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BAY OF PLENTY EMERGENCY MANAGEMENT GROUP

Western Bay of Plenty EMERGENCY MANAGEMENT

TAURANGA CITY • WESTERN BAY OF PLENTY DISTRICT

Local Authority Recovery Management Plan

Tauranga City

Foreword

Recovery planning is a key part of the emergency management process. Effective recovery management helps to ensure that communities affected by disasters are able to return to 'normality' as soon as possible. The return of everyday functions of life, services and facilities in a community will enable communities to recover faster from the effects of a major disaster. It is not only the provision of physical resources that aids the recovery of a community, but also the understanding of the principles of psychosocial community recovery. A balance between these will enable communities to recover quickly after an adverse event has occurred.

Contents

1 Introduction

1.1 Principles of recovery

Recovery is defined as "the coordinated efforts and processes to effect the immediate, medium and long-term holistic regeneration of a community following a disaster" *(Focus on Recovery, MCDEM 2004)*. Recovery encompasses the following activities:

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

(Recovery Management: Directors Guidelines for CDEM Groups [DGL 4/05])

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

1.2 Purpose of Local Recovery Management Plan

This plan has been produced as a guideline for the recovery of the Tauranga City following a major emergency in alignment with the Bay of Plenty Group Recovery Plan. The plan outlines the aims of Tauranga City Council in assisting the community to recover through re-establishment of core assets and the provision of psychosocial support. The plan outlines the structures and procedures required to effectively manage the recovery activities of the Tauranga City following a major emergency.

1.3 Scope of Local Recovery Management Plan

This plan aims to identify:

- Arrangements for the appointment of a recovery manager and define the role, authority and responsibility of the position;
- Descriptions of the main recovery arrangements, structures and tasks;
- Outline of the assessment and reporting process;
- Financial arrangements;
- Outline of the Recovery exit strategy;

2 Recovery management structure

2.1 Group recovery manager

The main role of the group recovery manager is to:

- Provide leadership to the group on pre-event recovery planning, assistance and advice to local recovery managers;
- Co-ordinate recovery activities across the group as required;
- Liaise primarily with the local recovery managers, the national recovery manager and the recovery management team.

2.2 Local recovery manager

2.2.1 Purpose

The recovery manager is tasked with leading and co-ordinating the recovery activities required to enable the City to return to normal social and economic activity as soon as possible.

2.2.2 Appointment to position

The recovery manager is appointed to the position by the local authority and shall have the skills and relevant experience to manage the recovery from a major emergency, whether declared or undeclared.

2.2.3 Competencies

Some competencies needed by the person recruited to undertake the role of Recovery Manager are:

- Empathic
- Clear noble purpose
- Keeps perspective
- Calm under pressure
- Good communicator
- Vision
- Innovative
- Strong team organisation and delegation skills
- Is intentional in their action
- Media savvy
- Takes care of Self

- Decisive
- Defines and holds to "non-negotiables"

2.2.4 Authority

The authorities pertaining to financial matters will be established at the time of the event. However, in general, the recovery manager will have authority over the following areas of expenditure:

- Establishing the recovery team and office;
- Role definition
- Recovery operations;
- Central government funded recovery schemes;
- Running costs of the recovery office (time sheets, overheads etc.).

2.2.5 Expectations of the local recovery manager during business-as-usual

2.2.5.1 Reduction

- Input to council and regional projects where measures can be put in place to aid recovery efforts or avoid impacts of potential hazards.
- Where appropriate recovery planning informs reduction objective setting.

2.2.5.2 Readiness

- Ensure relationships are built within Council and other key external stakeholder organisations / businesses that will assist in recovery efforts;
- Ensure Council has a recovery plan and that the arrangements relating to the plan are in place with relevant agencies, organisations, groups, businesses and in house teams
- Base recovery team identified and understand their roles
- Recovery arrangements within the authority are regularly maintained, updated and issues are addressed, solutions defined and implemented;
- Recovery arrangements are regularly tested / exercised;
- Participate in group recovery activities, meetings and exercises;
- Work with the group recovery manager to develop and maintain arrangements in preparedness for a recovery operation.
- Agree with the lead Local Controller some criteria that can be used to assist defining transition from response to recovery activities.

2.2.6 Expectations of the local recovery manager during response / recovery

2.2.6.1 Response

- Become involved from beginning of any major event to ensure response and recovery priorities are aligned;

- Attend Controller EOC management team briefings
- Attend Controller media briefings or public meetings
- Assess the requirements for community and individual recovery from the emergency
- Identify immediate steps (short-term relief efforts) that can be taken to initiate and speed recovery within the area
- Identify and establish contact with key recovery sub groups and agencies;
- Understand key impacts and tasks;
- Identify recovery priorities as early as possible in the event;
- Plan for and manage a smooth transition to recovery.
- Anticipate actions required over the long term to restore local services and return the area to pre-emergency conditions.

2.2.6.2 Recovery

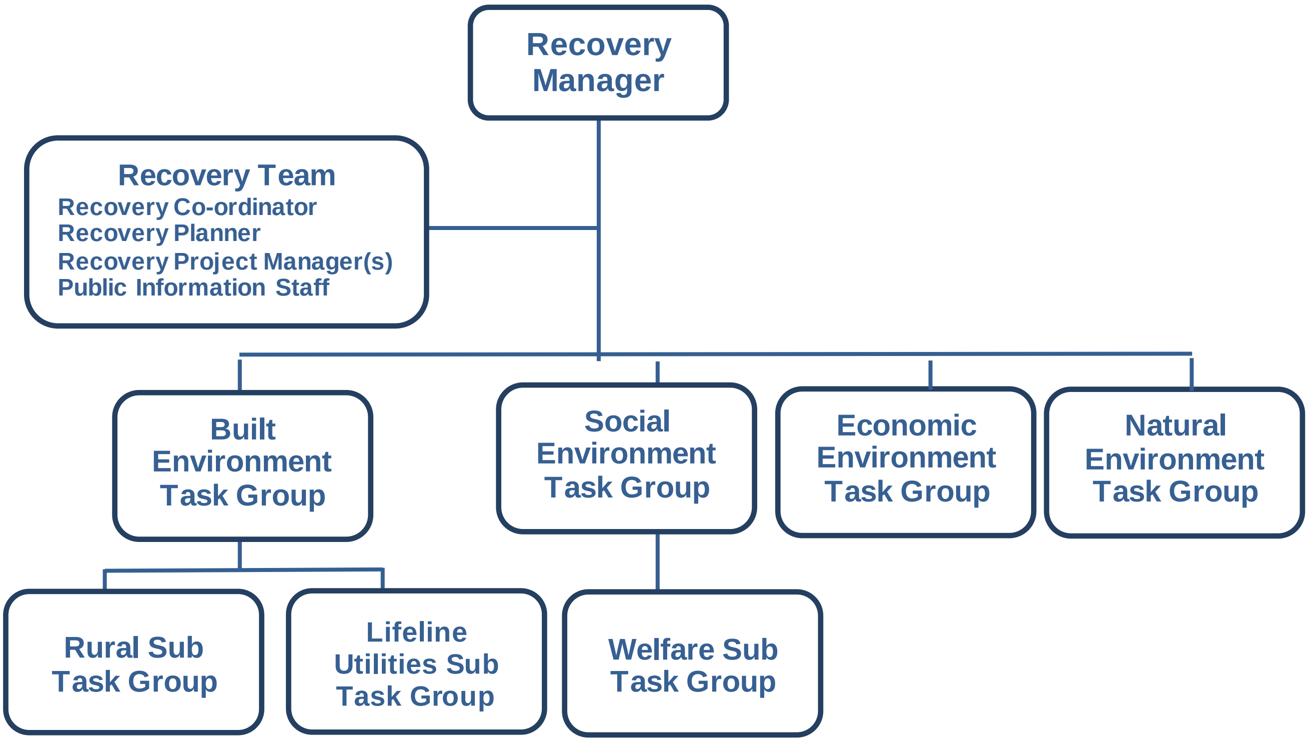
- Establishing an appropriate recovery management structure relevant to the specific emergency being recovered from;
- Identify which key task groups need to be established and identify the agencies that will need to be a part of each task group;
- Establish the recovery office in conjunction with the Council and other agencies involved in the recovery effort;
- Identify the staff roles needed in the recovery office;
- Ensuring the collection, collation and analysis of impact assessments is undertaken by agencies during the response phase;
- Identifying and seeking to resolve any gaps in the impact assessment process;
- Planning and implementing recovery options in conjunction with agencies and affected communities;
- Establishing priorities for recovery works and deadlines;
- Disseminate information to all affected agencies and communities;
- Identify and establish systems for financial accountability of the recovery;
- Informing and advising the Council, the CDEM Group and the Co-ordinating Executive Group on the recovery effort as required.
- Identifying if adequate statutory and regulatory authority exists to aid the recovery;
- Considering resource requirements including equipment, personnel, facilities and funding for the recovery management;
- Chair Recovery Executive Committee and attend sub-committee meetings as necessary;
- Promoting donations that are consistent with the needs of the community;
- Assisting with the establishing of a disaster relief fund and assist with the fund management as required;

2.3 Local Recovery Management Team Structure

2.3.1 Overview

The structure illustrated is an indicative structure that may be implemented by Tauranga City Council to recover the City from an emergency. The final structure will be determined by the Recovery Manager, in consultation with the Chief Executive Officer and TCC Crisis Management Team, after gaining an understanding of the nature, extent, impact, resourcing and activities that may be needed to recover the city from the emergency.

This will ensure the recovery resourcing will be appropriate to the size, scale and nature of the emergency. All, some or none of the elements shown in the diagram below may be required.



2.4 Local Recovery Management Team

As soon as practical during an event, a meeting of the Local Recovery Management Team should be held to review the situation. The Recovery will then report to the CEO, the Bay of Plenty CDEM Group Recovery Manager and Tauranga City Council Elected Members where required post consultation with the CEO.

2.4.1 Role

- Assess the impact of the emergency within the Tauranga City area;
- Establish local recovery team and priorities for recovery activities;
- Implement recovery activities.

2.4.2 Responsibilities

- Determine and prioritise major areas of recovery;

- Formulate recovery policies and strategies;
- Ensure co-ordination of recovery effort between agencies;
- Establish a timeframe for recovery activities;
- Identify and obtain resources;
- Monitor recovery activities;
- Control expenditure and maintain accountability;
- Open and staff recovery assistance centres as needed;
- Provide media liaison;
- Administration;
- Planning and reporting on recovery activities.

2.4.3 Local Recovery Team Composition

The Local Recovery Management team may include the following people:

- Recovery Manager (lead);
- Recovery Co-ordinator
- Recovery Planner
- Recovery Project Manager(s)
- Public Information Staff
- Administration Staff
- Social Environment Task Group representatives;
- Built Environment Task Group representatives;
- Natural environment Task Group representatives;
- Economic Environment Task Group representatives;
- Local tangata whenua representatives.

2.5 Task groups

2.5.1 Social Environment Task Group

The following information from the 2013 Census provides information on the Tauranga City social environment.

- The population of the Tauranga City is 114,789, 2.7% of the National population.
- The median age of people in Tauranga City is 41 years, slightly older than the national median of 38 years.
- 19.3% of people in Tauranga City are aged 65 Years and over, compared with 14.3% of the total New Zealand population.
- 20.6% of people are aged under 15 years in Tauranga City, compared with 20.4% for all of New Zealand.
- Tauranga has a higher than average number of residents who identify themselves as Māori, 16.2% compared to 14.1% nationally.

There is a significant variation in the economic and social circumstances in communities across and within the Tauranga area and therefore varying ability to provide for every day needs and prepare for Civil Defence Emergencies.

2.5.1.1 Role

The Social Environment Task Group is established to co-ordinate the efforts of agencies that have significant roles in the social environment, whether legislative or voluntary.

2.5.1.2 Task Group Lead

The chair of the group will be the Emergency Management Welfare Manager.

They will attend the Recovery Management Team meetings to represent task group members.

2.5.1.3 Recommended group members

- EM Welfare manager(s) (lead)
- Child, Youth & Family
- Salvation Army
- Housing New Zealand
- Work & Income
- ACC
- District Health Board
- Ministry of Education
- Police
- Ministry of Health
- Te Puni Kokiri
- Environmental health officer(s)
- Insurance Council
- Building Inspector(s)

- Health Protection Officer
- Representative from iwi/Māori Engagement Subtask Group

2.5.1.4 Supporting agencies

- Church-based and community support services
- SPCA
- Citizens Advice Bureau
- Federated Farmers
- Fire Service
- Joint Defence Forces
- Iwi service providers
- MAF
- Victim Support
- Department of Labour
- Neighbourhood Support
- Senior Services
- Youth Service

2.5.1.5 Possible subtask groups

- Safety and wellbeing group.
- Welfare advisory.
- Health.
- Iwi / Māori engagement (all affected iwi and hapū).

2.5.1.6 Key Tasks

For a list of the key tasks associated with this group, see Appendix 1.

2.5.1.7 Links to contact details for Group Members

For a list of the contact details for Group Members see Appendix 8.

2.5.2 Economic Environment Task Group

The economic growth in Tauranga City in 2014 was 4.4%, compared with 2.5% nationally. The biggest contributors to economic growth in the City between 2004 and 2014 (in terms of total increase in GDP) were:[1]

- Health Care and Social Assistance - $148 million
- Construction - $112 million
- Professional, Scientific and Technical Services - $80 million
- Wholesale Trade - $74 million
- Retail Trade - $72 million

[1] http://www.priorityone.co.nz/our-economy

The following sectors have been recognised as consistent achievers in the Western Bay of Plenty sub-region in terms of contributing to the economy and employment growth:[2]

- Primary sectors (agriculture, horticulture, food processing);
- Construction;
- Business services;
- Transportation and storage (including Port of Tauranga activities); and
- Retail / wholesale trade

Tauranga City is a popular domestic tourism destination with over 137 activity products to try out. Tourism makes up 9.7% of the Tauranga City and Western Bay of Plenty economy and therefore makes a significant contribution on an annual basis.[3]

The largest industry in Tauranga in terms of employees is the retail trade industry which employs 16.1% of all employees in the city. The health and community services industry employs a further 13.0% of total employees.

Approximately 12.0% of employees in the city are employed in the manufacturing industry and the property and business services sector employ 11.6% of employees and a further 8.2% of people are employed in the construction industry.

From the 2013 Census:

- The unemployment rate in Tauranga City is 7.6% for people aged 15 years and over, compared with 7.1% for all of New Zealand.
- The most common occupational group in Tauranga City is “Professionals” and “Professionals” is the most common occupational group in New Zealand.

2.5.2.1 Role

The Economic Environment Task Group is established to lead the recovery in all areas of the local economy.

2.5.2.2 Task Group Lead

A representative from Priority One or the Tauranga Chamber of Commerce will be the most appropriate person to chair the Economic Environment Task Group.

They will attend Recovery Management Team meetings to represent task group members.

2.5.2.3 Recommended group members

- Work & Income
- Inland Revenue Department
- Priority One
- BOP Lifelines
- Department of Labour

[2] Smart Economy – Final Strategy 2012 Review, Western Bay of Plenty Economic Development Strategy, 2012
[3] Smart Tourism, Bay of Plenty Tourism Strategy, 2006

- Federated Farmers
- Representative from affected iwi and hapū
- Bankers Association local representative
- Retail trade representative
- Insurance Council
- Chamber of Commerce
- Employers and Manufacturers Association
- Business NZ
- Building Industry representative

2.5.2.4 Supporting agencies

- Ministry of Economic Development
- Ministry of Tourism

2.5.2.5 Possible subtask groups

- Individuals
- Businesses
- Infrastructure
- Government
- Export NZ
- Contractors Federation

2.5.2.6 Key Tasks

For a list of the key tasks associated with this group, see Appendix 2.

2.5.2.7 Links to contact details for Group Members

For a list of the key local information associated with this group, see Appendix 8.

2.5.3 Built Environment Task Group

Tauranga City extends from Bethlehem in the north where there are significant new developments, to new urban growth areas of Pyes Pa / Welcome Bay in the west and Papamoa and Wairakei in the east.

Tauranga has a range of housing including occupied homes, holiday accommodation, rental accommodation and retirement accommodation.

There are 13,473 unoccupied dwellings, reflecting the high number of holiday homes in the area. Tauranga City also has a % population over 65 that is higher than the national average meaning a significant % of housing typology is devoted to the elderly and their needs. A significant number of private health care facilities are located in the City providing services to the elderly.

From March 2013 to June 2014, 1,175 new dwelling consents were issued in the city indicating that the City has a significant portion of the community reliant on continued growth and the associated building industry.

Tauranga City also possesses significant infrastructure, some of it nationally significant. The infrastructure includes Port of Tauranga; airport; water supply, drainage, sewerage and waste disposal networks; fuel facilities; energy production and transmission; transport network; telecommunications, power and fibre networks; significant manufacturing facilities located within the Mount Industrial area.

As well as these Council and Crown own and / or manage a number of buildings and facilities related to the education, health and public hospitals and other such facilities can also be considered City public works, goods and services. The management of these City resources is spread across a number of utility operators, local authorities and Crown agencies. Existing utility networks and public works, goods and service.

2.5.3.1 Role

The Built Environment Task Group is established to determine priorities for reconstruction/recovery of infrastructure, engineering lifelines, services, buildings and the rural sector. The group will advise the recovery manager on priorities and options and the likely affects upon the community.

Due to the size of the membership and the variety of tasks, the Built Environment Group is divided into several subtask groups:

2.5.3.2 Task Group Lead

The chair of the Built Environment Task Group will be the most appropriate person to cover all the different subtask groups. They will attend Recovery Management Team meetings to represent task group members.

2.5.3.3 Residential Housing & Commercial/Industrial Property Subtask Group

2.5.3.3.1 Recommended group members

- Manager(s) for Consent and Compliance
- Master Builders Association
- Building inspector(s)
- Employers and Manufacturer’s representative
- Contractor’s Federation
- Property Group
- Representatives from Social Environment Task Group as appropriate

2.5.3.4 Rural Farmland Subtask Group

2.5.3.4.1 Recommended group members

- MAF regional manager
- Federated Farmers
- NZ Veterinary Association local representative
- AgriQuality NZ Ltd
- Small block and lifestyle block owners representative
- Rural support
- Fonterra
- Representative from affected iwi and hapu rural industry
- Representative from Social Environment Task Group as appropriate

2.5.3.5 Lifeline Utilities Subtask Group

2.5.3.5.1 Recommended group members

- Manager(s) Airport, Transportation and Solid Waste, Water and Wastewater
- NZTA
- Electricity suppliers
- Institute of Professional Engineers representative
- Kiwirail
- Port of Tauranga
- Telephone companies
- Local transport organisations
- Representative from Social Environment Task Group as appropriate

2.5.3.6 Supporting agencies to these groups

- Ministry of Transport
- Earthquake Commission
- Insurance Council
- Master Plumbers / Electricians.

2.5.3.7 Key Tasks

For a list of the key tasks associated with this group, see Appendix 3.

2.5.3.8 Links to contact details for Group Members

For a list of the key local information associated with this group, see Appendix 8.

2.5.4 Natural Environment Task Group

The city covers an area of 13, 440 hectares and is dominated by the volcanic cone of Mauao (Mount Maunganui), the harbour, a 25km length of sandy coast facing north east, the Kaimai mountain ranges to the west and the Mamaku / Okataina geographical setting to the south.

Tauranga has a sub-tropical climate with an average temperature of approximately 14°C. The city enjoys about 2,400 hours of sunshine a year with an average annual rainfall of 1,349mm.

Tauranga is located on a series of landforms which are young and considered by scientists and experts to be very sensitive. Some of the hazardscape associated with the natural environment are:

- Compressible and liquefiable soils
- Eroding peninsulas
- Low lying land impacted by harbour or ocean inundation and the also the impacts of sea level rise
- Land slippage
- Coastal erosion
- Peat
- Flooding – coastal, harbour and rainfall

Some man-made land uses impacting the environment are:

- port and manufacturing activities
- chemical run off
- landform modification
- urbanisation effects

2.5.4.1 Role

The Natural Environment Task Group is established to minimise the effects of an emergency upon the natural environment, which could have potential impacts upon social, built and economic environments.

2.5.4.2 Task Group Lead

The chair of the group will be the most appropriate person. They will attend Recovery Management Group meetings to represent task group members.

2.5.4.3 Recommended group members

- Department of Conservation.
- Manager Parks & Reserves.
- Bay of Plenty Regional Council.
- TCC Pollution Prevention staff.
- BOPRC Pollution and Environment Officers
- Representative from Ministry of Primary Industries and Fisheries
- Representative from affected iwi and hapū.

2.5.4.4 Supporting agencies

- Ministry for the Environment.
- Local conservation groups.
- Forest & Bird Society.

2.5.4.5 Possible subtask groups

- Natural Resources Subtask Group.
- Waste / Pollution Subtask Group.
- Amenity Values Subtask Group.
- Biodiversity & Ecosystems Subtask Group.

2.5.4.6 Key Tasks

For a list of the key tasks associated with this group, see Appendix 4.

2.5.4.7 Links to contact details for Group Members

Contact details for Group Members are provided in Appendix 8.

3 Managing the recovery

3.1 Commencement of recovery and transition from response to recovery

Recovery planning and assessment begins while the response activities are still in progress. It is paramount that the recovery manager is involved at the start of response activities so they have an overview of and an input into the key response decisions that have been made, as these decisions will influence and impact the way in which the recovery is conducted.

The recovery phase will gain momentum when any state of civil defence emergency has been terminated. This point is reached when the Controller deems the threat to life has passed, rescue activities have been completed and community safety can be assured.

Many local agencies and staff will be heavily involved in the response phase of the emergency and so it is very important that the recovery manager is involved in key briefings and meetings early on to help them prepare for the recovery phase.

Early involvement in the response phase will assist the Recovery manager to:

- Keep up to date with the situation;
- Influence alignment of response and recovery priorities;
- Connect with key response/recovery agencies;
- Understand the key impacts of the event and the key tasks;
- Identify the requirements for recovery and set priorities early.
- Align recovery activities with response activities

Before the response phase has ended it is important that the community links and recovery structures are in place with some recovery activities already underway, such as impact assessments.

During the transition phase there will be a shift in the priorities, as the priorities for recovery are very different to those of the response phase. This change must be well managed and communicated to a stakeholder groups. Rehabilitation and restoration priorities need to be based on the resources available and the expectations of the community.

3.2 Priorities for recovery

The priorities for recovery can be placed into four main categories:

1 Safety

The safety and health of every person within the disaster area is a key focus of the recovery.

2 Restoration of social infrastructure

Restoring the communities basic needs – food, water, clothing, sanitation and accommodation together with ensuring that the community’s psychological and emotional needs are catered for.

3 Economic recovery

Ensuring communities, businesses and sectors have the necessary means to begin their own economic recovery.

4 Physical recovery

Establishing long term plans to restore the built and natural environments and prevent and reduce the risks and impacts of similar events in the future.

3.3 The transition process

The controller and recovery manager will formally acknowledge the transfer of coordination and accountability for recovery related activities. This will be done using the following procedure and after discussion between the Controller and Recovery Manager that the timing is appropriate to transition from response to recovery. This is a joint decision.

3.3.1 Response transition report

Prior to the termination of the civil defence emergency (or the end of response activities if no declaration has been made) the Controller(s) will prepare a response transition report (see Appendix 5) for the recovery manager outlining:

- The action plan for each affected district in place at the time of transition, which makes note of any response actions that are incomplete;
- The type and status of all assigned resources;
- Actions taken to finalise the calculation of emergency expenditure;
- A summary of the damage (type and extent) across the district(s) at the time of transition to the Recovery Manager with special note made of any areas that may require the re-instatement of a state of civil defence emergency.
- An overall assessment of the district(s) under the following headings:

Social environment

- This should include estimates of directly and indirectly affected persons, the nature of the impact upon them and the possible future needs.
- The current nature, capability and location of welfare agency resources that have been deployed.

Built environment

- An outline of roads and infrastructure that remains affected.
- Rural impacts.

Economic environment

- A summary of the information currently available regarding the state of the local economy, including any analysis and direction for economic recovery.

Natural environment

- Land use changes, implications for businesses short-term, use of land or amenities etc.

3.3.2 Preparation of a Recovery Action Plan

Prior to the formal transfer of coordination and accountability the recovery manager will prepare a Recovery Action Plan (see appendix 6). This plan will include all actions to be taken to assist the recovery effort and should be prepared in consultation with key response personnel and agencies.

3.3.3 Transition briefing

The recovery manager (or designate) may chair the transition briefing. The transition briefing is formally conducted and minuted. At the conclusion of the briefing the Controller will formally hand coordination and accountability for recovery related issues to the recovery manager.

The briefing structure is best pre-planned and attendees may include all key incident management and local recovery team members as well as key EOC management staff.

The briefing should cover:

- actions currently being undertaken in the respective areas; and
- likely outcomes and proposals for continuing or future activities during the recovery phase.

3.3.4 Communication

Usually a media briefing and press release is organised for immediately post the transition briefing. This briefing would be presented by both the controller and the recovery manager.

The purpose of the briefing/release is to outline:

- The positive aspects of the emergency response;
- The scope and priorities for recovery activities;
- Re-enforce key messages to target audiences;
- Provide the media with the key contacts for the recovery team.

A detailed plan should be put together regarding recovery communications. Communication to the public is vital to the success of the recovery effort and a lot of emphasis should be put on ensuring the Communications team is adequately resourced to provide the level of service required.

A public information officer will be assigned to the recovery team and will arrange all media briefings, press releases and VIP visits.

3.4 Impact assessment

During the response phase the local controller will conduct impact assessments to determine the level of impact upon the community. This process assists in the development of action plans. The impact assessments will be regularly updated to ensure that response activities are maintained to a sufficient level where required.

During recovery, impact assessments will continue to be conducted to ensure the targeted recovery initiatives and effective prioritisation of resources in affected communities.

The agencies or roles involved in providing information for impact assessments are varied and may include:

- Social and welfare agencies who will identify people in need of assistance;
- Local and regional authorities;
- Insurance inspectors (EQC and private assessors);
- Environmental health inspectors;
- Building inspectors;
- Engineers;
- Health providers;
- Media;
- Emergency services.

A standard approach to impact assessment will ensure that[4]:

- Common measuring tools and standards are used;
- Comparison of impacts between areas can be conducted;
- Efficient and effective post-event recovery planning and management can take place.

Loss impact assessments must be:

- Clearly documented (transparent) – so that procedures can be followed easily;
- Consistent and standardised across the affected area(s);
- Replicable – this enable the assessments to be checked and verified if needed;
- Include a basis of economic principles, so that assessed economic losses can be accurately represent the real economic losses to the community.

There are two categories of loss to be assessed:

1 Direct losses

[4] More information on impact assessment is available in Appendix 9

Any losses resulting from direct impacts of the hazard e.g. flood damage, quake damage to buildings, infrastructure etc.

2 Indirect losses

Losses resulting from the event, but not as a direct impact e.g. transport disruptions, business loss that cannot be recovered.

In both loss categories there are two clear sub-categories of loss:

i. Tangible losses

Any losses that have a monetary value, such as buildings, livestock, infrastructure, loss of income etc.

ii. Intangible losses

Any losses that cannot be replaced e.g. lives and injuries, heritage items etc.

3.4.1 Types of impact assessment

There are three commonly used processes for the assessment of impacts after an emergency:

1 Rapid Assessment

Based largely upon pre-existing data for losses from previous similar events, if they have occurred.

2 Synthetic Approach

Based upon modelled estimations of losses. Impacts are based on assumptions for the time or time-span of the event.

3 Survey Approach

Surveys are used in the affected areas to establish actual losses within the community. This is the most commonly used for impact assessment in the recovery phase.

3.4.2 Inspection and needs assessments (surveys)

A large amount of data will have been gathered from the community during the response phase, through building and infrastructure inspection or welfare registration and needs assessments. An example of a Recovery Needs Assessment and Support Survey can be found in Appendix….

Surveys can be used to assist the short-term recovery by:

- Determining numbers, locations, circumstances and ethnicity of displaced and/or injured people;
- Assessing the safety and sanitation of buildings / areas for continued occupation and use;
- Assessing the state of lifeline utilities;

- Assessing the need for temporary works, such as shoring or temporary securing of property;
- Protecting property from unnecessary demolition.

Surveys can also contribute to the longer-term recovery by:

- Defining personal and community needs;
- Determining the aid and resources required for permanent recovery to occur;
- Estimating the total cost of damage from the event;
- Acquiring engineering, scientific and insurance data to inform any future mitigation work.

A more detailed outline of the impact assessment process can be found in the Director's Guideline for Recovery Management [DGL 4/05] pages 32–37. The relevant pages of this document are included in Appendix 9.

3.5 Central government involvement

The impact on communities in the event of an emergency sometimes reaches a level where central government assistance is required. Where the Minister of Civil Defence and Emergency Management is satisfied that a CDEM Group is, or is likely to be, unable to ensure the effective carrying out of recovery activities in its area, a recovery coordinator may be appointed under section 29 of the Act. The recovery coordinator is responsible to and funded by the Director of CDEM. The prime function of the recovery coordinator is to co-ordinate the work of agencies at the area of the emergency and to ensure that central governments assistance and actions are properly coordinated. Where this is the case, local responsibility remains and the Bay of Plenty Group Recovery Manager will work in conjunction with the appointed recovery coordinator. When the appointment of the recovery coordinator is terminated, the recovery manager will continue their role to ensure that the coordination of recovery activities continues to ensure that they are completed.

3.5.1 Avenues for assistance

Most central government involvement and assistance during the recovery phase of an emergency is delivered through a variety of established government agency functions such as WINZ, Child Youth and Family, DHBs and Housing NZ.

Central Government Recovery Assistance is accessed through the Ministry of Civil Defence and Emergency Management and may include:

- Transitional feeding, housing and welfare assistance for affected people where this assistance is not available through other sources and agencies;
- Transportation assistance if further evacuation becomes necessary;
- Restoration of those services and facilities that are central government's responsibility to provide such as schools, highways and hospitals;
- Assistance in the assessment and appropriate restoration of those critical services and facilities which are the responsibility of other agencies to provide, but for which

commercial viable insurance cannot be obtained, or where the responsible agency cannot affect restoration within an appropriate timeframe;

- Additional expertise to assist in detailed assessment of damage, the establishment of procedures and any necessary support to expedite insurance claims and damage repair;
- "One Stop Shops" or "Mobile Task Forces" to provide information and services for such areas as emergency housing, tax policies, and emergency welfare payments. This may be particularly useful for more isolated areas;
- Subsidised work schemes, such as Task Force Green, for clean-up operations. The schemes will primarily be designed to provide manual labour to assist in restoring land and assets to productive use;
- Specific targeted funding for recovery actions.

Primary responsibility for recovery remains that of the affected District Council(s), communities of the region, enterprises and individuals.

3.6 Public information management

Public information will be a key area during the recovery effort. Effective communication with our communities will help to build confidence in the ability of the council(s) to lead the recovery, which in turn will give our communities the confidence to invest in their own recovery.

Public information in the recovery phase focusses on informing the public of plans for regeneration of areas affected by a disaster and should encourage people in those areas and the wider community to participate in the process.

Every agency involved in the recovery process must ensure that there is a common message to the community and that confusion is minimised to the public to reduce stress. It is important that there is agreement from all agencies on spokespersons for the recovery and the areas they are responsible for.

This can be achieved through:

- Joint press briefings;
- Establishment of joint recovery websites;
- Community information centres;
- Agreed common messages;
- Joint press release agreements;
- Information sheets.

Approaches to public information management are outlined in both local and group plans and SOP's. Additional information is also contained in "Speaking from the Same Page" – Consistent messages for CDEM.

3.6.1 Involvement of elected representatives

Local and national politicians can play an important role in assisting with the provision of information to the public. This will normally be done through the Mayor, or the council representative for the affected area, but in larger events may include representatives of the government. It is essential that any politicians are briefed on the recovery plan to ensure that key and important messages are conveyed correctly to the community.

Elected representatives can play an important role in the recovery by leading and reassuring the community through:

- Key decision making;
- Acting as the public face;
- Staying in touch with the community;
- Reporting information gathered from community members to the recovery manager and team;
- Dispelling and reducing confusion;
- Providing a vital communication link with affected communities;
- Working together as a council to ensure the communities' priorities are addressed.

3.6.2 Maori cultural needs

Ensuring appropriate communication through a hui or on a marae is essential to ensure that the Maori community views are incorporated into the recovery plan.

Ensuring iwi involvement with various recovery task teams can also be an appropriate way to ensure that the cultural needs of the Māori community are met in any recovery plan and these needs should be raised through the iwi subtask groups.

3.7 Community involvement

Where controversial decisions are to be made regarding affected areas those affected should be the first to learn of those considerations and be given the opportunity to voice any concerns and be part of the decision making process. Often this will need to be face-to-face communication and can be offered through community meetings, or personal 1-to-1 meetings.

3.8 Resources

Resources for the recovery will come from within the affected authority, through pre-agreed Memorandum's of Understanding and arrangements with neighbouring authorities, or will be acquired using existing territorial authority systems for purchasing. All costs must be clearly assigned to the recovery to enable any future cost recovery to occur.

Other assistance for resources may be sought through the Group Recovery Management Office, who will liaise with neighbouring regions and central government agencies to provide additional resources as required.

Resources should be clearly tracked to ensure that they are effectively used to enable the swiftest possible recovery from the event.

3.9 Finance

All costs related to the recovery will be borne by the affected territorial authorities. This includes staffing of the recovery centre and resources required to ensure an efficient recovery of the affected area.

Funding for the recovery may come to territorial authorities from a number of different sources:

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

Section 26 of the Guide to the National CDEM Plan should be referenced for all matters regarding Government assistance.

Local recovery managers should have a clear understanding of all sources of funding available to them for use in the recovery and the processes required to acquire funds.

3.9.1 Relief funding

Financial aid may be received from numerous sources to assist with recovery.

In order to ensure this is distributed fairly and there is appropriate accountability and management, all funds received from appeals or other aid organisations should be deposited in a Mayoral Relief Fund. Authorities should have the appropriate trust deeds established to allow these to be activated as soon as possible following a major event.

3.10 Reporting requirements

Reporting local recovery activities will be required to ensure that accountability and transparency in the recovery process is maintained. Reporting will assist the local recovery manager to justify expenditure and actions taken during the recovery effort. Reporting the recovery effort may be done in several ways:

- Situation reports distributed regularly to key stakeholders;
- Regular communication with the group recovery manager;
- Reporting to council and committees;

- Territorial authority management and councillor briefings;
- Public meetings;
- Regular press releases on the recovery effort.

3.11 Bay of Plenty CDEM Group Recovery Plan

The Bay of Plenty Civil Defence Group Recovery Plan states how recovery will be managed from a regional level and the expectations for recovery management at the local level. It is important that local recovery management strategies are discussed with the BOP CDEM Group Recovery Manager to ensure they align to any regional strategies and plans. This will also allow the Bay of Plenty CDEM Group recovery manager to assist with resourcing, or funding of the recovery effort where applicable. This will be achieved through developing a strong line of communication with the group recovery manager and regularly reporting the situation in the early stages of the recovery effort.

3.12 Exit Strategy

The Recovery phase of an emergency must have an end.

The recovery structures and activities established will need to be wound down and responsibility for longer term recovery handed back to the community once normal economic and social activity can resume.

Developing an exit strategy will ensure handover back to the community is undertaken and communicated well. The exit strategy should consider who, why, when and where and what.

3.12.1 Who

The exit strategy should identify which agencies are responsible for the ongoing management of long term recovery and the structure that will be used to ensure this happens. Community participation is essential in the on-going long-term management.

3.12.2 Why

To ensure businesses and residents take control of their community's return to normalcy.

3.12.3 When

The exit strategy should be developed as soon as possible. Withdrawal must be planned into every task and action. Long-term recovery measures may require a project process to ensure they are delivered as planned, but monitoring of these should be built into everyday organisational governance arrangements that assume responsibility from the outset. If possible, activities that are likely to continue well into to longer term should be incorporated into the authority's business-as-usual activities as soon as practicable.

3.12.4 Where

The exit strategy should be developed in the public arena. The community needs to know and support any reduction in the levels of support and must participate in these decisions.

3.12.5 What

The exit strategy should cover:

- Key achievements of the recovery unit;
- Ongoing issues within the community;
- Handover arrangements.

Appendices

Appendix 1 – Social Environment Task Group Checklist

	TASK
	Continue to provide basic needs such as shelter (temporary, medium and long-term housing), food and non-food items such as clothing, bedding, medication etc. Assess and deploy resources as required
	Develop a plan for providing financial assistance. Assess financial needs and establish grants, relief funds, emergency payments etc.
	Develop multi-discipline assessment teams that encompass health, building safety etc. to avoid excessive or unwanted services (home visits/surveys etc.) and co-ordinate their deployment
	Activate mechanisms to liaise with community leaders
	Provide support mechanisms to deal with trauma and stress
	Provide interpreters to deal with any language difficulties
	Be aware of cultural implications for various groups
	Establish (in conjunction with other task groups) Recovery Centres
	Liaise with Recovery Office to re-establish primary and Secondary school services
	Ensure provision of healthcare
	Supply public health advice and resources
	Provide advice on the provision of clean water and safe food
	Monitor environmental health – safety, air and water pollution issues
	Provide disease control
	Offer advice on noxious or toxic substances, sanitation, refuse, cleaning and develop a plan to address these
	Collate information from inspection teams and provide clearance for reoccupation and reuse of buildings
	Liaise with relevant agencies over the medium and long term care of foreign nationals/tourists

Appendix 2 – Economic Environment Task Group Checklist

	TASK
	Assess the impact on key community economic assets (large employers) and develop a plan to prioritise assistance including essential services
	Restore banking and financial services as soon as possible
	Reopen businesses and restore community services
	Set up a business assistance centre as required
	Assess employment problems
	Establish a communication strategy to support local businesses that remain open
	Work with the insurance sector to ensure coordinated response by insurance companies and address adequacy of cover for reconstruction
	Develop a fast track insurance processing system and address insurance issues
	Liaise with the Recovery Office to develop a strategy to maximise use of local resources during reconstruction
	Develop a fast track insurance processing system and address insurance issues
	Liaise with Recovery Office to develop a strategy to maximise use of local resources during reconstruction activities
	Identify transportation needs and prioritise reconstruction activities to meet community business and manufacturing continuance requirements
	Facilitate, where required, new mutual aid agreements between authorities and contracts with suppliers
	Support small to medium enterprise e.g. advice, referral to business advisor etc.

Appendix 3 – Built Environment Task Group Checklist

	TASK
Residential Housing Subtask Group	
	Co-ordinate building safety inspection in conjunction with Public Health
	Continue to secure damaged buildings and locations – cordon off damaged structures and areas not completed during response
	Continue to authorise the demolition of unsafe buildings as required
	Repair, reconstruct or relocate buildings. Enable fast track consenting processes and ensure sufficient supply of materials, skilled labour etc.
	Continue to dispose of unsafe and hazardous material
	Continue to process and dispose of rubble and other debris. Arrange transportation and disposal, along with recycling, where possible
	Address any insurance issues
	Consider mitigation options in reconstruction
Commercial/Industrial property Subtask Group	
	Co-ordinate building safety inspection in conjunction with Public Health
	Continue to secure damaged buildings and locations – cordon off damaged structures and areas not completed during response
	Continue to authorise the demolition of unsafe buildings as required
	Repair, reconstruct or relocate buildings. Enable fast track consenting processes and ensure sufficient supply of materials, skilled labour etc.
	Continue to dispose of unsafe and hazardous material
	Continue to process and dispose of rubble and other debris. Arrange transportation and disposal, along with recycling, where possible
	Address any insurance issues
	Consider mitigation options in reconstruction

Public Building & Assets Subtask Group	
	Co-ordinate building safety inspection in conjunction with Public Health
	Continue to secure damaged buildings and locations – cordon off damaged structures and areas not completed during response
	Continue to authorise the demolition of unsafe buildings as required
	Repair, reconstruct or relocate buildings. Enable fast track consenting processes and ensure sufficient supply of materials, skilled labour etc.
	Continue to dispose of unsafe and hazardous material
	Continue to process and dispose of rubble and other debris. Arrange transportation and disposal, along with recycling, where possible
	Address any insurance issues
	Consider mitigation options in reconstruction
Rural Farmland Subtask Group	
	Continue to dispose of unsafe and hazardous material
	Continue to process and dispose of rubble and other debris. Arrange transportation and disposal, along with recycling, where possible
	Address any insurance issues
	Consider mitigation options in reconstruction
	Restore agriculture production
	Reserve feed supplies unavailable locally – co-ordination of recovery experts may be required
	Provide technical assistance
	Co-ordinate rural impact assessment
	Provide advice on animal welfare
	Co-ordinate movement of animals and feed
	Liaise with all stakeholders
	Provide Social Environment Task Group with information on the wellbeing of the rural community

Lifeline Utilities Subtask Group	
	Co-ordinate status and repair of transport systems – road/bridges
	Co-ordinate restoration of other lifeline services – water, sewerage, gas, electricity – liaise with Public Health
	Address any insurance issues
	Ensure involvement of Transfund early in recovery process. They should become actively involved with the recovery of the roading network within days of the emergency occurring.
	Consider appointing a Sub-task Group Chair who has experience in roading management, or an appreciation of the key issues.
	Consider mitigation options in reconstruction

Appendix 4 – Natural Environment Task Group Checklist

	TASK
	Address the difficult task of achieving an appropriate balance between recovering economic activities whilst preserving the natural environment
	Take into account any future plans for additions, expansion, or further activity related to, or connected with, the areas under consideration
	Propose landscaping, use of native plants, or other measures to preserve or enhance the natural environment on any site
	List threatened or endangered species know to be on or near any sites
	Address any waste/pollution issues which may negatively affect the natural environment
	Co-ordinate the preservation of community assets such as parks, reserves and other community amenities

Appendix 5 – Response transition report

Event:	
Response location:	
Report date:	

RESPONSE INCIDENT ACTION PLAN – INCOMPLETE ACTIONS

Action still to be completed	Current status	Likely date for completion

CRITICAL RESOURCES DEPLOYED

Resource type	Location	Status

EMERGENCY EXPENDITURE

Outstanding expenditure details	Amount still required (estimated)	Date of payment (estimated)
Other expenditure information (claims processes etc.)		

SOCIAL ENVIRONMENT

Evacuees – Numbers currently in temporary accommodation			
Area evacuated	**Number evacuated (Estimated)**	**Number in temporary accommodation**	**Current and future needs**

Indirectly affected persons			
Area affected	**Number affected (estimated)**	**Type of affect**	**Current and future needs**

Status and location of welfare resources (Agency staff, equipment etc.)		
Resource type	**Location**	**Status**

BUILT ENVIRONMENT

Roading status (including bridges)		
Road name	**Status**	**Expected repair/opening date/time**

Critical infrastructure status (electricity, water, sewerage etc.)			
Type of infrastructure	**Location**	**Status**	**Expected repair date/time**

Other (rural status etc.)

ECONOMIC ENVIRONMENT (ANALYSIS, STATUS OF LOCAL ECONOMY ETC.)

NATURAL ENVIRONMENT (LAND USE CHANGES, AFFECT UPON AMENITIES ETC.)

Report completed by:	
Date:	
Authorised by (controller):	
Signed (controller):	
Date:	

Appendix 6 – Recovery Action Plan

Event:		**Recovery manager:**	
Date of event:		**Start date of Recovery Action Plan:**	
District:		**Recovery Action Plan review date:**	

Dates identified for transition from response to recovery activity

Date for transition	Activity	Signed and dated by controller & recovery manager

Brief Situation Report (Sitrep)

Situation at (date & time)	

Schedule of meetings

Date	Location	Type of meeting	Agencies to attend

Actions outstanding from response phase

Date	Outstanding action	Risks Identified? Yes / No If yes, what risks?	Agency responsible	Completion date

Notes

Key short-term recovery priorities

Date	Recovery Priority	Risks Identified? Yes/No If yes, what risks?	Agency responsible	Completion date

Notes

Key medium-term priorities

Date	Recovery Priority	Risks Identified? Yes/No If yes, what risks?	Agency responsible	Completion date

Notes

Key long-term priorities

Date	Recovery priority	Risks Identified? Yes/No If yes, what risks?	Agency responsible	Completion date

Notes

Appendix 7 – Recovery Needs Assessment and Support Survey

Recovery Needs Assessment and Support Survey

This needs assessment is being conducted to gather information about your personal circumstances so we can assist you, provide you with information on particular services, or refer you to organisations who can best assist you with your recovery process.

The survey is designed to gather as much relevant information as possible in one interview to avoid having to repeat some details to a number of interviewers. However, please note that further contact may be necessary.

You are not obliged to provide any or all of the information requested. You should be aware that the information you provide may be passed to other agencies involved in the recovery process.

Please note that completion of this survey does not guarantee your specific needs will be met immediately, however every effort will be made to obtain the assistance you need as quickly as possible.

If, after completing this survey, you need specific assistance not identified on these forms, or you wish to make enquires about the survey, please ring this telephone number: - *07 5777000.*

In terms of the Privacy Act should you wish to access, change or amend any information you have given please ring the above telephone number. You can also contact this agency at:

Tauranga City Council, Willow Street, Tauranga

Needs assessment and support survey

Interview conducted at

(Place)

(Date) (Time)

By

Interviewer (print name)

Tear this page off and give it to the person being interviewed, along with any information sheets/brochures.

NOTES FOR INTERVIEWER

(Please read before commencing the survey)

Introduce yourself to the person being interviewed.

"Hello, I am **[name]**; I am here on behalf of the Tauranga City Council/Recovery Group about the recent emergency event(s). I would like to talk with you to see if there is anything we can help you with, or organisations we can refer you to, to assist your recovery."

1 Read through the cover page with the interviewee and complete it. Tear it off and give it to the person being interviewed. It is now their receipt.

2 Provide them with the information sheets/brochure.

3 Start at section one and continue to work through all sections.

4 Texts in grey italic font are prompts for you to note or advise the interviewee on.

5 If the interviewee declines to give information, complete known details and return the form with cover intact.

NOTE: some people may take this opportunity to offload any frustrations. Do not take this personally; it is best to listen and then move on to the next question when possible.

1 **Section One: Occupier and Property**

1.1 Principal occupier's name(s):

Family name .... First name (s) ....

1.2 Total number of people normally residing at this property: .... (number)

1.3 Other people normally resident:

Family name .... First name (s) ....

Family name .... First name (s) ....

Family name .... First name (s) ....

Family name .... First name (s) ....

Family name .... First name (s) ....

Family name .... First name (s) ....

(Please provide children's ages)

1.4 Have you registered with Civil Defence by filling in a Red Cross Registration Form?

(*Please tick one*) (✓)

☐ Yes – Go to Question 1.4a

☐ No – Go to Question 1.5

You may be required to register to access recovery services. Please ask your interviewer to explain the process to you.

1.4a If yes, what is your registration number? ....

1.4b Does anyone in your family have a different registration number?

Yes / No (Please circle one)

Please list the other number(s) if you know them: ....

....

1.5 Location of affected property: ....

Address of affected property: ....

Phone No. of affected property: Day: .... Night: ....

1.5a What is your rates number/valuation number (if known)?..

1.5b Would you like to be considered for rates relief (if available)?

Yes / No (Please circle one)

1.6 Do you own the property?

Yes / No (Please circle one)

If **No** please provide contact details of the owner if you know these.

Name: ....

Address:

Phone No.: Day: .... Night: ....

1.7 Where are you currently living (please tick one) (✓)

- ☐ Living at affected property – go to Section Two
- ☐ Temporary accommodation until we can return to property
- ☐ Temporary accommodation looking for new permanent accommodation
- ☐ In new permanent accommodation

1.8 Current addresses and contacts (if not living at affected property)

Address: ....

Phone No.: Day: .... Night: ....

2 **Section Two: Damage to Dwelling/Contents and Insurance** Was your house damaged? (*Please tick one*) (✓)

- ☐ Yes – Go to Question 2.2
- ☐ No – Go to Question 2.3
- ☐ Don't know as have not yet seen house – Go to Question 2.3

☐ Not damaged but not accessible – Go to Question 2.3

2.1 Please tick the list below to indicate damage that occurred:

(✓)	Nature of damage	Describe damage if relevant
	Water supply not working	
	Sewerage not working	
	Drainage blocked	
	Electricity cut	
	Gas cut	
	Telephone cut	
	Roading access cut or restricted	
	Damage to outbuildings on property	
	Other (please describe)	

2.2a When was your house damaged?

Date: ....

2.2b To the best of your knowledge, what caused this damage?

(Please tick one) (✓)

☐ Flood water ☐ Earthquake

☐ Storm surge

☐ Hydrothermal activity

☐ Land slide

☐ Volcanic eruption

☐ Other (please detail) ....

2.2c Has your house been inspected by the Council (building inspector)?

Yes / No / Don't know (*Please circle one*)

2.2d Would you like someone to do a check of your house and property to ensure it is safe to move back into?

Yes / No (*Please circle one*)

2.2e Is your house insured?

(Please tick one) (✓)

- ☐ Yes – Go to Question 2.2f
- ☐ No – Go to Question 2.3
- ☐ I don't own the house – Go to Section 3
- ☐ I decline to answer this question – Go to Question 2.3

2.2f Have you lodged an insurance claim?

Yes / No (*Please circle one*)

2.2g What is the name of your insurance company or agent?

....

2.2h Has an insurance assessor inspected the property?

Yes / No (*Please circle one*)

2.2 Have you experienced damage to contents in your house? (Please tick one) (✓)

(Please tick one) (✓)

- ☐ Yes – Go to Question 2.3
- ☐ No – Go to Question 2.4
- ☐ Don't know as I have not yet seen contents – Go to Section 2.4

2.3a Are your house contents insured?

(*Please tick one*) (✓)

- ☐ Yes – Go to Question 2.3b
- ☐ No – Go to Section 3
- ☐ I decline to answer this question – Go to Section 2.4

2.3b What is the name of your insurance company or agent?

....

2.3c Has an insurance claim been lodged?

Yes / No (*Please circle one*)

2.3d Has an insurance assessor inspected the damage?

Yes / No (*Please circle one*)

2.4 If the house was damaged as a result of natural landslip, volcanic eruption, hydrothermal activity, tsunami, storm, flood or earthquake have you reported this damage to EQC?

Yes/ No / Question does not apply (*Please circle one*)

3 **Section Three: Alternative Accommodation**

3.1 Do you need assistance to find alternative accommodation?

(Please tick one) (✓)

- ☐ Yes – Go to Question 3.1a
- ☐ No – Go to Section 4

3.1a What kind of accommodation do you require?

(Please tick one) (✓)

- ☐ Temporary (less than a week)
- ☐ Short term (1-4 weeks)
- ☐ Long-term (more than one month – please estimate the number of months)
- ☐ Permanent

3.1b The accommodation needed is to house:

Adults: .... (number) Children: .... (number)

3.1c Do you have any special needs for your accommodation i.e. access for wheelchairs, aged? (*Please provide details)*:

....

....

3.1d Do you have pets?

Yes / No (*Please circle one*)

If yes, please detail what kind of pet and how many?

....

....

4 Section Four: Health and Welfare

Household

4.1 Do you require any clean-up assistance for your house or property?

(Please tick one) (✓)

- ☐ Yes – Go to Question 4.2a
- ☐ No – Go to Question 4.3
- ☐ Don't know – Go to Section 4.3

4.1a Please provide details of the kind of assistance you would like:

....

....

....

....

(*If you have answered yes your details will be passed on to the council who are coordinating clean-up services where available*).

4.2 Are you looking after any evacuees at your home? (Please circle one)

(Please tick one) (✓)

☐ Yes – Go to Question 4.4a

☐ No – Go to Question 4.5

4.2a Would you like to receive information from Work & Income about financial support for hosting these evacuees?

Yes / No (*Please circle one*)

Personal

4.3 If you have had contents in your home damaged, would you like to be contacted by agencies that are distributing donated goods?

(Please tick one) (✓)

☐ Yes - Go to Question 4.1a

☐ No - Go to Question 4.2

4.3a What kind of goods do you need? (Please list)

....

....

....

....

....

4.4 Do you have a need for clothing/toiletries or bedding? (Please circle one)

(Please tick one) (✓)

☐ Yes - Go to Question 4.5a

☐ No - Go to Question 4.6

4.4a What kind of these items do you need? (*Please list*)

....

....

....

....

....

4.5 Are there any medications which you or your family use that you are unable to get?

(Please tick one) (✓)

☐ Yes - Go to Question 4.6a

☐ No - Go to Question 4.7

4.6a If you would like us to help you get medication, please describe the medications in as much detail as possible.

....

....

....

....

....

4.6b Is a prescription required for these medications?

Yes / No (*Please circle one*)

4.6c If 'Yes' please provide the name and address of your doctor and pharmacist

....

....

4.7 Would you like to find out about support or counselling services for you or a family member?

Yes / No (*Please circle one*)

4.8 Do you have any iwi affiliation?

Yes / No (*Please circle one*)

If 'Yes' please indicate which iwi you affiliate with: ....

(*This question is included to help you access services that may be provided by iwi affiliate organizations*)

4.9 Do you have any affiliation to any other groups in the community?

Yes / No (*Please circle one*)

If 'Yes' please indicate which groups: ....

....

Domestic animals/pets

4.10 Have you got any domestic animals or pets which are in need of care?

(Please tick one) (✓)

☐ Yes - Go to Question 4.9a

☐ No - Go to Section 5

4.10a What kind of animals are they? (*Please list all your animals*).

....

....

....

4.10b Where are they located? (*Please provide address/physical location*).

....

....

....

4.10c What kind of care do they need? (*Please detail*)

....

....

....

5 Section Five: Financial

5.1 Do you require any assistance with income support?

(Please tick one) (✓)

☐ Yes - Go to Question 5.1a

☐ No - Go to Section 5.2

5.1a Are you already a client of Work & Income?

(Please tick one) (✓)

☐ Yes - (*Please contact Work and & Income directly)*

☐ No – (Please contact Work & Income through the helpline and they can advise you on assistance available)

Note there may be grants available from other sources such as the Red Cross and mayoral relief funds. Applications will need to be filled in for these grants. Please advise those being interviewed about any relief funds that have been established and provide them with application forms if possible.

Documents

5.2 Have you lost, or do you not have access to, any of the following?

Please indicate who in your house has lost these documents.

Document lost or not able to be accessed	Lost (✓)	Cannot access (✓)	Who in your house has lost this document?
Bank books			
Cheque books			
Credit cards			
EFTPOS cards (money cards)			
Community cards			
Passport			
Birth certificate			
Marriage certificate			
Citizenship certificate			
Insurance papers			
Other: *Please detail:*			

5.3 .... If you have lost your bank documents do you have access to a branch of your bank?

Yes / No / Does not apply (*Please circle one*)

Administrative information

Person conducting interview:

Name (*Please print*): ....

Contact details: .... Date:

Person being interviewed:

I have been given the front page of this survey form and agree to the use of the information I have given for the purposes of recovery from this emergency.

Name (*Please print*): ....

Signature: .... Date:

Appendix 8 – Group Member Contact Details

Social Environment Task Group

Organisation	Name	Position	Contact details
Emergency Management Welfare (Lead)	[redacted] s 7(2)(f)(ii)	Emergency Management Welfare	[redacted] s 7(2)(f)(ii)
Child, Youth & Family	[redacted] s 7(2)(a) - Privacy	Care & Protection Co-ordinator	[redacted] s 7(2)(a) - Privacy
Salvation Army	[redacted]		[redacted]
Housing New Zealand	[redacted] s 7(2)(a) - Privacy		[redacted] s 7(2)(a) - Privacy
Work & Income	[redacted]	Service Centre Manager	[redacted]
ACC			information@acc.co.nz 0800 101 996
District Health Board	[redacted] s 7(2)(f)(ii)	[redacted]	[redacted]
Ministry of Education	[redacted] s 7(2)(a) - Privacy	[redacted]	[redacted]

			BOP Regional Office: enquiries.rotorua@minedu.govt.nz 07 349 7399
Te Puni Kokiri	[redacted] s 7(2)(f)(ii)	[redacted]	tpk.tauranga@tpk.govt.nz 07 577 6254
Environmental health officer	[redacted] s 7(2)(f)(ii)	[redacted]	[redacted]
Insurance Council			icnz@icnz.org.nz
Building Inspector	[redacted]	[redacted]	[redacted]
Health Protection Officer	[redacted] s 7(2)(a) - Privacy	[redacted]	[redacted]
Representative from iwi/Māori Engagement Subtask Group	[redacted] s 7(2)(f)(ii)	[redacted]	[redacted]

Economic Environment Task Group

Organisation	Name	Position	Contact details
Priority One (Lead)	[redacted] s 7(2)(a) - Privacy	[redacted]	[redacted]
Work & Income	[redacted] s 7(2)(f)(ii)	Service Centre Manager	[redacted] s 7(2)(f)(ii)

Inland Revenue Department			Regional House 0800 775 247
BOP Lifelines	s 7(2)(f)(ii) [redacted]		s 7(2)(f)(ii) [redacted] 0800 884 881 s 7(2)(f)(ii) [redacted]
Department of Labour			info@mbie.govt.nz
Federated Farmers	s 7(2)(a) - Privacy [redacted]		
Representative from affected iwi and hapū	s 7(2)(f)(ii) [redacted]		
Bankers Association local representative	s 7(2)(a) - Privacy [redacted]		
Retail trade representative			
Insurance Council			icnz@icnz.org.nz;
Chamber of Commerce	s 7(2)(a) - Privacy [redacted]		
Employers and Manufacturers Association	s 7(2)(a) - Privacy [redacted]		
Business NZ			info@businessnz.org.nz 04 496 6555
Certified Builders Association	s 7(2)(a) - Privacy [redacted]		0800 237843 or s 7(2)(a) - Privacy [redacted]
Registered Master Builders	s 7(2)(f)(ii) [redacted]		0800 762643 or s 7(2)(f)(ii) [redacted]

Built Environment Task Group

Organisation	Name	Position	Contact details
Manager(s) for Consent and Compliance (Lead)	s 7(2)(f)(ii) [redacted]	[redacted]	[redacted]
Master Builders Association	s 7(2)(a) - Privacy [redacted]	[redacted]	[redacted]
Building inspector(s)	s 7(2)(f)(ii) [redacted]	[redacted]	[redacted]
Employers and Manufacturer's Association			0800 300 362
Contractor's Federation	s 7(2)(a) - Privacy [redacted]	[redacted]	[redacted]
Property Group	s 7(2)(a) - Privacy [redacted]	[redacted]	[redacted]
Representatives from Social Environment Task Group as appropriate	s 7(2)(f)(ii) [redacted]	[redacted]	[redacted] 07 577 7000, s 7(2)(f)(ii) [redacted]

Natural Environment Task Group

Organisation	Name	Position	Contact details
Manager Parks & Reserves (Lead)	[redacted] s 7(2)(f)(ii)		
Department of Conservation	[redacted] s 7(2)(a) - Privacy		
Bay of Plenty Regional Council Pollution and Environment Officers			0800 884 880
TCC Pollution Prevention staff	[redacted] s 7(2)(f)(ii)		
Representative from Ministry of Primary Industries and Fisheries			Tauranga District Office 07 571 2820
Representative from affected iwi and hapū	[redacted] s 7(2)(f)(ii)		

Appendix 9 – Impact Assessment

5.1 Organisational Features

Hazard event impact assessment for response and recovery requires early and accurate information about the impact on individuals, the community, the physical infrastructure and the environment.

Impact assessment is critical to managing an effective response and recovery programme and must involve all relevant agencies working together to exchange information.

Impact assessments are approached in a logical, structured way, gathering information directly and by consultation, and clearly documenting it as the assessment progresses. This process may be used to inform both the response and recovery activity. The key thing is not the dollar amount but knowing the nature of the loss so that assistance can be targeted to address the specific problem eg, asset replacement vs. bridging finance.

During Response, the Controller or EOC Response Manager will coordinate impact assessments that inform the Situation Reports, with the support of the Operations and the Planning and Intelligence desks. Impact assessment data will usually change rapidly during response as information on impacts and losses will either be based on very limited initial knowledge of actual impacts and losses, or be based on modelled losses rather than actual losses. During recovery, the Recovery Manager will coordinate the collection of further data to consolidate knowledge of actual losses.

The agencies and professionals involved in providing information for impact assessments for response and recovery are many and varied and may include:

• social agencies, who will identify people in need of immediate assistance

• local and regional authorities

• insurance inspectors (EQC assessors processing residential property claims and private insurance assessors)

• environmental health inspectors

• building inspectors

• engineers

• health providers

• media

• emergency services.

There has to be a standard approach to impact assessment, primarily to:

• have common measuring tools and standards;

• to allow for comparisons of impact, between pre-event and at various times through the response and recovery as the emergency management requires;

• assist with efficient and effective post-event recovery planning and management.

For recovery, knowing the impacted areas and the extent and type of losses is essential for recovery management as it enables targeting of resources to priority areas. Loss impact assessments have to be:

• clearly documented (transparent) – so that the assessment procedures can be followed easily

• consistent and standardised – to enable meaningful comparisons

• replicable – to enable the assessments to be checked

• include a basis of economic principles – so that assessed economic losses represent the real losses to the economy as accurately as possible.

There are two categories of loss to be assessed:

1 **Direct losses:** those losses resulting from direct contact with the hazard eg, flood and wind damage to buildings and infrastructure.

2 **Indirect losses:** losses resulting from the emergency but not from its direct impact eg, transport disruption, business losses that cannot be recovered.

In both loss categories, there are two clear sub-categories of loss:

1 **Tangible losses:** loss of things that have a monetary (replacement) value such as buildings, livestock, infrastructure, lost income.

2 **Intangible losses:** loss of things that cannot be bought and sold such as lives and injuries, heritage items, memorabilia.

5.1.1 Pre–and post-event impact assessment planning

The same impact assessment framework can be used both pre–and post-event.

A pre-event hazard/risk assessment (as part of CDEM readiness and reduction planning activity) will identify the likely impact of recognised hazards so that mitigation measures can then be implemented (as part of reduction activity). Over the period that mitigation measures are implemented, knowledge of the estimated residual impact will provide base data immediately after an emergency has occurred, supporting the quick completion of a rapid post-event impact assessment.

An impact assessment including a vulnerability assessment should be completed in a logical sequence. The extent of resources available may not become apparent until some preliminary scoping work has been undertaken. It may be necessary to collate material on the hazard and other components of the risk and to make a preliminary assessment of the types of damage, before being able to argue for significant resources for the full assessment task. Some key decisions need to be made before the assessment starts, such as the approach to be used.

For a recovery plan, an estimate of the actual impacts is required. The actual impacts may never be completely known; hence estimates of impacts, with uncertainties, will need to be worked with.

Impacts can be positive as well as negative (hence preference of "impact" over "loss").

5.2 Impact Assessment Process

The Ministry will be developing an impact assessment guideline and training package during 2005-2006 but for the purposes of this Recovery Management guideline, an example of an Impact Assessment Process is provided in this section. The remainder of this section provides an adaptation for recovery management based directly on the Disaster Loss Assessment Guidelines (2002) from Emergency Management Australia (EMA) and the Queensland Government Department of Emergency Services.

5.2.1 Steps for an impact assessment

There are a variety of impact assessment methods. EMA and the Queensland Government Department of Emergency Services use a 12 step approach to assess economic losses. The results can help selection of recovery options from consideration of hazards and vulnerabilities in the area, cost benefit analysis, and application of risk management (such as AS/NZS 4360:2004). Each step does not necessarily need to be explicitly followed. The starting point should always be to identify the purpose of the assessment but beyond that, progress will often be iterative, going back over steps 1-6 as more information emerges to modify what has already been assessed. The 12 steps are outlinedas follows:

1. Identify the purpose of the assessment

Define what the assessment is intended to be used for (pre-event risk assessment, or post-event response and recovery), what problem(s) its results might address (immediate estimation (for response) or survey accurate for full recovery) and what level of accuracy it hopes to achieve (aggregation of jurisdictional areas or individuals/properties). There has to be a name and definition of the emergency in sufficient detail to define the area and time boundaries.

2. Organise consultation and information collection

No impact assessment can be successful unless a clear process has been set up beforehand to define and manage it. There has to be:

• a centre for operations and collecting/processing data

• a set work plan with milestones for consultation, assessment, feedback and final reporting

• a timeframe within which all this has to happen and

• budget limitations may need to be set and observed.

Impact assessment involves input from many people and organisations and from assembled bodies of knowledge. This generally needs a committee made up of stakeholders to advise on the project. The consultation process not only means talking to people, but also covers setting up and running surveys, collecting and manipulating database information, and generally getting access to information in any form that would add value to the overall impact assessment.

3. Define the area and timeframe of the assessment

In any impact assessment there has to be a clear **boundary** within which the impact of the emergency of that area can be defined and evaluated. It is important to define the area being assessed, especially when estimating indirect losses and benefits in the form of insurance payouts and aid. When defining the area of the assessment, make sure it represents the local economy affected by the emergency – not just a nominal space such as a convenient topographical line like a range or a river. There are advantages in working to Local Authority Boundaries as they are often the same boundaries that pre-event statistics, such as populations and economic returns, are based. Keep the study area in harmony with the budget and time table for the assessment, and/or the extent of resources available to conduct it.

There also has to be a **timeframe** set to define how long after the emergency the assessment will be considering losses associated with it. Clearly, any assessment needs start and finish dates. Consider using a timeframe which is consistent with that of the response to, and of the recovery from, the hazard event. A flood event may use a timeframe of at least one to two years to fully assess indirect and intangible losses – unless indirect and intangible losses are judged to be unimportant in the emergency in question. Droughts or large earthquakes will have a longer timeframe, between five and ten years. As impact assessments will have to be reported during and after the emergency, consideration should be given to estimates of the likely indirect losses.

4. Select the type of assessment to be made

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

• A rapid assessment, based largely upon pre-existing data for losses from similar previous emergencies – this is estimation from historic data – if relevant data exists.

• A synthetic approach, based upon modelled estimations of losses to model natural, built, social, and economic environments (e.g. using average building types and contents, population distributions, and economic models). Impacts are based on assumptions for the time or time-span of the event.

• A survey approach, where surveys are used to establish actual losses of the event being assessed. Some combination of approaches could be used. The synthetic approach is the most commonly used for pre-event analysis. The survey approach is commonly required for the post-event impact assessment – to enable effective recovery management.

In selecting appropriate assessment methods, take account of the advantages and disadvantages of each method.

Inspections and Needs Assessments (surveys)

Where possible, surveys should combine inspections (making judgements from visual checks, such as whether a house may be safely reoccupied) with needs assessments (which involve interviewing affected residents). To cover both in a single visit to inform recovery management requires careful management and coordination (see Annex D for an example of a Recovery Needs Assessment and Support survey). Much of the critical information will have been collected during more rapid response activities. Registration (the process of recovering personal details of those affected by the emergency) will have identified many of the affected people and safety inspections will have produced a list of damaged properties. Inspections and needs assessments require the adoption of clear and consistent criteria for reporting so that accurate comparisons can be prepared. Building inspectors, insurance assessors and public health officers are all likely to make inspections. The inspection process needs to be managed to ensure that priority tasks are completed first and that coverage is completed with efficient use of resources. Allowance needs to be given to additional impacts that may follow the initial hazard event (e.g. damaging aftershocks following a major earthquake or the failure of a lifeline, such as a road, that survived the hazard event but then fails when it has to carry increased loads as other roads are not now available).

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

• determining numbers, locations, circumstances and ethnicity of displaced and/or injured people

• assessing the safety of buildings for occupation and continued use

• assessing the state of lifeline utilities

• assessing the need for temporary works, such as shoring and temporary securing of property

• protecting property from unnecessary demolition.

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

• defining personal and community needs

• determining the aid and resources required for permanent recovery

• estimating the total cost of damage

• acquiring engineering, scientific and insurance data to inform the mitigation process.

5. Obtain information about the hazard event

The aim of this part of an impact assessment is not to go into precise definition of the extent and characteristics of the hazard event but to focus on the key aspects in sufficient detail for

the purposes of assessment. The starting point is generally a map, in whatever format best describes:

• the extent of the affected or assessed area

• the route of a moving hazard such as a forest fire, flood inundation or wind.

A map(s) would be supported by a wide range of source data such as:

• automated or manual field measurements during and after the emergency, such as flood

depths and flow rates, projected rainfall

• photographs, television or private videotape records, eyewitness accounts

• reports on any other secondary impacts from the emergency, such as resulting contamination or building/infrastructure failures.

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

Impact assessment is a measure of damage and disruption to assets and the effect this has on people and businesses in the affected and other areas. Environmental losses also may be important. Unfortunately, impact assessment sometimes has to measure the occurrence (where, who, how many) of death, injury and displacement resulting from the emergency.

A full list needs to be prepared in consultation with informed parties after an actual emergency. The outcome should be a database of everything likely to be affected by the hazard event.

7. Identify the types of impacts

In this step, the information derived in Steps 5 and 6 is used to separate impacts into categories, generally described as direct or indirect losses, and tangible or intangible. This helps define where the major impact components are likely to arise and what measurement techniques will be needed. Measurement techniques will depend on the approach selected in Step 4. Intangibles are often ignored, yet are frequently identified as the most significant losses by the people affected.

8. Measure the extent of losses from all sources

This is where the counting of losses starts. Step 4 outlines the ways of addressing impact measurement in the survey, synthetic and averaging approaches to impact assessment, when looking at direct, indirect and intangible losses. Rather than grouping all losses by each category of loss (direct, indirect and intangible), it may be more practical to collate them by 'loss sectors', and determine indirect, direct and intangible losses for each sector at a time.

For example, in a typical flood emergency, loss sectors like these could be used to separate the items into study areas including residential, rural (including farming type e.g., dairy, viticulture, horticulture etc), industrial, cultural heritage, vehicles/boats, commercial (including retail, tourism and hospitality), infrastructure, environmental, etc.

9. Decide whether to count 'actual' or 'potential' losses

The use of actual or potential losses raises a number of issues for recovery management. For recovery, actual losses result from survey or direct indicators (e.g. loss of retail activity); potential losses are forecasts – dependant on the degree of recovery achieved:

• Actual losses may discriminate against well-prepared communities if the loss assessment is used to decide on the worth of mitigation options.

• Actual losses may discriminate against poorer communities as they will typically have fewer assets and less economic activity to be damaged by a hazard.

• The difference between actual and potential losses will change considerably ove r time as people move and as other circumstances change.

10. Calculate annual average damages (AAD) if needed

This step is generally useful for detailing the economic impact to a region and the required

investment the recovery redevelopment and the disaster mitigation that can be economically justified (in terms of losses avoided on an average year, using an estimate of AAD. AAD is calculated by plotting loss estimates for a given hazard at a range of magnitudes, against the probability of occurrence of the hazard event.

11. Assess benefits to region of analysis

Economic assessment measures the net loss to the economy in the area of analysis. To obtain net loss, any benefits to the economy resulting from the emergency need to be subtracted from the assessed losses. Assessment of benefits is particularly important within a regional context because post-event aid and insurance payouts will partly offset the tangible losses suffered, as the area of analysis becomes smaller. This step is only relevant for economic loss assessment.

12. Collate and present the results of the loss assessment

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

Key Messages

Conduct vulnerability assessments pre-event to understand the likely consequences of impacts.

For recovery management undertake an impact assessment post-event, based on actual damage as surveyed during the response and early stages of recovery.