and how we are going to improve our capability in future. This plan will drive our local Civil Defence work programme over the next two years and beyond.

The policy aspects of this plan align with the National CDEM Plan and the Manawatu-Wanganui CDEM Group Plan.

Paddy Driver
District Resilience Manager
Tararua District Council

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PART 1
INTRODUCTION



Introduction

The Civil Defence and Emergency Management Act 2002 (CDEM Act) requires every regional council and every territorial authority to establish a Civil Defence and Emergency Management Group (CDEM Group). Tararua District Council is part of the Manawatu-Wanganui CDEM Group. In addition, Section 48 of the CDEM Act requires every CDEM Group to prepare and approve a CDEM Group Plan. The current Manawatu-Wanganui Group Plan 2009–2014 is under review and a new plan should be completed in 2016. Whilst the Group Plan outlines information required by the CDEM Act it is felt that it does not address specific local delivery issues and this was apparent during the recent Ministry of Civil Defence and Emergency Management (MCDEM) Monitoring and Evaluation report. It was therefore decided by Council's Senior Management Team that Tararua District Council should have a Local CDEM Plan to provide local direction on the delivery of CDEM within the district in line with the policies set and agreed to in the Group Plan.

Purpose of the Local CDEM Plan

The purpose of the Local Plan is to identify shortfalls in the district's CDEM arrangements and provide direction on future Civil Defence management within the district. The Group Plan tends to generalise on hazard information over the region and does not cover local specific hazards. For example, the Hikurangi Trench off the East Coast poses a significant tsunami threat to our local coastal communities. We live on a series of earthquake faults and are more likely to have severe earthquakes locally than on the west coast. The local plan identifies and discusses specific hazards within the district. This information will be readily available to the Group. The Plan also identifies how we progress community engagement. We are a rural community and are therefore more resilient to Civil Defence events as opposed to those who live in Palmerston North and have a high reliance on supermarkets etc. We have invested heavily in community engagement and have been successful in the past, however how we have achieved this has not been documented. The requirement to have a local Community engagement plan has been highlighted in this plan.

Many of our local Standard Operating Procedures are either non-existent or require a total rewrite. They are identified in the Plan and a work programme scheduled to rectify this issue. The Plan will also identify local response procedures including exercise requirements, delegated authorities and so on.

In writing this Plan, all of the policies and direction recorded in the Group Plan have been taken into account. Work programmes identified in the local Plan will also feed into our Annual Plan, Long Term Plan and the Group Annual and Triennial Business Plans.

Vision

"To build a resilient and safer district with communities understanding and managing their hazards and risks."

Objectives

The objectives of this plan are related to the vision and goals of the National CDEM Plan and Group Plan. However, specific local objectives in the Council Long Term Plan 2015 - 2025 are as follows:

- To reduce the risk from hazards within the district;
- To provide Civil Defence education programmes to local communities through an ongoing public awareness campaign;
- Facilitate local Community Civil Defence Response Groups;
- Provide a linked communications network across the district to improve a coordinated response by Council's Incident Management Team to any event;
- To ensure appropriate resources are available to manage and coordinate a relevant response to emergency events; and
- Facilitate recovery after emergency events.

Plan Target Audience

This plan has been developed for a number of different audiences. They are as follows:

- **The CDEM sector** – includes district CDEM personnel directly involved in CDEM and the Manawatu-Wanganui CDEM Group.
- **Primary stakeholders** – includes members of the Tararua District Council Emergency Management Committee of which the emergency services are members, and community CDEM response groups.
- **Strategic Stakeholders** – including local lifeline companies, the health sector and the public in general who require preparedness information.

Plan Structure

The plan has been structured in a manner consistent with the CDEM Group Plan and the Director's Guideline DGL 09/09. It is based on the concept of the 4Rs, Reduction, Readiness, Response and Recovery. It also includes Risk Profile, Monitoring and Evaluation, and Management and Governance sections.

Development and Consultation Process

This plan is the first such plan developed for the Tararua District Council. It is an initial footprint of CDEM requirements for the district and has been compiled using information from the current CDEM Group Plan and best practice and knowledge from experienced CDEM practitioners. The Tararua District Council's District Resilience Manager is part of the working group revising the CDEM Group Plan and has incorporated proposed changes as they become available. The Plan will have to be reviewed once the new Group Plan becomes operative to ensure that it complies with any changes from the existing draft plan.

There is no legislative requirement to produce a Local Plan, however this plan has been reviewed by the Tararua District Council Senior Leadership team and approved by Council. Consultation with the Tararua Emergency Management Committee including Community CDEM Response Groups was also carried out.



Eketahuna Earthquake 2014 – damage on Pahiatua-Pongaroa Road



PART 2
RISK PROFILE



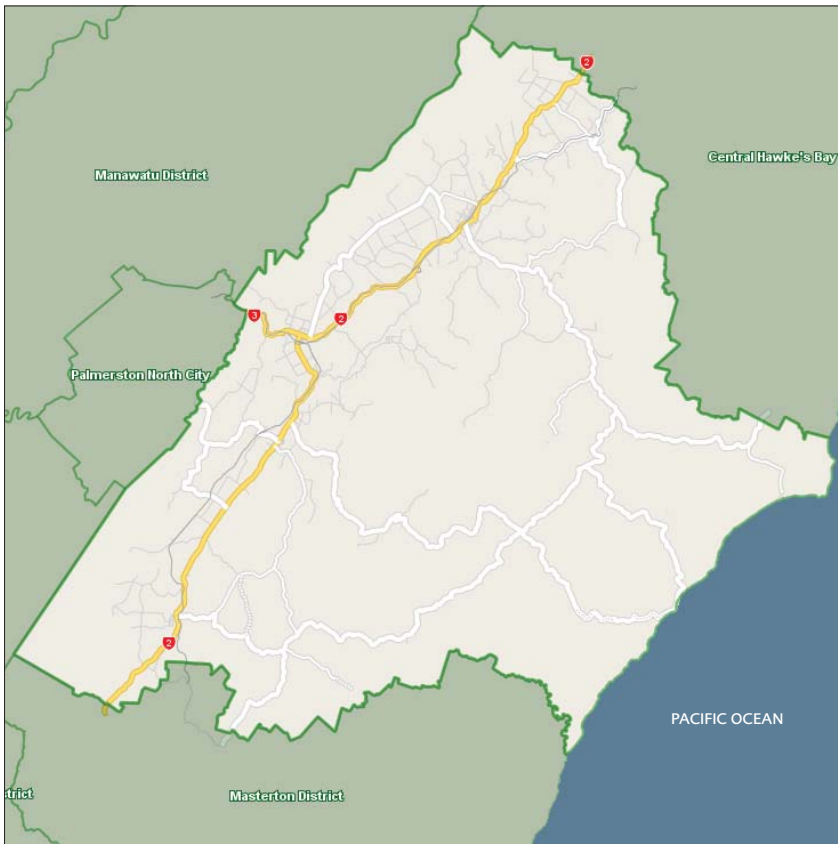


Figure 1: Location Map showing the Tararua District

Introduction

This section provides a risk management context for the Tararua District. Developing a clear understanding of the vulnerabilities and consequences of hazards within the district is fundamental to guiding the level of activity and effort applied across the four R's. This chapter provides the foundation on which local CDEM reduction, readiness, response and recovery activities are built.

Location

The Tararua District is bounded to the north by the Central Hawke's Bay District Council, to the south by Masterton District Council and on the western side of the Tararua and Ruahine Ranges, by Manawatu District, Palmerston North City and Horowhenua District Councils. It covers an area of approximately 436,000 hectares. (Refer Figure 1.)

Natural Environment

The Tararua District is dominated by landscapes which have developed from tectonic (earth movement) and fluvial (river) activity. Significant landscape features within the district include mountain ranges and hill country, interspersed with alluvial plains, fans, and river terraces. (Refer Figure 2.)

To the west, the district is bordered by the Tararua and Ruahine Ranges, separated from each other by the Manawatu Gorge. These ranges form part of New Zealand's axial mountain ranges, which run in a south-west to north-west direction.

Immediately east of the Ranges lies a fertile alluvial plain, which has developed over the years from deposits from the Mangatainoka, Mangahao, Tiraumea and Manawatu Rivers and their tributaries. This alluvial plain forms a corridor of high quality land intensively used for farming and horticulture. The district's main urban settlements are situated within this vicinity. The corridor spans the whole length of the district from Eketahuna in the south to Norsewood in the North.

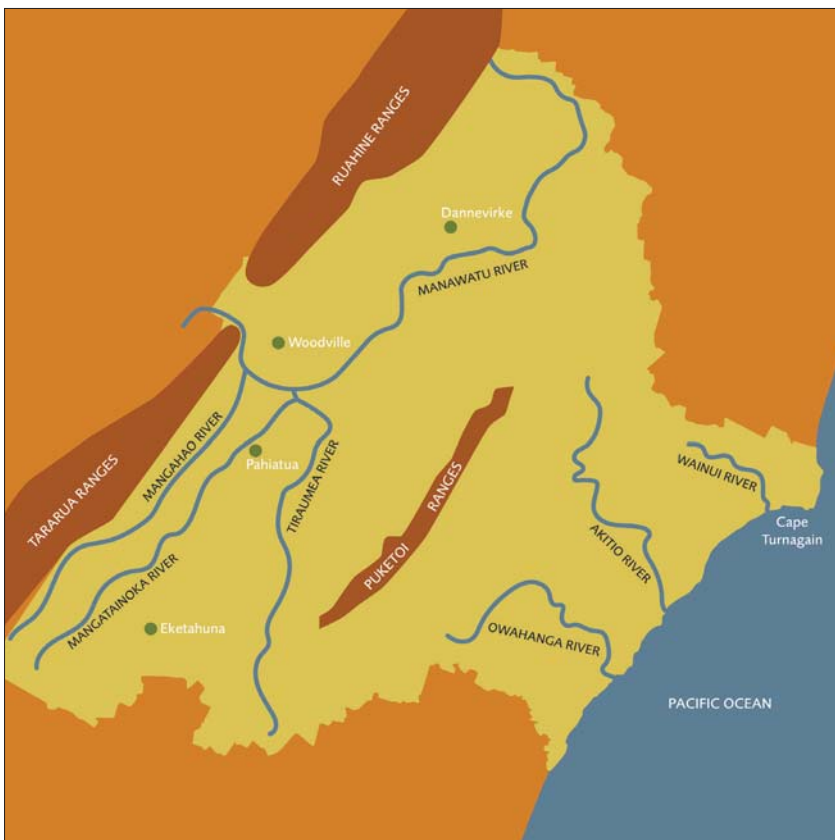


Figure 2: Major geographical features of the Tararua District

To the east of this corridor, the landscape comprises of rolling steep hill country, further dissected by tectonic movement. The Puketoi Range runs parallel to the Tararua and Ruahine Ranges, creating a physical barrier between the coastal environment and the remainder of the district. The district is bordered on the east by the Pacific Ocean.

Unique in New Zealand is the Manawatu Catchment, the headwaters of which are located in the Tararua District. The headwaters originate on the eastern side of the Ruahine Ranges northwest of Dannevirke with the river mouth located in Foxton on the west coast. Total catchment area for the Manawatu River is 594,400 hectares with the upper catchment area east of the Gorge within the Tararua District being 323,100 hectares. Tributaries of the Manawatu River include the Tiraumea River, Makuri River, Mangatainoka River and the Mangahao River. The unique feature of the river is that it flows through the axial ranges to the west coast via the Manawatu Gorge.

Other rivers that drain the land to the east of the Puketoi Range are the Akitio, Owahanga and Wainui Rivers. They reach the east coast at the settlements of Akitio, Owahanga and Herbertville respectively. Tributaries of these rivers include the Mangatiti Stream, Pongaroa River, Waihi Stream, Mangaone Stream and the Rakapuhipuhi Stream.

Social Environment

People

The district has a usually resident population of 16,854, as at the 2013 Census. Its population ranks 47th in size out of the 67 districts in New Zealand and has less than one percent of the total New Zealand population. The district has seven designated urban areas and Table 1 below is a breakdown of population for those urban areas and includes the remaining rural area.

Table 1: Population Breakdown Tararua District (2013 Census)

Area	Population
Eketahuna	441
Pongaroa	105
Pahiatua	2,412
Woodville	1,398
Dannevirke	5,043
Ormondville	96
Norsewood	330
Rural (remainder)	7,329
Total Population	16,854

Ethnic groups as listed in the 2013 Census are shown in Table 2.

Table 2: Population Breakdown Tararua District (2013 Census)

Ethnic Group	Tararua District %*	New Zealand %*
European	85.2	74.0
Maori	21.2	14.9
Pacific People	1.5	7.4
Asian	2.1	11.8
Middle East/Latin America/Africa	0.2	1.2
New Zealander	2.0	1.6
Other Ethnicity	0.1	0.0

*Includes all people who stated each ethnic group, whether as their only ethnic group or as one of several. Where a person reported more than one ethnic group, they have been counted in each applicable group. As a result, percentages do not add up to 100. (Source Statistics NZ)

The district has three coastal settlements with seasonal population variants. Table 3 below outlines the estimated populations and seasonal variants.

Table 3: Population Variants Coastal Villages

Coastal Community	Resident Population	Summer Temporary Population
Akitio	7	Up to 372
Herbertville	36	Up to 340
Owahanga	21	Up to 56

Built Environment

Dwellings

According to the 2013 Census, there are 6,858 occupied dwellings and 185 unoccupied dwellings in the Tararua District.

Lifeline Infrastructure

The Tararua District Council is responsible for delivering many lifeline services in varying degrees to local communities. These include reticulated water and sewerage services in Dannevirke, Pahiatua, Woodville, Eketahuna, and Norsewood. A reticulated water supply is provided in Akitio and a sewerage system in Pongaroa and Ormondville. Pongaroa has a separate community run water system with an agreement to supply water to Council. Further details of these lifeline activities can be found in the various Council asset management plans and the Council's Annual and Long Term Plans.

Phones, Internet and Fax Access

The 2013 Census shows that:

- 64.2 percent of households in Tararua District have access to the Internet compared with 76.8 percent of households throughout New Zealand.
- In Tararua District, 76.8 percent of households have access to a cell phone, compared with 83.7 percent of households for New Zealand as a whole.

Table 4 shows overall access to phones, faxes and the internet and a comparison of Tararua District against all of New Zealand.

Energy

Natural gas is piped through the Manawatu Gorge via Saddle Road north to Napier City via high-pressure pipeline.

Electricity is provided to the district via the national grid by network companies Powerco, Central Lines and Scanpower. The Tararua District is recognised as having a particularly good wind resource because of its topographical characteristics. These characteristics have led to the development of several wind farms either side of the Manawatu Gorge on Te Apiti and the Tararua Ranges. The district has over 200 operational wind turbines with associated transmission lines to connect the turbines to the national grid.

Transport

The road network within the Tararua District is a particularly important resource. Parallel to the Tararua and Ruahine Ranges

is State Highway 2, which travels from the Wellington Region in the south to the Hawkes Bay Region in the northeast. In the middle of this transportation corridor is the town of Woodville. From here State Highway 3 leads through the Manawatu Gorge to State Highway one at Sanson via Palmerston North City. Within the district, State Highway 2 is 107.96 kilometres and State Highway 3, 9 kilometres totalling 116.96 kilometres of State Highway.

Other strategic roads within the district are the Pahiatua - Aokautere Road (also known as the Pahiatua Track) which leads from Pahiatua to Palmerston North and the Saddle Road, which leads from Woodville to Ashhurst. These roads are often used as alternative routes out of the district when State Highway 3 is closed in the Gorge due to slips. Route 52, which runs from Waipukurau to Masterton along the length of the district, is an important access route for our rural communities, as are Weber Road, Pahiatua-Pongaroa Road, and Alfredton Road.

Council is responsible for the development and maintenance of all roads except for State Highways. As at 2012, Council was responsible for maintaining 1,183 km of sealed roads and 774 km of unsealed roads being a total of 1,957 km of managed roads.

Woodville is also the junction of the Wellington, Wairarapa, Napier railway line and the Woodville to Palmerston North railway line.

Economic Environment

Agriculture is the largest driver of economic activity in the Tararua District. Rural land values make up 93% of the total land value of the district. Agricultural activity is focused mainly on

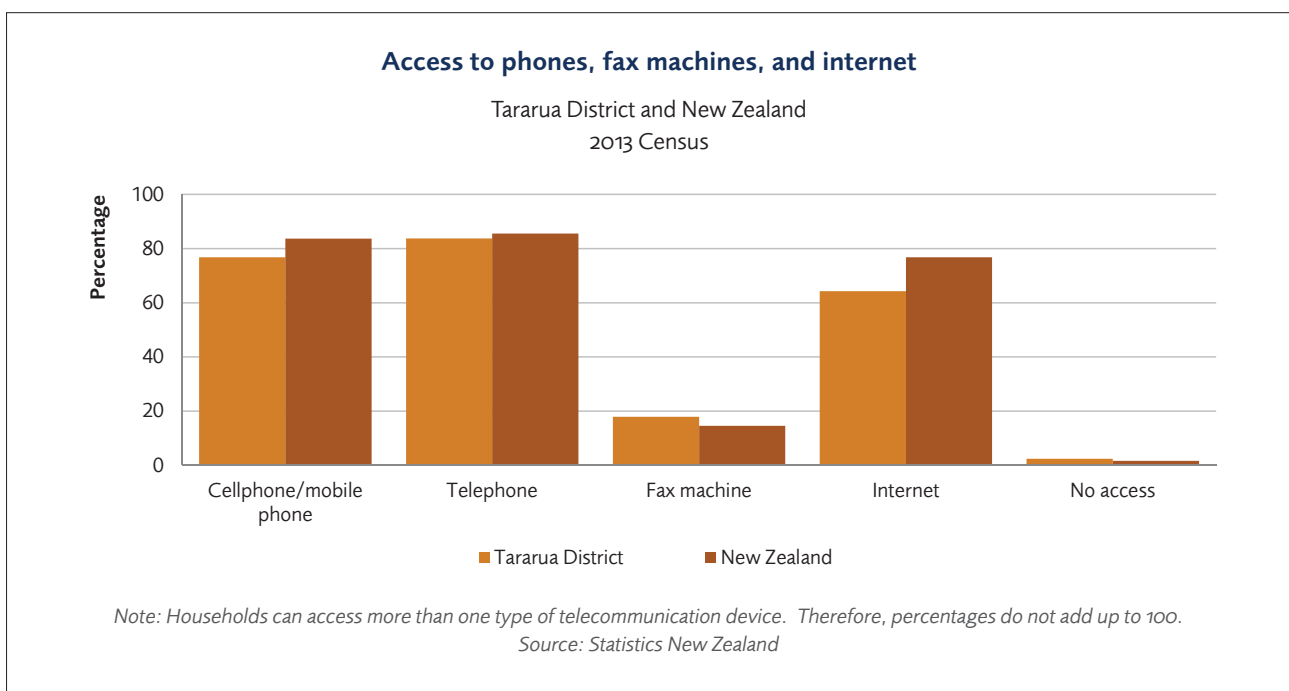


Table 4: Access to Phones, Fax and Internet

pastoral production of sheep, beef and dairy cattle from over 1,200 farms. As at 2007 (latest agriculture census data) there were over 1.8 million sheep, 113,000 dairy cattle and 150,000 beef cattle in the district. Dairy cattle numbers have been increasing in recent years in response to increased dairy returns. The 288 dairy farmers in Tararua produce 30 million kilograms of milk solids every year, pouring \$240 million into our local economy.

The Tararua District is quality sheep and cattle country with farmers playing a part in supplying produce - through the port of Napier - to a world crying out for protein. The dairy farming land stretching from Norsewood to the back of Dannevirke is now recognised as some of the most productive land in New Zealand, helped immeasurably by a generation of top-quality dairy farmers.

Tararua has a number of factors in its favour with the agriculture sector, namely its soils and climate. Agriculture makes up 30% of all employees in the district and nearly half of all businesses. Although the majority of farmland in New Zealand is still used for sheep and beef, the face of the farming sector is changing to include more diversity. This is also relevant in the Tararua District. More and more farms are being taken out of family owned businesses and moving to a more corporate ownership model. Overall employment is stable and earnings generated locally throughout the Tararua District are increasing.

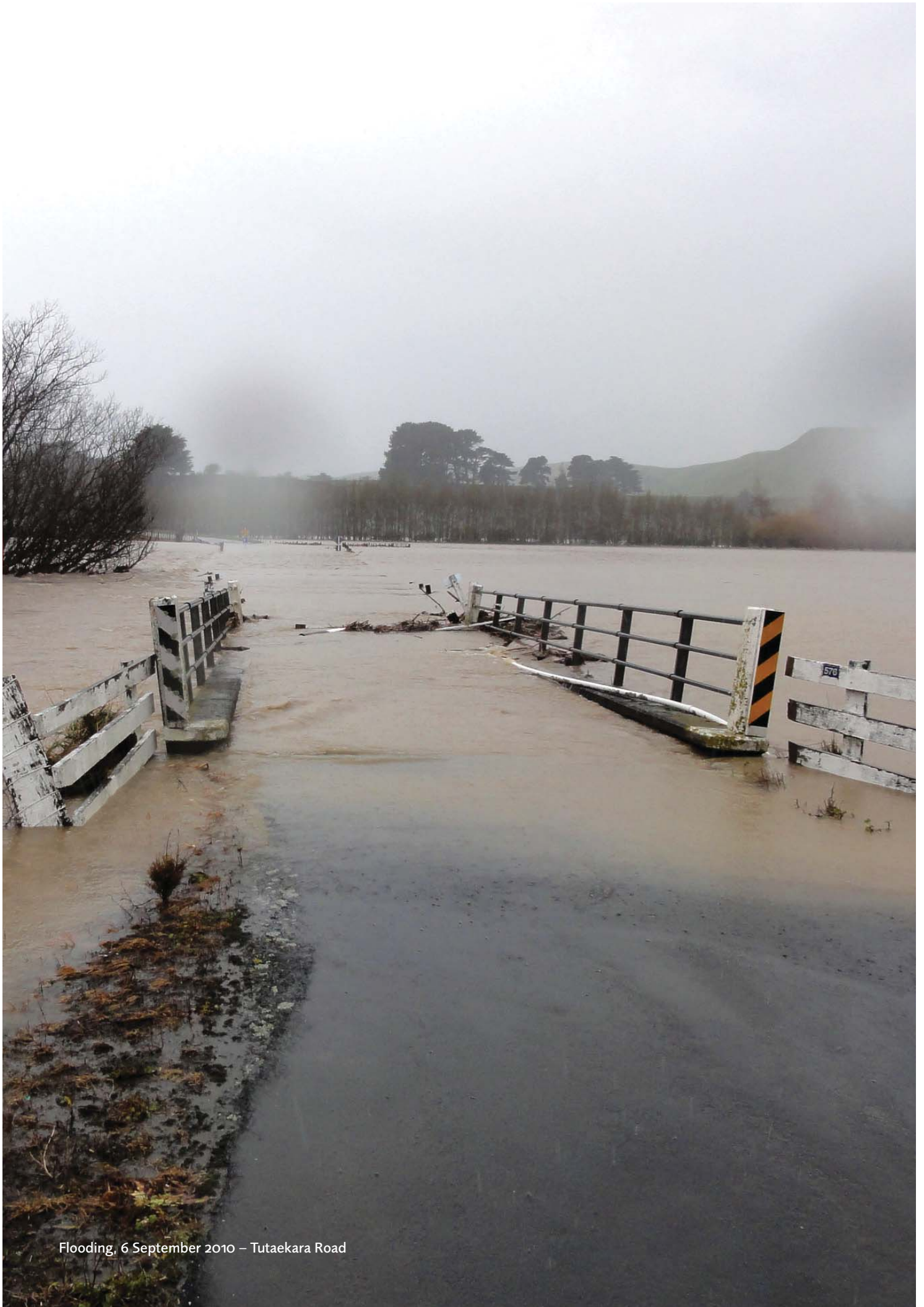
Forestry is a viable land use and is on the increase within the district, particularly in the more remote hill country to the east. The amount of land used for production forestry has increased from 8,568 ha in 1995 (Statistics NZ, 30 June 1995) to 16,206 ha in 2002 (Statistics NZ, 30 June 2002), 13,596 ha in 2004 to an estimated 26,000 ha in 2016.

A smaller number of larger industries include the Alliance meat processing plant in Dannevirke, Metal Form steel fabrication plant in Dannevirke, and the recently expanded Fonterra Milk processing plant in Pahiatua. There are many small-scale industries including cottage industries.

Local tourism is on the increase with attractions such as Pukaha Mount Bruce Wildlife Centre, the Tararua and Ruahine Forest Parks and many small owner operated ventures. The district is well known for its trout fishing and wild game hunting.

Energy resources such as wind farms and recent oil exploration have the potential to increase economic value to the district.

The four main towns of Dannevirke, Woodville, Pahiatua and Eketahuna are service centres for the agricultural sector. In addition, they also service other categories of economic activities such as industry and tourism.



Flooding, 6 September 2010 – Tutaekara Road



PART 3
DISTRICT HAZARDSCAPE



Introduction to District Hazards

The Tararua District is subject to a wide range of significant natural, human-made and biological hazards. The combination of all hazards within an area such as the Tararua District is commonly referred to as the "hazardscape".

The following section provides a brief overview of the most significant hazards within the district based on various available reports but particularly the "Hazard Risk Assessment for the Manawatu-Wanganui Region, 2009" produced by Horizons Regional Council Emergency Management Office.

Discussions in many documents about the likelihood of a hazard event occurring use terms such as 1-in-100 year event (1:100), Annual Exceedance Probability (AEP) and percentage probability. Annual Exceedance Probability is the chance or probability of a natural hazard event (usually a rainfall or flooding event) occurring annually. Emergency managers prefer not to describe events in terms of 1:100 year events as this implies that we will not have another event like that for 100 years. In fact, there is a one percent chance of having an event of that size in any given year. Table 5 below shows the comparison.

Table 5: Event Likelihood Comparison

1-in-x year event	AEP	% probability per year
1:5	0.2	20%
1:10	0.1	10%
1:50	0.02	2%
1:100	0.01	1%
1:150	0.006	0.6%
1:200	0.005	0.5%
1:500	0.002	0.2%
1:1000	0.001	0.1%
1:2500	0.0004	0.04%

For the purposes of this plan, we will discuss the five most serious life-threatening hazards, which are likely to affect this district in priority order. This will be followed by a general discussion relating to the next 10 priority hazards.

Earthquake

Introduction

The Tararua District is geologically diverse with numerous potential earthquake sources. The district covers some of the most seismically active parts of New Zealand and is immediately west of the Australian and Pacific tectonic plates and in particular the Hikurangi Trough.

The district experiences earthquakes on a regular basis and historically there has been a number of large earthquakes that have had a significant effect on the district's infrastructure and buildings. It is noteworthy that the district is in the high-risk zone set by Central Government, post Christchurch earthquake, for building strengthening rules. For the purposes of assessing the earthquake hazard risk, we have looked at three particularly large historic events that have been recorded. These are the Mw7.0 Cape Turnagain Earthquake in 1904, the Mw 7.2 Pahiatua Earthquake in 1934 and the Mw 6.7 Weber (Mothers Day) Earthquake in 1990.

Earthquake Measurement in New Zealand

The size of an earthquake is often described using Richter Magnitude Scale (ML), which is the amount of energy released during an earthquake. However, not all of the energy released in an earthquake will necessarily be felt at the surface, depending on the earthquake's depth.

In New Zealand, where earthquakes occur from near the surface right down to a depth of over 600 km, the Modified Mercalli Intensity Scale (MM) measures intensity and is a better indicator of an earthquake's effects on people and their environment. Table 6 shows the Modified Mercalli Scale adopted by GNS for New Zealand conditions and has the approximate Richter Scale comparison.

Cape Turnagain Earthquake – 1904

This earthquake occurred about 10.20 am on Tuesday, 9 August 1904, and was centred at Cape Turnagain. Measurements of MM8-9 were noted at Herbertville, whilst Dannevirke is shown as receiving MM7. Damage to buildings occurred as far away as Wellington. Effects noted were: difficulty standing up, chimney collapse to most houses in the district particularly in the coastal and immediate inland areas.

A small number of houses destroyed and damage recorded to some commercial building structures in Dannevirke. There was a lot of damage caused in the form of landslides, subsidence of bridge approaches, slumping and much cracking of roads and riverbanks. Many large sand ejections were observed in the nearby coastal areas and in braded riverbeds. This earthquake caused few minor injuries however, an elderly person near Nireaha collapsed and died when the earthquake occurred, presumably from stroke or heart attack. It was noted in a GNS funded report that at the time the area of the highest intensity was sparsely populated and the majority of the buildings were of wooden construction with poorly re-enforced brick chimneys.

Pahiatua Earthquake – 1934

The 1934 Pahiatua Earthquake struck at 11.46 pm on 5 March 1934. It is the fifth largest recorded earthquake recorded in New Zealand as at the date of this plan. Measurements of MM8 were recorded in the Pahiatua Township and MM9 in the area 40km southeast of Pahiatua in the Pongaroa area. The quake was felt

Table 6: Modified Mercalli Scale

Modified Mercalli Scale	Category	Definition	Intensity	Richter Magnitude Scale
MM1	Imperceptible	Barely sensed only by a very few people.	Unnoticeable	0 - 1.6
MM2	Scarcely felt	Felt by a few people at rest in houses or on upper floors.	Unnoticeable+	1.6 - 2.2
MM3	Weak	Felt indoors as a light vibration. Hanging objects may swing lightly.	Weak+	2.2 - 2.8
MM4	Largely observed	Generally noticed indoors, but not outside, as a moderate vibration or jolt. Light sleepers may be awakened. Walls may creak, and glassware, crockery, doors or windows rattle.	Light+	2.8 - 3.5
MM5	Strong	Generally felt outside and by almost everyone indoors. Most sleepers are awakened and a few people alarmed. Small objects are shifted or over-turned, and pictures knock against the wall. Some glassware and crockery may break, and loosely secured doors may swing open and shut.	Moderate+	3.5 - 4
MM6	Slightly damaging	Felt by all. People and animals are alarmed, and many run outside. Walking steadily is difficult. Furniture and appliances may move on smooth surfaces, and objects fall from walls and shelves. Glassware and crockery break. Slight non-structural damage to buildings may occur.	Strong+	4 - 4.1
MM7	Damaging	General alarm. People experience difficulty standing. Furniture and appliances are shifted. Substantial damage to fragile or unsecured objects. A few weak buildings are damaged.	Severe	4.1 - 5.2
MM8	Heavily damaging	Alarm may approach panic. A few buildings are damaged and some weak buildings are destroyed.	Severe	5.2 - 6
MM9	Destructive	Some buildings are damaged and many weak buildings are destroyed.	Severe	6 - 6.5
MM10	Very destructive	Many buildings are damaged and most weak buildings are destroyed.	Severe	6.5 - 7.1
MM11	Devastating	Most buildings are damaged and many buildings are destroyed.	Severe	7.1 - 8
MM12	Completely devastating	All buildings are damaged and most buildings are destroyed.	Severe	8 or greater

as far north as Auckland and as far south as Dunedin. Many buildings sustained severe damage and the Pahiatua Herald reported that there were 412 houses in the borough and 603 chimneys needing repair or rebuilding.

A GNS report shows that two elderly persons with heart disease died from shock and one person in Fielding received injuries from a collapsed brick wall. There were several reasons stated as to why there were no casualties. The main reason being

that the earthquake occurred near midnight and most people would have been in their homes at the time. Most residential dwellings were wooden structures. The report also states that if the quake had occurred during business hours, a modest number of casualties (12 or so) might have occurred, mainly due to the falling of brick gables and parapets common on Pahiatua's commercial buildings. Figure 3 shows some of the damage sustained in Pahiatua as a result of the quake.

Weber ("Mothers Day") Earthquake – 1990

This earthquake struck at 4.00pm on Sunday, 13 May 1990 and measured Mw 6.7. It followed a similar magnitude, but was less damaging than a previous earthquake on 19 February 1990. A number of houses close to the centre of the earthquake received damage and were demolished later. Slumping occurred at many bridge abutments and some cracking and slumping was noted on the rural roads.

The town centre of Dannevirke received a lot of damage. Buildings in Dannevirke are mainly one or two storey buildings made of unreinforced brickwork or early reinforced masonry type structures. Most of the brickwork structures have lime mortar rather than cement mortar. Many of the buildings seriously damaged by this earthquake had been previously damaged during the February quake. It was reported that the quake moved at right angles to the main street. Most of the old buildings had either boundary or party walls running at right angles to the main street and therefore the shear capacity of these walls were greater resulting in less damage. As in the 1934 earthquake, it is probable that there could have been fatalities from falling masonry had the earthquake occurred during normal business hours.

Recent Activity

Of particular note is the Eketahuna Earthquake which measured 6.2 on the Richter Scale and occurred on 20 January 2014. This earthquake caused damage to property, and in Council's reticulation system.

More recently a M5.1 (strong) earthquake occurred on 4 January 2016. It was felt right across the Lower North Island. It was accompanied by a series of smaller earthquakes. There has been a noticeable increase in seismic activity in the area over the last year.

According to GNS, the quake's depth put it in the subduction "slab" of the Pacific Plate that underlies the Australian Plate at the boundary of the two tectonic masses. "It's in the subduction zone but it doesn't appear to be in the megathrust area, which is the huge fault that separates the Pacific and Australian plates – it looks deeper than that, which is good."

GNS noted that the quake was uncommon as it occurred in the slab and not on the plate interface. It warranted closer monitoring to see if this activity has done anything to activate the big megathrust fault. GNS is monitoring the situation.

Tsunami

Introduction

A tsunami is a natural phenomenon consisting of a series of waves generated when a large volume of water in the sea, or lake, is rapidly displaced. Tsunami is known for their capacity to violently inundate coastlines, causing devastating property damage, injuries and loss of life. The principal source of tsunami is:

- Large submarine or coastal earthquakes (in which a significant uplift or subsidence of the sea floor or coast occurs).



Figure 3: Workers remove debris from the Main Street of Pahiatua after the 1934 earthquake

- Underwater landslides (which may be triggered by an earthquake or volcanic activity).
- Large landslides from coastal or lakeside cliffs.
- Volcanic eruptions (e.g. underwater explosions or caldera collapse, pyroclastic flows and atmospheric pressure waves).
- A meteor (bolide) splashdown or atmospheric air burst over the ocean.

Within the district, the areas most likely to be affected by tsunami are the coastal settlements of Herbertville, Akitio and Owahanga. During the winter season, these areas have minimal populations however, during the summer holiday period, Herbertville and Akitio populations can swell up to 300 plus respectively. This poses a potential loss of life should a large local source tsunami generated from the Hikurangi Trench reach the east coast.

Categorisation of Tsunami

For emergency management purposes, tsunamis are divided into 3 categories; distant source, regional source and local source. These categories are based on the shortest time it would take a tsunami to travel from its source to the nearest part of the New Zealand coastline. Typical travel times for tsunami are:

- Distant source > 3 hours
- Regional source 1 to 3 hours
- Local source < 1 hour

Historically the east coast of New Zealand has experienced the greatest tsunami activity due to the higher number of potential sources for tsunami generation i.e. 80% of all tsunami occur in the Pacific Ocean.

Distant Source Tsunami

Distant source tsunamis are generated beyond the New Zealand continental shelf, most commonly as a result of large earthquakes along plate boundaries around the margins of the Pacific Ocean. These tsunamis have long wave periods (time between successive wave crests) and can persist for several days. Most of our distant source tsunamis originate from the west coast of South America. Based on historical data, large shallow earthquakes in 1868, 1877 and 1960 produced distant source tsunami wave heights >2m in many parts of New Zealand.

At the local level, we generally receive adequate warning of distant source tsunamis from the Ministry of Civil Defence and Emergency Management. For example the last two tsunamis experienced in the district were caused by large earthquakes on the Chile coast. We received 12 hours warning and constant updates as the wave progressed toward New Zealand. All of our coastal communities were provided with regular updates and were prepared to evacuate if necessary. Distant source

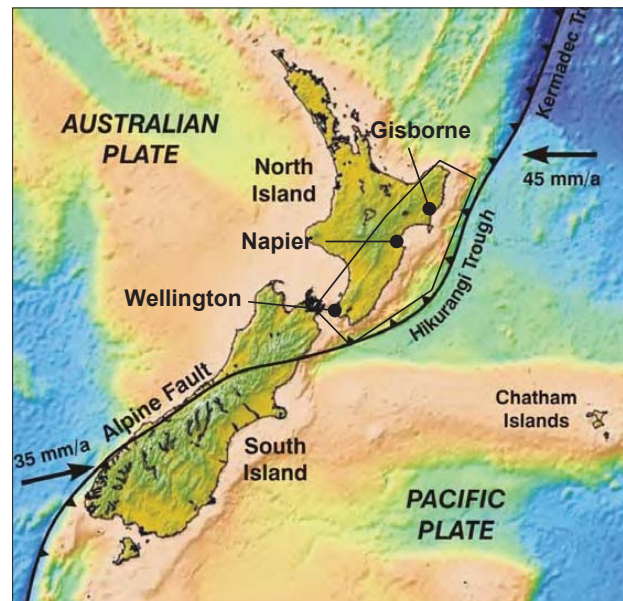


Figure 4: The New Zealand Continental Shelf

tsunamis, whilst being potentially damaging to property, are not necessarily life threatening. Evacuation plans will be included in the Community CD Response Group plans for Herbertville and Akitio, and discussions held with Owahanga Station as to a suitable evacuation should the need arise.

Local and Regional Source Tsunami

Local and Regional source tsunamis are generated on or from the New Zealand continental shelf – (the green to red coloured areas in Figure 4 show the extent of the New Zealand continental shelf). As such, all potential sources are associated in some way with the Pacific-Australian Plate boundary in the New Zealand region. Such tsunamis have shorter wave periods than distant sources (in the order of a few minutes), do not last long, affect a limited section of the coast, but have the potential to have localised peak run-up heights well in excess of distant source tsunamis.

A major hazard identified for the district's coastal settlements is the Hikurangi Trench. This trench is up to 3,600 metres deep in places particularly in the north and runs parallel to the east coast from the Kaikoura Peninsula in the south to the East Cape in the north. Underwater ground upheaval and underwater landslips generally cause tsunamis. The trench is approximately 90 kilometres off the coast at Herbertville, Akitio and Owahanga and the potential for local tsunamis in these areas is increased.

Local source tsunamis resulting from activity in the Hikurangi Trench may arrive at the coast within minutes. There will be no time to provide formal warnings. Natural warnings are as follows:

- Strong earthquake shaking (i.e. it is hard to stand up).

- Weak, rolling earthquake shaking of unusually long duration (i.e. a minute or more).
- Out of the ordinary sea behaviour, such as unusual sea level rise or fall.
- The sea making loud or unusual noises, especially roaring like a jet engine.

Local source tsunamis pose the greatest risk to human life in our coastal settlements, particularly during the summer months. It is essential that the inhabitants and visitors are aware of the risk and natural warnings. It is also essential that natural warnings information is publicised widely at our coastal villages to enable inhabitants to recognise them and act accordingly.

Human Pandemic

Introduction

Influenza 'A' viruses periodically cause worldwide epidemics or pandemics, with high rates of illness or death. A pandemic can occur at any time with the potential to cause serious illness, death and colossal social and economic disruption throughout the world. Experts agree that future influenza pandemics are inevitable but the timing of the next pandemic cannot be predicted.

Historic evidence suggests that pandemics occurred three to four times per century. In the last century there were three influenza pandemics ("Spanish flu" in 1918-19, "Asian flu in 1957-58 and "Hong Kong" flu in 1968-69) separated by intervals of 11 to 44 years. The worst, in 1918-19 killed an estimated 8,250 people in New Zealand and 20 to 40 million people worldwide.

Table 7 below shows the effect that the 1918-19 Spanish flu had on the Tararua District.

Table 7: Impact of the 1918-19 Spanish Flu on the Tararua District

Place	Deaths	Population
Pahiatua County	14	3,131
Pahiatua	11	1,300
Akitio	4	1,439
Eketahuna County and Eketahuna	9	3,090
Dannevirke County	20	4,041
Dannevirke	46	3,336
Norsewood	4	701
Woodville County and Woodville	8	2,902
Weber County	1	420
Totals	117	20,360

During "normal" influenza epidemics, which occur nearly every winter in New Zealand, an average of 5% to 20% of

the population becomes ill, but as high as 30% to 50% of the population may become ill during severe influenza "A" epidemics. The highest rates of infection and clinical illness occur in children but serious complications and death occur mainly in the elderly.

Based on information taken from the Group Plan, the following consequences may occur in the district during a full-blown influenza pandemic:

Social

- Up to 75 deaths, 720 hospitalisations and a 40% infection rate;
- Limitations on 'mass gatherings', closure of public facilities and schools, and limitation on movement; and
- Possible social unrest.

Economic

- Direct costs of response and management to the health care system;
- Loss of worker productivity for internal and export production, with major impacts to businesses and industry; and
- Loss of the tourism industry.

Infrastructure

- Due to widespread absenteeism, sickness and deaths as above, a decreased capacity for the workforce to provide essential lifeline services.

While the likelihood of a pandemic is uncertain, the consequence of a full-blown event would be severe to the district.

Flooding

Introduction

Flooding is the most frequent and widespread hazard in New Zealand and in particular affects the Tararua District. A number of major flood events have occurred in the past with notable events occurring in 1942 and 2004. Flooding in the district comes in two forms i.e. river flooding and surface flooding.

River Flooding

This occurs when excess floodwaters overflow from the normal river channel and pass over property. Once river levels fall, flooding ceases, although in low-lying areas, ponds may remain for a number of days.

Resultant damage is caused by several factors such as:

- Depth of floodwater
- Velocity of floodwater



Figure 5: Flood plain map showing Manawatu Gorge bottleneck

- Duration of flooding and subsequent ponding
- Debris accumulation
- Scour
- Silt/gravel deposition

Tararua District is unique in that two major catchment systems converge and exit the district via the Manawatu Gorge. During extreme rainfall events, which simultaneously affect both catchments, the Gorge is unable to discharge water fast enough thus causing a backlog, which floods the Woodville rural area. This is illustrated in Figure 5, which is copied from the flood plain map provided by Horizons Regional Council.

Although river flooding is a regular event in the district it is not considered life threatening as there is plenty of warning of the event occurring. Historically flooding has caused major damage to roads, bridge abutments, farming land including stock loss.

Surface Flooding

Surface flooding occurs under intense rainfall when surface drains and soil infiltration cannot cope with the rainfall intensities. It is most pronounced in the urban environment with its large areas of impermeable roofs and paved surfaces. Here flooding may be exacerbated by debris blockages at the entries to culverts and drains.

While unlikely to pose a direct threat to human life, surface flooding can be both disruptive and costly. When it enters sewage reticulation systems, overflows may pose a serious health hazard. Flooding of houses and commercial premises may occur, with resultant damage and disruption costs similar to those associated with river flooding.

During heavy rain events, Pahiatua suffers from surface flooding. In particular, the Huxley Street Drain continues to flood, forcing evacuations, the latest being in July 2015. The Horizons Regional Council Flood Plain Map for Pahiatua in Figure 6 below shows the extent of surface flooding in the township.



Figure 6: Flood plain map showing surface flooding at Pahiatua township



Figure 7: Flooding in the main street of Pahiataua – 24 June 1942

Surface flooding also affects Dannevirke and Woodville townships, however, solutions for both Pahiataua and Dannevirke are being investigated at present and should reduce the affects of surface flooding in future.

2004 Flood Event

In February 2004, the flooding caused by a major storm event created the largest Civil Defence operation for the region in over 20 years. During the event, heavy rain on both sides of the ranges led to the Manawatu River overtopping its banks. The facts recorded from this event, and shown in Table 8, speak for themselves.

Table 8: Impact of the 2004 Floods

0	lives lost
4	rivers burst their banks
28	tonnes of sediment per second passed under the Fitzherbert Bridge for 8 hours
70	percent of Horizons Regional Council area affected
75	days, Manawatu Gorge closed to cars
100	the most devastating flood in 100 years
6,700	vehicles per day used Pahiataua Track (usually only 1,000 vehicles per day)
10,000	dairy cows in Manawatu District relocated
15,500	customers without power in the region
2,500,000	tonnes of soil lost down the Manawatu River
\$2,500,000	estimated value of sheep stock loss
\$4,000,000	Transit NZ estimated cost to repair state highway damage
13,500,000	litres of milk production lost in the Manawatu District
\$112,000,000	estimated insurance bill
200,000,000	tonnes of soil lost across the region
\$300,000,000	estimated economic impact across the region

Landslide

The Tararua rural area consists mainly of grazing land with some forestation and is considered highly erodible. Highly erodible land is defined as land with the potential for severe erosion if it does not have protective woody vegetation. In addition, rainfall, earthquakes and slope are major factors in creating landslides. During the 2004 flood event, Tararua lost 2,400 hectares of grazing land due to landslides and erosion.

Whilst landslides are generally not considered life threatening in Tararua, they are disruptive and costly. Many roads in the district are closed during a rain event due to landslides. A classic example is the Manawatu Gorge, which suffers regularly from landslides and can remain closed for months. This route is a major logistics route from Hawkes Bay to the western side of the North Island. When it is closed, traffic is diverted onto either the Pahiatua Track and Saddle Roads and this increases travel time, causes congestion and causes expensive damage to these roads.

There are a number of other large progressive slips that are of concern particularly the Akitio Village slip. Removal of trees behind the village caused the land to slowly subside. Whilst this is closely monitored, at present it has the potential to be life threatening should it suddenly slide during a major rain event during a holiday period when the village is full.

Drought

While not life threatening, drought has a severe impact on the district's economy. Drought is a regular feature in the area particularly during the El Nino weather pattern. One of the worst droughts occurred in 1978 where Pahiatua experienced 56 days of severe soil moisture deficit. Drought causes economic hardship to farmers, which has a flow-on effect to those supporting the industry. The rural suicide rate increases during drought periods. The fire danger level increases along with the number of serious uncontrolled fires. Some individual farmers lose up to \$200,000 in lost production and expenses, particularly in the dairy sector.

Hazardous Substance Spill

In 2012, a petrol tanker travelling through Shannon on State Highway 2 was involved in a collision with two vehicles and overturned spilling petrol onto the road. It occurred close to the main shopping area of the township. Fortunately, the fuel spilled into the park area opposite the shops and was contained. Had it spilled into the gutters on the shop side of the road and caught alight it would have resulted in a disaster with potential loss of life.

State Highway 2 runs through the main shopping centre of Dannevirke. The road is narrow and is fronted on both sides by shops. There are a large number of truck and trailer units

carrying hazardous goods along this corridor. Should a similar accident to the Shannon one occur in this corridor, it has the potential to destroy the Dannevirke shops along with loss of life. This scenario also applies to other towns in the district but to a lesser extent.

Wildfire

Potentially not life threatening but can have a severe impact on the economy. Tararua District has approximately 26,000 hectares of pine forest in remote areas. Should fire break out in these forests during high winds and dry periods they would be difficult to control resulting in severe loss of unharvested timber. Fires in other areas could result in evacuation and potential loss of buildings, fences, stock etc. There is also the threat of injury, or even loss of life to the firefighters.

The native forest on the Tararua and Ruahine Ranges can dry out during extreme drought periods and have the potential to be affected by fire. Any fire in this area would have an impact on the natural and recreational environments.

Terrorism

In 2009, a gunman was on the loose in the rural part of Norsewood. The area was evacuated and closed down. Apart from the obvious danger to life, there was also an economic impact in that farmers were unable to return to their farms to milk their cows. There was also concern about the well-being of the animals under these circumstances.

Although highly unlikely to occur in the area there is an increase in terrorist attacks worldwide. They have cost many lives in the past and the threat for terrorist attacks is real for all western countries.

Should such a scenario occur in the district it would be left to the relevant authorities to deal with, however Civil Defence assistance would be required for evacuation, welfare coordination etc.

Coastal Erosion/Flooding

A recent study commissioned by Tararua District Council and Horizons regional Council shows that the Herbertville Coastline is aggrading while sections of the Akitio coastline is degrading. The threat to the Akitio coast is not life threatening however, the impact on the community and potential cost to protect the road and village are significant. Council recently spent a considerable sum of money to protect the road by building a rock wall along the northern end of the village. Like most built areas in the immediate coastal zone on the East Coast, there is the potential for serious damage to the built environment.

Risk Analysis and Evaluation

The CDEM Group Planning Directors Guideline [DGL 09/15] Risk Profile Template was used to analyse and evaluate the perceived hazards within the district. This is based on the Joint Australian New Zealand International Standard – Risk Management – Principles and Guidelines (AS/NZS ISO 31000-2009)

The process included a "risk rating" that can be used to prioritise hazards for treatment. A higher priority means that additional resources should be assigned to management of that hazard by the district.

Risk analysis included assessing the likelihood, consequence and rating of each hazard. In evaluating hazard risk seriousness, manageability and growth, ratings were given to each hazard based on the impact to the social, built, economic and natural environments. The total score of Risk Analysis and Risk Evaluation were added together thus providing a list in priority order with the highest score being the highest priority.

Table 9 lists our top 23 hazards in priority order.

Note that our priority list may differ to that of the Manawatu-Wanganui Group list, as our geological features may be different, i.e. tsunamis are more likely to occur on the east coast than on the west; we are in a more active earthquake area etc. The Tararua District Council will use the list above to prioritise management of these hazards but will take the Group list into account and work with them on any strategies they wish to put in place.

Table 9: Tararua District Hazards in Priority Order

Priority Rank	Hazard Description	Score
1	Earthquake	15.1
2	Tsunami	13.6
3	Human Pandemic	12.9
4	Flooding	12.8
5	Landslide - widespread hill country	11.5
6	Drought	11.3
7	Hazardous substance spill	11.3
8	Wildfire	11.1
9	Terrorism	10.6
10	Coastal erosion/flooding	10.3
11	Major road/rail/air accident (mass casualty)	10.3
12	Volcanic - ash fall	10.0
13	Severe wind	9.8
14	Landslide - Manawatu Gorge	9.8
15	Plant and animal pests	9.8
16	Urban infrastructure failure	9.7
17	Fuel supply failure	9.7
18	Telecommunications failure	9.6
19	Animal epidemic	9.5
20	Electricity failure - long term	8.9
21	Gas supply failure	8.3
22	Dam break - Mangahao Dam	7.8
23	Snow storm	6.8



PART 4
RISK REDUCTION



Introduction to Risk Reduction

This section describes how the Tararua District Council will reduce the risks posed by natural hazards. Reduction is 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 occurrence.

Risk reduction measures include:

- Educating people about hazards so individuals, families and organisations can reduce risk;
- Increasing knowledge of natural hazards through research and investigation;
- Incorporating risk reduction measures in land-use planning processes;
- Incorporating risk reduction measures during preparation of asset and infrastructure management plans; and
- Capital works programmes to increase the redundancy of critical infrastructure.

Reduction Goal

To reduce the risks imposed by, and the effects of, natural hazards on the people, property and infrastructure of the Tararua District.

Principles of Risk Reduction

Risk reduction principles provide clarity and guidance on reduction activities, and assist in the understanding of reduction goals. The following principles are referred to in the CDEM Group Plan:

- Human life takes precedence over all other risk priorities;
- Risks with high likelihood and high consequences have a high priority;
- Risks that have potential to cause severe economic losses (particularly for agriculture and tourism), substantial damage to buildings, infrastructure or lifeline utilities will be given a high priority;
- A balanced practical approach to hazard risk reduction will be taken that's achievable, and takes into account the need for the community to provide for their economic and social development;
- Organisations, agencies and key stakeholders recognise that reduction is a key component of building resilience;

- Focus on identification and co-ordination of reduction activities among key stakeholders, rather than undertake significant risk reduction projects as a Group; and
- The CDEM Group will work collectively to reduce risk.

Current Local Risk Reduction Practices

Risk reduction is undertaken under various statutory and non-statutory instruments including:

- The Resource Management Act 1991 and its hierarchy of documents including the Horizons One Plan, the Operative Tararua District Plan. Risk reduction is predominantly managed under these plans;
- The Local Government Act 2002 and its instruments including the Council's Long Term Plan;
- The Building Act and associated Council Policies including the Tararua District Council Earthquake-Prone, Dangerous and Insanitary Buildings Policy 2012;
- The CDEM Act 2002 and its various instruments including the Manawatu-Wanganui CDEM Group Plan;
- Other non-statutory instruments generated by the above statutory documents (e.g. guidelines and asset management plans);
- Tararua District Council Rural Fire Plan;
- Manawatu-Wanganui CDEM Group projects including lifelines projects and Horizons Regional Council projects; and
- Council's Business Continuity Plan.

Reduction Action Plan

The Tararua District Council has agreed to the following reduction objectives, methods and tools, which will guide the CDEM work programme over the next five years (refer Table 10).

Table 10: Reduction Objectives, Current Status, Methods and Tools

Reduction Objectives	Current Status What is being done right now	Methods and Tools What we want to achieve
<p>Objective 1</p> <p>To improve our understanding of the hazards within our district and their consequential risks</p>	<p>Using the "Horizons Hazard Risk Assessment for the Manawatu-Wanganui Region" report as a basis for a review of the district specific hazards and associated risk.</p>	<ul style="list-style-type: none"> • A district specific hazard risk assessment that will enable us to identify and prioritise our CDEM work programme. • Work collaboratively with the CDEM Group and Horizons Regional Council on hazard research programmes. • Develop a natural hazard database for the district. • Facilitate our own hazard research and analysis where required.
<p>Objective 2</p> <p>To effectively communicate risks to the community and our partners</p>	<p>The local community engagement project via local Community Civil Defence Response Groups is 25% complete. Woodville, Akitio and Pahiatua are currently forming groups.</p>	<ul style="list-style-type: none"> • Complete a comprehensive district specific Community Engagement Plan detailing how we communicate risk to our communities. • Work with the CDEM Group on community communication projects such as field days, Dannevirke A & P Show etc. • Ensure hazard and risk form an important part of our Council's website.
<p>Objective 3</p> <p>To adopt best practice when assessing and communicating risk</p>	<p>A Tararua specific hazard identification and risk assessment has been carried out using the methodology defined in the MCDEM Director's Guideline for CDEM Groups, which is based on AS/NZS ISO 31000:2009.</p> <p>This district also uses the MCDEM yellow booklet "Get Ready Get Through" as its standard message tool for the public.</p>	<ul style="list-style-type: none"> • The Civil Defence hazard risk assessment aligns with the hazard section of the Operative District Plan. • Create a Council wide Risk strategy and ensure CDEM issues are considered. • Every household in the district receives a copy of the "Get Ready Get Thru" booklet.
<p>Objective 4</p> <p>To undertake long term strategic reduction of risk from hazards through collaborative planning with stakeholders.</p>	<p>Council continues to work with its communities and Horizons Regional Council to reduce risk within its communities.</p>	<ul style="list-style-type: none"> • Review Council's 'Earthquake-Prone Dangerous and In Sanitary Buildings Policy 2012' to reflect changes in the Building Act due in 2016/17. • Create an up-to-date Earthquake Prone Building Register for the district. • Create a Business Continuity plan for Council. • Ensure best practice business continuity planning is incorporated as part of our community engagement strategy.

**GET READY
GET THRU**



**Are
You
Prepared?**

**Emergency
Survival
Kit**

**Get Away
Kit**

**Household
Emergency
Plan**



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EMERGENCY MANAGEMENT**

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PART 5
READINESS



Introduction to Readiness

Readiness involves developing operational systems and capabilities before an emergency happens, including making arrangements with emergency services, lifeline utilities and other agencies, and developing self-help and response programmes for the for the district.

This section describes the state of our organisational and community readiness to deal with a Civil Defence event within the district and how we intend to improve upon that readiness.

Readiness Goal

Our communities are aware of their hazardscape and are prepared and empowered to respond to, and recover from an emergency.

Readiness Principles

The following principles relate to the readiness arrangements outlined in this plan:

- Community response groups are recognised by the Council as being the key to developing community resilience;
- CDEM Group and Community driven public CDEM education programmes are supported by the district;
- Increase our readiness capability by involving local volunteers and voluntary organisations in CDEM;
- Promote professional development of staff and volunteers within the district through the provision of training and exercises; and
- Ensure structures, procedures and systems are available to provide a credible response to an emergency.

Current Levels of Council and Community Readiness

The Council has reacted well to many emergencies in the past including the 2004 flood event and many smaller events. Since the Christchurch earthquake, there has been an increased awareness of the need for improved CDEM capability within the district.

Readiness activities essentially fall into two specific areas, being organisational readiness and community readiness. Both of these areas are interdependent upon each other and are key components of CDEM capability of the district.

Current Organisational Readiness

The Council can set up a fully equipped EOC based in the Council Chamber in the Dannevirke office at 26 Gordon Street.

This is backed up with an alternative EOC site being available in the Tararua Business Network Building at 40 Denmark Street. All equipment is portable and packed into ruggedised boxes and is stored in an earthquake proof building at 42 Denmark Street. Alternatively, this equipment can be moved to any part of town and set up if required.

The Council also maintains a "state of the art" VHF radio network throughout the district with radio sites at all CD Centres. Three VHF radio repeaters are sited at Mt Butters, Te Awaputahi and Ahiweka. All rural schools in the district are also CD Centres and the district runs a radio operator training programme for the schools with radio checks completed every Wednesday morning. The Council also has four portable satellite phones and a BGAN satellite communication device.

One of the problems we face is the lack of fully trained staff available for the EOC in the event of an emergency. Many of our Council staff live out of the district or in the rural areas and may not be able to attend. To address this we have started a training regime and all staff have completed the Integrated Framework Training Coordination Centre CDEM Foundation Course and many of them have completed basic training in EMIS. There is a need however for specialist training for the various roles in the EOC. Furthermore, we do not have a robust training records system for both staff and volunteers. Both of these issues are being addressed at the moment.

The district has four Controllers and two of them are undergoing the MCDEM Controllers training programme at the moment.

Many of our Standing Operating Procedures have either not been written or require a complete rewrite and corrective measures are spelt out later in this plan.

The organisation does not exercise the EOC very often however, work has started on this with a mini exercise being carried out recently to test our call taking ability and EMIS messaging procedures. An exercise programme is being drafted at present for the district.

Some of our key stakeholders are reluctant to participate in the EOC. This appears to be through a lack of understanding of the CDEM Act and various key agency responsibilities. This is not the case at the local community level. NZ Fire Service has permitted the use of their local fire stations by all emergency responders as an ICP during an event. This area is separate from the CD Centre however, there is radio contact between the two via the Council VHF radio network.

Community Readiness

Generally, the Tararua District is mainly rural and its needs are very different from those who live in the city. Many of our communities are in remote areas of the district and are well stocked with fuel, food etc – for example there are a number of large farming operations with commercial quantities of fuel. Being remote they also stock up with groceries in bulk quantities and have plenty of food available in the form of stock. They

have previously gone for long periods with closed roads, no access to supermarkets, no electricity and are fairly resilient in that regard. Dannevirke and our smaller towns require more effort in respect of community readiness and some work has been started in those areas.

Two years ago, Council facilitated the setting up of the Eketahuna Community CD Response Group. As the Council has, only one person employed part time in managing Civil Defence it was recognised that we had to rely more on our communities to help themselves and be ready for any CD emergency. The Council empowered the community to set up their own systems and write their own CDEM response plans, with guidance from the District Resilience manager. The initial Eketahuna plan has been used as an example to set up other community CDEM groups within the district and has proved to be very successful. To ensure that all households received the readiness message, the Eketahuna group developed and organised a pamphlet outlining local hazards and CDEM information, which was sent to over 500 households along with the MCDEM booklet 'Get Ready Get Thru'. The key to this success was the fact that Council empowered the community to do their own thing but also provided expert advice and guidance as required.

Community CD Response Groups have been set up at Eketahuna and Norsewood. Groups are also underway in Pahiatua, Woodville and Akitio. Local suburb groups are being formed around CD Centres in Dannevirke with the Totara College Group being the first.

Public education efforts include a manned display at the Dannevirke and Districts A & P Show, the Pahiatua Christmas Parade and the Woodville Christmas Parade. The EMO also provides local talks to various community organisations and most CD exercises etc. are usually written up in the Dannevirke News section of the Hawkes Bay Today newspaper.

Table 10, taken from a recent Community survey commissioned by the CDEM Group, is an indication of our community readiness.

Table 10: Regional CDEM Peter Glen Research Survey 2013

Item	Tararua District	Total Region
Emergency food supplies	70%	60%
Emergency water supplies	89%	74%
Other emergency supplies and equipment	79%	74%
Household emergency plan	64%	45%

Readiness Action Plan

The Tararua District Council has agreed to the following readiness objectives, methods and tools, which will guide the CDEM work programme over the next five years. (Refer Table 11.)

Table 11: Readiness Objectives, Current Status, Methods and Tools

Readiness Objectives	Current Status <i>What is being done right now</i>	Methods and Tools <i>What we want to achieve</i>
<p>Objective 1</p> <p>Community response groups are recognised as being the key to developing community resilience.</p>	<p>The Tararua District has a community engagement process in place and the following communities groups have been formed or are under action:</p> <ul style="list-style-type: none"> • Eketahuna • Pahiatua • Woodville • Dannevirke North • Dannevirke Central • Norsewood • Akitio • Herbertville • Pongaroa • Other smaller communities (under one plan) 	<ul style="list-style-type: none"> • We need to formalise our Community Engagement processes into a Community Engagement Plan. • Continue to work with those communities who have started the process but have not yet completed it. • Encourage community groups to meet at least once per year. • Involve local community CD Response Groups in our exercise programme. • Ensure community volunteers receive formal CDEM training. • Ensure community CD response groups have a representative on the Emergency Management Committee.

Readiness Objectives**Current Status***What is being done right now***Methods and Tools***What we want to achieve***Objective 2**

CDEM Group and local Community CD Response Group public education programmes are supported by the Council.

Currently Tararua assists the Group public education programme by providing staff and equipment to the Manawatu Field days and the Palmerston North Home show. On a National basis, we participate in Exercise Shakeout, the MCDEM earthquake education programme.

At a local level, we have sent a Local CDEM pamphlet along with the MCDEM booklet "Get Ready Get Thru" booklet to over 1,100 households in the Eketahuna and Norsewood areas via the local community CD Response Groups programme.

Council also has a display at the Dannevirke A&P show as well as supporting a CDEM display at the Woodville and Pahiatua Christmas Parade/Market Day events.

- Continue to work collaboratively with the CDEM Group and MCDEM with any National or Regional community education programmes.
- Continue to work with the community CD response groups to ensure that every household within the district receives a copy of a local CD pamphlet along with the MCDEM booklet "Get Ready Get Thru".
- Continue to promote CDEM at appropriate local venues and events.
- Identify and implement a robust electronic training recording system for our staff and volunteers.

Objective 3

Increase readiness capability by involving local volunteers and voluntary organisations.

We have approached the Dannevirke Lions Club and they have agreed to participate as a group in CDEM. It is intended at this stage that they will manage the Dannevirke Central CD Centre at the Hub.

Totara College have agreed to set up the school as a CD Centre and have recruited volunteers from the community to assist them to run the Centre.

Neighbourhood Support has offered to set up a Neighbourhood Support Group in Dannevirke and are available to assist in an event.

AREC (Amateur Radio Emergency Communications) group have operated our communications network in the past however, they are almost non-existent within the district and are not capable of providing this service at the moment.

- We need to provide a section in our Community Engagement Plan detailing how we are going to approach other groups within the district and what assistance they can provide.
- A list of volunteer groups should be compiled and kept with the Community Engagement Plan.
- We need to actively recruit and train volunteer radio operators district-wide and incorporate details in the local Communications plan.

Readiness Objectives**Current Status***What is being done right now***Methods and Tools***What we want to achieve***Objective 4**

Promote professional development of staff and volunteers within the district through provision of training and exercises.

At the moment, the district does not have a formal CDEM exercise programme. We have conducted some exercising in the form of setting up the EOC, call taking and EMIS. We have participated in some Regional exercises in the past however there has not been a regional exercise for some time now.

All Tararua District Council staff have participated in the Integrated Training Framework Coordinating Centres Foundation Course with some participants going on to complete CIMS 2 and 4 courses. The Intermediate and EOC role specific training courses will soon be available and the CDEM Group will provide trainers for these courses.

A one-day CDEM course has been developed for our local community CD response groups and has been rolled out to the Eketahuna and Norsewood groups.

All schools within the rural parts of the district participate in the weekly CDEM radio check. We provide radio procedure training to ensure the success of this programme.

- Produce a comprehensive annual CDEM training programme for staff, volunteers and partner agency personnel.
- Produce an annual exercise programme, which will include at least two local EOC exercises, and national and regional exercises (when available).
- All staff and volunteers attend the Integrated Training Framework Foundation course.
- Ensure key EOC staff receive the Intermediate ITF training when it becomes available from the CDEM Group.
- Continue to train community CD response group personnel using the course developed for this purpose.
- Ensure local rural schools continue to participate in the school radio programme and provide training as required.

Objective 5

Ensure structures, procedures and systems are available to provide a credible response to an emergency.

Tararua District Council has an EOC capability at the moment, however, the EOC SOP is outdated and requires a total rewrite. The CDEM Group is currently rewriting a Group EOC SOP and it is expected that all councils will use this as a basis for their SOP's.

We have a robust communications system in place such as a modern radio communications network, latest satellite communications gear, portable repeater and portable base sets. We do not have an up-to-date Communications SOP to record the system and procedures.

It is proposed to use the Tararua Business Network building as an EOC with the Council Chambers being used as an alternative EOC however, this would need formal approval from Council's Senior Management Team.

In a recent exercise, Council proved that it had a robust call taking system and could continue business as usual calls during an emergency. We have a new generator that can power both the main office and the IT building across the road however, it does not currently power the Business Network building. Plans are underway to link this building to the main office generator. We have a business as usual plan but it is old and needs a complete rewrite.

- Rewrite Council EOC SOP ensuring it aligns with the Group SOP.
- Rewrite Council's Communications SOP.
- Rewrite Council's Business Continuity Plan.
- Write a business case for approval for formal approval to use the Tararua Business Network building as an EOC with the Council Chamber as an alternative EOC.





PART 6
RESPONSE



Introduction to Response

Response describes the actions taken immediately before, during or directly after a Civil Defence emergency to save lives, protect property and support communities to recover.

While the first priority during an emergency is the safety of life, response planning aims to minimise all the effects of an emergency and ensure that people are given early support to recover. This section describes how the Tararua District will respond to an emergency.

Response Goal

Agencies are aligned, prepared and able to provide an effective response to an emergency.

Response Principles

Key response principles for the Tararua District are:

- Coordinated Incident Management System (CIMS) is the basis for inter-agency coordination;
- Five pre-agreed levels of response exist;
- Response will escalate to the level required to manage the emergency;
- Emergency services, welfare agencies and lifelines are expected to be able to function to the fullest extent possible during and immediately after an emergency to ensure an effective response;
- The Tararua District Council is the mechanism through which resources and support for emergency services, other agencies and welfare are coordinated;
- The EOC will be flexible and able to be established to a size appropriate to the emergency; and
- Emergency response will be in accordance with national objectives and principles set out in the CDEM Group Plan and the National CDEM Plan Order (2005).

Criteria for Response – Levels of Emergency

The Council recognises five levels of emergency that are consistent with the CDEM Group Plan and the National CDEM Plan:

Level 1: *Single agency incident.* Single agency incidents with on-site coordination.

Level 2: *Multi-agency incident.* Multi-agency incident with on-site, local coordination. These are managed by the incident controller of the relevant lead agency. Local EOC may be activated to support or coordinate the response. In

the event of multiple large rural fires occurring within the district simultaneously then the EOC will be activated to coordinate and support response efforts.

Level 3: *A multi-agency emergency affecting one territory within the Group.* A multi-agency emergency led by an agency other than the CDEM Group, or a state of local emergency below CDEM Group level (i.e. district level); at this level CDEM Group support may be required and the incident may be monitored by the National Controller.

Level 4: *Multi-agency incident affecting multiple territories within the CDEM Group.* A multi-agency emergency with more significant consequences than in Level 3; coordination may be required between agencies or areas or both; CDEM Group level support and co-ordination is required; the actual or potential need for a declaration of a state of local emergency by a CDEM Group requires consideration; national monitoring will occur and national support is available.

Level 5: *State of National Emergency.* A state of national emergency exists or the Civil Defence emergency is of national significance; at this level, coordination by the National Controller will be required.

Figure 8 shows the operational framework across the five levels of emergency response.

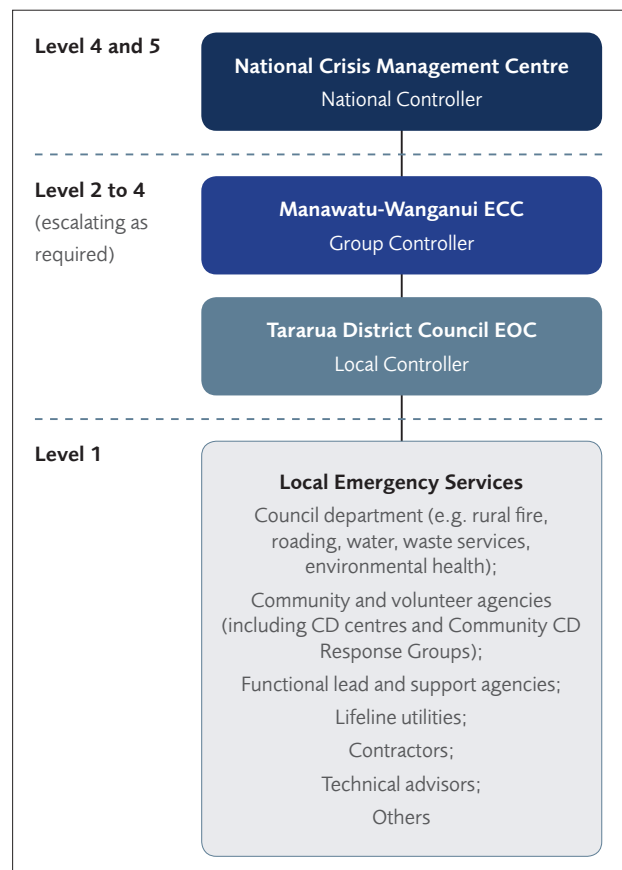


Figure 8: CDEM Response Framework

Warning Procedures

Most response actions are initiated by the receipt of a warning. The following outlines the Tararua District Council's response upon receipt of a warning.

National Warnings

MCDEM is responsible for issuing National Warnings for events of national significance to CDEM Groups and other key emergency response agencies, including Tararua District Council. Warnings include regional and distance tsunami warnings, volcanic eruption and any event that may lead to, or worsen an emergency. Each Council is allocated two recipients of these warnings and in the case of Tararua District Council, they are sent to the Chief Executive and the Emergency Management Officer (EMO). A rule on the EMO's Outlook mailbox will forward these warnings onto selected Council staff for information. Included in the forwarding list are all of our Controllers, Council Duty Officers, the Mayor and Public Information Staff. The Council Emergency Management Duty Officer of the day will be the key point of contact when any event warning is received.

The National Warning System is tested quarterly. On receipt of the warning only the Chief Executive, EMO and the Emergency Management Duty Officer should respond to the message as required. Response is required within 30 minutes of receipt. If the Chief Executive or EMO are not available then the Duty Officer should forward a reply to MCDEM address cdevent@datasquirt.govt.nz.

Other Sources for Warnings

Horizons Regional Council provides a warning service for flooding and coastal wave warnings. Work is being conducted at the moment to ascertain flood level warnings for CDEM purposes for the Tararua District and will be incorporated in the new Response Plan when written.

The Council will also receive alerts and warnings from other credible sources as shown in Table 13.

Table 13: Agencies Responsible for Warnings

Hazard Alerts / Warnings	Monitoring Agency
Flood warnings.	Horizons Regional Council
Tsunami (distant and regional source), volcanic or any natural hazard that might lead to an emergency.	MCDEM
Public health warnings.	Ministry of Health (MoH)
Forecasting, alerts, heavy rain, gales, snow, thunderstorm, swells, surge, volcanic ash advisories and warnings.	Met Service, National Institute of Water and Atmospheric Research (NIWA) and GNS Science.

Hazard Alerts / Warnings	Monitoring Agency
Animal and plant diseases, outbreaks and pest invasions.	Ministry for Primary Industries (MPI)
Terrorism.	NZ Police

Tararua District Council Duty Officer

The Tararua District Council operates a 24-hour Duty Officer 7 days per week and 365 days per year. The Duty Officer is a dual role position acting as the duty Rural Fire Officer (RFO) and Duty Emergency Management Officer (EMO).

The Duty Officer is the Council's first response to any Civil Defence warnings received and is responsible for notifying the appropriate personnel, partners and agencies. At this stage, we do not have a comprehensive SOP for the Duty Officer however, this has been noted and will be given priority. Full details of the duties of the Duty Officer will be incorporated in this SOP.

Function, Roles and Responsibilities

In an emergency, a "lead agency" directs the response. The lead agency is determined by legislative responsibility or by an agreement of all of the agencies involved. It is expected that all CDEM agencies will conform to the roles and responsibilities outlined in the National CDEM Plan, the Guide to the National Plan and the Group CDEM Plan. Table 14 below outlines the response functions and responsibilities of lead agencies and support agencies. Most agencies will have plans or SOP's outlining their responsibilities in more detail.

Table 14: Agreed Lead and Support Agencies

Function	Lead Agency	Support Agencies
Local Civil Defence Event Coordination		
Coordinate Civil Defence efforts within the 4Rs in the Tararua District	Tararua District Council	All CDEM and other agencies
Health and Medical		
Medical treatment	District Health Boards (DHB)	Local GPs, Primary Health Organisations, Local CDEM First Aiders
Public Health	Regional Public Health organisations	Local CDEM, Welfare Coordination Group
Rescue		
Air	NZ Police	Local volunteer groups
Sea	NZ Police Maritime Unit (Cat 1 SAR) within the 12 nautical mile limit. Outside 12 nautical mile limit is Rescue Coordination Centre NZ.	
Rescue Coordination Centre NZ (Cat II SAR)	Maritime NZ, Coastguard, NZ Fire Service, NZ Defence Force, Local Volunteer Rural Fire Force (Herbertville and Akitio)	
Land	NZ Police	Local/Regional Land Search and Rescue (Land SAR) groups
Structural collapse	NZ Fire Service	Urban Search and Rescue Task Force and local responder/rescue teams
Mass Fatalities		
Disaster victim identification	NZ Police	
Personal effects reconciliation	NZ Police	
Mortuary services	Coroner	DHB, Community CD Response Groups
Immediate counselling and social work support	Child Youth and Family services (CYFS)	Victim Support, Community CD Response Groups and other volunteer groups and commercial agencies
Reconciliation of people	NZ Police	Red Cross
Evacuation		
People	CDEM	NZ Police, other response agencies, and Community CD Response Groups
Animal Welfare	Ministry for Primary Industries	SPCA, Tararua District Council Animal Control

Function	Lead Agency	Support Agencies
Community Welfare		
Registration of evacuees	Local CDEM	Community CD Response Groups, Local CD Centres
Emergency shelter	CDEM	Community CD Response Groups, Local CD Centres
Temporary accommodation	Ministry of Business, Innovation and Employment (MBI)	Community CD Response Groups
Emergency food	Local CDEM	Community CD Response Groups, Red Cross, Salvation Army, Supermarkets, CDEM Group
Emergency clothing	CDEM	Work and Income NZ (WINZ), Community CD Response Groups, Salvation Army, Red Cross, other volunteer organisations, CDEM Group
Financial support	Ministry of Social Development (WINZ)	CDEM Group, Inland Revenue, Accident Compensation Corporation
Information management (including inter-agency communication system, public information and media management)	Incident lead agency has information management coordinating responsibility during an incident	
Lifelines co-ordination	Incident lead agency has lifeline co-ordination responsibility during an incident	
Utility services	Utility operators	Local CDEM
Transportation /Access	NZ Police	Tararua District Council and Tararua Alliance. NZTA
Buildings and Structures		
Re-occupancy	Tararua District Council	Local CDEM, Manawatu-Wanganui Public Health Service, relevant consultants and the Department of Labour
Building safety evaluations	Tararua District Council	Relevant consultants, Department of Labour
Lifeline Infrastructure Provision		
Transport networks	Tararua District Council (local roads) and NZTA (state highways)	Tararua Alliance, contractors and consultants
Utility services	Utility operators (including Tararua District Council)	Tararua Alliance, contractors and consultants
Environment	Tararua District Council	
Marine oil spill	Maritime NZ	CDEM Group
Major maritime incident	Maritime NZ	NZ Police Maritime Unit, NZ Fire Service, Coastguard, local VRFF

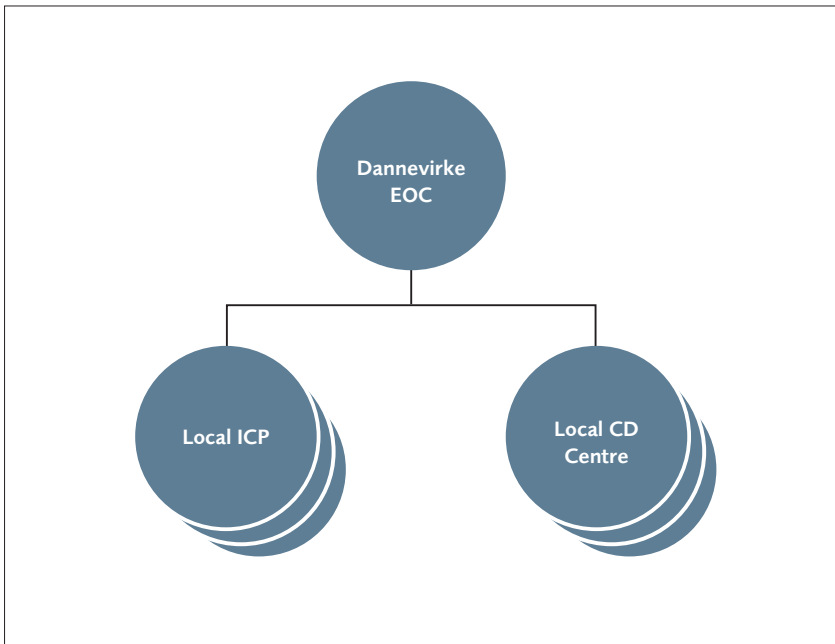


Figure 9: Local Level Coordination Structure

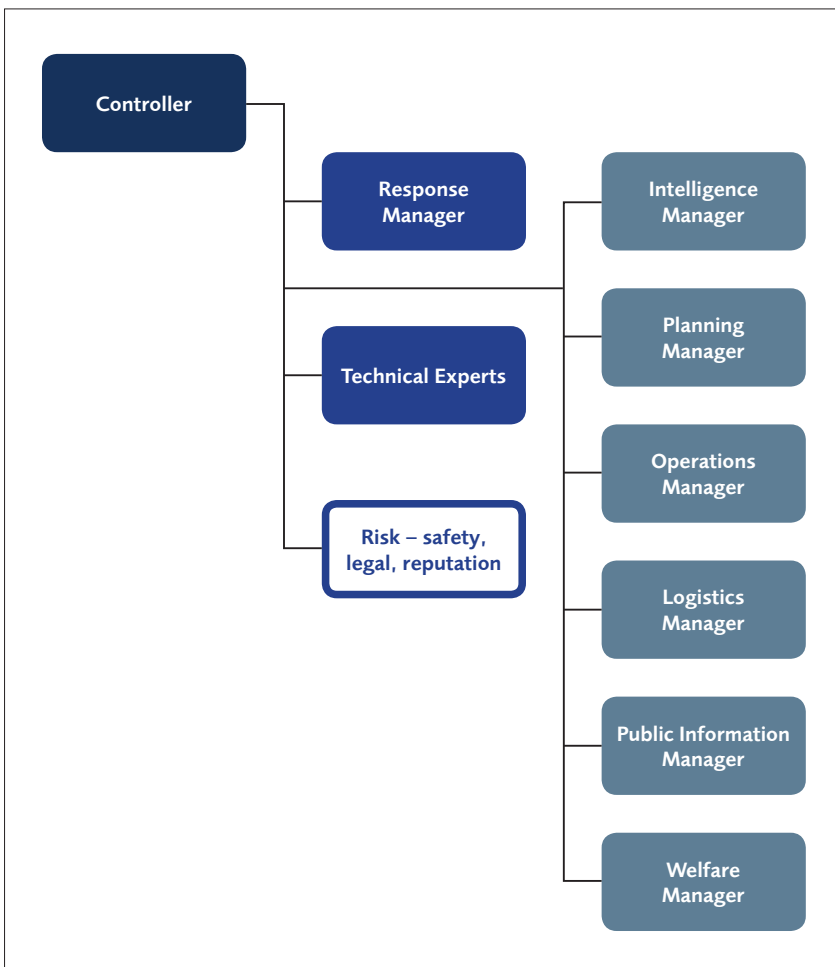


Figure 10: Dannevirke EOC Structure

The Role of Tararua CDEM and Other Agencies in Response

The role of the Tararua District Council CDEM team in response is to coordinate the activities of its members, the community and others to ensure that response to any emergency within Tararua is:

- Centrally coordinated;
- Timely, effective and makes best use of all available resources; and
- Accurate records are kept for post activity review.

Emergency Operations Coordination

In Tararua, there may be a number of Incident Control Points (ICP) throughout the district. During a major event, a local ICP will report to and take direction from the Dannevirke EOC. Local ICP's will also work with local Community Civil Defence Response Groups. Figure 9 shows the overall structure for Civil Defence event management in Tararua.

The structure of the Dannevirke EOC is shown in Figure 10. This structure complies with the latest Coordinated Incident Management Structure system adopted by emergency management organisations within New Zealand and can be used in various formats depending on the size and complexity of the event. A full description of the structure and the roles of the various positions is explained in the Tararua District Council Local Response Plan.

Local Controller(s)

The Manawatu-Wanganui CDEM Group has formally appointed four persons as Controllers for the Tararua District under Section 27(1) of the CDEM Act 2002. Prior to being appointed, Council formally recommended them at various Council meetings. They may carry out any of the functions, duties of, or delegated to the Group Controller and exercise the powers of Controller for the Tararua District. The persons currently

appointed in this position are deemed to be qualified to hold these positions.

In a state of emergency, Local Controllers have the powers designated under Sections 86 to 94, which include the following:

- Order to evacuate premises and places;
- Entry on premises;
- Closure of roads and public places;
- Removal of aircraft, vessels, vehicles, etc.;
- Requisitioning powers;
- Power to give directions;
- Power to carry out inspections;
- Require persons to provide proof of identity; and
- Power to enter into contracts in urgent cases.

Under Section 27(2) of the CDEM Act, a Local Controller must follow any directions given by the Group Controller.

The amount of expenditure authorised by Controllers during an event is specified in the Council's financial delegations register.

Other CDEM Agencies

The primary function of the EOC is to coordinate the emergency response activities. Therefore, integration with our CDEM partners is essential. This is achieved by ensuring communication is established and maintained with response organisations both before and during an emergency. The Tararua District Council has formed an Emergency Management Committee, which consists of other CDEM agencies, CDEM partners and local Community CD Response Groups. This committee meets four times a year and discusses local CDEM response issues.

CDEM partners and stakeholders are required to conform to the roles and responsibilities outlined in the Manawatu-Wanganui Group CDEM Plan.

Radios capable of contacting Police and NZ Fire Service communications are provided in the EOC.

Emergency services have an assigned desk within the EOC from which they are able to function.

Communication with the Community

The primary method of communicating with the community during an emergency will be via public media. Where communities have formed a Community CD Response Group, the process for communication will be outlined in the respective Community Plans.

All of our CD Centres are equipped with a VHF radio and regular radio checks are made to ensure that they are operable. If the Police and Fire Communication systems are unable to cope with the amount of traffic then they may use the Tararua

VHF radio network to communicate with the EOC via their local CD Centre. Some New Zealand Fire Service stations have CD radios fitted for this purpose and it is planned to have a CD radio in every fire station in the Tararua District within the next two years.

Public Information Management

The Controller, through the Public Information Manager, provides timely and accurate information to all available media.

A Public Information Plan has yet to be written and approved by Council. When compiled it will have operational details, templates etc. for the dissemination of public information.

Volunteer Management

Volunteers play a significant part in any response and recovery operation, particularly after large scale highly publicised disasters such as the Christchurch earthquake and the Rena oil spill in Tauranga. In the Tararua District, volunteer management will initially be coordinated through the local CD Centre in the locality which it is responsible for. Further coordination may be required from the EOC or the ECC depending on the circumstances of the event.

The CDEM Group's 'Volunteer Management Guide' should be read for further information.

Welfare Management

In an emergency, large numbers of people may suffer bereavement, physical injury and separation from families. They may also experience personal loss of housing, household goods including clothing and other property, employment and income. Evacuation of an affected area may require care of displaced persons.

Welfare is managed at a national level by the National Welfare Coordination Group (NWCG), at the Regional level by the Manawatu-Wanganui Welfare Coordinating Group (WCG) and at a local level by a Welfare Coordinating Committee. Council is a member of the Manawatu-Wanganui CDEM WCG and attends its quarterly meetings. A local Welfare Coordinating Committee has not yet been formed however, it is intended to form this committee in 2016 subject to approval by the local Emergency Management Committee.

Council has appointed a local Welfare Manager whose role is to manage welfare during an event as well as business as usual Civil Defence welfare matters. This includes representing Council at regional Welfare Coordinating Committee meetings.

Welfare at the local level is provided by our CD Centres and via our Community CD Response Groups. Training is provided to those persons operating the welfare aspect of the CD Centre and includes registration, accommodation provision, counselling, first aid etc.

The district has a draft Welfare Plan that also incorporates a Welfare Centre SOP. It is planned to have this ready to be submitted to Council for approval before the end of July 2016.

Lifeline Utility Coordination

The Tararua District is a member of the Manawatu-Wanganui Lifeline Advisory Group and attends its meetings.

During an event, the role of the local Lifeline Coordinator is to:

- Coordinate the flow of information between lifeline utilities and the EOC;
- Provide the Controller with technical advice about local lifeline utility capabilities;
- Transmit the Controller's priorities for action to relevant lifeline utilities in a clear and cohesive manner; and
- Liaise with the Group Lifeline Advisory Group during an event.

Scientific Advisory Groups

Scientific advisory groups may be formed to advise various agencies on matters such as tsunami, pandemic, and volcanic events as required. The Tararua District Council will access these groups via the CDEM Group if required.

Activation of Emergency Coordination Centres

Activation Process

Local coordination centres are the Dannevirke EOC, Community Civil Defence Centres and Incident Control points (ICP).

Incident Control Points are usually set up at the point of the event i.e. a large rural fire, car accidents, factory fires and so on. For these events, it is up to the responsible agency to activate the ICP. In certain circumstances such as multiple large rural fires, mass casualty events etc. there may be a need to activate the Dannevirke EOC to assist with response coordination and supply of resources.

In the case of Community Civil Defence Centres, they may be activated by the Council Duty Officer or at the local level by the Community Civil Defence Response Group Coordinator. Rules regarding this will be incorporated into the Tararua District Council Civil Defence Response Plan.

The Dannevirke EOC may be activated partially for monitoring purposes for events such as heavy rain/flooding, long distance tsunami warnings, medium size earthquakes etc. This can be done by the Council Duty Officer however, a Controller must be notified of developments, along with the PIM and the CDEM

Group duty officer. Full details on activation measures will be incorporated into the Tararua District Council Civil Defence Response Plan.

Role of Emergency Coordination Centres

Under the direction of the Local Controller, the local EOC will coordinate the local CDEM response by:

- Operating according to the CIMS structure;
- Monitoring events and escalate response as required;
- Ensuring all local emergency response agencies are involved and have a Liaison Officer in attendance in the EOC as required;
- Ensuring communications are in place with key local response agencies;
- Arranging for community welfare and support facilities and services;
- Receiving, assessing and disseminating information for response agencies;
- Providing information to the media about the event and response measures taken;
- Reporting to the CDEM Group ECC; and
- Community response coordination and volunteer management.

Declaring a State of Emergency

A declaration means instituting a "state of emergency" in a particular area, such as the Tararua District. During a declared emergency, the Local Controller gains a range of legal powers outlined in the CDEM Act. Some reasons for declaring may include:

- There is an emergency as defined in the CDEM Act;
- The situation is causing or has the potential to cause loss of life, injury, illness;
- Distress or endangers the safety of the public or property;
- The powers of Section 86–94 are required; and
- CDEM agencies agree that there is a requirement to declare – i.e. the event is beyond the capacity of the lead agency.

Procedure for Declaring a State of Emergency

In accordance with the Directors Guideline, 'Declarations [DGL13/12]', any member of a local authority or an elected

member of a community board in a CDEM Group area may be appointed by the Group as a person authorised to declare a State of Emergency. Tararua District Council has nominated the Mayor, Deputy Mayor and one Councillor as appointees for the Tararua District. If none of these are available then another CDEM Group appointed person can declare on Council's behalf. Details of Tararua District Council appointed persons can be found on the Council's non-financials delegated authority register. Persons able to declare must be approved by Council and recommended to the CDEM Group for approval.

A person who declares a state of emergency, or extends or terminates a state of emergency, must do so using the appropriate form. Declaration checklists and process forms are available in the CDEM Group Plan. Spare forms and a copy of the CDEM Group Plan and the Directors Guideline are available in the Mayors CD EOC box. Copies of the form are also available electronically in EMIS.

Duration of a State of Emergency

A state of emergency comes into force on the date that it is made. The declaration is not valid if these details are missing from the declaration form or the form is incomplete in any way. The state of emergency expires 7 days (7 x 24hrs) after the time and date on which the state of emergency came into force. A state of emergency may be extended or terminated prior to its expiry time.

Gazetting the Declaration of a State of Emergency

A declaration must be notified to the public immediately and published in the Gazette as soon as practicable. Ideally, publication in the Gazette will occur within 20 working days of the date of termination or expiration of the declaration.

A copy of the signed declaration form(s) must be sent to:

New Zealand Gazette Office
Department of Internal Affairs
PO Box 805
Wellington 6140

Or Fax: 04 470 2932

Or email: gazette@parliament.govt.nz in a PDF document

Response Support from Outside

Any request for support from agencies from outside of the district is to be made through the CDEM Group. This may include air support from the RNZAF, ground support from the NZ Army, or mobile command units from the NZ Fire Service.

Debrief and Reporting

A debrief will take place following any activation of the EOC. This is an essential process to ensure that areas for improvement and remedial action can be identified. The results of the debrief and associated areas for further planning and development will form a report which will be supplied to all agencies involved.

Recovery Considerations

The recovery process begins on the first day of the emergency and continues during the response phase gaining full momentum when the state of emergency is lifted. During the transition period, there is a gradual shift in priorities from the urgent, immediate community needs towards long-term community recovery.

Development of a transition plan, from response to recovery, should be commenced at this stage.

Response Action Plan

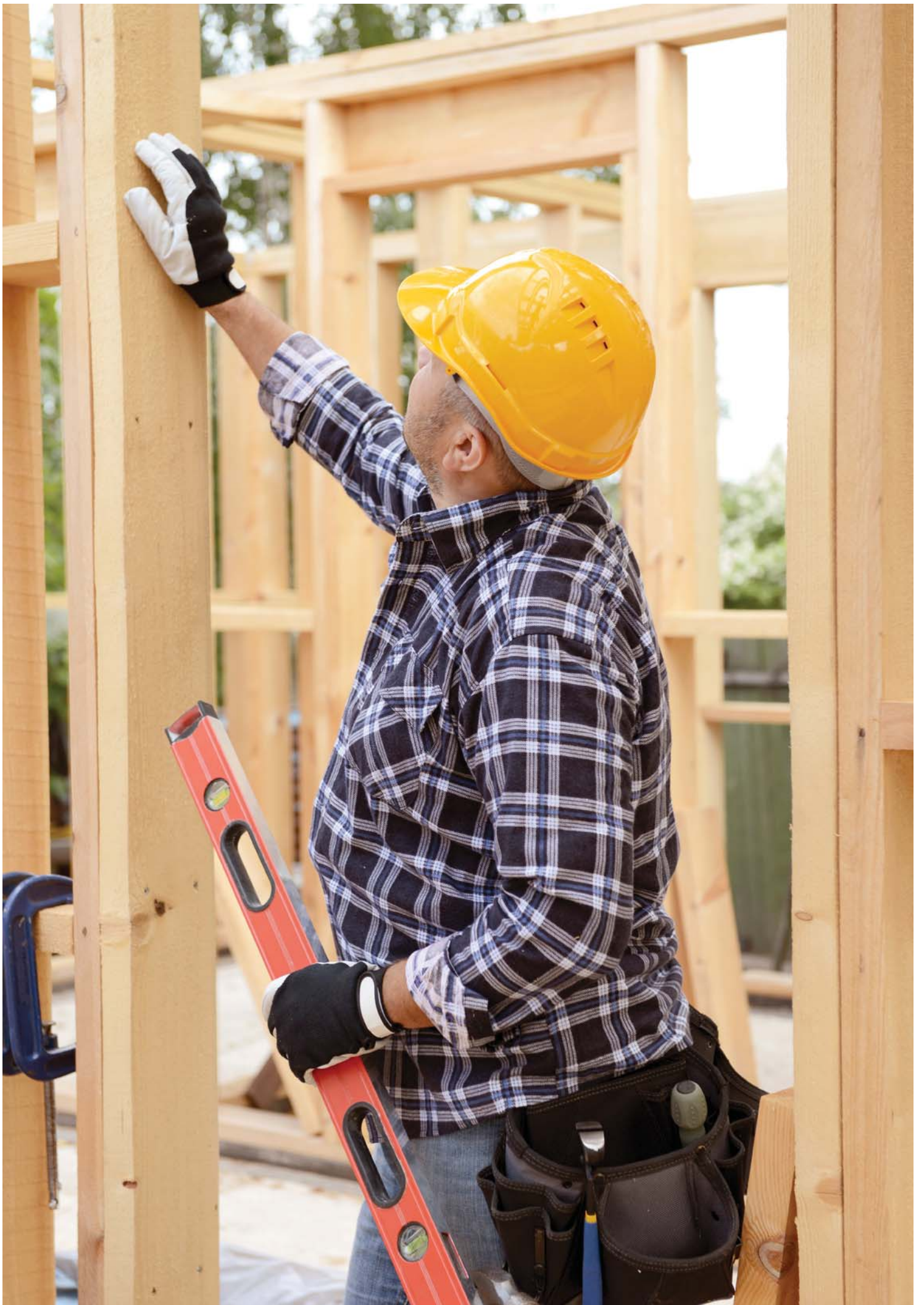
The Tararua District Council has agreed to the following response readiness objectives, methods and tools, which will guide the CDEM work programme over the next five years (refer Table 15).

Response Action Plan

Table 15: Response Action Plan

Response Objectives	Current Status <i>What is being done right now</i>	Methods and Tools <i>What we want to achieve</i>
<p>Objective 1</p> <p>To ensure organisations (with a role in CDEM) are capable and ready to respond to an emergency.</p>	<p>Council has put the majority of its staff through the ITF Foundation training. We have not started the Intermediate training, as there are no trainers available yet. This is being sorted out by the CDEM Group Office.</p> <p>Specialist training for EOC positions will be sourced and provided. There has been none available to date.</p> <p>Council has conducted one exercise in the last 2 years and a need for more exercising has been expressed by senior management.</p> <p>The last EOC audit was conducted 4 years ago. These should be completed every two years.</p> <p>Council has two representatives on the Group Lifelines Advisory Committee however, EOC role has not yet been identified.</p>	<ul style="list-style-type: none"> • Ensure that all EOC staff are trained to carry out their roles in an emergency. • Ensure all EOC specialist appointments receive specialist training as it becomes available. • Complete at least two local EOC exercises and participate in all CDEM Group and National exercises. • Clearly define the role of a local lifeline coordinator and work with the CDEM Group lifeline coordinator. • Define the role, and commence a local Welfare Advisory Committee. • Ensure that an audit of the EOC is conducted by MCDEM and the CDEM Group at least every two years.
<p>Objective 2</p> <p>To develop and strengthen relationships with CDEM partner organisations and agencies.</p>	<p>Partner agencies have been included in the formation of Community CD Response Groups. More cooperation is required from these agencies at the EOC level and this should be given priority.</p>	<ul style="list-style-type: none"> • Encourage partner agencies to attend the Tararua CDEM Emergency Management Committee (EMC) meetings. • Invite partner agencies to participate in the Tararua District Council training and exercise programme. • Establish a local Welfare Coordination Committee and invite CDEM partner agencies to participate.
<p>Objective 3</p> <p>Actively monitor, evaluate and address gaps in current and future planning.</p>	<p>This plan is designed to identify corrective actions required to address response shortfalls.</p> <p>There is no central register of non-financial delegation in Council. This register should hold all By-Law warrants, RFO warrants, CD Controller and EMO delegations.</p> <p>Financial delegations for local CD Controllers have not been set and do not appear in Council's financial delegations register.</p>	<ul style="list-style-type: none"> • Review the MCDEM 2015 M&E Report and develop a Corrective Action Plan to address any shortfalls. • Review the local Welfare Plan and Standard Operating Procedures as a priority. • Create a register of non-financial delegations. • Include Civil Defence financial delegations for our Controllers into the Council's financial delegations register.

Response Objectives	Current Status <i>What is being done right now</i>	Methods and Tools <i>What we want to achieve</i>
<p>Objective 4</p> <p>A response plan is available and current.</p>	<p>Currently we have an outdated EOC SOP, and some informal rules regarding response. Most of these are included in the Rural Fire Plan.</p> <p>Our building control officers have received training in rapid post disaster assessment however no plan is yet in existence.</p> <p>We have a communications plan but it is outdated and not fit for purpose.</p>	<ul style="list-style-type: none"> • Produce a Response Plan, which incorporates EOC activation, EOC roles, response communications, impact assessment etc. • Produce a disaster building impact and post disaster building inspection plan. • Review the District Communications Plan.
<p>Objective 5</p> <p>EOC building and Civil Defence centres are fit for purpose and properly equipped.</p>	<p>The Council chamber is used as an EOC at the moment. This room is often used by Council for meetings etc. There are no set whiteboards etc. and use of this building will interfere with business as usual during an event.</p> <p>Our communications equipment is state of the art however, more regular checks need to be carried out.</p> <p>No record of a formal assessment being done on the EOC building can be found.</p>	<ul style="list-style-type: none"> • Gain relevant approval to use the Tararua Business Network building as a designated EOC (DOSAC Business Case). • Ensure all communication equipment in the EOC is operable. • Carry out a risk assessment of all buildings used for CDEM coordination purposes within the district.
<p>Objective 6</p> <p>Council is able to carry out business as usual during the response phase of an event.</p>	<p>Council does not have a business continuity plan (BCP) for use during an event and very little work has been done on encouraging local business's to have BCP plans.</p>	<ul style="list-style-type: none"> • Produce a business continuity plan. • Test the plan on a six-monthly basis. • Liaise with local essential businesses and promote business continuity capability during an event.





PART 7
RECOVERY



Introduction to Recovery

Recovery is the process whereby activities are coordinated to bring about the immediate, medium and long-term rehabilitation of a community after an emergency.

Recovery involves minimising the escalation of the consequences of an emergency, rehabilitation of the emotional, social, physical and economic well-being of communities, taking opportunities to meet future community needs, and reducing the future exposure to hazards.

This section of the Plan outlines how the Tararua District Council will work to coordinate recovery activities following an emergency.

Recovery Goal

Communities and agencies can effectively recover from an emergency.

Recovery Principles

The following principles apply to the recovery process:

- Recovery is enabling, flexible and principle based to ensure the best outcome for communities;
- Recovery activities start immediately (during the response phase) as key decisions during the response phase are likely to directly influence and shape recovery;
- Recovery should not just aim at recreating the past, but creating the future. Opportunities to reduce vulnerability to future hazard events should be sought and implemented during recovery;
- Recovery will address the social, built, natural, cultural, and economic needs of the community;
- Recovery is community driven and therefore it is essential that the community is involved in the decision making process;
- Effective communication with all stakeholders is essential;
- Transitioning to business as usual operations should be a priority in any recovery planning; and
- Business as usual may look quite different in the new environment (following an emergency event).

CDEM Role in Recovery

Under Section 17(e) of the CDEM Act 2002, the CDEM Group and any of its members are responsible for carrying out recovery activities.

Transition from Response to Recovery

The transition from response to recovery is led by the local controller in consultation with the local Recovery Manager and the Group Controller and Group Recovery Manager. The reasons to transition to recovery may include:

- The immediate threat to people and property has passed;
- The focus has shifted to restoration;
- Declaration powers are no longer required;
- Recovery agencies are able to meet their requirements in their business as usual roles; and
- The Local Controller and Recovery Manager agree that it is time for the transition.

Some factors that may inhibit the transition are:

- Re-escalation of response issues (for example continuing large aftershocks);
- Response agencies do not have the capacity to meet their responsibilities;
- Significant social well-being issues - loss of services (power, water) and displacement of people;
- CDEM powers need to remain in place; and
- Recovery Manager is not in a position to accept transition to recovery.

The transition will formally acknowledge the transfer of coordination and accountability for recovery related activities through:

- The completion of a transition report;
- A transitional briefing;
- The preparation of an initial Recovery Action Plan (prepared by the Recovery Manager); and
- Communicating the transition to CDEM staff, Council, public etc.

Recovery Structure

In Tararua, recovery is directed by the Mayor and uses the Council's business continuity arrangements to set policy and manage recovery. The structure for local recovery is shown in Figure 11. The various roles are as follows:

- The **Mayor** supported by the Council governing body will lead recovery and work with the Manawatu-Wanganui CDEM Group partners and stakeholders to set recovery priorities and policy.

- The **Chief Executive** is responsible to the Mayor and Council for ensuring that recovery priorities and policy are enacted. The Chief Executive will also work with the Council's Senior Management Team (including the CDEM Recovery Manager) to plan the recovery strategy. In general terms, the role of the Chief Executive and Senior Management Team is to:
 - Support the Mayor and Council governing body to set policy by providing:
 - Information on the impact of an emergency, and providing guidance on
 - Priorities; and
- Ensure coordination of recovery policy between agencies through the Manawatu-Wanganui CEG.
- The **Recovery Manager** is responsible for coordinating inter-agency recovery activities. The Recovery Manager will prepare specific Terms of Reference (ToR) appropriate to the event prior to transition, which will be authorised by the Council's Chief Executive. In general terms, the role of the Recovery Manager is to:
 - Support the Mayor and Council's governing body to set policy by assessing:
 - The impact of an emergency and providing guidance on priorities;

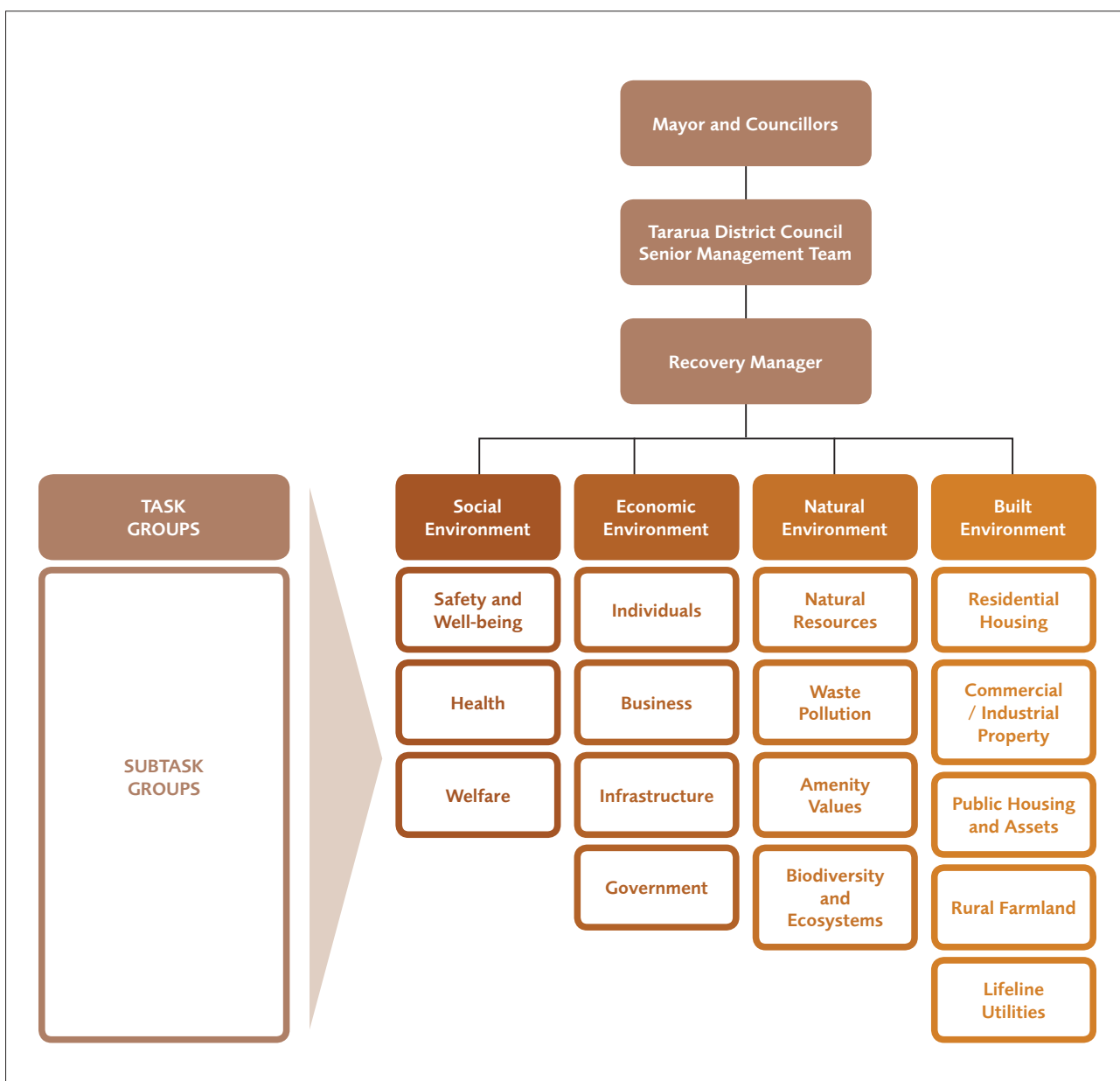


Figure 11: Tararua District Council CDEM Recovery Structure

- Establish a Tararua District Council Recovery Management Organisation to coordinate the operational activities of all agencies external to Council;
- Ensure coordination of recovery effort between agencies; and
- To work closely with the CDEM Group Recovery Manager to ensure that the CDEM Group priorities are achieved in a Regional event.

Any financial delegations or delegated legal duties will be specified in the Recovery Managers ToR and in the relevant Council delegated authority register. The Recovery Manager reports to the Chief Executive of the Tararua District Council.

Recovery Plan

The Tararua District Council does not have a Recovery Plan and relies on the CDEM Group Recovery Manual. The CDEM Group Recovery Plan was last updated in January 2004 and is not up to date with today's CDEM requirements. It is planned to write a local CDEM Recovery Plan for the Tararua District Council.

Current Recovery Arrangements

There are no formal recovery arrangements in the Tararua District at the present moment. It is intended to write a Recovery Plan for the district. This manual will outline recovery arrangements and issues such as the appointment of a Recovery Manager, identification of a standalone recovery office(s) and inter agency support. It is expected that the Recovery Team will be standalone from the Council's business as usual role and will be required until recovery is no longer required. As seen in the Christchurch earthquake, this could go on for some years and involve Central Government.

Financial Arrangements

An expenditure management system will be set up during the response phase (details will be in the District Response Plan). This must be closed off at the transition from response to recovery and the details submitted to the local Recovery Manager and the Senior Management Team.

During recovery, the Tararua District Council finance system and staff will be used for managing all local recovery financial transactions. Financial arrangements for relief funds, donated goods and services, monetary donations and financial assistance from central government will be outlined in the local CDEM Recovery Plan.

Disaster Relief Funds

The Manawatu-Wanganui Disaster Relief Fund is a CDEM Group fund administered by the Palmerston North City Council. Funds are received from public donations, local authority and central government funds. Applications can be made for assistance during an emergency event by the affected persons.

The mayors of the Group councils are the trustees of this fund.

If required a Mayoral Relief Fund can be commenced to receive donations and funding. Full details and a sample trust deed will be included in the local CDEM Recovery Plan.

Reporting Requirements

The Recovery Manager is responsible for providing an initial report showing details of what, when, who and how recovery activities will be carried out. Regular consolidated recovery reports are also required to provide recovery reporting to the CDEM Group and Central Government.

Reporting templates will be included in the new Tararua District Council CDEM Recovery Plan.

Exit Strategy

CDEM recovery activities are aimed at allowing the social, built, natural and economic environments of individuals and communities to attain an appropriate level of functionality post emergency. The withdrawal needs to be planned with clearly documented arrangements for the handover of responsibilities to the agencies who would normally deliver the specific service.

The Recovery Manager and recovery agencies are best placed to determine when CDEM recovery can be reduced or withdrawn. However, community participation in this process and the information provided to the affected communities is a key factor.

A Public Information Management Plan is required to inform and manage all communication during the exit phase.

It is intended that the new Recovery Plan will include fuller details of a suitable exit strategy.

Recovery Action Plan

The Tararua District Council has agreed to the following recovery objectives, methods and tools, which will guide the CDEM work programme over the next five years (refer to Table 16).

Table 16: Recovery Action Plan

Recovery Objectives	Current Status <i>What is being done right now</i>	Methods and Tools <i>What we want to achieve</i>
Objective 1	<p>Strengthen recovery capability and capacity across all agencies and the wider community.</p> <p>The district does not have a Recovery Plan and relies on the CDEM Group Plan, which is dated January 2004.</p> <p>The district does not have an appointed Recovery Manager with delegated authority to carry out this role.</p> <p>There is no recovery team identified within the district.</p> <p>The district has not exercised recovery or experienced large-scale recovery since the 2004 flood event.</p> <p>Specific stand-alone recovery offices have not been identified for use during an emergency.</p>	<ul style="list-style-type: none"> • Create a local CDEM Recovery Plan. • Locate and appoint a suitably qualified local Recovery Manager. • Exercise recovery procedures at least once per year and include in the Council's exercise programme. • Exercise transition from response to recovery during each local CDEM exercise. • Consider setting up a recovery advisory team incorporating all agencies involved or likely to be involved in recovery. • Identify and seek MOU's for buildings suitable for use as recovery offices for all the major towns within the district. • Identify the impact on the Council's plans and funding arrangements short/long term.
Objective 2	<p>To better understand each agency and organisation's role in recovery.</p> <p>There is no documented information about the availability of various agencies required during the recovery phase.</p> <p>There are a limited number of outside agency staff available in Tararua for recovery and there is a heavy reliance on persons from outside the district.</p> <p>Not all relevant agencies attend the EMC meetings.</p>	<ul style="list-style-type: none"> • Encourage partner agencies to attend the Tararua CDEM Emergency Management Committee (EMC) meetings. • Conduct individual meetings with representatives from the local agencies involved in recovery and get their input into the local Recovery Plan. • Identify and gain agreement on how recovery offices within the district are to be staffed during recovery.
Objective 3	<p>Maintain business as usual during the recovery phase.</p> <p>The requirement for a Business Continuity Plan has been identified. Work has started on a new plan but it does not consider business continuity from a CDEM perspective.</p>	<ul style="list-style-type: none"> • Set a timeline for completing Council's BCP and include input from CDEM staff, agencies and organisations.

A close-up photograph of a computer keyboard. The central focus is a single, bright green key with rounded corners. On this key, the words "Health" and "Check" are printed in a clean, white, sans-serif font, stacked vertically. The "Health" is on the top line and "Check" is on the bottom line. The key is slightly raised and has a subtle shadow. Surrounding this key are other keys in a light beige or off-white color, which are slightly out of focus. The background is a solid, muted olive-green color, which matches the color of the key. The overall composition is clean and modern, suggesting a digital health or wellness theme.

Health Check



PART 8
MONITORING AND EVALUATION



Introduction to Monitoring and Evaluation

This section of the Plan outlines how the Tararua District Council will carry out monitoring and evaluation. This will ensure that the Council is meeting its obligations and achieving its objectives, which contribute towards the strategic goals and vision of the CDEM Group and Tararua District Council.

This Plan identifies the work that is needed to ensure compliance with our CDEM role and forms the basis of our input into both the Council's Annual Plan and the CDEM Groups Business Plan.

Monitoring and Evaluation Principles

The following guiding principles will be used by Council for monitoring and evaluation:

- The Council recognises that monitoring and evaluation is an important and continuous process;
- That regular reviews of its progress in implementing this Plan will ensure that it is achieving the strategic visions and goals of the Council and the CDEM Group;
- That the Corrective Action Plan attached as Appendix 2 is the mechanism for implementing this Plan;
- That regular reporting to the Senior Management Team, Council and the CDEM Group on the progress with the delivery of the Corrective Plan and Annual Plan outputs will occur; and
- That the Council Senior Management Team is responsible for the oversight of the delivery of the Corrective Action Plan.

Monitoring and Evaluation Process

The Senior Management Team will oversee the monitoring and evaluation of this Plan. This will be carried out by:

- Having oversight with regular reporting from the District Resilience Manager as to progress of the Corrective Action Plan;
- Annual presentation to Council as part of the Annual Plan process;
- Ongoing research to assess the effectiveness of recent work carried out, for example measuring community resilience levels;

- All new and revised Plans and SOP's are peer reviewed; and
- Following an activation, a debrief and report will be provided, assessing effectiveness of recent work and identifying areas for improvement.

External Monitoring and Evaluation

Under Section 8 of the CDEM Act, the Director of CDEM has a function to "monitor the performance of CDEM Groups and persons who have responsibilities under this legislation". This is primarily undertaken via the MCDEM Capability and Assessment Tool. This tool creates a standard assessment of emergency management capability in New Zealand. It consists of a set of key performance indicators and measures against which organisations can assess themselves.

MCDEM aim to carry this assessment out every three years and the last one was done in 2014. Council aims to complete the Corrective Action Plan by 2017. This will ensure full compliance with CDEM Group and National requirements.

Legislative Compliance

The District Resilience Manager is responsible for ensuring that this Plan aligns with the CDEM Group Plan and the National Plan and complies with all relevant legislation and amendments.



PART 9
MANAGEMENT AND GOVERNANCE



Introduction to Management and Governance

The management and governance arrangements outlined in this part seek to streamline decision-making, and involve people and organisations in CDEM activities as effectively as possible.

As previously stated the Council is a member of the Manawatu-Wanganui CDEM Group and therefore must rely on the Group to coordinate the approach to CDEM with local authorities responsible for local delivery. There are a number of Group committees that operate to ensure that all councils have input into the Group Plan.

Joint Standing Committee (JSC)

The Manawatu-Wanganui CDEM Group Joint Standing Committee is constituted under Section 12 of the CDEM Act and Clause 30(1)(b) of Schedule 7 of the Local Government Act 2002. The Tararua District Council Mayor is a member of this committee and if he is unavailable, may be represented by an alternate elected representative who has been given delegated authority to act on his/her behalf.

The JSC Committee meets no less than four times per year and is responsible for CDEM decisions within the CDEM Group. Full details relating to the Committee may be found in the CDEM Group Plan.

Coordinating Executive Group (CEG)

This Group is formed under Section 20(1) of the CDEM Act. It is responsible for the provision of advice to the CDEM Group, implementing the decisions of the JSC and implementing the decisions in the CDEM Group Plan. The Chief Executive of the Tararua District Council is a member of this Group but may be represented by a person who has been authorised to act on his/her behalf and to commit the Council to CDEM programmes and initiatives.

The CEG meets as necessary to address the routine and urgent business of the Group.

CDEM Advisory Groups

The CDEM Group has a number of advisory groups and Tararua District Council has representation on those groups. The advisory groups are:

- Welfare Coordination Group
- Rural Coordination Group
- Lifelines Advisory Group
- Central Plateau Advisory Group (No Tararua District Council representation)

Local Management and Governance

In addition to the CDEM Group structure, Figure 12 shows the CDEM management and governance structure adopted by the Tararua District Council.

The District Resilience Manager provides administrative support and advice to key Council CDEM staff. He also represents the Council at the Group Emergency Management Officers meetings and at the CEG meetings as a delegated person to act on behalf of the Chief Executive.

Key Appointments

There are a number of key appointments within the district. They are:

- Group and Alternate Group Controller (if no local Controllers available)
- Local and Alternate Controllers
- Local and Alternate Recovery Managers
- Lifeline Coordinator

A list of key appointments is shown in the Council's Non-Financial Delegations Register.

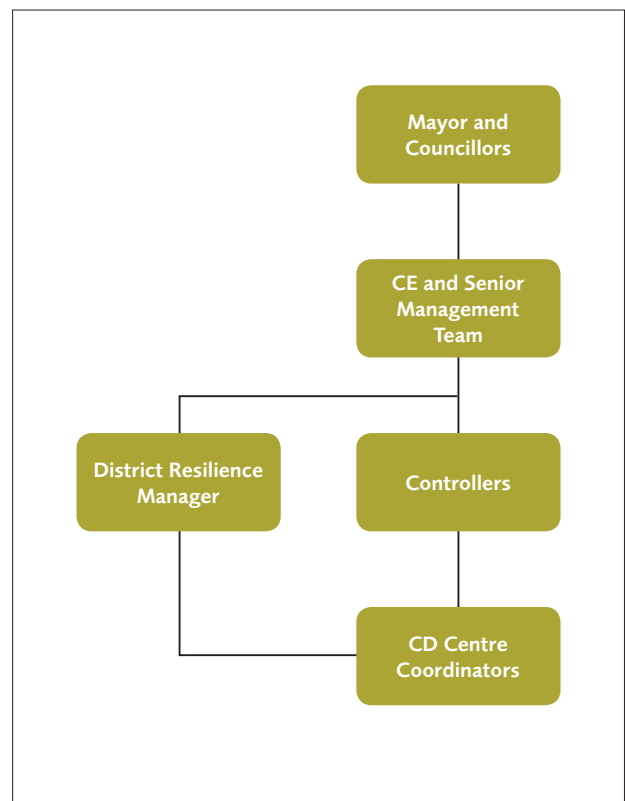


Figure 12: Tararua CDEM Management and Governance Structure

Persons Authorised to Declare a Local Emergency within Tararua

The persons authorised to declare a local emergency within Tararua are:

- The Mayor, or other designated representative in the Mayor's absence;
- The representative of the member on the CDEM Group (see Appendix 3 of the Group Plan);
- The chairperson of the CDEM Group Joint Committee;
- A representative of any member of the CDEM Group Joint Committee;
- The Minister of Civil Defence.

The persons approved to declare a state of emergency are recorded in the Council's non-financial delegations register and in Appendix 3 of the CDEM Group Plan.

Controller

The Tararua District Council recommends persons to fill the position of Controller. These recommended persons are then approved as Local Controllers and are able to use the powers designated under the CDEM Act. The CDEM Group Plan also directs that the Local Controller can exercise any or all of the powers delegated or designated to the Group Controller for their own areas.

Approved Local Controllers for the Tararua District Council are recorded in the Council's non-financial delegations register and in the CDEM Group Plan.

Financial delegations for Controllers are included in the Council's Financial Delegations Register.

Generally, the Controller has a financial delegation of up to \$500,000 for any one item or \$5 million for consolidated items. Any amounts over this require Council and Senior Management sign-off.

Recovery Manager

The Senior Management Team may appoint a suitably qualified person as Recovery Manager as well as an alternate Recovery Manager.

The Terms of Reference for the Recovery Manager are included in the Council's non-financial delegations register. The Terms of Reference includes financial delegation and a copy is included in the Council's Recovery Plan.

Arrangements with Other CDEM Agencies

There is a 'Civil Defence Memorandum of Understanding (MOU) Cross Boundary Cooperation Agreement' between

Tararua District Council and Masterton District Council to provide mutual Civil Defence assistance during a CDEM event. It includes the provision of personnel and equipment on a cost recovery basis. The agreement can be reviewed every 12 months if required.

There is a further MOU between Tararua District Council and the Masterton District Council where the Masterton District Council has accepted responsibility, for Civil Defence purposes, to provide assistance for one property situated immediately south of the Mataikona River.

Section 17(1)(f) of the CDEM Act 2002 also allows for assistance to be requested from other Groups if required, however, requests should be made through the Manawatu-Wanganui CDEM Group.

The specific support sought or requested will be dependant on the type, scale and magnitude of the emergency. Section 113 provides for recovery of costs under Section 17(1)(f).

Financial Arrangements

Day to Day CDEM Department Activities

Civil Defence in the district is totally funded by the Tararua District Council from rates. The Civil Defence budget is approved through the Council's Annual and Long Term Planning process. The budget is managed by the District Resilience Manager. Council's financial policies are adhered to for day-to-day CDEM financial activities.

CDEM Group Funding

The administration of the CDEM Group is funded through regional rates and administered by the Horizons Regional Council Emergency Management Team.

CDEM Group Projects

Occasionally Council will be asked to assist in funding regional projects which benefit all Council's participating. This funding is approved by the Chief Executive at the relevant CEG meeting.

Emergency Spending

Expenditure incurred within the district in the lead up to, during and after an emergency is the responsibility of the Tararua District Council. In particular, the Council is responsible for:

- All costs associated with resourcing, activation and operation of the EOC.
- All reasonable direct expenses incurred by the Controller.
- All reasonable direct expenses (such as travel, meals and accommodation) incurred by technical advisors when they are requested to attend meetings.

- Costs associated with the use of resources and services under the direction of the Controller.

A clear record of who authorises any expenditure, its purpose and so forth is required to be kept and produced post event.

Unless otherwise agreed, the costs of implementing any specific agency actions required by legislation are the responsibility of the authority or agency concerned. Likewise the 'marginal costs' incurred by agencies supporting a lead agency during an event are carried by the authority or agency concerned.

Emergency Cost Recovery

Emergency costs for the district are met by the Tararua District Council in the first instance. Upon termination of the emergency, the Controller will recommend to the Council which costs could be reasonably met by Council and which costs may be recovered from central government.

Generally, response costs that can be recovered from central government fall into two categories:

- **The cost of caring for the displaced** = costs associated with accommodating, transporting, feeding and clothing evacuees. Central government will reimburse 100 percent of agreed costs.
- **Other response costs** = other expenditure associated with responding to an event that may be partially reimbursed by Government. Government policy is to reimburse councils for 60 percent of other eligible

response costs, combined with essential infrastructure repair costs above a stated threshold.

Information regarding government financial support in response costs is contained in Section 26.4 of the Guide to the National CDEM Plan.

Volunteers suffering personal injury, or damage to, or loss of property, while carrying out emergency work under the authority of the Controller, may also submit claims to the Tararua District Council.

Claims procedure is outlined in Section 26.6 of the Guide to the National CDEM Plan.

The person preparing the claim should seek advice from the MCDEM Regional Emergency Management Advisor (REMA). Likewise, during an event where an issue arises with costs, the REMA should be consulted.

Emergency Recovery Finances

The Recovery Manager will recommend to the Tararua District Council which recovery costs could reasonably be met by the Council and which costs can be claimed from central government.

Government assistance for recovery from damage to private enterprises is not normally available. If it becomes apparent that there will be significant numbers of people suffering financial hardship and immediate relief is required, the Council may establish a Mayoral Relief Fund. Other funding may be available from the Manawatu-Wanganui Disaster Relief Fund.



APPENDICES



Appendix 1 – Glossary of Terms

4Rs a.) **Reduction** - identifying and analysing long term risks to human life and property from natural hazards; taking steps to eliminate these risks if practicable, and if not, reducing the magnitude of their impact and the likelihood of their occurring; and

b.) **Readiness** – developing operational systems and capabilities before a Civil Defence emergency happens, including self-help and response programmes for emergency services, lifeline utilities, and other agencies; and

c.) **Response** – actions taken immediately before, during or directly after a Civil Defence emergency to save lives and property, and to help communities recover; and

d.) **Recovery** – the co-ordinated efforts and processes used to bring about the immediate, medium-term and long-term holistic regeneration of a community following a Civil Defence emergency.

Act Civil Defence and Emergency Management Act 2002.

Administering Authority As required by Section 23 of the Act, Horizons Regional Council is responsible for the provision of administrative and related services required by the Group.

Agencies a.) Government agencies, including public service departments, non-public service departments, Crown entities, and Offices of Parliament; and

b.) Non-governmental organisations; and

c.) Lifeline utilities.

Capability Means the effectiveness of co-operation and co-ordination arrangements across agencies for the delivery of resources in the event of an emergency.

Capacity Means adequacy of resources in terms of quantity, and suitability of personnel, equipment, facilities and finances.

CDEM Civil Defence Emergency Management – the application of knowledge, measures and practices that are necessary or desirable for the safety of the public or property and are designed to guard against, prevent, reduce or overcome hazards, harm or loss associated with an emergency.

CDEM Group A Group established under Section 12 of the Act. Can be read to mean the Manawatu-Wanganui CDEM Group in this plan.

CEG Coordinating Executive Group established under section 20 of the Act. A committee made up of executive officers of

local authorities, Police, Fire Service, District Health Boards and any co-opted members as necessary. The CEG provides advice to the CDEM Joint Committee, implements decisions of the CDEM Group Joint Committee, oversees the Group Plan, oversees the work programme of the Group, and ensures appropriate structures are in place for the effective delivery of Civil Defence emergency management.

CIMS The New Zealand Coordinated Incident Management System. An agreed method of incident management to be employed by emergency responders for efficient incident management.

Civil Defence Centre A local centre within a community with direct involvement with the public for:

a.) The provision of advice and information about an emergency;

b.) Temporary shelter for evacuees;

c.) Registration of evacuees and relocation to accommodation; and

d.) The provision of aid to affected persons or communities.

Cluster A group of agencies that interact to achieve common CDEM outcomes.

Community Civil Defence Response Group An organisation consisting of members of a particular community who have organised themselves to assist with response during an event. Duties include operating local Civil Defence Centres, provision of immediate welfare needs, and registration of volunteers and resources.

Controller – Group A person appointed under section 26 of the Act to exercise the functions and powers of the Group Controller or those functions and powers delegated by the CDEM Group during a state of local emergency within the Group for which they are appointed.

Controller – Alternative – Group A person or persons appointed under Section 26 of the Act to exercise the functions and powers of the Group Controller in the absence of the Group Controller.

Controller – Local A person or persons appointed under Section 27 of the Act who may exercise the powers of a Controller or the functions of the Group Controller if so delegated during a state of local emergency within the Group for which they are appointed.

Controller – Incident Usually the senior first responder to an incident. Incident control may transfer based on statutory or agreed responsibilities for control at particular incidents.

- Debrief** A critical examination of an operation, carried out to evaluate actions for future improvement.
- Declaration** The process undertaken to make, extend or terminate a state of emergency.
- Emergency** A situation that causes or may cause loss of life, injury, illness, distress, or endangers the safety of the public and property that cannot be dealt with by the emergency services, or requires a significant coordinated response under the CDEM Act 2002.
- Emergency Coordination Centre (ECC)** An established and equipped facility where response to an incident may be coordinated or supported. In the Manawatu-Wanganui region, the CDEM Group will activate their ECC to support and coordinate local EOC's.
- Emergency Management Office** An office of CDEM personnel to coordinate reduction, readiness and recovery activities. (Response is managed from an EOC) for one or more territorial authority areas, or for the CDEM Group.
- Emergency Operations Centre (EOC)** An established and equipped facility where response to an incident may be supported. Each of the territorial authorities in the Manawatu-Wanganui Group has an EOC.
- Emergency Service** Has the same meaning as in section 4 of the CDEM Act. Means the New Zealand Police, New Zealand Fire Service, National Rural Fire Authority, rural fire authorities and hospital and health services, (i.e. District Health Boards).
- Epidemic** A disease affecting or tending to affect an atypically large number of individuals within a population, community or region at the same time.
- Evacuation** The temporary relocation (either spontaneous or organised) of all or part of a particular population or geographical region from a location that has been, or is about to be affected by an emergency, to a place considered safe. Evacuations may be pre-event or mandatory.
- Evacuee** A person unable or unwilling to stay in their usual place of residence because of an incident or emergency.
- Fire Service** Includes the fire service units maintained by the New Zealand Fire Service, National Rural Fire Authority, rural fire authorities, airport rescue fire services, New Zealand Defence Force, industrial fire brigades registered under section 36 of the Fire Service Act 1975, and other fire service resources owned by private organisations.
- GIS** Geographic Information System (GIS) is a system designed to capture, store, manipulate, analyse, manage, and present all types of spatial or geographical data.
- HAG** The Group Health Advisory Group includes health experts from a wide variety of health services. Actual membership is determined by the Chief Executives of the District Health Boards. The Health Advisory Group reports to the CEG via the District Health Board Representative on the CEG.
- Hazard** Something that may cause, or contribute substantially to, an emergency. Typically defined as either natural or human made.
- GNS Science** The Crown research institute focussed on Earth, geoscience and isotope research and consultancy.
- Lead Agency** Means the organisation with the legislative or agreed authority for control of an emergency.
- Lifeline Utility** Any organisation named or described in Schedule 1 of the CDEM Act. This includes airports, ports, railways, and providers of gas, electricity, water, wastewater or sewerage, storm water, telecommunications, roading networks and petroleum products.
- Local Authority** A regional, city or district council. See also territorial authority.
- Local Emergency** A state of local emergency declared under section 68 of the CDEM Act.
- Metservice** The organisation for providing weather forecasts and weather warnings for New Zealand.
- Ministry of Civil Defence and Emergency Management (MCDEM)** The central government agency responsible for providing leadership, strategic guidance, national coordination and facilitation, and the promotion of various key activities across the 4R's.
- Ministry of Health (MoH)** The central government agency responsible for health, including human pandemic warnings.
- Ministry for Primary Industries (MPI)** The central government agency responsible for agriculture, forestry, fisheries and food safety, including agricultural pandemic warnings.
- National CDEM Plan Order** The National CDEM Plan made by Order in Council pursuant to section 39 of the CDEM Act.
- National Controller** Has the same meaning as section 4 of the CDEM Act and means the person who has the functions and powers delegated by the Director of MCDEM to deal with any state of national emergency.
- National Crisis Management Centre (NCMC)** A secure all-of-government facility where a national response to an emergency is managed.

National Institute of Water and Atmospheric Research (NIWA) The crown research institute focussed on climate and atmospheric science.

National Significance Any event that causes widespread public concern or interest requires significant use of resources, is likely to affect more than one CDEM Group, affects New Zealand's international obligations, involves technology or processes new to New Zealand or results in significant or irreversible changes to the environment.

RAG Rural Advisory Group established under the Group CDEM Plan.

Readiness Activities carried out to prepare the community for emergency management agencies for response.

Recovery The time following an emergency when communities return to normal functioning. Recovery may take months or years.

Recovery Coordinator Appointed by the Minister of Civil Defence under section 29 of the CDEM Act if the Minister is satisfied that a CDEM Group is unable to affect recovery. A Recovery Coordinator is responsible to the Director of CDEM and may have all the functions, duties and powers of a Group Controller.

Recovery Manager – Group Appointed by the CDEM Group to give effect to Group co-ordination of recovery during and following an emergency.

Recovery Manager – Local Appointed by the Territorial Authority to give effect to local co-ordination of recovery during and following an emergency.

Reduction Activities carried out to reduce the frequency of occurrence of a hazard, or the consequence of a hazard when it occurs.

Resilience Able to effectively respond to and recover from an emergency event and return to pre-event conditions or better.

Regional Significance Due to the magnitude or geographic spread of the incident, one or more local EOC's have been activated to manage the emergency, which now requires ECC co-ordination of critical resources; or a warning of a significant event that will have a regional impact has been received; or co-ordinated assistance is required to support an adjoin CDEM Group.

Resources All personnel, materials and equipment available, or potentially available for assignment to incidents.

Response The period of time during an incident of emergency when action is immediately required to provide for safety, reduce loss of life, injury, illness or distress or protect property.

Richter Scale A scale used to measure the magnitude of an earthquake.

Risk The likelihood and consequences of a hazard.

Standard Operating Procedures (SOPs) Written incident practices adopted by an agency.

State of Emergency A state of national or local emergency declared under section 66, 68, or 69 of the CDEM Act.

Strategic Issues Problems, gaps and inconsistencies that need to be addressed by Council if it is to achieve both its goals and visions and those of the CDEM Group.

Territorial Authority A city or district council.

Supporting document A document that provides additional information to support this plan.

WCG Welfare Coordinating Group established under the CDEM Group Plan.

Appendix 2 – Corrective Action Plan

Reduction			
Action	Responsible	Time	Completion Date
Develop a natural hazard database for the district	Planning Manager	3 months	November 2016
Create a comprehensive District Community Engagement Plan for Civil Defence	District Resilience Manager	4 months	October 2016
Incorporate Local Business Continuity education in Community Engagement Plan	District Resilience Manager Manager Strategy & Development	4 weeks	October 2016
Continue to educate communities via the Community Civil Defence Response Group programme	District Resilience Manager	Ongoing	Ongoing
Ensure district hazards are on our website	Communications Manager	1 month	July 2016
Ensure Civil Defence hazard assessment aligns with the District Plan	Planning Manager District Resilience Manager	2 months	July 2016
Create a Council-wide Risk Management Strategy	Planning Manager	5 months	August 2016
Review Council's 'Earthquake Prone Dangerous and Insanitary Buildings Policy 2012' to reflect changes in the Building Act due in 2016/17	Building Services	6 months	2017
Create an up to date Earthquake Prone Buildings Register for the district	Building Services	6 months	2017
Readiness			
Action	Responsible	Time	Completion Date
Create a Council and Community annual Civil Defence exercise programme including partner agencies	District Resilience Manager	1 month	April 2016
Develop an annual staff, and community volunteer Civil Defence training programme	District Resilience Manager	1 month	April 2016
All staff to receive the Integrated Training Foundation Coordination Centre Course	District Resilience Manager	Ongoing	Ongoing
All identified EOC staff to receive Intermediate ITF training.	District Resilience Manager	Ongoing	Ongoing
Ensure all relevant Civil Defence staff receive EMIS training	District Resilience Manager	Ongoing	Ongoing
Identify and implement a suitable Staff and Volunteer training recording system	District Resilience Manager Human Resources Manager IT Support Person	3 months	June 2016
Create a Council-wide Risk Management Strategy	Planning Manager	5 months	August 2016
Ensure every household within the district receives a MCDEM Get Ready Get Through booklet as well as a local Community CD Response Group pamphlet	District Resilience Manager	Ongoing	Ongoing
Rewrite the District Civil Defence Communications Plan	District Resilience Manager	6 Months	July 2017
Formalise the District School Radio Programme into the Communications Plan	District Resilience Manager	2 Weeks	July 2017
Recruit and train a team of radio operators for the Dannevirke EOC	District Resilience Manager	Ongoing	Ongoing
Write a Council Duty Officer SOP	District Resilience Manager	2 months	May 2016

Readiness (continued)

Action	Responsible	Time	Completion Date
Rewrite the Council's Business Continuity Plan	Manager Strategy & Development	3 months	August 2016
Write a business case to use the Tararua Business Network building as an EOC with Council Chamber to be used as an alternative EOC	District Resilience Manager	1 month	March 2016
Clearly define the role of the Council's Lifeline Coordinator	Alliance Planning & Asset Manager	1 month	August 2016
Produce a Tsunami public education programme for our coastal villages and source appropriate signage	District Resilience Manager	2 months	October 2016
Produce a local Pandemic Plan	District Resilience Manager Manager Strategy & Development	4 months	May 2017

Response

Action	Responsible	Time	Completion Date
Rewrite Council's Civil Defence Welfare Plan and SOP	District Resilience Manager Welfare Manager	3 months	July 2016
Write a Council CDEM Response Plan	District Resilience Manager	4 months	Nov 2016
Define the role and create a Local Civil Defence Welfare Committee	Welfare Manager	6 months	August 2016
Create a central register of Council financial delegations	Mayor & Chief Executive PA	2 months	April 2016
Create a central register of Council non-financial delegations	Mayor & Chief Executive PA	2 months	April 2016
Produce a disaster building impact and post disaster building inspection plan	Building Services	6 months	September 2016
Provide a risk assessment of buildings used for Civil Defence coordination	District Resilience Manager	3 months	September 2016
Complete the Local Public Information Plan	Comms Manager	6 months	August 2016

Recovery

Action	Responsible	Time	Completion Date
Rewrite the District CDEM Recovery Plan	District Resilience Manager Recovery Manager	6 months	August 2017
Clearly define the role of the Council's Recovery Coordinator	District Resilience Manager	1 month	August 2017
Locate and appoint a suitable Recovery Manager	Senior Management Team	2 months	August 2017
Include recovery in the district exercise plan	District Resilience Manager	N/A	N/A
Set up a local recovery advisory team with all agencies involved in recovery participating	Recovery Manager District Resilience Manager	6 months	April 2017
Identify and formalise agreements to use specific buildings for one stop shop recovery situation district-wide.	Recovery Manager District Resilience Manager	4 months	August 2017