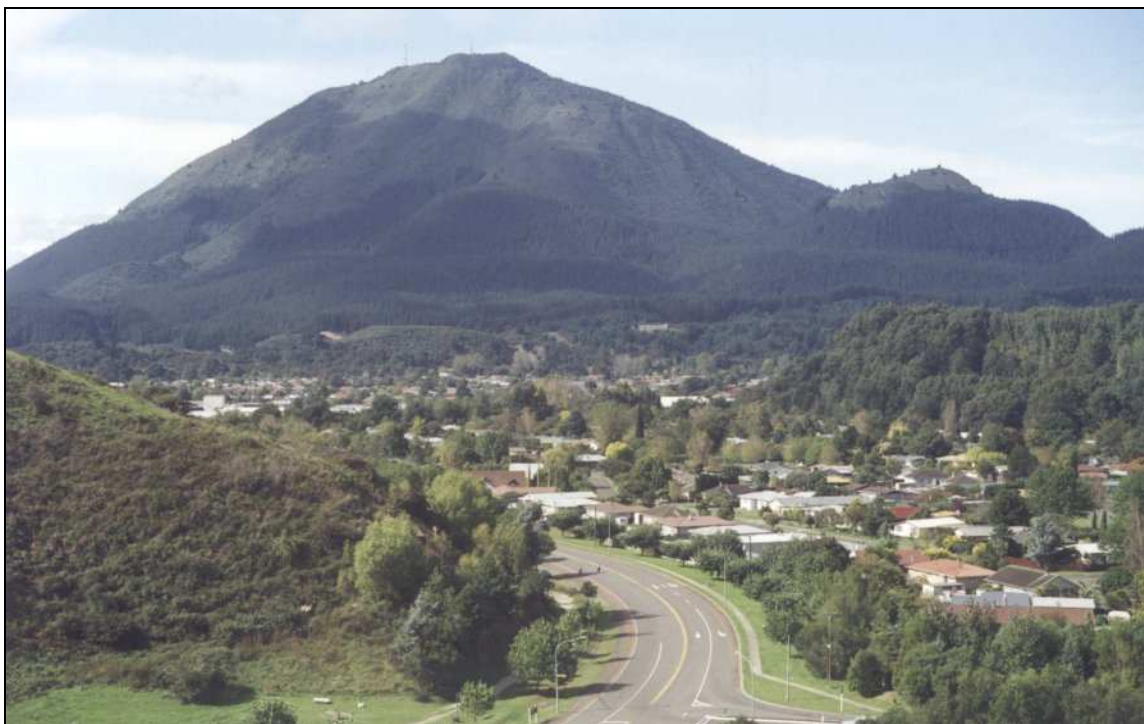




# **KAWERAU DISTRICT COMMUNITY DISASTER RECOVERY PLAN**



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## **1.0 AIM**

The aim of this plan is to provide a reference document to set up Disaster Recovery for post Civil Defence Emergency for the Community of Kawerau.

- NOTE:**
- 1) A Disaster Recovery Centre should be set up as soon as possible after the declaration of a Local Civil Defence Emergency. Its primary purpose is to coordinate the community recovery process once the threat to life or injury has passed. Some actions taken within the response process by the Local Controller will have a recovery function and therefore a close liaison between the Civil Defence Local Emergency Operations Centre (LEOC) and Disaster Recovery Manager is imperative.
  - 2) In the initial stages of disaster response and recovery, overlapping of roles can be expected.

## **2.0 INTRODUCTION**

This plan has been prepared as a guide-line to assist those persons who have been appointed to manage a community disaster recovery operation.

The event that required the recovery operation may or may not have required a formal declaration of a Local Civil Defence Emergency.

Council has appointed a Community Disaster Recovery Manager to manage the recovery operation. The Organisational Chart is attached as Appendix 4.

The handbook should be used in conjunction with the following:

- National Civil Defence Plan
- Civil Defence Emergency Management Group Plan
- BOP Regional Civil Defence Plan
- Kawerau District Civil Defence Plan
- Kawerau District Civil Defence Standing Operational Procedures
- Kawerau District Council Business Recovery Plan
- BOP Regional Disaster Recovery Plan
- Civil Defence Emergency Management Evacuation Plan
- Other Disaster Recovery Plans, as appropriate

## **3.0 COMMUNITY PLAN REQUIREMENTS**

The Civil Defence Emergency Management Act 2002 states that Territorial Authorities are to prepare plans to continue functioning during and after a Civil Defence Emergency. The Community must be prepared to act to restore normality after a disaster.

A disaster is an event which causes dislocation to normal life of a community. The period between the disaster and the point at which normal activities are re-established is called "The Recovery Period". The recovery encompasses all those measures necessary to re-establish a stable, social, physical and economic basis to a community affected by a disaster.

A recovery period may be relatively short or it could last many years. The goal of all those involved in recovery (the Community, Voluntary Agencies, Local and Central Government) should be to reduce the recovery period to as short a time as possible. It is the responsibility of all Non-Government and Government Agencies which would be involved with a disaster to ensure that Disaster Recovery measures are planned for before the event and speedily implemented after the event.

This Community Plan relates to the restoration of private property and a return to normal lifestyles.

#### **4.0 COUNCIL'S ROLE**

Council has three roles:

- 1) To manage the Local Civil Defence Emergency operation
- 2) To recover its core business functions
- 3) To lead the recovery of the Community (the subject of this Plan)

The Council has insufficient resources to deal with all of these roles, therefore input from the wider Community is required, particularly in respect to the civil defence emergency operation.

#### **5.0 PRINCIPAL PERSONNEL**

##### **Community Disaster Recovery Manager (CDRM)**

- 1) Appointed by the Council
- 2) No limit to the length of appointment
- 3) Functions and duties are those outlined by Council
- 4) Responsible to the Council
- 5) Has overall responsibility for all local community recovery measures (planning and response) as they affect the District, in accordance with policies, budgets and directives resolved by Council for this purpose.
- 6) Will have direct liaison with any Government appointed Disaster Recovery Co-ordinator.

The CDRM must take cognizance of:

- Civil Defence Emergency Management Group Plan
- Council's Local Civil Defence Plan
- Council's Business Recovery Plan
- Government Departmental Policy
- Relevant legislation
- By-laws and Regulations

It is reasonable for the CDRM to rely on the advice of competent advisors for this purpose.

## **Disaster Recovery Co-ordinator (DRC)**

Appointed by the Ministry of the Domestic and Internal Security Committee Co-ordinator to liaise with government entities.

## **Domestic and External Security Committee Co-ordinator (DESCC)**

Only appointed in extreme cases and assumes overall control.

## **6.0 PRIOR PLANNING**

Any prior planning activities that are undertaken enable the recovery operation to be commenced as soon as possible after the onset of the disaster event.

### **1) Pre-appointment of CDRM**

### **2) Planning Team**

This team will be convened and co-ordinated by the pre-appointed CDRM. The team:

- Should be multi-disciplinary. It could include engineers, planners, building inspectors, health inspectors, representatives of commercial and industrial activities.
- Prepares a plan for recovery and reconstruction.
- Outlines strategies according to damage forecast after hazard mapping and risk analysis has been completed.

In outlining the strategies, the team may consider those topics described in Appendix 2.

The results of these considerations may be transcribed into Appendix 2.

## **6.1 HAZARDS AND RISKS**

A detailed analysis of risks and associated effects is documented in Council's Local Civil Defence Emergency Management Plan.

### **SYNOPSIS**

#### **RISK**

Earthquake  
Volcanic  
Tsunami  
Cyclonic  
Hazardous Materials  
Mill Wide Hazards  
Fire  
Flooding  
Hydrothermal

#### **RISK RATING**

HIGH  
MODERATE TO HIGH  
LOW  
MODERATE  
LOW  
HIGH  
LOW  
HIGH  
MODERATE

## **7.0 OFFICE ESTABLISHMENT**

The CDRM will need a base from which to operate. Prior planning will assist the rapid establishment of this base.

The contents of Appendix 3 should be used as a broad guideline or check list to ensure that as many contingencies as possible have been catered for.

Details of arrangements made in respect of these items will be transcribed into Appendix 3 as planning proceeds.

## **8.0 SURVEYS**

Immediately after an emergency, during the response phase, surveys are taken that usually establish the following:

- 1) Immediate assistance required for basic necessities (e.g. water)
- 2) Welfare requirements (e.g. loss of income)
- 3) Accommodation requirements (having been evacuated)

A detailed and extensive survey may be required. Guidelines on the preparation of surveys are attached as Appendix 3.

## **9.0 MANAGEMENT/ORGANISATION**

The management and organisation requirements of the structures will be determined by the nature of the event and the recovery requirement.

The CDRM will assemble such resources (including personnel) as may be required.

In some of the disaster recovery efforts, the use of a single specialist or a small team of specialists; can often expedite a more efficient result. Examples of where specialists that could be required include:

- Computer analysts (for survey)
- Statisticians (for survey audit)
- Soil scientists (for restoration feasibility advice)
- Valuers (for assessing property loss)
- Medical and health professionals
- Farming advisers
- Financial analysts
- Planning consultants
- Legal advisers
- Insurance advisers

## **9.1 MEDIA/LIAISON PUBLIC INFORMATION**

The requirement to provide this will depend upon the size of the recovery effort. As the operation continues and slowly winds down, media liaison and public information does likewise and where a separate entity has been established for this requirement, it may be able to be combined with administration or is able to be conducted by the community disaster recovery manager.

Important considerations for media liaison/public information particularly during the early stages of the recovery effort are:

- Telephone numbers
- Location of offices (if several)
- Types of assistance available
- How to make requests for assistance
- How to make applications for relief
- How to seek extraordinary help
- Where to seek advice
- Information when certain activities will occur
- Stories of good “bounce back from adversity”

## **9.2 VIPS**

Experience has shown in previous recovery operations that a variety of persons is often interested in visiting the area and others can be identified who can benefit from visiting the area in assisting the recovery effort.

These are likely to include:

- Governor General
- Members of Parliament (including the Prime Minister)
- Heads of financial institutions
- Heads of commercial institutions
- Heads of industrial institutions
- Heads of state owned enterprises/government departments

In determining whether a request to visit should be granted or where people are allowed to visit, the following should be taken into consideration:

- The involvement or stake their organisation holds in the damaged area
- The influence they are likely to have in providing relief and restoration assistance
- Public relations and goodwill that could be gained from the visit

Levels of assistance to these people during their visits will vary according to the above criteria. This could range from providing a helicopter tour with the CDRM and leading politicians of the area to providing information as to where they would gain most benefit.

### 9.3 VISITORS, RESEARCHERS & INVESTIGATION TEAMS

These persons may include:

- University research staff
- Post-graduate students
- Engineering researchers
- Sociologists and psychologists
- Government agency scientists
- Journalists and authors
- Parliamentary enquiry committees
- Community organisation researchers
- Freelance
- Individuals

It is essential that the aims of these persons' activities are clearly defined and made known to the CDRM prior to deciding what level of assistance should be required.

### 9.4 LOBBY GROUPS

At various stages throughout any recovery operation, there will be lobby groups from persons within the area who feel they have been disaffected and unfairly treated.

### 9.5 SELECTION OF STAFF/VOLUNTEERS

The following are key criteria that have been identified for the selection of all of these staff:

1. **Local Knowledge.** It is important that as well as the local knowledge, their own individual and professional skills are appropriate to the job they are undertaking (e.g. field interviewers should be appropriate to the community in which they are working).
2. **Knowledge of Local, Regional and Central Government.** As these three levels of government are the key delivery agencies of emergency management including recovery, people should have knowledge of these functions according to the requirements of their tasks.
3. **Maturity and Empathy.** All workers should have sufficient feeling for the people they are dealing with who may be confused, unsure, and even traumatised. The people must be able to feel comfortable in this matter and have the ability to place these people at ease and where possible, raise their self esteem to assist them in their own recovery efforts.
4. **Objectivity.** It is important that the staff are objective in their views and are able to clearly identify points of fact and priorities.
5. **Administrative Knowledge.** All persons should have some skills and experience of working in a large administrative organisation where attention to detail of administrative and financial matters is appreciated especially for audit purposes.
6. **Shift or Unusual Hours of Work.** All persons employed should appreciate and be able to work shift or unusual hours of work and also understand the reasons why they may be stood down in order to maintain efficiency within the operation.

Experience has shown that many persons whilst well-meaning and well intended offer their services for assistance. However, one needs to be harsh when examining these offers and must be satisfied that all of the above criteria are met before this assistance is accepted.

## **10.0 DISASTER RECOVERY EMPLOYMENT SCHEMES**

Disaster Recovery Employment Schemes have been utilised in New Zealand for some time now to enhance the clearing up and restoration of damage.

The Disaster Recovery Employment Scheme (DRES) is outlined in the National Civil Defence Emergency Management Plan. In some smaller disaster events, the use of Task force Green employment schemes has been undertaken to assist with disaster restoration efforts.

The following management issues must be addressed when establishing these schemes:

- Outline the scope of the scheme
- Outline the number of employees on the scheme
- Define qualifying work
- Define exclusions to qualifying work
- Define selection procedures of employees
- Define work gang/supervisor structure
- Where other agencies undertake to administer the scheme, ensure terms of agreement are well drafted
- Outline procedures for registering for employment assistance
- Establish separate bank account appropriate signatories
- Outline procedure for purchases and plant hire
- Outline transportation requirements and limitations.

## **11.0 FINANCIAL ASSISTANCE**

### **11.1 GOVERNMENT FUNDING**

Financial assistance from Government is available as follows:

- For Civil Defence Emergency Expenditure:  
National Civil Defence Plan – Part 1 – Annex B
- For Recovery:  
National Civil Defence Plan – Part 2 – Disaster Recovery

It will be necessary to set up accounting procedures. These may include:

- Separate bank accounts
- Separate accounting codes
- Use of private accounting organisations
- Use of existing Council accounting systems
- Use of a government department accounting system
- Provision for audit requirements

## **11.2 CHARITABLE TRUSTS FOR DISASTER RELIEF**

A Draft Charitable Trust document is included in the National Emergency Management Civil Defence Plan.

Administration of a Trust may include:

- Establishment of the Charitable Trust
- Appointment of trustees
- Appointment of advisory trustees if deemed necessary
- Appointment of administrative staff
- Formal application procedures
- Banking arrangements
- Public information
- Media arrangements
- Winding up procedures

In some cases, goods may be donated, or may be offered rather than money. The merits of this will have to be judged at the time.

## APPENDIX 1

### PLANNING TEAM CONSIDERATIONS

#### a) Hazard Analysis/Hazard Mapping/Lifelines Studies

- Evaluate current hazard information using all available resource material
- Re-evaluate the information as infrastructures and other such changes occur within the District
- Ensure accuracy and ease of application of this starter for use in post assessment
- Determine any deficiencies in data with a view to overcoming
- Review other research that has been conducted into natural and manmade hazards within the District

#### b) Staffing/Volunteer Resources

- Evaluate the scope for staffing of the Community disaster Recovery Office, conduct of surveys, field recovery work, support services (e.g. feeding)

#### c) Specialist Requirements

- Identify specialist human resource requirements for recovery
- Identify specialist physical resource requirements for recovery
- Undertake relevant training for persons who would be involved in specialist key recovery activities
- Maintain contingency arrangements for access to physical resources during recovery
- Identify likely shortages and measures to overcome these

#### d) Mutual Aid Agreements

- Prepare, adopt or revise mutual aid support agreements between other local authorities for a combined response
- Clearly outline financial arrangements within these agreements
- Include private enterprise or public trading enterprises within these agreements

#### e) Transportation and Supply

- Based on hazard analysis, identify likely contingency planning required
- Identify shortfalls
- Identify likely additional resources required and their suppliers
- Outline any likely control systems that may be required

#### f) Waste Disposal

- Based on hazard analysis, identify alternative waste disposal systems
- Locate alternative sites if practicable
- Identify likely suppliers of additional equipment and resources

**g) Accommodation**

- Nominate potentially suitable buildings and sites for temporary relocation
- Nominate sites for mid-term relocation
- Identify likely suppliers of portacom and caravan accommodation
- Prepare likely co-operation plans between contractors for rapid restoration of housing
- Prepare plans in conjunction with insurance council and EQC for ease of restoration assessment.

**h) Public Education and Public Information**

- Evaluate information from hazard analysis studies
- Disseminate relevant information to persons likely to be affected by an event
- Disseminate information regarding likely recovery activities that would be undertaken
- Disseminate information regarding person's unpreparedness to assist in recovery activities
- Maintain liaison with media with information on planning activity as appropriate

**i) Finance – Retailing Sector**

- Conduct awareness activities for finance and retailing industries
- Assist with draft contingency planning for recovery services and supplies
- Assist with contingency planning for likely relocation at temporary sites

**j) Government Department and SOE**

- Arrange for awareness activities for government departments and SOEs
- Assist with contingency planning for delivery of services and supplies
- Assist with contingency planning for likely relocation or alternative arrangements

## APPENDIX 2

### OFFICE ESTABLISHMENT CONSIDERATIONS

#### Accommodation/Location

Accommodation may be required and the size should depend upon the scope of the event and likely recovery expectations.

- 1) Well-known and easily identifiable building. Ideally this should be a public building existing within the town such as Council office or other public facility like a library or recreational complex.
- 2) Do not be hindered by the physical capacity of the building and broadly consider supplementary buildings that will enhance the facility.
- 3) Adequate parking and assembly areas for groups should be provided.
- 4) A helicopter landing point should be able to be established close to this location.
- 5) Signage is required and this should be large and obvious.
- 6) Other facilities such as public enquiry centres or welfare centres where ongoing assistance is required should be co-located or located close by to this facility. If these facilities are already provided in the town and are some distance from the recovery co-ordination office then efforts should be made to relocate these closer once the state of emergency has been lifted.

#### Facilities

The scope and extent of the event will determine the amount of facilities required for the office. Also influencing this will be the location of the office and facilities that already exist within it. In determining the location of the office, existing facilities should be considered as a high priority.

The following facilities should be considered although not all of them may be necessary.

**Community Disaster Recovery Manager.** This office needs to be private and capable of holding meetings of up to six persons and containing secure personal filing facilities.

**Manager's Assistant.** This office may well be within the same room, but should be immediately adjacent to and linking to the office. Again personal filing equipment is required and dual phone facilities should be provided.

**Reception Area.** This area needs to be clearly sign-posted and having access to groups of the Community. There should be seating and desks provided. Adequate notice boards for display of relevant information should also be available (these boards reduce the workload of answering elementary questions). There should be some separation between this area and the Community Disaster Recovery Manager/Co-ordinator's office.

**Committee Room.** This Committee Room should be able to seat up to 15 persons around a table. Briefing equipment such as whiteboards and overhead projectors should be available and catering facilities should be nearby.

**Work Areas.** Work areas need to be provided for Staff. Staff may include typists, accounting staff, data input staff, interview teams, health inspection teams, welfare teams, private advisers, government advisers, administration staff, data grooming staff, telephone interviewers, housing inspection teams, insurance teams, media interviews, engineering teams, administration of charitable trust personnel.

Not all of these areas require total confidentiality, but some will. Interview teams may conduct telephone or live interviews and facilities should be adjusted accordingly.

**Office Equipment.** Various items of office equipment will be required.

Consideration should be given to moving into an office where these are all on hand and that re-supply on a daily basis will assist in the rapid establishment of the office.

**Stationery.** Stationery as required.

**Communications.** Ideally, communications should be through the same number as the Council initially.

It may then be desirable to establish a separate exchange for this office, and wide publicity given to the new number.

**Catering.** Catering facilities should be available or other appropriate arrangements made for off-site catering delivery as required. This catering facility should make provision for shift work and long hours that are worked by staff.

**Bathroom Facilities.** Facilities for showers, toilets and changing areas particularly for field staff returning after their day's activities, should be provided.

**Lighting and Heating.** The facilities should have adequate lighting and heating and the use of emergency power should be considered. Lighting should also include exterior surrounds especially if long night-time hours are worked.

## APPENDIX 3

### GUIDELINES ON THE PREPARATION OF SURVEYS

The following steps provide a useful guide to the development and conduct of a survey:

- Define the problem
- Identify the priority issues that need to be resolved as part of the recovery operation
- Specify the information required using representatives from key agencies
- Clarify the requirement of the information that they require
- Set the priorities of the questions and decide what information is most important to agency's requirements
- Design the survey
  - The means of obtaining information
  - Availability and skills of staff to undertake the task
  - Explain how the information is to be obtained e.g. telephone or door knocking
- Determine the area to be covered
- Construct the questionnaire
- Consider data collation method and the relevance of 'Yes' 'No' questions
  - Follow in logical sequence
  - No open-ended questions
  - Adequate space for full answers
  - Provide for uncertain response
  - Validity audit to be included
- Conduct the survey
  - Ensure staff are well briefed
  - Consider staff welfare and transport
  - Consider appropriate remuneration
  - Consider staff appropriateness to area they are working in (e.g. peers of victims)
- Collate and analyse the data
  - Consider computerisation
  - Ensure double checking procedures are available
  - Top priority information must be processed first
  - Conduct statistical accuracy analyses
  - Re-survey if deficiencies appear

**APPENDIX 4  
Organisational Chart**

**KAWERAU DISTRICT COUNCIL - COMMUNITY DISASTER RECOVERY PLAN  
ORGANISATIONAL CHART**

