SOUTHLAND CIVIL DEFENCE
EMERGENCY MANAGEMENT GROUP PLAN

Southland Civil Defence Emergency Management Group Plan
www.civildefencesouthland.govt.nz

2017-22

**SOUTHLAND CIVIL DEFENCE
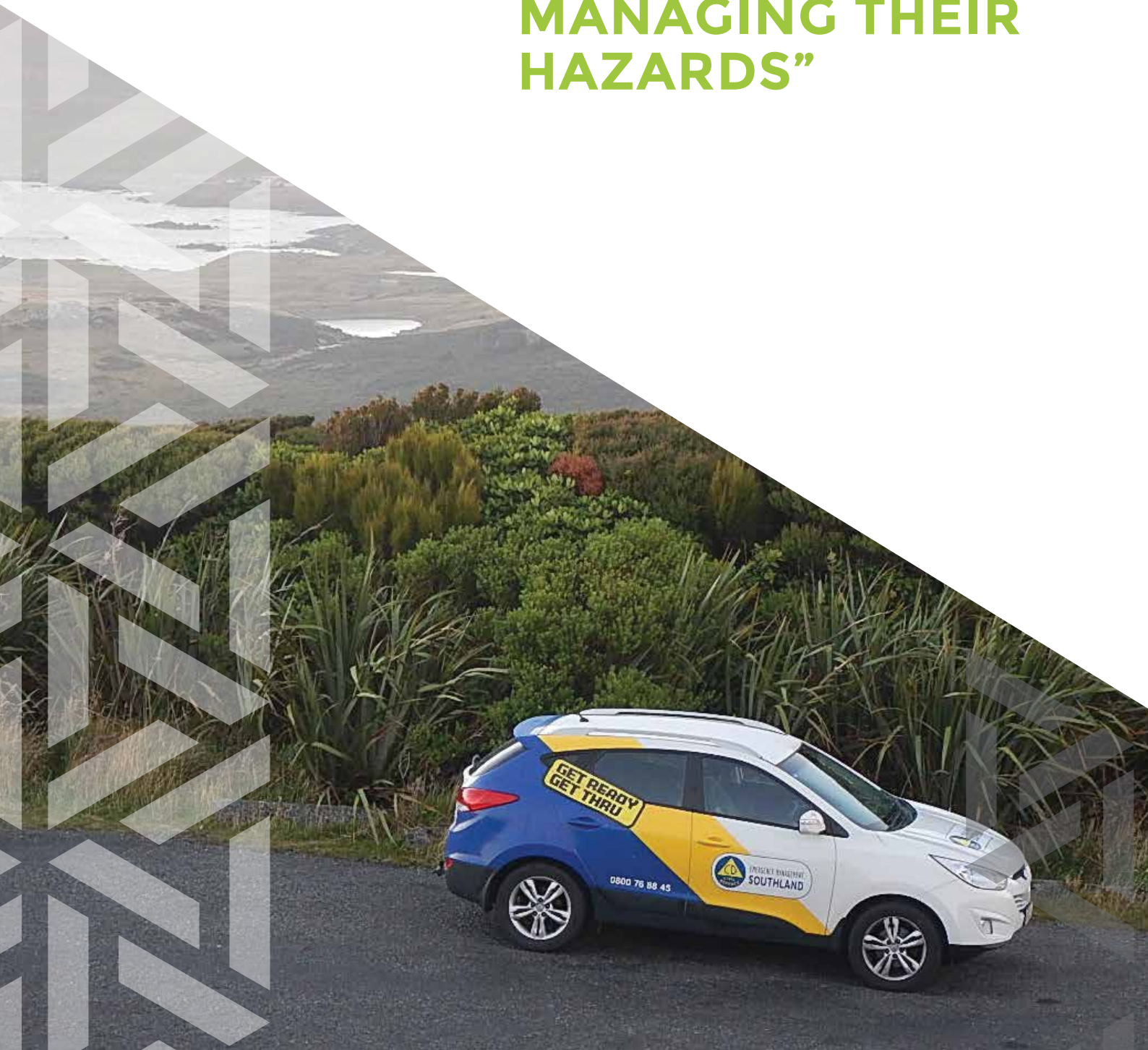EMERGENCY MANAGEMENT GROUP**

SOUTHLAND CIVIL DEFENCE
EMERGENCY MANAGEMENT VISION:

" SAFER, STRONG COMMUNITIES UNDERSTANDING & MANAGING THEIR HAZARDS"

FOREWORD

He aha te mea nui o te ao?
He tangata! He tangata! He tangata!

What is the most important thing in the world?
It is people! It is people! It is people!

Events around the world continue to remind us of the need to understand the environment that we live in and to be prepared for when an emergency happens. Southland is a place of outstanding natural beauty and due to its landscape has associated significant natural hazards that we need to be aware of.

Emergency Management Southland provides the four Southland councils and our emergency service partners with a service that can coordinate our Civil Defence Emergency Management work across the 4Rs (Reduction, Readiness, Response and Recovery) in a seamless way. This shared service model is now being adopted across the country and its success is a tribute to Southlander's cooperative and pragmatic approach to life.

It is important for us to constantly strive to improve and adapt as we learn from emergencies, exercises, scientific research and new developments in technology and social behaviour. Some examples being; we are leading national projects such as the Alpine Fault response plan – 'Project AF8', we have an excellent public alerting text system and now make extensive use of social media in emergencies.

This plan outlines how we intend to focus on community engagement, educating and informing our people about local hazards, planning with them for emergencies and empowering communities to make decisions to help themselves in an emergency.

This is a comprehensive plan, agreed on by all Southland councils and lays out how we work today and the work we will be completing for the next 5 years.

Neville Cook
Chairman
Southland Civil Defence Emergency Management Group

LOCAL GOVERNMENT
BOUNDARIES

GORE DISTRICT

INVERCARGILL CITY

SOUTHLAND DISTRICT

SOUTHLAND REGIONAL BOUNDARY

FIGURE 1: Southland CDEM Group Boundaries

CONTENTS

EMERGENCY MANAGEMENT PLAN
INTRODUCTION

This is the Civil Defence Emergency Management Group Plan for the Southland region.

SECTION 01.

The Civil Defence Emergency Management Act 2002 (CDEM Act) requires all local authorities to provide for CDEM within their districts and places a requirement on them and all agencies to support the coordinated effort of CDEM and to also function to the fullest extent during an emergency.

This is the Civil Defence Emergency Management (CDEM) Group Plan for the Southland Region and has been prepared to meet the requirements of Sections 48 – 57[1] of the CDEM Act.

PURPOSE AND PLAN OVERVIEW

The broad purpose of this Group Plan is to enable the effective and efficient management of those significant hazards and risks for which a co-ordinated approach will be required.

The Group Plan is a strategic document that outlines our vision, goals and objectives, how we will achieve them and how we will monitor the outcomes sought by these goals.

This Group Plan seeks to:

- strengthen relationships between agencies involved in CDEM

- encourage co-operative planning and action between the various emergency management agencies and the community

- demonstrate commitment to deliver more effective CDEM through a combined body and an agreed work programme

Emergency Management Southland's (EMS) Business Plan provides further detail on how the CDEM Group will implement the strategic goals identified in the Group Plan.

The Southland CDEM Group Plan has primarily been developed for agencies involved in CDEM (e.g. emergency services, local government, non-government agencies) and for the general public The area covered by the Group Plan is shown in Figure 1.

PLAN DEVELOPMENT, CONSULTATION AND APPROVAL

The CDEM Group (CDEM Joint Committee and Coordinating Executive Group), CDEM partner agencies (emergency services, local authorities, welfare service agencies, lifelines organisations) and technical advisors have participated and or been consulted in the development of this Group Plan.

Stan the CDEM Dog assisting to provide Public Education in schools

[1]*Specifically Section 49 states that the CDEM Group plan must state and provide for (a) the local authorities that have united to establish the CDEM Group: (b) the hazards and risks to be managed by the Group: (c) the CDEM necessary to manage the hazards and risks described under paragraph (b): (d) the objectives of the plan and the relationship of each objective to the national CDEM strategy: □ the apportionment between local authorities of liability for the provision of financial and other resources for the activities of the Group, and the basis for that apportionment: (f) the arrangements for declaring a state of emergency in the area of the Group: (g) the arrangements for co-operation and co-ordination with other Groups: (h) the period for which the plan remains in force.*

SOUTHLAND CDEM GROUP VISION AND GOALS

"Safer, strong communities understanding and managing their hazards"

Southland CDEM Group goals are illustrated in Figure 2.

The alignment of the National and Group vision and goals are shown on the next page in Table 1.

FIGURE 2: **Southland CDEM Group Goals**

RECOVERY
Communities bounce back from adversity stronger than before

REDUCTION
Building safer, stronger communities through coordinated hazard management

RESPONSE
Communities are empowered to respond to emergencies

READINESS
Increasing community engagement in preparing for an emergency

OUR GOALS

TABLE 1:
Alignment of the National Strategy Vision and Goals and the Southland CDEM Group Vision and Goals

National CDEM Strategy – Vision	Southland CDEM Group – Vision
Resilient New Zealand – Communities understanding and managing their hazards	Safer, strong communities understanding and managing their hazards
National CDEM Strategy – Goals	**Southland CDEM Group – Goals**
Goal 1: Increase community awareness, understanding preparedness and participation in respect of CDEM	Goal 2: Increasing community engagement in preparing for an emergency
Goal 2: Reduce the risks from hazards to New Zealand	Goal 1: Building safer, strong communities through coordinated hazard management
Goal 3: Enhance New Zealand's capability to manage emergencies	Goal 3: Communities are empowered to respond to emergencies
Goal 4: Enhancing New Zealand's capability to recover from emergencies	Goal 4: Communities bounce back from adversity stronger than before

THE SOUTHLAND CONTEXT

Southland is both the most southerly and most westerly part of New Zealand. With 34,000 square kilometres of land area Southland is the second-largest region in New Zealand accounting for 12.5 percent of the total land area. Southland is framed by the Darran and Eyre Mountains in the north; it extends from Fiordland in the west, to the Catlins in the east, and includes Stewart Island, the Solander Islands and Ruapuke Island in the south. The largest of these islands, Stewart Island, lies 30 kilometres to the south of Bluff across Foveaux Strait. Southland is flanked by coastal waters to the south, west and east, providing it with 3,400 km of coast line - approximately one-seventh of New Zealand's total coastline. Southland extends to the 12-mile territorial sea limit and the islands that area encompasses.

Southland has four major rivers: the Mataura, Oreti, Aparima and Waiau and several major lakes including: Lakes Te Anau, Manapouri, Monowai, Hauroko and Poteriteri.

The southwest of the region is adjacent to the Alpine Fault - the dominant structure defining the Australian-Pacific tectonic plate boundary in the South Island.

Most of the population inhabits the eastern Southland Plains with Fiordland having few permanent human settlements.

STRUCTURE OF THE GROUP PLAN

CDEM in New Zealand has its basis in the 4Rs approach consisting of Reduction, Readiness, Response and Recovery. This Group Plan builds on this with the addition of Risk Profile, Monitoring and Evaluation, and Management and Governance. The chapters in this Group Plan reflect this approach.

RELATIONSHIP TO NATIONAL CDEM STRATEGY AND NATIONAL CDEM PLAN AND GUIDE

CDEM Group Plans are the mechanism by which the national vision and strategic direction can be developed, supported and monitored.

The Southland CDEM Group Vision and Goals are consistent with the National CDEM Plan and Strategy and also support the guidelines, codes and technical standards issued by the Director of the Ministry of Civil Defence Emergency Management.

FIGURE 3: **Linkages between plans and strategies**

National Framework
- CDEM Act 2002
- CDEM National Strategy
- National CDEM Plan
- Guide to the National Plan
- Director's Guidelines

FRAMEWORK

- Regional Policy Statement
- Regional & Local RMA
- District Plans
- Long Term Plans

Southland CDEM Group Plan

STRATEGIC

Emergency Management Southland Business Plan

OPERATIONAL

- CDEM Operational Plans
- CDEM User Guides
- Government Agency Operational Plans
- Non-government agency Operational Plans

EMS Annual Plan

Standard Operating Proceedures

EMERGENCY MANAGEMENT PLAN
RISK PROFILE

Having a clear understanding of the regions community, its environment, and its vulnerabilities is a key to providing the risk management context of the CDEM.

SECTION 02.

Damage caused to the Riverton Racecourse
Grandstand by gale force winds - November 2015

Knowledge of the region's vulnerability to hazards is fundamental to guiding the level of activity and effort applied across the 4Rs.

The risk profile provides the CDEM Group with a summary of the social, economic, natural, and built environments that make up the Southland community.

The description of the risk environment in this section provides a basis for;

- developing comprehensive and integrated risk reduction, readiness, response and recovery programmes
- sound groundwork for the prioritisation of resources and effort in CDEM planning
- developing a summary of all significant hazards faced by the Group to engage and inform key stakeholders
- a baseline for the on-going monitoring and evaluation of risk reduction programmes

The risk profile for Southland was put together after a series of workshops involving CDEM partner agencies.

A hazard is something that can cause harm, these are often grouped into three main categories; natural, technological and biological hazards[2].

Risk is the chance, high or low, that any hazard will actually cause harm. The likelihood and consequence of a hazard is measured when calculating the potential risk of a hazard.

It is not practical or economical to reduce risk beyond a certain point. Therefore, a certain amount of risk must be accepted and lived with and when, from time to time, it does become reality we need to be able to respond to the consequences and recover from its subsequent effects.

FIGURE 4: CDEM Environments

SOCIAL
the population total and distribution, social structures, vulnerable groups, ethnic diversity

ECONOMIC
the regional economy, growth, employment, income, tourism & resources

BUILT
residential, commercial, industrial, state owned, public buildings/assets & lifeline utilities

NATURAL
the geology, geography, topography, ecosystems and climate
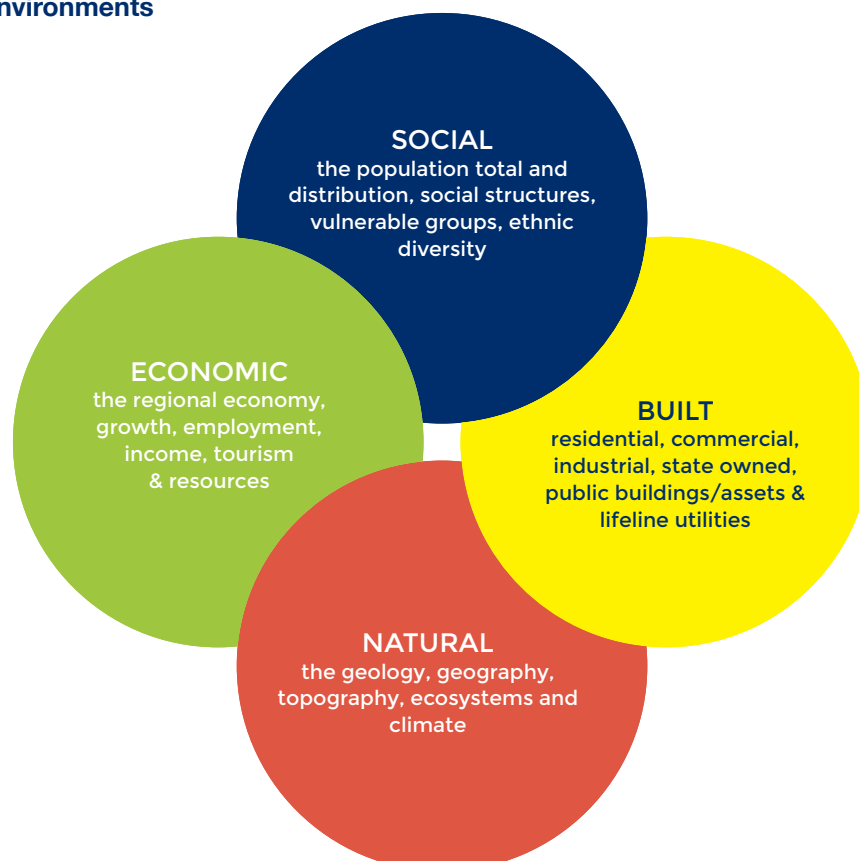
[2] CDEM Group Planning Director's Guideline [DGL 09/15]

Southland Region - up to 2017

February/March Highlights

- Southland guest nights up 9.7% to 1,081,836 for the year

- Spend up 8% to $619 million for the year

Markets

Domestic 42 %
International 58%

Milford Sound
Te Anau
Lumsden
Gore
Tuatapere
Riverton
Invercargill
Bluff
The Catlins
Stewart Island

Guest Nights - latest data available February
CAM (Commercial Accommodation Monitor)

- International guest nights up 22.2% to 631,505 for year end February

- Domestic guest nights down 4.1% to 450,333 for year end February

- Occupancy rate up 9% to 39.6 for year end February

- Yearly capacity down 2% to 1,599,765 for year end February

- Airbnb non-commercial accommodation available down 2.6% to 412 properties (www.airbnb.co.nz)

Southland Guest Nights Year End February

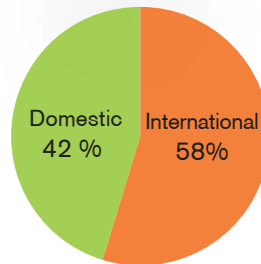|	YE Feb-13	YE Feb-14	YE Feb-15	YE Feb-16	YE Feb-17
	751,209	797,109	897,399	986,076	1,081,836
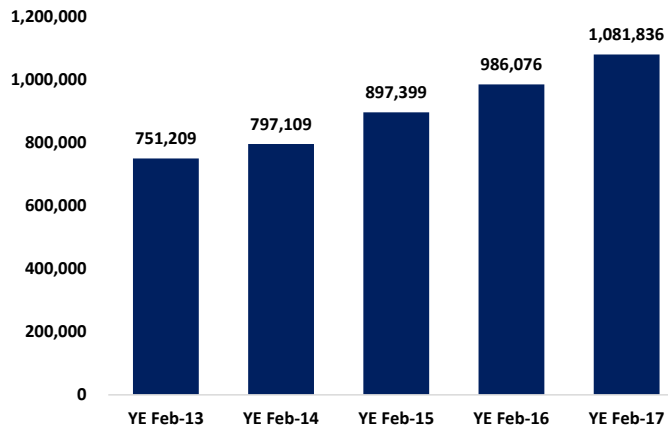
Average Length of Stay Year End February

Southland -1.3% 1.84 days

National -0.9% 1.99 days

Spend $ - latest data available March
MRTE's (Monthly Regional Tourism Estimates)

- International visitor spend up 18.7% to $262 million for year end March

- Domestic visitor spend down 1.7% to $357 million for year end March

Economic benefit per guest night average for last 12 months

$239

*Qrious

Southland Region $ Spend Year End March

Legend:
- Domestic
- Africa and Middle East
- Australia
- Canada
- China
- Germany
- Japan
- Rest of Americas
- Rest of Asia
- Rest of Europe
- Rest of Oceania
- UK
- USA

	YE MAR-10	YE MAR-11	YE MAR-12	YE MAR-13	YE MAR-14	YE MAR-15	YE MAR-16	YE MAR-17
Total	$492m	$482m	$453m	$478m	$493m	$538m	$575m	$619m
Domestic	$331m	$336m	$324m	$341m	$340m	$358m	$361m	$357m

CDEM GROUP ENVIRONMENTS

SOCIAL

Southland's usual resident population is 94,339[3]. This is an increase since the 2006 Census although it remains at about half what the national population increase was for the same period. Southland is one of New Zealand's most sparsely populated regions, holding just 2.2 percent of New Zealand's population. Most of the region's population is concentrated on the Southland Plains with Fiordland National Park almost completely devoid of permanent human settlement.

The region's main centre, Invercargill City, makes up just over half of Southland's population with 51,696[3] residents. Gore is the second largest urban area with a population of 7,356[3]. Five other centres: Mataura, Winton, Riverton, Bluff and Te Anau have populations over 1,500[3]. Although we have domestic[4] and international[5] visitors all year around we are seeing continuous growth in these numbers over the season[6] as well as an extension and shift to the season.

For the 2017 season 90 cruise ships are scheduled to visit Southland waters. Current passenger numbers range from 1,200 to 4,900 per ship with a marked increase predicted in the future[7]

The diversity[8] of Southland's population has changed from the 2006 to 2013 Census with notable increases in the Maori, Pacific Peoples, Asian, and Middle Eastern, Latin American, African ethnic groups.

Southland's principal Maori tribes and sub-tribes are Ngai Tahu Whanui (Ngāi Tahu, Ngāti Māmoe, and Waitaha).

Both the median age and number of Southlanders 65 years and over have increased over the last seven years[3].

Vulnerable Populations

At different times everyone may be vulnerable, but some are more so than others and for differing time frames. The following categories could be more vulnerable in a CDEM emergency and therefore require more consideration in CDEM planning:

- people with disabilities
- people with medical conditions, short or long term e.g. post major surgery
- older people
- young people in schools and care centres
- prisoners or people serving home detention sentences
- culturally and ethnically diverse communities
- people living in isolated communities
- low socioeconomic households
- visitors to the region and tourists

RISK IMPLICATIONS FOR SOUTHLAND'S SOCIAL ENVIRONMENT INCLUDE:

- a large geographical area with numerous rural communities that have the potential to become quickly isolated in an emergency because of their remoteness, access and geography. Self-reliance and preparedness become even more important for these communities

- Southland has some areas of socio-economic deprivation. These communities have less resource to support their recovery often leaving them more susceptible to the adverse effects of hazards

- a decline in the region's population, which was occurring pre-2008, can lead to economic downturn, can put additional pressure on the region's mental health services in an emergency and affect community lifestyle and infrastructure. With population decline it is often the aging population that remain, this can also place additional pressure on resources and services in an emergency response. The population demographics can result in changes to the availability of volunteers in an emergency, although this impact may not necessarily be negative

- variable levels of community and organisational preparedness means higher levels of emergency welfare services may be required in some areas

- domestic and international visitors, some of which have English as a second language, may have limited awareness of Southland's natural hazard environment and how to access assistance. The remoteness of popular tourist locations, the number of independent visitors and visitors for whom English is their second language adds another layer of complexity when it comes to reaching and communicating with this

group of people. The projected growth in both domestic and international visitor numbers will put additional pressure on resources and services in an emergency response

- Growing cultural and linguistic diversity raises important issues for CDEM regarding how to ensure effective engagement and inclusion of all Southland's people

BUILT

Residential and Commercial Structures

The numbers of dwellings in Southland was 43,008[3]. Of these 4,683 were unoccupied – holiday homes are included in this figure.

A significant number of older buildings in Southland, both commercial and residential, could be categorised as potentially earthquake-prone. These buildings are constructed of unreinforced masonry material, pre-date the 1976 New Zealand buildings standards and some of these may have sigificant heritage values. All territorial authorities are required to have a register of commercial and industrial earthquake-prone buildings[9]. The Ministry of Business, Innovation and Employment (MBIE) have identified[10] that the majority of Southland's populated areas fall within the medium or low seismic risk areas and this Z Factor Zoning determines the timeframes for identifying and completing seismic work on potential earthquake-prone buildings.

Infrastructure

Southland has a well-established infrastructure network which supports communities and commercial/industrial activity.

The roading network provides strategic links throughout the region and totals 7239km[11] of which 777km comprise the state highway network and the remainder are district and council roads. There is a limited public transport service in the region giving rise to a high rate of private vehicle use.

In addition to the roading networks the key transport links are the Invercargill Airport, the Port of Bluff (managed by South Port), and the Invercargill to Dunedin section of the main trunk railway line.

Southland relies on the Manapouri hydro-electric scheme, Flat Hill (Bluff) and White Hill (Mossburn) wind farms for its electricity as well as transmission from Roxburgh (Central Otago) and the Waitaki Valley (North Otago). Southland also has minor hydro-electric power stations at Monowai

and Mataura. On Stewart Island electricity is supplied by diesel generation.

Telecommunications

Telecommunication networks include high-speed broadband, satellite services and cellular networks along with systems such as Fleet link, HF, VHF and UHF Radio channels for land and marine use. Telecommunication network providers in Southland include Spark, Vodafone, and 2 Degrees. Southlanders' access to landline and cellular phone services is consistent with the rest of New Zealand, although many parts of the region have poor or no access to cellular or internet coverage due to topography.

The majority of radio stations that broadcast into Southland take network feeds or use automation systems once their local morning shows have finished, and in many cases the programmes are produced outside of Southland. There is a potential for delay in getting information out when the programmes are not being generated locally or if the automation systems are running. In some cases, the new technology may enable Emergency Management Southland to take direct control of some radio stations through the use of remote laptops or "dial-in" systems.

Water Supply and Wastewater

Domestic and industrial water are obtained from a variety of sources across the region including rivers, aquifer systems and roof collection. Municipal and rural water supplies/schemes and sewage reticulation networks are managed by the region's three territorial authorities. Many rural areas rely on electric powered water pumps and domestic waste water systems.

Industrial and Agricultural Infrastructure

Southland has a wide variety of food processing plants and manufacturing industries within the region, all of which are dependent on one or more of the lifeline utilities.

Risk implications for Southland's Built environment include:

- Lifeline Utilities networks, especially transportation structures such as roads, bridges,runways and wharfs, are vulnerable to a range of hazards e.g. flooding, earthquakes, and may impact on the regions ability to recover quickly following a significant emergency

---

[9] Earthquake-prone building legislation comes into effect early 2017
[10] Proposals for Regulations under the Building (Earthquake-prone Buildings) Amendment Act 2016 - Discussion Document September 2016
[11] Latest figures available as at 30 June 2015
[12] 4.7 % in Southland compared with 7.1 % for all of New Zealand

- transportation links are essential during an emergency management response;
  - for the delivery of fast moving consumables e.g. quick selling non-durable goods such as bread and milk
  - to enable infrastructure agencies access to undertake repairs and maintenance
  - to enable rapid deployment of emergency service vehicles and personnel
  - to enable effective and efficient evacuation of affected people
- earthquake-prone buildings will be identified within the region's main cities and towns and although residential dwellings are considered a low risk, damage may be widespread requiring re-housing. The amendments to the Building (Earthquake-prone Buildings) Amendment Act 2016 should have the effect of reducing risk over time. However, the timeframes for strengthening are such that it may take some time to significantly reduce these risks in relation to existing earthquake-prone buildings
- regional infrastructure is at risk from the associated impacts of earthquakes, including liquefaction, lateral spread, the rupture of surface and buried faults
- impact to healthcare delivery, businesses, industries and vulnerable communities as a consequence of electricity and/or telecommunications failure
- there is a potential for delay in getting emergency management information out to the public when the radio stations' programmes are not generated locally or if the automation systems are running

ECONOMIC

There was an increase of 1.4 percent of paid employees in the Southland region from the 2013 Census. Agriculture, forestry and fishing, then Manufacturing, are the top two industries in Southland by employee count. The median income[3] for people aged 15 years and over is $29,500 compared to $28,500 nationally with 34.8 percent of Southland people aged 15 years and over having an annual income of $20,000 or less. Southland contributes[3] an estimated 2 percent or 4.9 billion of New Zealand's Gross Domestic Product (GDP). Although both the agriculture and manufacturing industries contributions to the GDP decreased between 2012 and 2013 they still lead the way with 19 and 13 percent of the Southland total respectively.

Unemployment[12] in Southland is significantly lower than the rest of New Zealand.

The depopulation of Southland coupled with local concern about the region's social and economic viability and vulnerability resulted in the Mayoral Forum commissioning a Steering Group to prepare the Southland Regional Development Strategy 2015. This strategy describes a long term unified approach building on local energy and leadership to deliver growth and change.

Significant flooding across the road from the Mataura River at Titiroa

A balanced economy with strong social cohesion will produce the resilience required to counter the impact of mega-trends such as international commodity price fluctuations, the south to north population drift, the lure of the city and job losses in traditional industries, which constantly threaten the stability of regional economies.

Risk implications for Southland's Economic environment include:

- Southland's 65+ age group is growing faster than the national trend and the median age is older which will eventually have economic consequences. Shrinking markets and a diminished workforce could squeeze business profitability

- population increases during summer months with visitors from other regions and tourists from overseas. This increases the potential need for welfare and evacuation for any emergency occurring between October and April

- as an agriculture, food processing, and manufacturing focused economy, Southland depends on robust energy supplies and transportation links

- Southland's dependence on agriculture, forestry, fishing and manufacturing means that the economy is vulnerable to hazards that impact those sectors (animal/plant diseases, weather, and lifeline utilities failures)

- food processing industries are energy and transport dependent

NATURAL

Southland straddles the 46th parallel (46^0 south) and has an internationally acclaimed, unspoiled and contrasting landscape. Western Southland (including Fiordland) is a unique and rugged remote region with fiords, forested wilderness and six of New Zealand's largest lakes. In contrast, most of the remainder of Southland is pastoral land of fertile alluvial plains, laced with rivers, sweeping coastlines and small towns. The Alpine Fault extends 550km along the length of the Southern Alps, and tracks offshore at the seaward end of Milford Sound. The plate boundary continues offshore south-west of Fiordland, and is known as the Puysegur Trench.

Geology

Southland's geology varies considerably across the region. The mountains in the north are part of the block of schist which forms Central Otago. The Southland Syncline, reaching from the Takitimu Mountains to the Catlins coast (including the Hokonui Hills) consists of sedimentary rocks, tilted by tectonic activity. The Southland plains are alluvial with mostly yellow-brown soils. Fiordland is comprised mostly of gneiss rock where the soils are podzolised gley and organic soils, but large areas on the summits of the ranges are alpine bare rock, scree and ice. Stewart Island consists of granitic 'basement' rocks.

Coastal Areas

Southland's coastal landscapes include low-lying sandy or gravel beaches, steep cliffs, and lagoons. There are existing erosion and inundation hazards for some coastal areas. On-going sea level rise has the potential to increase these risks for coastal communities and landowners.

The Puysegur Trench stretches for over 800 kilometres south from the south-westernmost point of the South Island's coast and seismic activity in this area poses a local tsunami risk for Southland.

Weather

Southland is well-exposed to weather systems moving onto the region from the west and south and lies in the latitudes of prevailing westerly winds. Gale force winds (34-40 knots) are not uncommon over the region but the damaging winds of strong gale strength (41-47 knots) or storm force (above 48 knots) rarely occur over the region as a whole Foveaux Strait and exposed headlands and coastlines in Fiordland can experience winds. Southland has the lowest mean annual temperature in New Zealand (9^0C[13]) and at just 1,628 hours experiences the lowest annual average sunshine hours. The Southern Alps play a major role in sheltering the Southland Plains from westerly moist air flows resulting in significantly lower rainfall totals on the Southland Plains than in the mountains of Fiordland.

Southland's lowlands and hills receive an average annual rainfall of between 800 and 1,200 millimetres, while Fiordland is one of New Zealand's coolest and wettest areas, with Milford Sound receiving over 8,000 millimetres of rain per year.

Risk implications for Southland's Natural environment include:

- the impacts of climate changes mean an increased variability in emergencies over a shorter time – droughts to storms. This may increase the overall risk to the community and may test the ability of people to be well-prepared, and increase risks to economic productivity

- rising sea levels provide a challenge for coastal communities

- there are significant areas of existing development located on potentially liquefiable soils and liquefaction has the potential to affect these developments

- a significant number of Southland's population live on flood plains and despite extensive flood mitigation work flooding remains a significant risk

- a high possibility that seismic activity generated by the Alpine Fault would have a significant impact in Southland. EMS is leading the six South Island CDEM Groups in the AF8 project (Alpine Fault Magnitude 8) aimed at assessing and planning for the impact of a magnitude 8 rupture of the Alpine Fault

SOUTHLAND HAZARDSCAPE

The landscape of all hazards and the risks they pose cumulatively across a given area is commonly referred to as the hazardscape. A hazardscape includes the interaction among nature, society, and technology at a variety of scales to create a mosaic of hazards that affect places and the people of the region. Southland is subject to a wide range of natural, technological and biological hazards.

RISK ASSESSMENT

The Ministry of Civil Defence Emergency Management's (MCDEM) generic Risk Template[14] was used by the multi-agency team as the consultation document to undertake the risk assessment for the Southland CDEM region.

Risk Identification and Analysis

Risk identification is the first process of risk assessment and is used to find, recognise and describe the hazards that could affect a region, the possible magnitudes, frequencies, extent and/or durations of these hazards.

Risk analysis, the second process, is about developing an understanding of each risk through considering the

FIGURE 5: Risk analysis
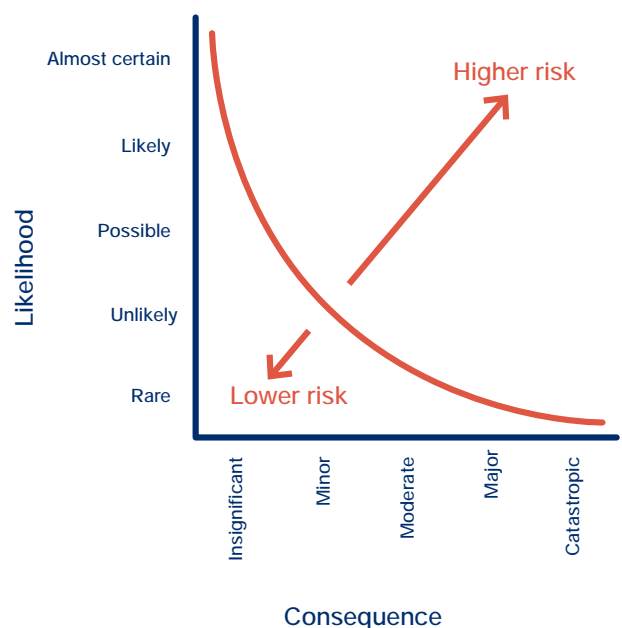
---

cause, its attributes, what influences it, and how it may change over time. Figure 5

Risk Evaluation

Risk evaluation, the third process, involves looking at the level of risk in comparison to risk criteria, in this case Seriousness, Manageability and Growth, this determines whether the risks are acceptable or need to be further managed, and the priorities for managing them.

The summary of the risk assessment for Southland is shown in Figure 6 and the results of the risk assessment are available on the EMS website.

Southland CDEM Group has adopted an 'all hazards' and '4Rs' approach to sustainable risk management.

RISK TREATMENT

Risk treatment is a risk modification process and identifies the most effective ways to manage risk.

Treatment options include:

- avoid the risk
- reduce the risk
- remove the source of the risk
- modify the consequences
- change the probabilities
- share the risk with others
- retain the risk
- increase the risk in order to pursue an opportunity

In April 2016, the Southland CDEM Group Coordinating Executive Group approved the Group's Hazard Management Strategy aimed at providing strategic leadership of hazard management.

The five strategic goals were identified as:

- Goal One – Be a leader in hazard management
- Goal Two – Provide trusted hazard information
- Goal Three – Engage and empower stakeholders and communities
- Goal Four – Drive the scientific understanding of Southland's hazards
- Goal Five – Encourage long term thinking

Residual risk is the threat that remains after all efforts to identify and eliminate risk have been made.

Southland CDEM Group has made a commitment to work in partnership with its key stakeholders and the community to identify an acceptable level of risk across each hazard.

The ultimate aim of risk treatment is to implement measures to remove or reduce the risks. Monitoring and review of circumstances must occur to see whether the measures implemented have reduced risks effectively and whether more needs to or could be done to enhance risk mitigation.

Significant flooding on the Mataura River at Titiroa June 2013
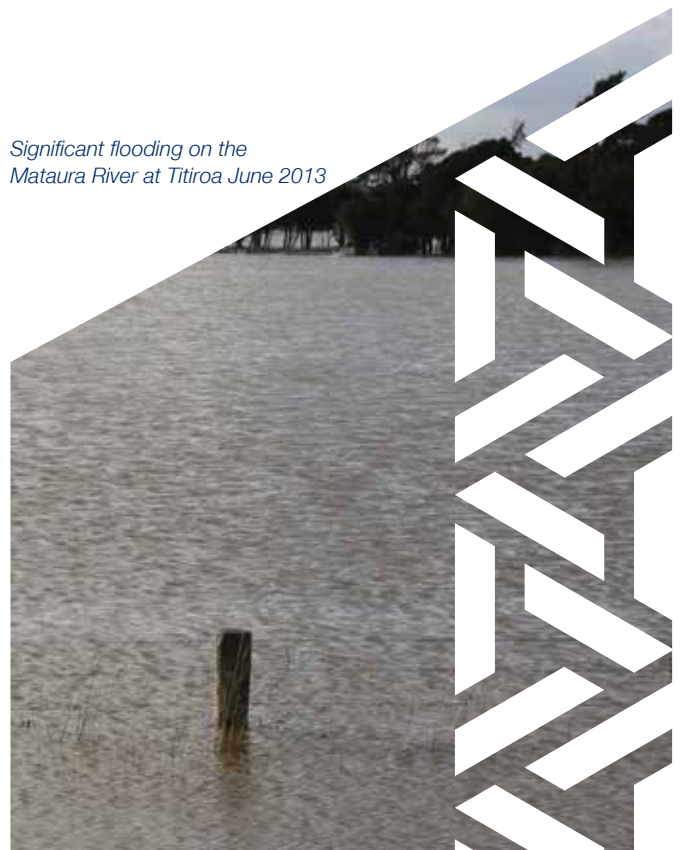
HAZARDS WHICH MAY BE OF NATIONAL SIGNIFICANCE

The risk assessment of a landslide generated tsunami in Fiordland has been declared a hazard of national significance. The impact of this hazard would be far reaching across all four environments.

FIGURE 6: Summary of risk assessment

OTHER
For example
- Weather Events
- Urban or Rural fires
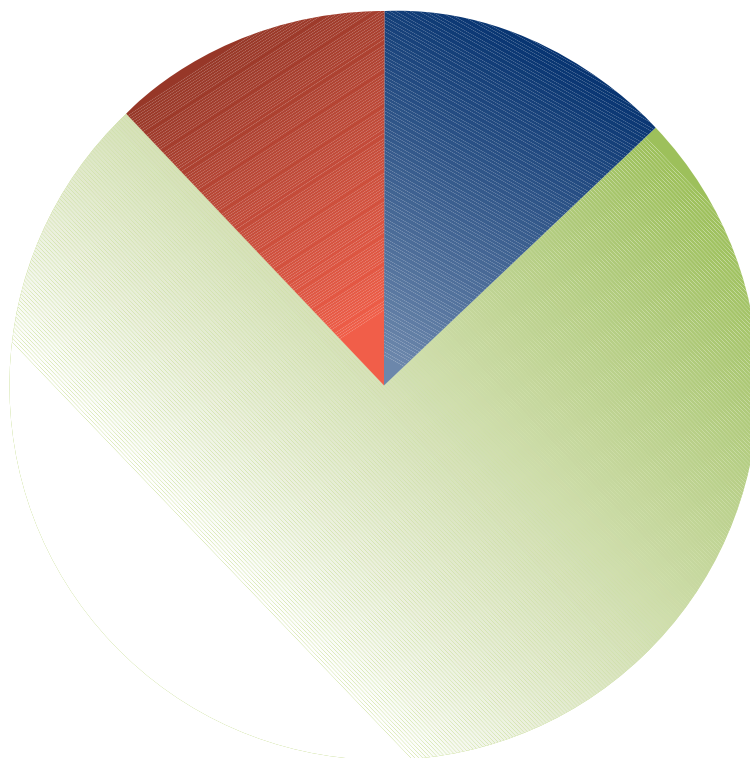
EXTREME:
- Tsunami
  the lack of accurate ground height data makes it difficult to define evacuation areas
- Earthquake
  a major earthquake resulting in major damage accross the whole South Island

VERY HIGH:

- Tsunami
  predicted tsunami at high threat level (>3 meters) causing marine warning and level three evacuation
- Tsunami
  unexpected local source tsunami requiring evacuation with limited information within a short time frame (eg Puyseger Trench, Fiordland generated tsunami)
- Earthquake
  ground shaking resulting in extensive areas of liquefaction
- Earthquake
  ground shaking resulting in major lifelines infrastructure damage
- Climate Change
  climate change causing sea level rise impacting coastal communities

- Climate Change
  climate change causing more severe and frequent weather events
- Climate Change
  climate change predictions understate the risk of extreme weather events resulting in failure to adequately plan
- Weather Events
  storm surges/coastal inundation causing flooding in coastal areas (infrastructure damage)
- Lifeline
  lifeline utility failure impacting on quality of life
- Lifeline
  lifeline utility failure causing injury or death

- Lifeline
  information communication technology failure causing major financial and social impacts
- Lifeline
  disruption to food supply causing significant shortages and social impact
- Biological
  animal epidemic/disease causing financial and psychosocial impacts
- Biological
  human pandemic causing movement restrictions, illness and death
- Biological
  invasive pest species impacting agricultural economy
- Global Financial Crisis
  global financial downturn causing cash flow issues for councils and communities

Top left: Landslide at Milford Sound September 2016
Top right: Otepuni Stream, Invercargill in flood December 2004
Bottom: Flooding in Western Southland April 2010
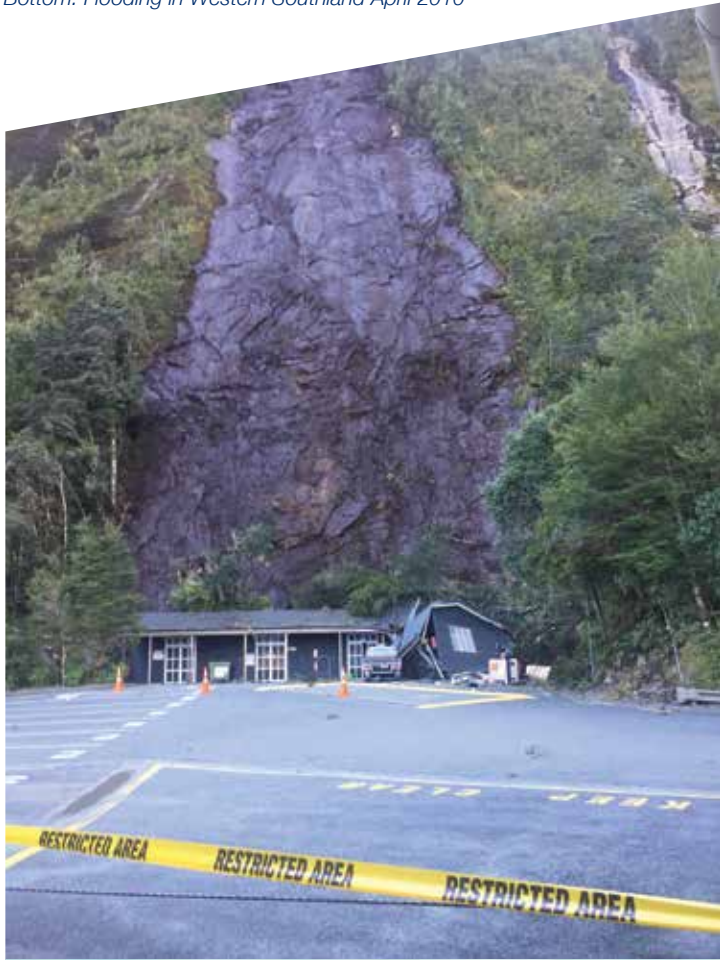
EMERGENCY MANAGEMENT PLAN
REDUCTION

Identifying and analysing long term risks to life and property from all hazards, taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their reoccuring.

SECTION 03.

Southlanders face a multitude of risks in their everyday lives. Some risks can be reduced but in other instances living with the risk may be the only possible outcome. Risk reduction must be underpinned by a pro-active approach, research, education, information sharing, motivating and involving all people in all aspects of emergency risk reduction across our local communities.

Southland's major risk reduction effort has in the past focused on flood and earthquake mitigation and now that focus is being broadened to increase the effort for risks such as tsunami, erosion, drought, communication and electricity failure.

STATUTORY AND POLICY FRAMEWORK

The CDEM Act mandates the Southland CDEM Group to identify, assess and manage the region's hazards and risks. This function sits alongside many other stakeholders including central government organisations, local authorities, emergency services, and lifeline utilities, as well as individuals and communities.

There are a number of statutes, policies, plans and guidelines that provide the tools and mechanisms for addressing the hazard risks across the Group. Some of these tools and mechanisms are shown in Figure 7.

PRINCIPLES

Risk reduction principles provide clarity and guidance on reduction activities, and assist in the understanding of reduction objectives. The CDEM Group risk reduction principles are:

- to identify and coordinate reduction activities among key stakeholders and the community, rather than EMS just undertaking significant risk reduction projects.

- to prioritise reduction activities taking into account the impact on the social, economic, built and natural environments.

- recognise that risk reduction is an essential element of comprehensive emergency management and practical achievable objectives and methodologies will guide risk reduction in Southland

- all organisations and agencies will implement risk-based management of natural, technological and biological hazards and where possible work together to reduce risk and integrate risk management practices
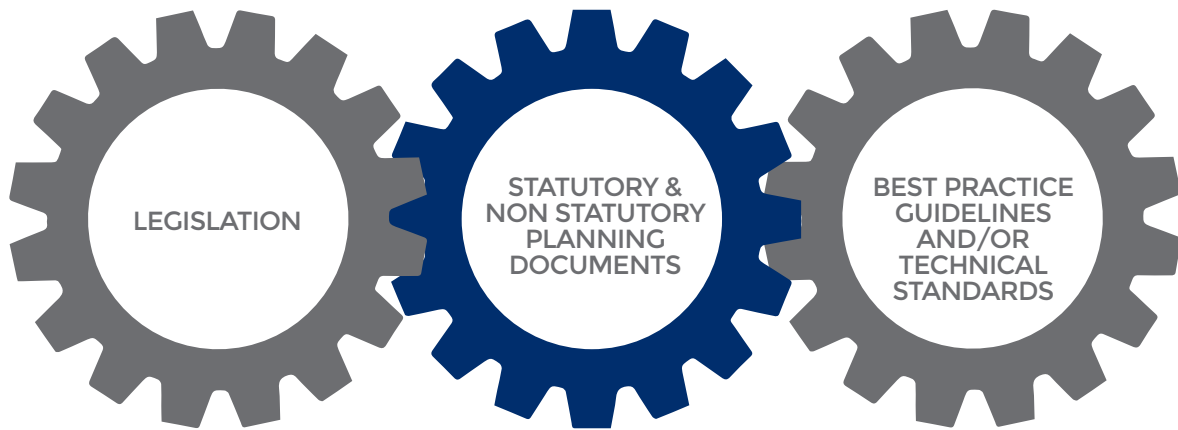
TABLE 2: Reduction Objectives, Methods and Tools

Strategic Goal 1: Building safer, strong communities through coordinated hazard management		
	Objectives	**Methods and Tools**
1:1	Improve the understanding of Southland's hazardscape and associated risks and consequences	a) Translate scientific risk information so it is suitable for the end-user b) Complete an accurate risk assessment for the Southland region and ensure it is regularly updated and communicated to all stakeholders and communities c) Provide support to and promote the actions arising from local risk assessment reports d) Incorporate hazard report recommendations into risk reduction planning at local, regional and national levels e) Support the regional Hazard Working Group to identify hazards and advocate for resources to mitigate the associated risks e.g. LiDAR for tsunami evacuation planning and to predict the impacts of sea level rise
1:2	Undertake long-term, strategic reduction of the risks from hazards through collaborative planning with stakeholders	a) Implement the CDEM Group Hazard Management Strategy 2016 b) Improve the links between the Group Plan and other statutory and non-statutory methods as they relate to risk reduction c) Support the Regional Lifelines Group to promote information exchange and to address key infrastructure vulnerabilities d) Encourage business continuity planning across the business community e) Lead the AF8 (Alpine Fault magnitude 8) project for the South Island CDEM Groups f) Help local communities to produce plans that identify local hazards and mitigate the associated risks g) Lead the Fiordland Natural hazard working group to promote understanding of Fiordland's risks and to provide a robust response capability. h) Engage with the Southland aeromagnetic survey and provide advice and support to understand these findings i) Support the Earth+Vantage bid for a research station at Awarua j) Seek technical advice and support from partner agencies in understanding and mitigating risks e.g. Heritage New Zealand for guidance on heritage buildings

*Emergency Management Southland's display at the
Older Person's Day at Stadium
Southland October 2015*

FIGURE 7:
Current Tools and Mechanisms available to address Hazard Risk

LEGISLATION

STATUTORY & NON STATUTORY PLANNING DOCUMENTS

BEST PRACTICE GUIDELINES AND/OR TECHNICAL STANDARDS

- CDEM Act 2002
- National CDEM Plan 2015
- Local Government Act 2002
- Forest & Rural Fires Act 1977
- Fire Services Act 1975
- Biosecurity Act 1993
- Resource Management Act 1991
- Building Act 2004
- Soil Conservation & Rivers Control Act 1941
- Hazardous Substances & New Organisms Act 1996
- Maritime Transport Act 1994
- Health Act 1956
- NZ Public Health & Disability Act 2000
- Health & Safety at Work Act 2015
- Canterbury EQ Recovery Act 2011
- Defence Act 1990
- EQ Commission Act 1993
- Epidemic Preparedness Act 2006
- Public Works Act 1981
- Building (Earthquake-prone Buildings) Amendment Act 2016
- Petroleum Act 1937

- Regional Policy Statements & Plans
- Long Term Plans
- City & District Plans
- Southland CDEM Plans
- Regional & District Growth Plans
- Asset Management Plans
- Coastal Management Plans
- Business Continuity Plans
- Infrastructure Management Plans
- Oil Emergency Response Startegy (OERS)
- The Guide to the National Plan 2015

- MCDEM Directors Guidelines Supporting Plans, Best Practice Guides, Information Series, and Technical Standards
- CDEM Strategies
- ISO Standards

Right: Removing willows from the Gore Floodway to allow the Mataura River to flow unhindered in this area.
*Left: Placement of tsunami warning signs along Southland's coasts - 2013*

EMERGENCY MANAGEMENT PLAN
READINESS

How the CDEM Group will work with the community to plan and prepare for emergencies. A significant portion of the work that is undertaken as readiness initiatives sets in place the arrangements, standards and processes for response and recovery.

SECTION 04.
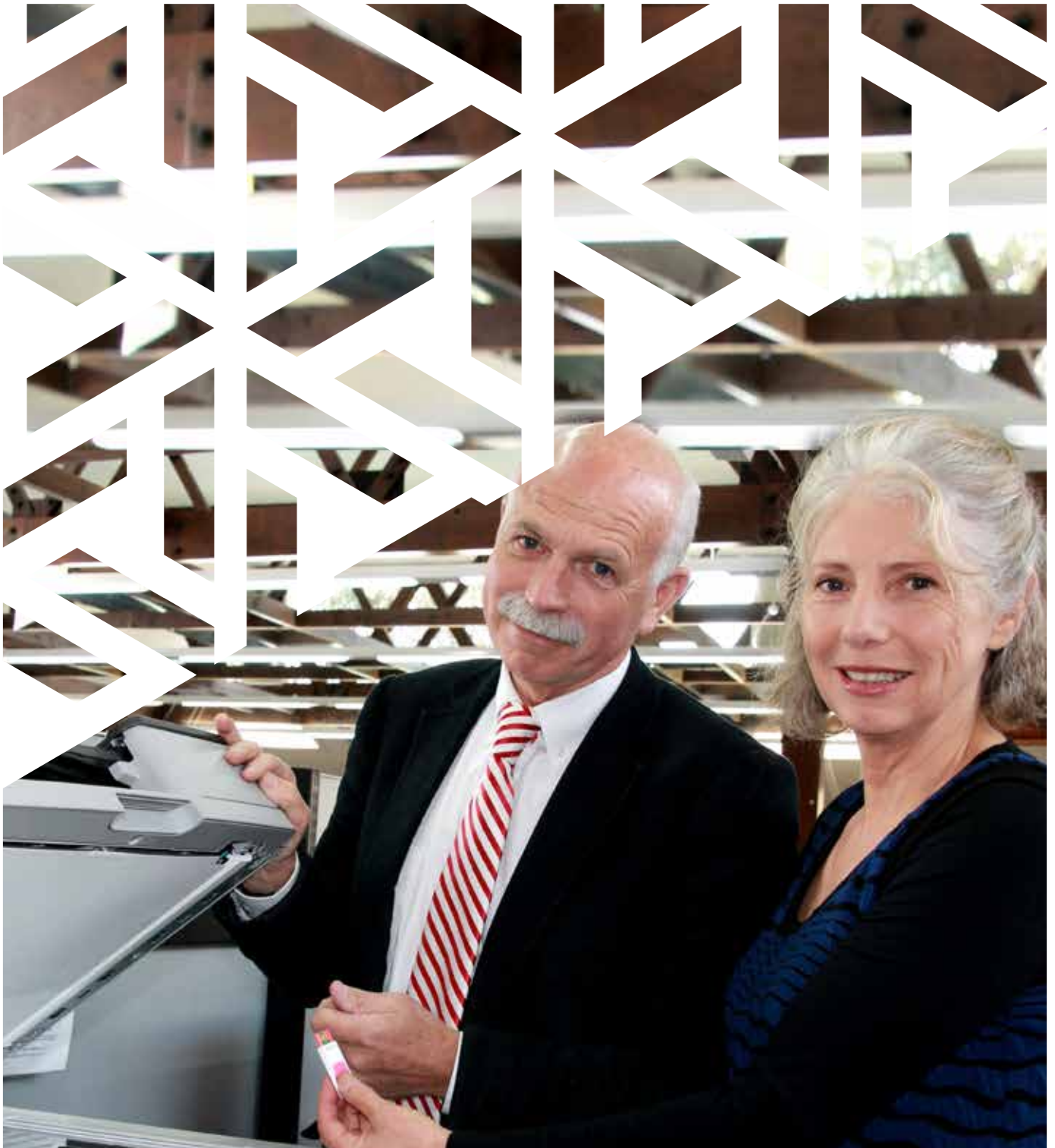
Readiness involves planning to ensure that people and organisations within the community have the capacity and capability to respond to an emergency and includes the following:

- community readiness focuses on the ability of communities, families and individuals to meet their own needs during and after an emergency.

- vulnerable groups' readiness is an extension of community readiness and reaches out to those more susceptible to adversity during and after an emergency e.g. older people living alone, tourists, people with additional needs

- organisational and business readiness focuses on their Business Continuity Management/Planning processes. The ability of the organisation or business to be able to identify, plan for and manage any disruption to their business to ensure the continuity of operations/services as soon as possible after an emergency

- emergency service readiness focuses on the Business Continuity Management/Planning processes of the emergency response organisations, emergency services, lifeline utilities and other CDEM stakeholders. The ability to identify, plan for and manage disruption to their business ensures the continuity of operations/services during and following an emergency, in addition to working collectively with other organisations

Our goal is to ensure that communities are prepared, empowered, connected and able to respond to and recover from an emergency. To do this we will engage with the communities in Southland and help them develop plans for their areas.

The key for this is to have communities who understand their risks, know their members, are aware of their resources and have key people identified who can access plans and additional support if needed.

READINESS PRINCIPLES

- the community is to be an active partner when undergoing readiness planning

- communities are seen as diverse and plans will reflect the unique nature of each community

- planning will also identify and provide for vulnerable communities

- communities understand their risks and what may be required for them to be ready in an emergency

- communities are empowered to respond in an emergency

COMMUNITY DEFINITION

A community encompasses a range of features, characteristics or interests which connect people. It can include individuals, families, communities of interest and communities of place, businesses, groups and organisations who have a shared connection. Engaging in community-led planning will encourage Southlanders to be empowered to live in a safer, strong community.

COMMUNITY READINESS

Historically EMS has worked with communities in defined geographic boundaries based on local authority, ward boundaries and neighbourhood support watch groups. To ensure that communities are better able to develop and maintain sustainable planning, we will engage with communities to redefine these boundaries and develop Community Response Groups which will best meet the needs of each community.

This community-led approach to community resilience planning will empower and build the capacity of communities to manage their own hazards and risks. EMS will work with each community to provide hazard and risk information which is essential for the development of a Community Response Plan.

To help maintain the longevity of the Community Response Groups, pre-existing community networks including agencies, businesses and community leaders will be encouraged to lead the development of the Community Response Plans. The plans will encompass the 4Rs and include the identification of key resources for the establishment of community-led centres.

Invercargill City Council Mayor, Tim Shadbolt, and Chief Executive, Richard King demonstrating that they have signed up to the EMS Text Alerting app on their mobile phones.

READINESS RESPONSIBILITIES IN THE SOUTHLAND CDEM GROUP

Southland CDEM Group Governance

Governance is provided by the CDEM Joint Committee and the Coordinating Executive Group and they have a responsibility to ensure resources are made available to enable the coordinated planning and implementation of CDEM across Southland.

Further details on Governance are provided in the Management and Governance Section of this plan.

> *"This is the true role of Mayors and elected members. Not to just comply with legislation, but to understand risk, understand communities, and to take action where necessary. Where direct action is beyond our means, we need to advocate to central Government and private sector players to come to the party."*[16]

Emergency Management Southland (EMS)

EMS plans and delivers CDEM in Southland on behalf of the four Southland councils under the Agreement on Joint Civil Defence Services.
Readiness activities focus on:

- maintaining and enhancing relationships with our key stakeholders through various sub-commitees e.g. Welfare Coordination Group, Readiness and Response Committee and Lifelines

- coordinating and delivering public education to businesses, communities and educational facilities

- developing CDEM strategy and policy

- professional development for CDEM staff and volunteers

- supporting the development of interagency response plans to specific hazards

- supporting the development of community response plans

- fostering community engagement to promote emergency preparedness activities

- maintaining the Coordination Centre in a state of readiness

Welfare Coordination Group (WCG)

The WCG provides a mechanism for collaboration and coordination between agencies, who work together to plan for and establish arrangements for the effective delivery of welfare services and the development of welfare work programmes. The Southland WCG comprises government agencies with statutory responsibilities for coordinating each of the welfare service sub-functions in our region.

Further information on the Welfare Coordination Group is available in the Southland CDEM Welfare Plan and Welfare Centre Standard Operating Procedures.

Southland Regional Lifelines Group

The Southland Regional Lifelines Group includes lifeline utilities working collectively to enhance the connectivity of lifeline utility organisations across agency and sector boundaries in order to improve infrastructure resilience.

Having a better understanding of the assets and their interaction with our essential services provides the opportunity for improvement of our risk management and prioritisation of essential services and asset linkages. Better understanding of asset vulnerability and interrelations with essential services provides backing for planning early resilience interventions of asset issues.

Readiness and Response Committee (RRC)

This committee is made up of management personnel from key operational CDEM stakeholders. The aim of the RRC is to promote effective readiness response capability across the region by identifying and planning around roles, functions and responsibilities of key agencies. Integrated training and exercise opportunities foster effective response capabilities.

---

[16] *Mayor Celia Wade-Brown, 25 May 2016. The role of governance in civil defence emergency management.*

Emergency Service Coordination Committees (ESCCs)

The ESCC committees are made up of management personnel with operational responsibility from the Emergency Services and CDEM. There are two ESCC's in Southland; one meets in eastern Southland and the other meets in Invercargill. ESCC provides a mechanism for the building of relationships between emergency response agencies, debriefing incidents and emergency events, thereby identifying issues and contributing to the readiness and collaboration of these organisations.

Hazardous Substances Technical Liaison Committee (HSTLC)

The HSTLC is chaired and managed by the NZ Fire Service based in Otago. It provides a mechanism for the hazardous substances industry to share information, plan for a collaborative approach and debrief after incidents or emergencies to identify areas of improvement. The Southland Readiness and Response Committee discusses hazardous substance matters locally and elevates the significant issues to the regional HSTLC as required.

Department of Conservation

It is recognised that the Department of Conservation is a significant stakeholder in managing land in Southland, supporting emergency management planning and providing resources for emergency responses throughout Southland. Emergency Management Southland engage with the Department of Conservation in a number of ways, these include:

• Department of Conservation representative as an Observer on Coordinating Executive Group

• Department of Conservation member on the Readiness and Response Committee

• Department of Conservation member on the Fiordland Hazard Risk Working Group

Staff working in the Southland ECC during an exercise
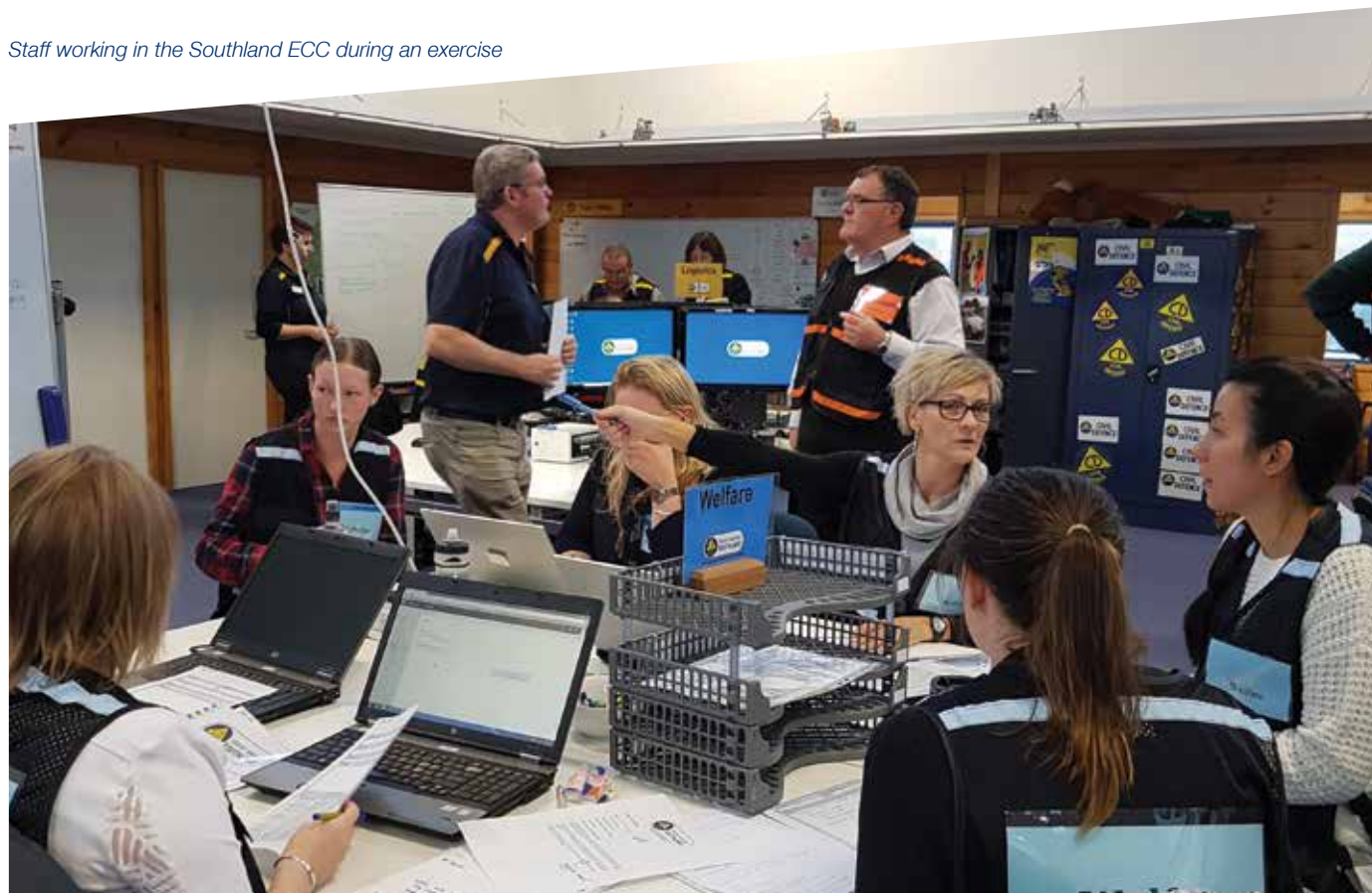
PUBLIC INFORMATION PROCESSES

Warning Systems

MCDEM is responsible for issuing national warnings to CDEM Groups and other key emergency response agencies for events of national significance. EMS is required to be capable of receiving, acknowledging, and responding to national warning messages within 30 minutes at all times and have procedures in place to facilitate an effective response. The National Warning System is tested by MCDEM quarterly.

EMS operates a 24-hour, 365-day-a-year, point of contact to receive and disseminate all warnings to the appropriate key stakeholders in accordance with the Warning System Standard Operating Procedure (SOP). Public alerts will also be issued in accordance with the Group Public Information and Media Management Plan.

EMS offers a Text Alerting system where people can subscribe to receive notification of significant risks e.g. severe weather that could impact the region.

There are a number of other agencies involved in the surveillance, monitoring, assessment of hazards and issuing alerts and warnings that may be a pre cursor to an emergency e.g. Environment Southland's Beacon and Environmental Data websites, Geonet's website and MetService's website.

Public Education[17]

Public education is one of the foundations of improving community readiness. EMS has a member on the National Public Education Reference Group (NPERG). EMS adopts a variety of different methods in which to promote the national public education campaigns and provide information to the public about Southland's hazards, emergency preparedness and responding to and recovering from an emergency. These methods include but are not limited to: radio and print advertising, presentations at business, education facilities and public forums, printed educational material, website and social media sites, public signage and partaking in public promotional events.

---

[17] The national public education campaigns that EMS supports include but are not limited to:
Get Ready Get Thru/Never Happens Happens, What's The Plan Stan, Turtle Safe.

PROFESSIONAL DEVELOPMENT

Professional development is a core part of readiness and ensures that all participants involved in CDEM understand their roles and can perform them in an emergency. All agencies are encouraged to offer professional development to their staff, and to participate in the programmes identified or offered by EMS.

Professional development is consistent with the MCDEM Competency Framework, aligns with the National Integrated Training Framework or meets relevant tertiary or NZQA standards. Wherever possible, professional development activities are multi-agency and multi-disciplinary.

Training

It is important senior management demonstrate commitment to professional development through allocation of resources and staff release time. EMS develops an annual training programme and provides or facilitates this training.

The EMS training schedule provides details of the annual training programme.

Exercises

Exercises play an important role in testing readiness and will be undertaken on a regular basis. Exercises allow plans to be tested, improvements to be identified and staff to be become more familiar and confident with executing the plans. Exercises also assist in identifying training needs and opportunities. EMS participates in the National CDEM exercise programme and facilitates their own exercise programme.

TABLE 3: Readiness Objectives, Methods and Tools

Strategic Goal 1: Increasing community engagement in preparing for an emergency		
	Objectives	**Methods and Tools**
2:1	To encourage community participation in an emergency.	a) To undertake consultation with the community when developing readiness plans and to work with existing networks which operate within each community b) To develop relationships with stake holder groups, local agencies and leaders within each community c) To facilitate connections between different networks within a community if not already in place d) To develop relationships with specific communities of interest within each community such as churches, marae, cultural groups and disability services
2:2	That community response plans will be developed to be flexible and recognise and respect the individual features of each community.	a) The community has input into all community planning and ownership of these plans b) To recognise that communities are diverse, dynamic and may undergo change. Regular plan review is needed to reflect these changes in the community
2:3	Communities recognise and support the vulnerable people within their community.	a) Planning will include how to identify and support vulnerable communities b) Identify support agencies and organisations that already work with and support these vulnerable communities c) To develop relationships with specific agencies and leaders working with vulnerable communities
2.4	Communities are made aware of the risks and understand how to mitigate and respond.	a) To have a public education plan in place to ensure the risks are well understood for each community b) Once plans are developed to have them readily accessible on web-based media as well in print in local community areas such as council offices and libraries c) Support national CDEM initiatives, such as Shake Out, Get Ready Get Thru, Never Happens Happens and Youth initiatives
2.5	Improve community preparedness through strong leadership and commitment to CDEM at political and executive levels	a) Maintain readiness aspect of governance by supporting groups to continue meeting regularly e.g. CEG, WCG, RRC, Regional Lifelines Group
2.6	Improve preparedness of CDEM staff to enable them to support the community	a) Encourage and enable professional development of CDEM and key ECC staff b) Encourage and enable CDEM staff to participate in national committees and to provide subject matter expertise to national projects

EMERGENCY MANAGEMENT PLAN
RESPONSE

The response phase of an emergency is typically the shortest phase. Response involves actions taken immediately before, during, or directly after an emergency to save lives and property and to help communities begin to recover. Response ends when the response objectives have been met or a transition to recovery has occurred.

SECTION **05.**
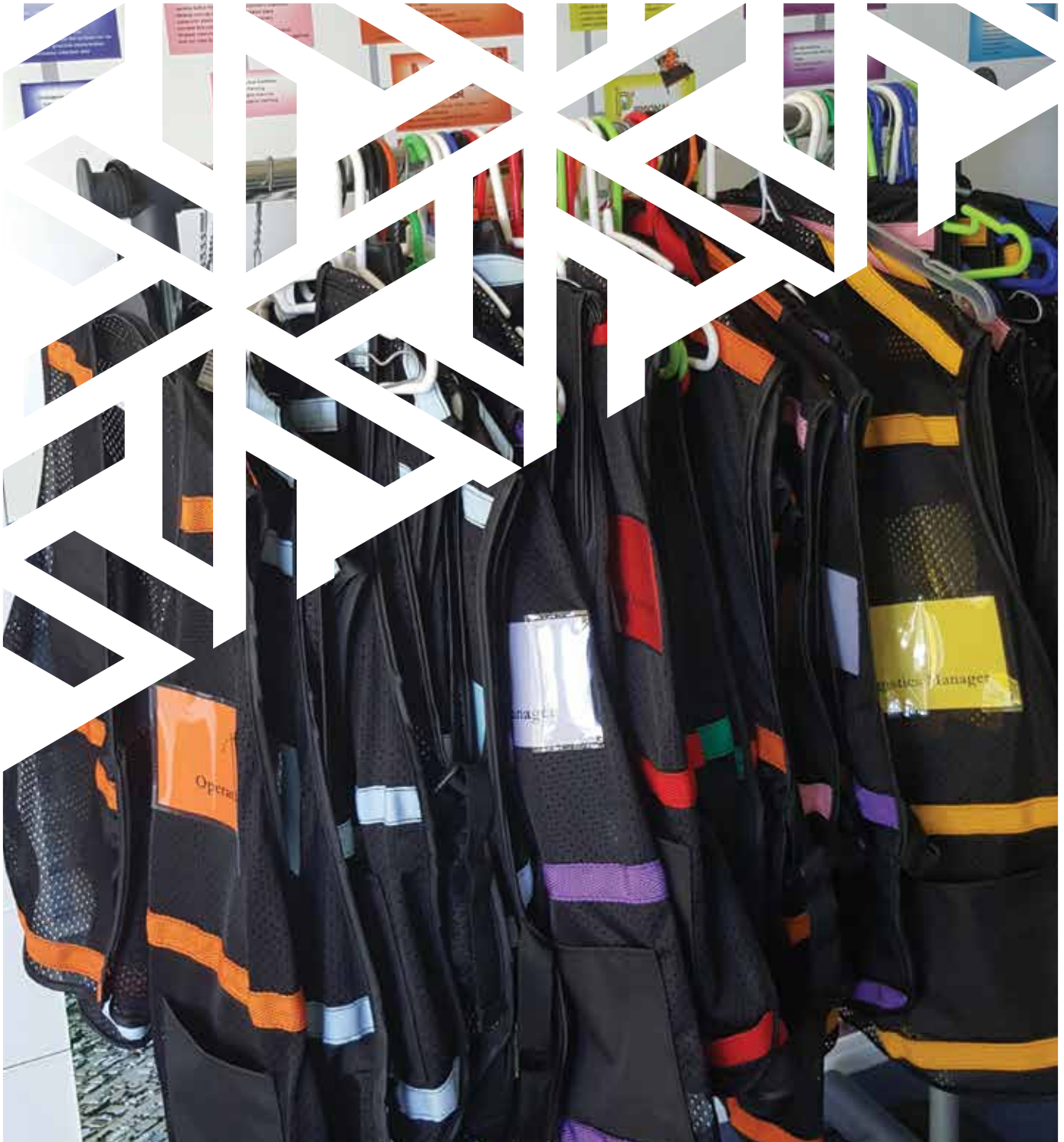
RESPONSE PRINCIPLES

- the rules and processes of the Coordinated Incident Management System (CIMS) are used to:

    - Control and command emergencies, and

    - Escalate the emergency response to the required level to manage it

- centrally co-ordinated emergency management with local support and/or delivery

- emergency management response activities can be undertaken without a state of emergency being declared

- the CDEM Coordination Centre will coordinate resources and support. This will be flexible and able to be established by the Group Controller to a size and structure appropriate to the incident.

- emergency response will be in accordance with the response principles listed in s 114 of the National CDEM Plan 2015

- all CDEM partner agencies are expected to be able to function to the fullest extent possible during and immediately after an emergency to meet their responsibilities and ensure an effective response

CDEM GROUP RESPONSE PRIORITIES

The Southland CDEM Group is responsible for the coordination of the following response priorities[18]:

- preservation of life

- prevention of escalation of the emergency

- maintenance of law and order

- provision of safety and security measures for people and property

- care of sick, injured, and dependent people

- provision of essential services

- preservation of governance

- protection of assets and historical sites

- protection of natural and physical resources and the provision of animal welfare

- preservation of economic activity

- effective transition to recovery

Right: A spring tide and strong westerly winds caused overtopping of the New River Estuary banks onto Stead Street, Invercargill March 2016

[18] *The Southland Group Response Priorities align with the Response Objectives from s 113 of the National CDEM Plan 2015*

RESPONSE LEVELS

CIMS provides a framework identifying five response levels where a lower level is supported and/or coordinated from the next higher level, when this is activated. Most incidents only require the activation of one or two response levels. Generally, only large scale incidents require all levels of response to be activated.

The five response levels in CIMS are described below

Response Level	Description
National	Includes agency coordination centres and headquarters, national level sector coordinating entities, and all-of-government coordination across national agencies. Coordinated from National Coordination Centres (NCC)
Regional	Includes CDEM Groups, District Health Boards, enlarged rural fire districts, and regional agency offices. Coordinated from Emergency Coordination Centres (ECC)
Local	Includes local authorities, rural fire districts, and agency offices at the local (district/city) level. Coordinated from the Emergency Operations Centre (EOC)
Incident	The first official level of agency response. It includes first responders coordinated from Incident Control Points (ICP)
Community	The general public including individuals, families/whanau, community groups and businesses

ACTIVATION

The Southland CDEM Group recognises the five response levels listed in the New Zealand Coordinated Incident Management System (CIMS) 2nd Edition.

During any response the ECC could have different activation modes ranging from monitoring through partial activation to full command and control.

The Group Controller will determine the degree of activation required for each emergency response.

LEAD AND SUPPORT AGENCY

In accordance with CIMS the principle of 'Lead Agency' is applied in response. This means that either:

- the agency with a legislative responsibility has overall control of the incident, and is responsible for overall co-ordination. Lead agency status is usually bestowed by primary legislation (an Act of Parliament) OR

- if there is uncertainty about responsibility, the response will be improved, or prior agreement has been made and all agencies involved agree, a Lead Agency may be assigned. During a response phase the Lead Agency may change by agreement with the agencies involved.

A 'support agency' is any agency that assists the lead agency during an emergency. As an emergency situation changes, the support agencies may change.

There will be occasions when CDEM is the lead agency e.g. geological emergency, and other occasions when CDEM is the support agency e.g. animal and plant pest or disease emergency.

Further information pertaining to Lead and Support Agencies can be found in the New Zealand Coordinated Incident Management System (CIMS) 2nd Edition and in Appendix 1 of the National Civil Defence Emergency Management Plan Order 2015.

CDEM EMERGENCY RESPONSE STRUCTURE ROLES AND RESPONSIBILITIES

A number of facilities at differing levels provide venues for either the co-ordination, management, support or delivery of response activities for our region.

FIGURE 8: Southland CDEM Group Response Framework
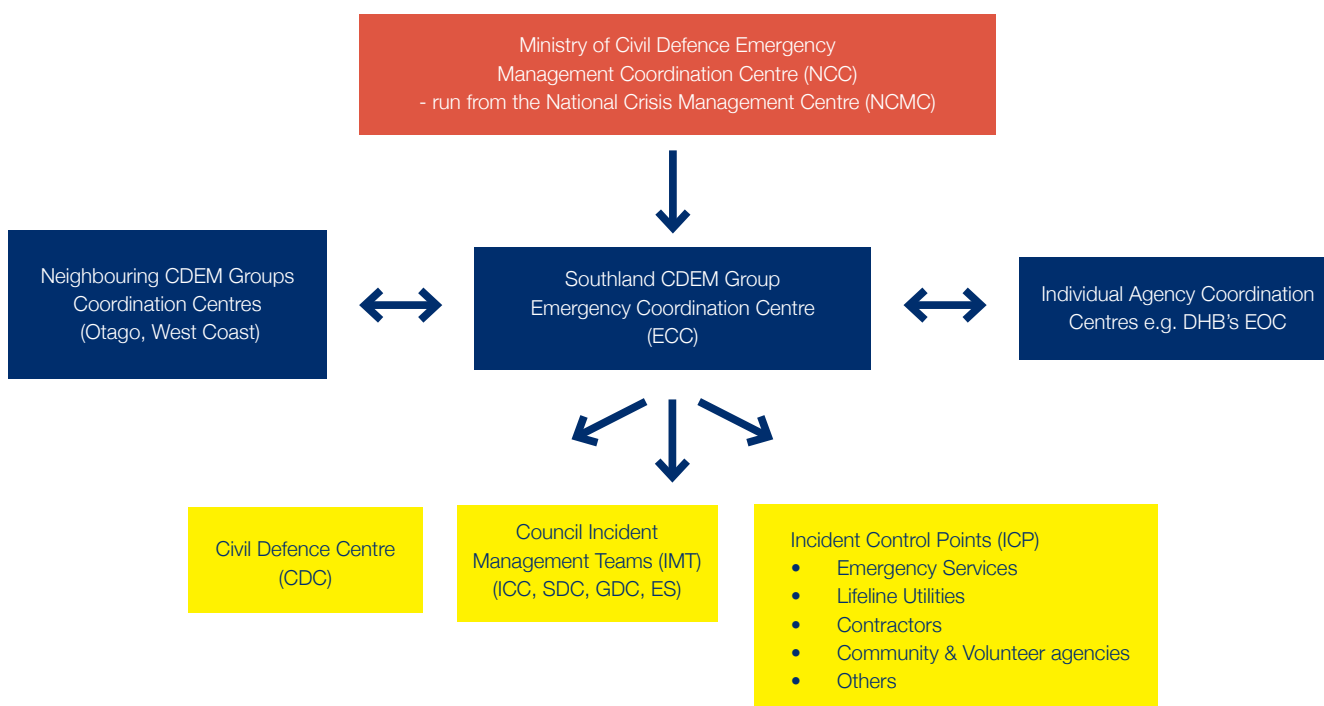
National Crisis Management Centre (NCMC)

The NCMC co-ordinates events of national significance and provides national support to CDEM Groups in their management of local civil defence emergencies. MCDEM is responsible for the NCMC operations. The NCMC is located in the Beehive basement in Wellington.

Southland's Emergency Coordination Centre (ECC)

Emergency Management Southland is responsible for the 24/7 operations of the ECC that allows all CDEM partner agencies to work together to plan and implement response activities. The ECC is located at Environment Southland at the corner of Price Street and North Road, Waikiwi, Invercargill.

If necessary, the ECC is capable of operating at any suitable location due to the flexibility of its Information and Communications Technology (ICT).

The focus at the ECC is:

- coordination of the emergency through tactical and strategic management

- manage operational tasks and activities

- provide timely, accurate information to the media and key stakeholders

If activated, the ECC structure will align with CIMS which provides a generic framework of functions for managing the response. While all the CIMS functions need to be considered in a response, how they are covered or who covers them may vary depending on the severity and scope of the response. Adaption of the functions may also be required to suit requirements or specific objectives for an incident.

Details of the CIMS Framework can be found in the New Zealand Coordinated Incident Management System (CIMS) 2nd Edition.

The ECC will be staffed by EMS staff, trained Council staff, and Liaison or Advisor personnel from appropriate support organisations. The Southland Joint Committee has appointed a Group Controller and Alternate Controllers in accordance with the CDEM Act 2002 (see Appendix 1).

Other CDEM Groups may also be operating Emergency Coordination Centres in their areas.

Council Incident Management Teams (IMTs)

The IMTs will operate from a pre-determined area within their Council building or alternate site.

The Council's IMTs will be activated and maintained as outlined in their SOP and be under the direction of their Chief Executive (or their delegate).

The role of the Council Chief Executive focuses on activating the Council's business continuity plan to ensure the Council is able to function during and after an emergency event to the fullest possible extent, even though this may be at a reduced level.

Incident Control Point (ICP)

There may be one or more Incident Control Points set up at the scene/s to oversee operational activities in support of the response. The number of ICP's will be dependent on the scale and the nature of the emergency.

Activities at the Incident Control Point will be managed by an Incident Controller from the relevant agency e.g. Fire Service coordinating and managing a hazardous substance spill.

Individual Agency Coordination Centre (CC)

As a lead or supporting agency they will have their own Incident Management Team at locations appropriate to their needs (for example the District Health Board would set up an Emergency Operations Centre (EOC) to co-ordinate the response in a health emergency such as an influenza pandemic). Liaison personnel will be appointed to establish communication links between the lead and support agency coordination centres.

Civil Defence Centre (CDC)

CDCs provide the point of contact for many agencies to interact with and provide welfare services to impacted communities. The activation status of Civil Defence Centres will be regularly updated and clearly communicated to the public. The on-going adequacy and robustness of such centres should be regularly assessed to ensure that they remain safe and suitable for their intended purpose. Refer to the Welfare Management section for further information on CDCs.

Community Response Group

Community Response Groups are the community volunteers and local emergency services staff working collectively during a response. The community capability and capacity will vary across the region depending on the risks to that community and the resources available in that community.

The focus of the Community Response Group is to:

• support their communities during response and recovery

• coordinate operational tasks and activities with the ECC

• monitor the local situation and provide regular local situation reports (SitRep) to the ECC

• manage any local welfare needs in consultation with the Group Welfare Manager

INTEGRATED COORDINATION

The primary role of the ECC is the coordination of emergency response activities in a centralised, integrated and coordinated manner across a range of agencies. While communications between the ECC and responding agencies are imperative, there will also be a degree of interagency collaboration and communication between the responding agencies in the field. Communication and liaison are the key to achieving integrated coordination of response activities.

Public Information Management (PIM)

Public Information Management during a response involves collecting, analysing, and disseminating information to the public and CDEM stakeholders. It promotes effective leadership and decision-making, and enables the people affected by the emergency to understand what is happening and take the appropriate actions to protect themselves and others. Information for dissemination requires the Group Controllers approval and needs to be timely, accurate and appropriate for the audience receiving it. The appropriate management of information for the following areas are critical elements in the response and recovery phases of any emergency:

• public enquiries

• media liaison

• community relations

• VIPs (dignitaries and elected representatives)

• website / Social Media

• council staff

The continuity of information that focuses on public safety, public health and other relevant information during response and recovery is important. When public information is provided, the needs of vulnerable people/ communities must be given due consideration.

Managing the flow of information from people on the ground at the emergency site(s) are also important considerations for the provision of public information and response personnel's situational awareness.

Due to the nature of an emergency it will be necessary to use multiple forms of communication.

These include but are not limited to:

• television

• radio

• websites

• social media

• print media

• community briefings

• community noticeboards and

• community newsletters, brochures and posters

A critical role of PIM is to monitor these various communication channels for accuracy, rumour control and as a source of intelligence.

Further information on the individual roles within the PIM function and guidance on working with the media in an emergency can be found in the Public Information and Media Management Plan.

Volunteer Management

Volunteers play a significant role in any response or recovery operation, particularly after highly publicised emergencies.

EMS has developed an employer supported volunteer programme designed for coordinating spontaneous volunteers.

There are three types of volunteers in a CDEM context:

- **CDEM-trained volunteers**, who have undergone official training provided or facilitated by CDEM organisations during readiness

- **spontaneous volunteers** – community members and groups who respond spontaneously to emergencies

- **established volunteers** – who are affiliated with a specific organisation other than CDEM, and are trained by and accountable to that organisation

The health and safety of volunteers needs to comply with legislation and organisational requirements.

The MCDEM Volunteer Coordination in CDEM Director's Guideline for Civil Defence Emergency Management Groups [DGL15/13] provides further information on volunteers.

WELFARE MANAGEMENT

In an emergency large numbers of people and their animals may be affected by the emergency and require a range of welfare services. Such services include the provision of food, shelter, essential items (e.g. clothing and toiletries), psychosocial support and financial support. Care of animals is considered part of the welfare response.

The Welfare Manager is the principle advisor to the Group Controller on welfare issues and has the overall management responsibility for those people and communities who have been affected by an emergency in accordance with the Southland CDEM Welfare Plan and the Welfare Centre Standard Operating Procedures.

There are a number of ways welfare services can be delivered to the community.

These include:

- the provision of services in one place, such as a Civil Defence Centre, where all relevant agencies co-locate
- through supporting community-led centres
- delivery to people sheltering in-situ e.g. their normal place of residence or a temporary residence
- in a business-as-usual manner through call centres or offices

Civil Defence Centre (CDC)

A Civil Defence Centre is a facility that is established and managed by CDEM during an emergency to support individuals, families/whanau, and the community. The nature of the emergency will determine the services being provided through a CDC. The services may include but not be limited to:

- information on the event and response
- registration of affected persons
- needs assessment
- inquiries
- care and protection services for children and young people
- psychosocial support
- household goods and services
- shelter and emergency accommodation
- financial assistance
- animal welfare
- first aid / medical help
- refreshments

Civil Defence Centres are activated at the direction of the Group Controller (advised by the Welfare Manager), and guided by information from the community, emergency services and other responders.

The members of the Southland WCG coordinate and provide leadership of their respective welfare services sub-function cluster and in this capacity will provide the regional-level overview and operational direction for the welfare response.

Community Led Centres

Community members and/or community-based organisations may establish and operate other centres that offer support to the community. These may be temporary facilities established and located within a community that provides a focal point for members of the community during an emergency. Depending on the scale and scope of the emergency a community-led centre may require support from CDEM and/or be escalated to become a CDC.

Further details on welfare management are provided in the CDEM Group Welfare Plan.

LIFELINE UTILITIES

Lifeline utilities are organisations that provide essential infrastructure services to the community (e.g. water, wastewater, transport, energy and telecommunications). Lifeline utilities are required by section 60 of the CDEM Act to continue to provide their services to the fullest possible extent during and following emergencies. The Lifelines Coordinator is appointed by the Group Controller, works as a sub-function under the Operations Manager and has the following role.

- provides the Group Controller with technical advice about Lifeline Utility capabilities

- coordinates the flow of information between Lifeline Utilities and the ECC

- ensure Lifeline Utilities are aware, and acting on, the Group Controllers priorities in relation to lifelines

Below: This springtide in Riverton caused the wharf deck to be underwater

DECLARATION

Declaration means establishing a 'state of local or national emergency'. The declaration gives the Group Controller immediate access to a range of legal powers under the CDEM Act to protect life and property. Prior to establishing a declaration, the Controller will consider the declaration process as described in the Directors Guidelines for Declaration.[19]

Some of the reasons for declaring may include:

- the situation has caused, or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property and cannot be dealt with by emergency services or otherwise requires a significant coordinated response under the CDEM Act.

- the powers conferred to the Controller under the CDEM Act are required to mitigate that danger

- CDEM agencies agree that there is a requirement to declare

If a declaration is required, the Controller will contact a person authorised by the Joint Committee to declare. A list of the people authorised to declare a local state of emergency are listed on page 67.

When a state of emergency is no longer required the declaration is 'terminated'. This process is done officially and marks the transition from response to recovery. Before a declaration terminating a state of local emergency is made, all arrangements for recovery management should be in place.

Depending on the scale and scope of the emergency EMS will, wherever possible, provide resources and support to other CDEM Groups when a local, regional or national declaration is made.

ROLES OF ELECTED REPRESENTATIVES

The Group Controller may seek assistance from elected representatives in the following tasks:

- providing a media spokesperson

- informal community assessments

- community assurance activities e.g. Civil Defence Centre visits, public meeting participation

- apportioning any trust funds under their control

- assist but not manage field operational activities e.g. sandbagging, Civil Defence Centre reception

- provide support to Council officers within their designated committee portfolios

Mayors, Chairs, Councillors, and local Members of Parliament can be of significant support to the Group Controller by observing the community and providing feedback on issues, needs and concerns being raised at a local level.

---

[19] Declarations; Director's Guidelines for the CDEM Sector [DGL 13/12]

EXTERNAL SUPPORT

In a large emergency the Southland CDEM Group will require resources and support from outside of our regional boundaries. This may come from a number of different sources.

- **other CDEM groups** - It is expected that where possible other CDEM Groups will provide assistance during an emergency
- **national assistance** - Response to a large emergency in Southland is likely to be heavily supported by the NCMC
- **international support** - A major emergency in New Zealand may generate international offers of assistance. International assistance will be coordinated by the National Controller through the NCMC

DEBRIEF AND REPORTING

A debrief will take place following any activation of the ECC. A debrief allows for those participating in or liaising with the ECC to evaluate the response and provides opportunities for issues to be raised and possible solutions to be put forward. If required, an action plan addressing the issues will be developed to ensure improvements are incorporated into future planning in a timely manner. An important part of the debriefing process is ensuring the welfare of staff, particularly for a large or on going emergency.

There may be several debrief stages e.g. a 'hot' debrief immediately after the emergency, individual agency debriefs and a detailed 'cold' debrief several days after the emergency (which may be multi-agency).
A copy of the debrief findings will be communicated to all relevant agencies involved in the emergency.

Below: Stadium Southland was one of a number of buildings in Invercargill that collapsed under the weight of the water-logged snow in September 2010
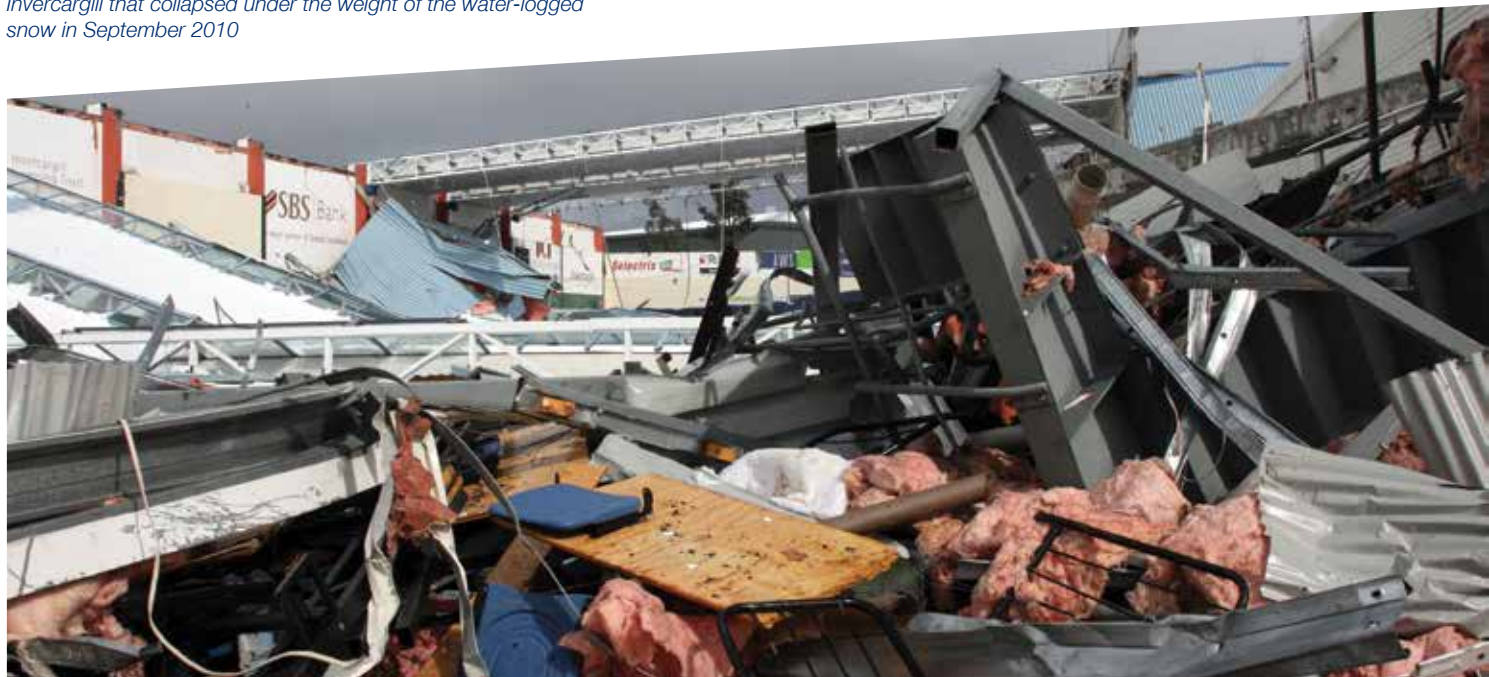
TRANSITION TO RECOVERY

The recovery function should be established as soon as possible after the activation of the ECC.
During the transition period there is a gradual shift in priorities from the urgent, immediate community needs towards long-term community recovery.

The Group Controller and Group Recovery Manager will work in tandem to ensure that the termination of the state of emergency (or the end of the response if a CDEM declaration has not been made) does not impact on planning recovery operations. In the transition to recovery the Group Controller and the Group Recovery Manager are to formally acknowledge the transfer of coordination and accountability for recovery-related activities. This is done in the transition briefing, chaired by the Group Controller, where the response transition report is tabled and key action points covered.

The response transition report will include items such as:

- the response action plan in place at the time of transition, noting actions that are incomplete

- the type and status of all assigned resources

- action taken to finalise the calculation of emergency expenditure

- a summary of the type and extent of damage in the affected area at the time of transition, noting specifically any areas or situations with the potential for a re-escalation to a declared state of emergency

- a summary of the condition of the various aspects of the community and environment affected by the emergency and their inter-relationships, under the following headings:

    - social environment

    - built environment

    - economic environment

    - natural environment

    - rural environment

Key recovery personnel will be present at the briefing to ensure that the relationships between the various elements of each phase are recognised and provided for.

Below: A coating of snow for residents of Winton August 2004

TABLE 4:
Response Objectives, Methods and Tools

Strategic Goal 3: Communities are empowered to respond to emergencies		
	Objectives	**Methods and Tools**
3:1	To ensure organisations (with a role in CDEM) are capable and ready to respond to an emergency	a. Develop a training strategy for EMS b. Align ECC training to the Integrated Training Framework (ITF) c. Develop and implement an annual training programme for CDEM, ECC staff and partner agencies d. Develop and implement an annual exercise programme which aligns with the national framework, includes partner agencies and complements the training strategy e. Promote the flexible use of technology, including mobile devices, video conferencing and field deployment[20]
3:2	Develop and strengthen relationships with CDEM Partner organisations and agencies.	a. Continue to support and communicate with operational planning groups/committees and encourage reporting to CEG on matters of interest b. Facilitate the review of committee Terms of Reference to re-energise their aims/objectives c. Ensure appropriate people attend working groups across all levels d. Encourage participation in multi-agency, multi-disciplinary training/exercises e. Promote the Lifelines Group throughout Southland and encourage key lifeline utilities to fully participate in its activities f. Support the Southern Rural Support Trust with planning, promotion and necessary resources in recognition of their contribution to a safer, strong rural Southland
3:3	Develop and maintain appropriate documentation to describe key activities, functional responses and protocols in support of the Group Plan	a. Review existing plans as required, both for CDEM and partner agencies b. Develop a document storage system suitable for flexible working in an emergency response environment c. Ensure EMS is capable of disseminating important information through any means necessary, eg. social media, websites, radio etc d. Review all Standard Operating Procedures and develop new ones as required, designed to be relevant and easy to use e. Develop a business continuity plan for EMS and the ECC f. Work closely with the four councils in Southland to integrate their incident management teams, staffing provided for the ECC and communication protocols during times of emergency

[20] *This point has strong reliance/dependency on lifeline utilities (power and telecommunications in particular).*

3:4	Provide effective warning systems to enable agencies and the community to respond rapidly to a potential event	a.	Monitor available warning system technology and consider their worth for Southland
		b.	Actively promote the text alerting system and hazard to Southlanders
		c.	Integrate new activation procedures into the Group Warning System SOP to ensure that it remains robust
		d.	Maintain an up-to-date PIM plan and ensure the PIM team trains in emergency management and can provide 24/7 cover
3:5	Establish and maintain effective and resilient interagency communication networks and processes	a.	Agree and implement region wide protocols for interagency reporting during an emergency
		b.	Review options for emergency information management systems to provide for effective response co-ordination
		c.	Develop and lead a robust Health & Safety policy for the Southland CDEM Group
3:6	Enhancing the ability of the community to prepare and manage emergencies	a.	Implement community engagement strategy

Below: The set up at McGregor's Concrete in Winton for filling sand bags March 2015

EMERGENCY MANAGEMENT PLAN
RECOVERY

Recovery activities are those directed at providing the information, resources, personal support and community infrastructure necessary for individuals and the community to achieve self-sufficiency and sustained independent functioning as soon as possible after an emergency event.

SECTION **06.**

Recovery is the coordinated efforts and processes to effect the immediate, medium and long-term holistic regeneration of a community following an emergency event and it involves:

- minimising the escalation of the consequences of an emergency

- rehabilitation of social, economic, natural, built and rural environments

- taking opportunities to adapt to meet the physical, environmental, economic and psychological future needs

- reducing future exposure to hazards and their associated risks by incorporating the learnings into business continuity planning.

All agencies involved in recovery need to understand the essential principles of psychosocial community recovery, and the fact that recovery goes well beyond the provision of physical resources. Recovery often lasts many times longer than response, involves a far greater level of planning and management and is a very complex process. Therefore the importance of reducing the long-term consequences of emergencies through sound recovery planning and management cannot be overstated.

The CDEM Group has a statutory function to carry out recovery activities[21]. This includes the facilitation, co-ordination and monitoring of recovery activities to ensure the recovery is effective and provides the best outcome for the community. It should also be recognised that in a large scale event the recovery process can be long term and could take months or years.

The Group Recovery Plan must be reviewed on completion of this Group Plan and will incorporate recently enacted changes to Recovery legislation under the CDEM Amendment Bill. The Group Recovery Plan is a supporting document to this plan, and provides the detailed planning and management arrangements for a seamless transition from response into the recovery phase within the Group.

RECOVERY PRINCIPLES

- seek to minimise the consequences of an event as quickly as possible

- recovery is best embedded within Reduction and Readiness and needs to occur alongside the Response

- begin the recovery process at the beginning of the response phase as key decisions during the response phase are likely to directly influence and shape recovery

- use pre-event planning and management to ensure that recovery arrangements are integrated, transparent, practical, accessible and well communicated to all communities

- recovery is a complex social process, best achieved when its community driven, the community are involved in the decision making process and the community exercise a high level of self-determination

- transition to business as usual operations should be a priority in recovery planning

- recovery should not just aim at recreating the past, but creating the future. Opportunities to reduce vulnerability to future hazard emergencies should be sought and implemented during recovery

- consideration of the heritage and culture of Southland during recovery will support the long term recovery of the community

[21] *Section 17 (1e) CDEM Act 2002*

GROUP RECOVERY STRUCTURE

CDEM Groups role in recovery

Governance for the Recovery phase sits with the CDEM Joint Committee, with support from the Coordinating Executive Group (CEG). Their role is to determine the priorities and policy for recovery.

Operationally the Group Recovery Manager coordinates interagency recovery activities and ensures the directives and priorities set by CDEM Governance are implemented accordingly.

The recovery structure needs to be flexible enough to allow the recovery office to rapidly adjust to the specific nature and duration of the emergency.

Figure 9 shows the current CDEM Group Recovery structure.

FIGURE 9: **Southland CDEM Group Recovery Structure (during recovery management phase)**
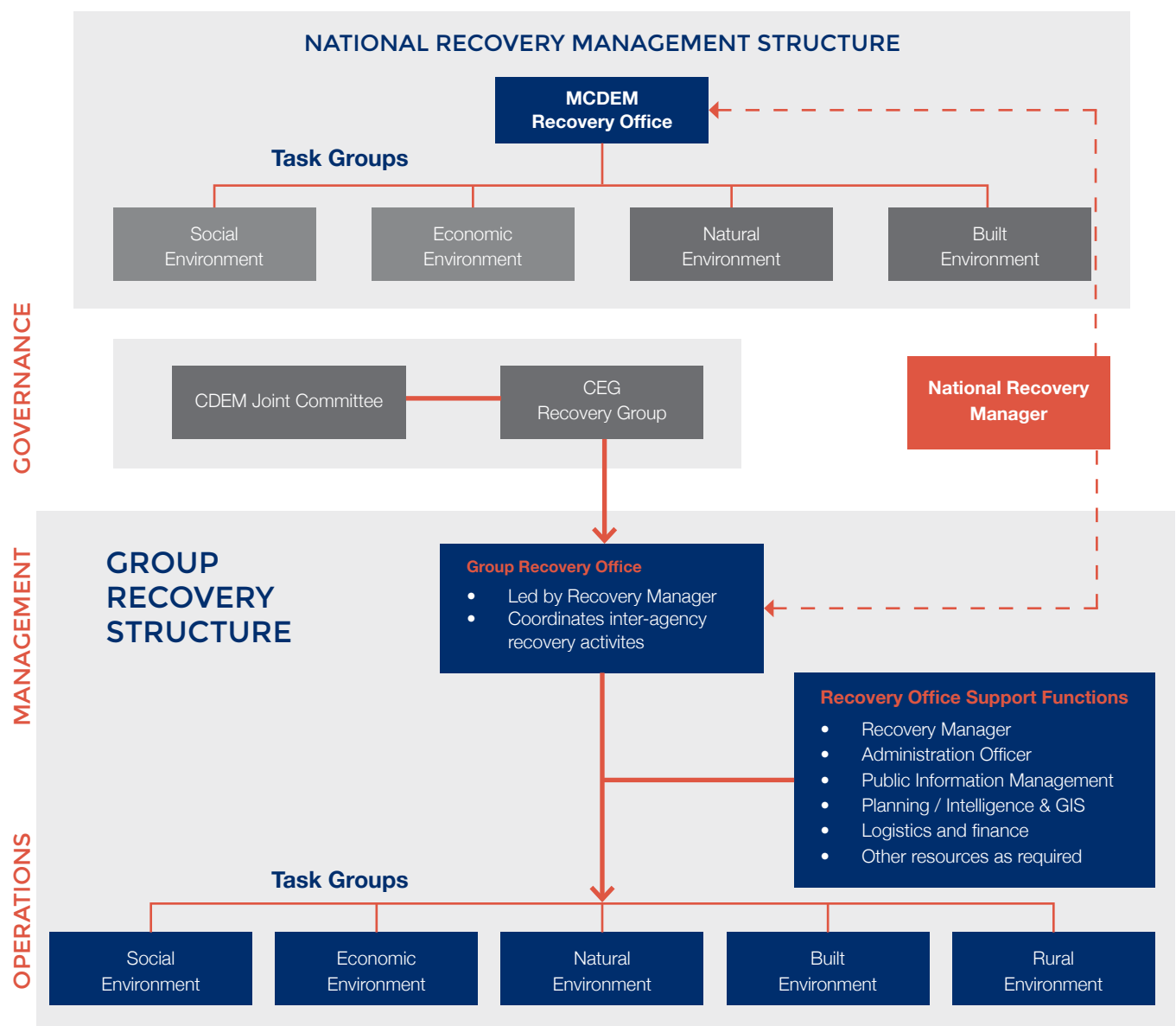
MCDEM / National Recovery Office

The National Recovery Manager, under the authority of The Director, Ministry of CDEM, is responsible for co-ordinating the recovery process at national level and reporting to Government. Where necessary a National Recovery Office will be established to ensure that recovery activity is co-ordinated, and to ensure that the National CDEM Plan is implemented. At the time of writing this Group Plan the legislation governing Recovery was under-going review, any changes resulting from this review will be reflected in the Group Recovery Plan when it is next revised.

Southland Recovery Office / Group Recovery Manager

The Group Recovery Manager manages the support staff in the Recovery Office and has a liaison role with the National Recovery Manager/Office (if one is appointed).

Role:

- oversee the planning, prioritisation, transition to and coordination of recovery activities
- oversee the identification and procurement of resources to support the recovery process
- maintain the response initiatives that support recovery
- liaise with the task groups set up within its region
- robust reporting to keep relevant parties informed of the emergencies impact, regional progress and identified emerging issues
- liaise with the National Recovery Office (if one is set up)
- re-provisioning and readiness for subsequent emergencies
- emphasising reduction opportunities for those in a position to influence change

Reporting:

The Group Recovery Manager reports to the CEG Recovery Group.

Since one type of reporting will not fit all situations the reporting systems will be flexible and based on reporting templates used during response, such as SitReps with adaptions to embrace the needs of the recovery phase.

EMS will actively support and provide staff and resources to the Southland Recovery Office for the period of the recovery phase.

The role of the Group Recovery Manager in Reduction and Readiness, in conjunction with EMS is to:

- provide planning intelligence across the 4Rs
- ensure that recovery plans are up to date
- check that statutory requirements of local authorities for recovery are met
- ensure staff are aware of their roles and have appropriate training

The Joint Committee has designated a Recovery Manager for the region. The appointment and delegation of the Recovery Manager is outlined in the Management and Governance section of this plan. The Recovery Manager and Alternates are named within Appendix 1.

Below: New beginnings - sunrise over Invercargill City May 2016

Recovery Task Groups

The five key task groups can operate to address all elements of recovery within them, or alternately establish separate subtask groups depending on the scale of the emergency. Task groups play an important role in ensuring coordination of activities at group and national level.

The key role of each task-group is to represent and support the interests of that sector and contribute to the resolution of issues and development of recovery goals and coordinate tasks among participating agencies.
Recovery Task Groups are illustrated in Figure 10.

FIGURE 10: Recovery Task Groups

BUILT

Establish priorities for and implement reconstruction and recovery for residential, industrial, commercial, lifelines and land-use

SOCIAL

Welfare of people and communities (safety, well-being and health)

RECOVERY TASK GROUPS

ECONOMIC

Support economic recovery for all communities

Supporting the rural sector, with components of all the other environments represented when the rural sector is predominately affected

RURAL

Minimising impacts on the natural environment which could have consequence for the other four environments

NATURAL

TABLE 5: Recovery Objectives, Methods and Tools

Strategic Goal 4: Communities bounce back from adversity stronger than before	
Objectives	**Methods and Tools**
4:1 Strengthen recovery capability and capacity across all agencies and the wider community	a. Review the current Group Recovery Plan to align with the new legislation and this new Group Plan b. Maintain a Recovery Plan over the life of this Group Plan c. Engage regularly with agencies involved in the Recovery Structure d. Ensure that key agencies understand the role of recovery e. Incorporate Recovery as a key component of excercise and training f. Presentations/education to community groups and organisations on the 4Rs g. Commitment of EMS resources to any recovery operation
4:2 Promote coordinated and standardised recovery activities amongst partner agencies	a. Encourage Group wide training, exercises and key competencies b. Define roles and responsibilities for each agency / organisation c. Assist council and partner agencies to develop business continuity plans (BCP) d. Facilitate the sharing of best practice information on recovery management

Left: Rebuilding Stadium Southland following it's collapse caused from heavy snow in 2010
Right: Repair work being undertaken to the stopbanks of the Mataura River by the Tannery corner following the floods of 1987

EMERGENCY MANAGEMENT PLAN
MONITORING & EVALUATION

Ongoing monitoring and evaluation is key to ensuring that the CDEM Group is complying with it's obligations, achieving its objectives and making progress towards its goals and those of the National CDEM Strategy.

SECTION 07.

Monitoring and evaluation allows comparisons between actual and desired states and ongoing analysis and improvement of processes and outcomes.

Monitoring involves tracking progress against a plan or performance against standards, generally using quantitative data.

Evaluation is about measuring effectiveness; it compares what is happening against what was intended by the plan (the goals, objectives and targets) and interprets the reasons for any differences. Monitoring and evaluation can be undertaken internally or by external agencies and is generally focussed in three different areas:

1. **Compliance** – monitoring compliance of the Group against any relevant legislative requirements

2. **Performance** – can be measured as capability and capacity – whether the EMS or Council work programmes are being carried out according to needs and requirements. Council work programmes must include elements that fulfil their responsibilities under Section 3.3.1 of the Agreement on Joint Civil Defence Services

3. **Outcomes** – monitoring and evaluating progress towards the high-level goals and objectives of the Group

CONTEXTUAL FRAMEWORK

Monitoring and evaluation is a requirement of the Southland CDEM Group under the CDEM Act[22]. Relevant benchmarking documents include:

- the CDEM Act

- National Strategy, Plan and Guide

- Southland CDEM Group goals and objectives

- EMS work programmes

- public surveys and analysis

- council Long Term Plans

- MCDEM Capability Assessment Tool

Right: Break feeding sheep on winter pasture at South Hillend with the snow capped Takitimu Mountains in the background

[22] Section 17 (1) (h) and Section 37 (1) of the CDEM Act 2002

MONITORING AND REPORTING ON THE SOUTHLAND CDEM GROUP PLAN

This Group Plan will be monitored in the following ways:

- EMS will conduct an annual check to ensure that the Group Plan is still accurate and legislatively compliant

- regular reports to the CEG on the progress of the objectives and key performance indicators as identified in the work programme and business plan

- CEG will provide an annual report against work programmes (annual and 5 year) to the Joint Committee

- following activation of the ECC, a debrief and report will be provided, assessing the effectiveness of recent work and also identifying areas for improvement

REGULAR EVALUATION

The MCDEM capability assessment tool[23] will be used to evaluate progress across the Southland CDEM Group at least every five years. It is anticipated that this evaluation will be led by the MCDEM staff with support from EMS.

HEALTH & SAFETY

Southland CDEM Group had sought legal advice from Simpson Grierson Barristers & Solicitors in relation to their responsibilities under the Health and Safety at Work Act 2015 and the following is a section from the Status of the Coordinating Executive Group in relation to its status under the Health and Safety at Work Act 2015 Report.

"Legal Status of the Group (Joint Committee)
The CEG is not a person conducting a business or undertaking (PCBU)

To analyse the status of the CEG, it is necessary first to look at the legal status of the Group and the CEG for the purposes of Health and Safety at Work Act 2015 (HSWA). The Group is, by virtue of 12(1)(a) of the Civil Defence Emergency Management Act 2002, a joint standing committee. Such committees are not usually treated as legal persons or entities. Each of the entities that sit on the Group are, in contrast, PCBUs, that will owe duties of care to their workers, workers whose activities are influenced or directed by them, and other persons.

In our view, CDEM Groups fall within a category of subordinate decision making bodies of a council, to whom powers and responsibilities are formally delegated by that council (Subordinate Groups). Subordinate Groups tend not to have a separate governance structure and they do not constitute separate legal entities.

---

[23] *This tool aims to create a standard assessment of emergency management capability in New Zealand. It consists of a set of key performance indicators and performance measures against which organisations can assess themselves or be externally assessed.*

Legal Status of the CEG

CEG Representatives are not officers.

Because we do not consider the CEG to be a PCBU under HSWA, the work performed by individuals who sit on the CEG forms part of the scope of their wider duties for the Council (or emergency service provider or SDHB) that employs them, as it is those Councils/emergency service providers who are the PCBUs in this circumstance. We note that it is also these bodies that will owe the overlapping duties outlined in HSWA, about which we can advise separately if required.

We do not consider that individuals sitting on the CEG will become officers by virtue of that appointment, and nor, for the avoidance of doubt, will they become officers of their employing entity just by virtue of that appointment. Unless an identified individual within the CEG is an officer of the Council/service provider by virtue of the level of their significant influence and control over the entity as a whole, they will not be an officer of the CEG.

The Chairperson of the CEG is not an officer of the CEG.

The same principle applies to the Chair of the CEG. Whether the Chair is an officer would be determined by ascertaining the degree of power and influence s/he had over their employing organisation as a whole. Their chairmanship of CEG alone would not be determinative of whether they are an officer (and, as stated above, they would not be an officer of the CEG itself, because the CEG is not a PCBU).

The Status of the CEG does not change in the event of a civil defence emergency.

HSWA does not expressly contemplate civil defence emergency situations.
In our view, therefore, the declaration of a state of emergency would have no impact upon the application of HSWA to the Group, the CEG, or any individuals sitting on either committee. Obviously the duties and obligations of each participating organisation sitting on the Group and/or the CEG would come under close scrutiny should such a circumstance arise, and steps should be taken to ensure compliance with HSWA by each of those bodies (each being a PCBU in its own right).

We do recommend that members of the Group and/or the CEG, as appropriate, should schedule a meeting to discuss compliance with the overlapping duties and provisions in HSWA (particularly the obligation to consult, cooperate with and coordinate activities in relation to compliance by a PCBU with HSWA). Subsequently this should be assessed on a regular basis – this is not a one-off obligation."

For additional information refer to the full Status of the Coordinating Executive Group in relation to its status under the Health and Safety at Work Act 2015 Report, available from the Manager of EMS.

Emergency Management Southland Health and Safety Policy documents their goals, reporting and roles and responsibilities around health and safety. Emergency Management Southland have a Health and Safety representative on Environment Southland's Health and Safety Committee and EMS staff will be involved in workplace health and safety. Staff or volunteers carrying out work for CDEM or receiving CDEM training will have a health and safety component included in their induction briefings.

For additional information on CDEM organisations responsibilities in relation to volunteers refer to the Guide to the National Civil Defence Emergency Management Plan 2015 s4.2.2

EMERGENCY MANAGEMENT PLAN
MANAGEMENT & GOVERNANCE

The CDEM Act 2002 (CDEM Act) sets out the requirements for CDEM arrangements and the requirements for the establishment of CDEM Groups in New Zealand.

SECTION **08.**
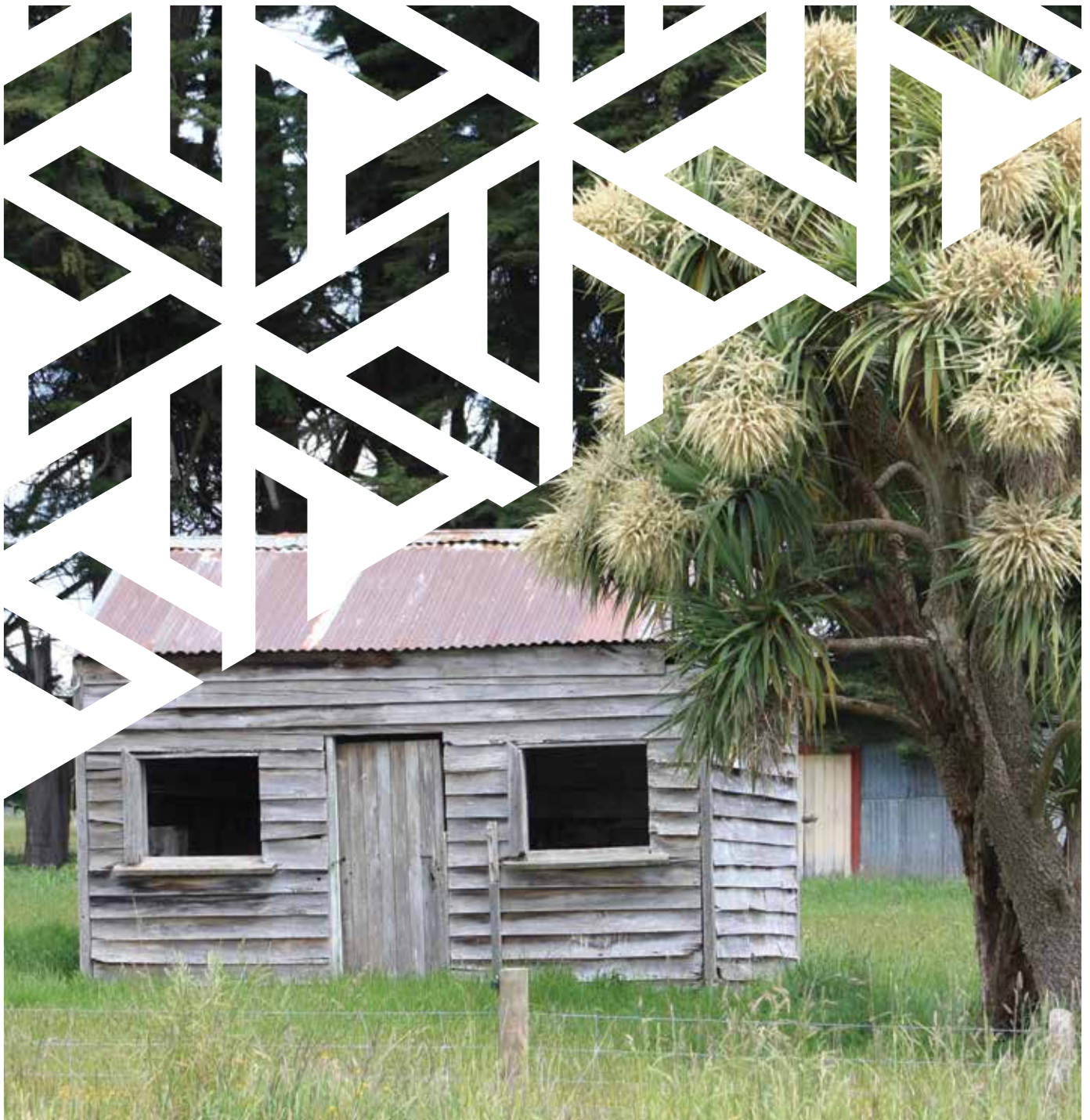
As identified in the plan introduction the Councils in Southland have agreed that their responsibilities for CDEM under the CDEM Act will be combined and delivered through Emergency Management Southland.

As part of this agreement each Council remains responsible within their organisation for compliance with s64(2)[24] of the CDEM Act.

Taking a comprehensive approach to emergency management requires that CDEM activities must encompass the 4Rs. Under the CDEM Act the governance and management of CDEM activities is vested with local government through the Joint Committee and Coordinating Executive Group (CEG).

The Joint Committee and CEG are therefore primarily responsible for overseeing the governance and management of CDEM activities during reduction, readiness and recovery. Both the Joint Committee and the CEG are responsible for ensuring that the Group is prepared and capable of responding to an emergency. However primary responsibility for managing and implementing the response to an emergency is placed with the Group Controller, who is appointed by the Joint Committee.

The Southland CDEM Group Governance Structure is illustrated in Figure 11.

PRINCIPLES

- **CDEM Group Joint Committee** understands they own the CDEM Group Plan, that they are ultimately accountable for CDEM in the region, and clearly directs the Coordinating Executive Group

- **Coordinating Executive Group** understands they have a regional focus, and give strategic advice to the Joint Committee, and oversees the implementation of the CDEM Group Plan via EMS and local CDEM arrangements

- **Environment Southland** as administering authority understands it provides administration, premises, equipment and other related services to EMS

- **EMS** is accountable to the Coordinating Executive Group. EMS maintains a work programme, derived from the CDEM Group Plan, and delivers regional CDEM outcomes

- **funding** is clearly laid out in the Agreement on Joint Civil Defence Services, with accountability across organisations and transparent financial procedures and budget reporting, and

- **monitoring and reporting** that takes place at all levels to satisfy the higher level of the delivery of outcomes

[24] *A local authority must ensure that it is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency*

FIGURE 11: Southland CDEM Group Governance Structure

Governed by:
Joint Committee

Managed by:
Coordinating Executive Group

Service coordinated by:
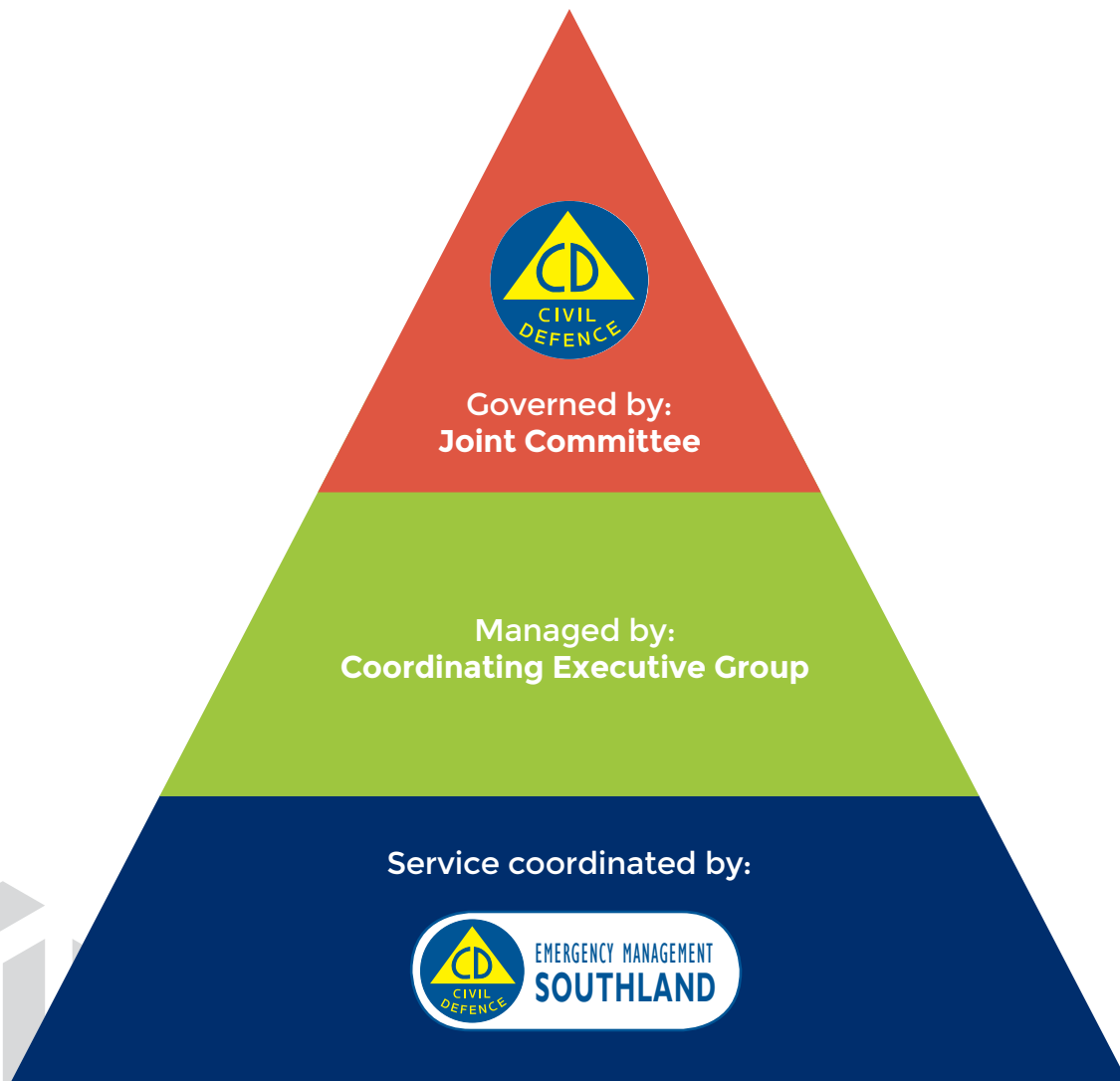
FIGURE 12: Southland Reporting & Advice/Support Lines

KEY
Blue lines - reporting line
Red lines - advice and support

Joint Committee

Coordination Executive Group (CEG)

Emergency Services Coordination Commitee (ESCC)

Emergency Management Southland (EMS)

Operations Sub-Committee (OSC)

Welfare Coordination Group (WCG)

Readiness & Response Committee (RRC)

Southland Regional Lifelines Group
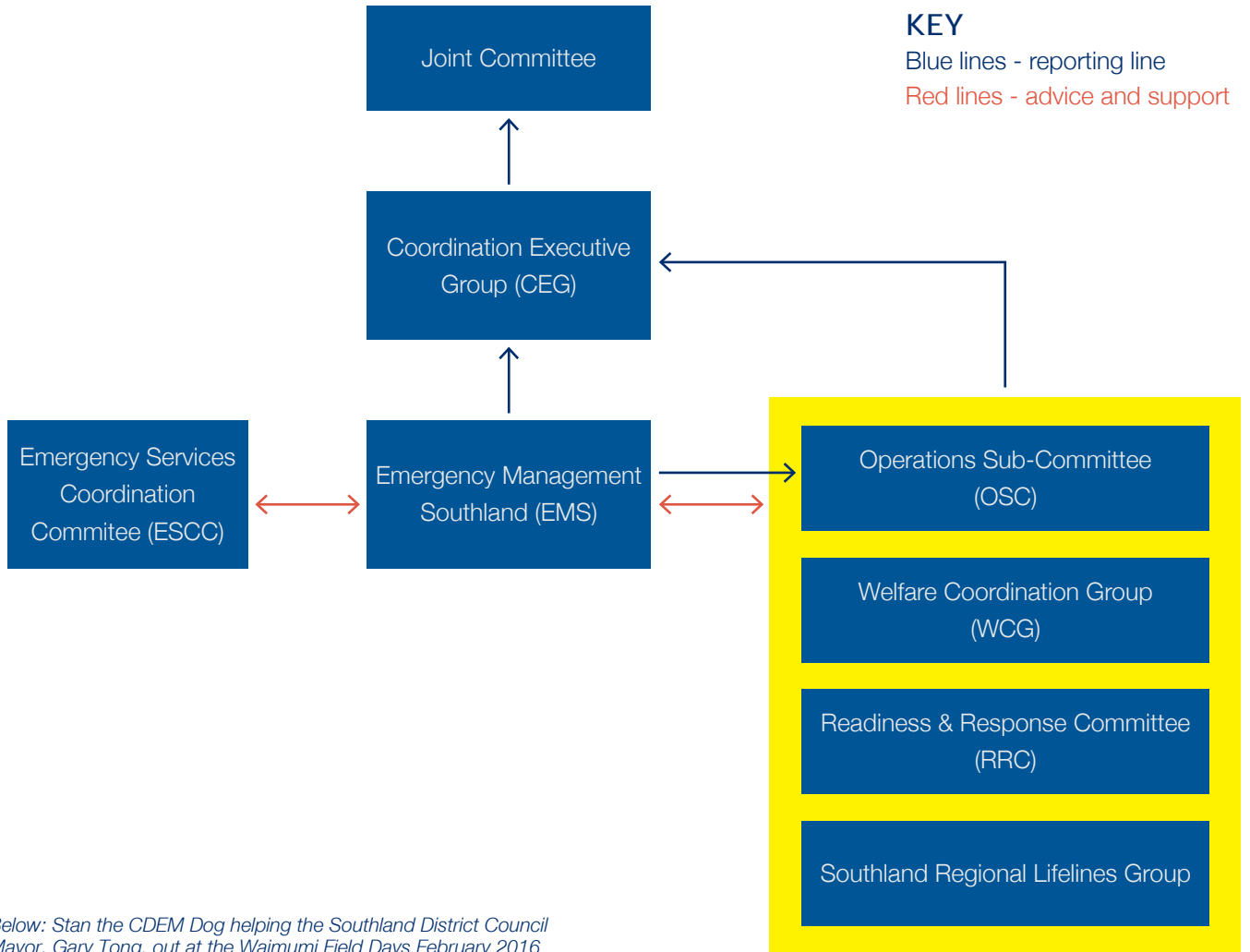
Below: Stan the CDEM Dog helping the Southland District Council Mayor, Gary Tong, out at the Waimumi Field Days February 2016

JOINT COMMITTEE

The Joint Committee is a committee of the local authorities established under the CDEM Act[25] and provides governance and strategic direction to the Southland CDEM Group.

Membership

- Members of the Joint Committee are;
- Gore District Council [Mayor],
- Invercargill City Council [Mayor],
- Southland District Council [Mayor]
- Environment Southland [Chairperson].

OR their elected representative.

Each member is delegated to act on behalf of their local authority.

Each member also appoints an alternate from their authority who has delegated authority to act for that mayor or chairperson.

Each elected member has authority to vote and make decisions for their respective local authority.

Observers;
- CEG Chairperson
- EMS Manager
- MCDEM Representative

Observers do not have voting rights.

The Joint Committee will elect its own chairperson and deputy chairperson.

Meeting Arrangements

- the Joint Committee meetings are held to coincide with other Council arrangements but no less than twice annually.

- quorum – notwithstanding the provisions of the Local Government Act 2002, at the discretion of the Chairperson, the meeting may not proceed unless three of the four members are present

Functions

The functions of the Joint Committee are detailed in s17 of the CDEM Act.

Responsibilities

The Joint Committee responsible for overseeing the delivery of CDEM in Southland in accordance with the CDEM Act[26] and will:

1. Set the strategic direction of the Group via the Group Plan

2. Receive reports from the CEG Chair

3. Delegate its functions to the CEG to manage and prioritise in order to facilitate the business of the Group. (Note: responsibility and accountability for their performance remains with the Joint Committee)

4. Approve five-year and annual business plans

5. Approve annual budget

6. Monitor work progress in implementing the business plans

7. Review, amend and approve the CDEM Group Plan

8. Appoint Group Controllers and delegate powers as required

9. Appoint the Group Recovery Manager

[25] Section 12 of the CDEM Act 2002
[26] Section 17 of the CDEM Act 2002

COORDINATING EXECUTIVE GROUP

Membership

The Coordinating Executive Group (CEG) comprises of the statutory appointments of the;

- Gore District Council [Chief Executive Officer]

- Invercargill City Council [Chief Executive Officer]

- Southland District Council [Chief Executive Officer]

- Environment Southland [Chief Executive Officer]

- a senior member of the NZ Police

- a senior member of the NZ fire service

- Southern District Health Board (SDHB) [Chief Executive Officer]

- plus any other persons that may be co-opted by the Joint Committee

All statutory appointments have voting rights.

Observers;

- EMS Manager

- Welfare Manager

- Public Information Manager

- The District Operations Manager - Southland Otago (or their delegate) of St John

- MCDEM Representative

- Controllers

- Chair of Reduction Working Group

- Recovery Manager

Observers are non-voting members

Functions

The functions of the CEG are detailed in s20(2) of the CDEM Act.

Meeting Arrangements

- the CEG meetings are held no less than three times annually – meeting dates are generally set prior to the commencement of the calendar year

- there is a quorum of four CEG voting members

- a consensus decision-making model will prevail (all decisions jointly discuss and decided). If this does not work, the CEG will revert to a majority vote model

Responsibilities

The CEG is responsible for providing advice to the Joint Committee and implementing their decisions.

Individual CEG members' responsibilities include:

- ensuring effective liaison and communication on CDEM matters with their respective elected representatives on the Joint Committee (where applicable)

- facilitating the implementation of the CDEM Group Plan within their respective organisations

- provide regular reports on CDEM matters to their respective management

- recommend the annual business plan and budget to the Joint Committee

- CEG Chairperson provides a written report for each Joint Committee meeting

OPERATIONS SUB-COMMITTEE

The Operations Subcommittee (OSC) is a sub-committee of the Joint Committee for the purpose of ensuring the effective combination and implementation of the Southland Council's responsibilities for Civil Defence Emergency Management under the CDEM Act.

Membership

A senior management team member* (or their alternate) with emergency management responsibilities from:

- Gore District Council
- Invercargill City Council
- Southland District Council
- Environment Southland [Convenor]

All these members have authority to vote as does their alternate.

Observers;

- EMS Manager
- CDEM CEG Chairperson

Observers do not have voting rights.

*Appointed by their respective CEO.

The Environment Southland member takes on the role of convenor.

The functions of the OSC are set out in clause 3.1 of the Agreement on Joint Civil Defence Services document.

Meeting Arrangements

- the OSC meetings are held as required up to six times annually
- with a quorum of three members. Only one alternate attending the meeting may be counted as a member
- decisions unable to be made by consensus of the voting members will be referred to the CEG for a decision

EMERGENCY MANAGEMENT SOUTHLAND

Emergency Management Southland (EMS) is a stand-alone entity working on behalf of all the Councils in Southland. Each Council has equal participation in and control of EMS. EMS comprises of an Emergency Management Office and an Emergency Coordination Centre in Invercargill.

EMS is funded using the principles set out in clause 8 of the Agreement on Joint Civil Defence Services document.

Purpose

To carry out the functions, powers and duties of the Councils under the CDEM Act as specified in the Agreement on Joint Civil Defence Services27 document plus any other emergency management services as the Councils may agree upon from time to time.

Responsibilities

EMS is responsible and accountable to the Joint Committee through the CEG. In addition, EMS will receive operational oversight and direction from the OSC for matters within its jurisdiction as specified in clause 3.1 on the Agreement on Joint Civil Defence Services document.

---

27 Clauses 3.2 & 3.3 of the Agreement on Joint Civil Defence Services

WELFARE COORDINATION GROUP (WCG)

The WCG is a formal committee of the Coordinating Executive Group and is governed by the CEG. The mandate for an establishment of a WCG is set out in the National CDEM Plan 2015 (section 65).

Further information on the membership and functions of the Welfare Coordination Group is available in the Southland CDEM Welfare Plan & Welfare Centre Standard Operating Procedures.

ADMINISTRATIVE ARRANGEMENTS

Administering Authority

Environment Southland is the administering authority[28] for the Southland CDEM Group and provides premises and equipment[29] for Emergency Management Southland.

EMS Office

EMS office is located at Environment Southland on the corner of Price Street and North Road, Waikiwi, Invercargill.

It is also the Emergency Operations Centre for Southland CDEM.

The functions of the EMS office include:

- advice and technical support to the Joint Committee, CEG and OSC

- implements the decisions of the Joint Committee, CEG, and OSC

- project co-ordination and management

- management of contracts entered into on behalf of the Joint Committee or CEG

- management of any working groups, sub-committees or similar established by the Joint Committee or CEG.

- maintaining the Group Emergency Operation Centre and other Sector Control Points as deemed necessary and ensure adequate personnel are trained to staff these facilities

- preparing the Group Plan, its updates and reviews

- preparing an annual business plan within the specified time frames

- preparing in consultation with the CEG, the annual report of EMS's activities, budget and performance to the Joint Committee

- providing regular financial reports to the CEG and OSC

- external liaison with the CDEM Community

- community engagement to promote and support their ability to recognise and cope with hazards and risks affecting their community

- representing the CDEM Group on national bodies and projects

---

[28] s23 of the CDEM Act 2002
[29] s10 of the Agreement on Joint Civil Defence Services

DELEGATED AUTHORITIES, FUNCTIONS, AND POWERS

Although the Joint Committee retains the responsibility for CDEM in the region under the CDEM Act[30], there are a number of authorisations, functions and powers that the Joint Committee can delegate to persons and/or positions as key appointments.

Powers and Obligations

The Joint Committee has all the powers[31] that are reasonably necessary to enable it to perform its functions, including the power to delegate any of its functions to members, the Group Controller, or any other person.

Delegated Authority

In accordance with the CDEM Act, the Joint Committee has authorised the following:

- delegation of the emergency powers[32] to the Group Controller while a state of emergency is in force in its area
- delegation to the CEG to co-opt non-voting members onto the CEG[33]
- delegation to the CEG on approval of this Plan to:
  - make minor changes to the Group Plan[34]
  - approve all Standard Operating Procedures (SOPs) that support the Group Plan
- persons able to declare a local state of emergency in Southland[35]

Declaration Authority

When only one ward or district of Southland is affected the following have declaration authority:

1. **Mayor** of the territorial authority affected.
   In the absence of the mayor, the following are authorised, in order, to undertake this function;

2. **Deputy Mayor** of the territorial authority affected.

3. the affected territorial authorities **CDEM Joint Committee representative.**

4. **Environment Southland Joint Committee representative.**

When more than one district or the whole region of Southland is affected the following have declaration authority:

1. **Chairperson of the Joint Committee**
   In the absence of the above person, the following are authorised, in order, to undertake this function;

2. **Deputy Chairperson of the Joint Committee**

3. **Environment Southland's representative on the Joint Committee**

4. **Southland District Council's representative on the Joint Committee**

5. **Invercargill City Council's representative on the Joint Committee**

6. **Gore District Council's representative on the Joint Committee**

The CDEM Act provides that if none of the above is available/able to declare a state of local emergency, a representative of any member of the CDEM Group may make the declaration.

Despite the above provisions, in accordance with the CDEM Act[36], the Mayor of a territorial authority, or an elected member of the territorial authority designated to act on behalf of the Mayor if the Mayor is absent, may declare a state of local emergency that covers the district of that territorial authority.

In accordance with the CDEM Act[37] any person authorised to declare a state of local emergency may also make a declaration to extend or terminate a state of local emergency.

---

[30] s18, s25-27 under the CDEM Act 2002
[31] Covered under s16 & s18 of the CDEM Act 2002
[32] s85 of the CDEM Act 2002
[33] Reference; Group Minutes 24 Nov 2003
[34] s57 of the CDEM Act 2002
[35] s25(1) of the CDEM Act 2002
[36] s25(5) of the CDEM Act
[37] s71 and s72 of the CDEM Act

FIGURE 13: Declaration Authority

Only one Ward or District

Mayor of that district

⬇

Deputy Mayor
of that district

⬇

Joint Committee
Representative
of that district

⬇

Environment Southland's
representative
on the joint committee

➡

More than one District or Whole Region

Chairperson of the Joint Committee

⬇

Deputy Chairperson of the Joint Committee

⬇

Environment Southland's Joint Committee representative

⬇

Southland's District Council's Joint Committee representative

⬇

Invercargill City Council's Joint Committee representative

⬇

Gore District Council's Joint Committee representative

⬇

Any representative member of the Group

Key Appointments

The Southland CDEM Group statutory and non-statutory appointments associated with this plan to meet the requirements of the CDEM Act include:

- Group and Alternate Group Controllers[38]
  - The Controllers functions are listed in s28 of the CDEM Act.
- Group and Alternate Group Recovery Managers
- Group and Alternate Group Welfare Managers
- Group and Alternate Group Public Information Managers
- Lifelines Coordinator

FINANCIAL ARRANGEMENTS

CDEM activities incur costs that can be incurred in two ways:

1. PROGRAMMED ACTIVITIES:

Day-to-day EMS activities

- administrative and related services under s24 of the CDEM Act

- reduction and readiness activities performed by EMS to fulfil current agreed levels of service

Projects

- the EMS Annual business plan based on the Southland CDEM Group Plan

- projects that are identified as priorities that are not based on the Southland CDEM Group Plan

2. EMERGENCY EXPENDITURE:

Expenditure incurred by the Group in the lead up to, during and immediately after activation of the EMS CC either in a declared or non-declared emergency

For expenditure in a CDEM emergency Environment Southland is responsible for ensuring that $2,000,000 is available to enable EMS to meet the costs of start-up and responding to an emergency as well as maintaining a financial reserve of $100,000 to cover unbudgeted expenditure when the ECC is activated. The Manager of EMS has the authority to spend up to $250,000 on the start-up and early stage costs of responding to an emergency. The Controller from time to time in charge of the emergency has authority for expenditure beyond $250,000.

The Councils are responsible for meeting (through avenues such as over-draft arrangements and insurance policies) their own routine emergency response business expenditure e.g. infrastructure contractors, wages for staff working in the ECC.

Environment Southland will meet the costs of approved response expenditure over and outside the Council's routine emergency response costs.

Where a resource is deployed a clear record of who authorises any expenditure, its purpose etc. is required to be kept by all Councils and EMS.

In an emergency CDEM agencies are expected to meet their own operational costs as outlined in the Guide to the National CDEM Plan.

During Recovery - Upon termination of an emergency, whether declared or non-declared, the expenditure management regime established for the response phase will be transferred into the recovery phase and placed under the control of the Recovery Manager. The Recovery Manager must work within the Terms of Reference set out in the Recovery Plan.

COST RECOVERY

Information regarding government financial support in response costs is contained in s33 of the Guide to the National Plan.

On termination of the emergency, the Group Controller will recommend which costs could reasonably be met by the Southland CDEM Group and which costs may be recovered from central government.

Cost recovery may be sought from government or non-government sources e.g. insurance companies.

EMS will facilitate the coordination of cost recovery from MCDEM and will work closely with both MCDEM and the Council's financial managers in this process.

EMS will coordinate and check the claims from the Councils, prepare a claim for agreed costs, and submit the reimbursement application to the government.

Volunteers suffering personal injury or damage to or loss of property while carrying out emergency work under the control or authority of the Group Controller may also submit claims to EMS
(refer to the CDEM Act s108 and s109).

EMERGENCY MANAGEMENT PLAN
SUPPORTING DOCUMENTS

Documents that align and/or provide support to this plan

SECTION 9.

DOCUMENTS THAT SUPPORT THIS GROUP PLAN

Internal Documents	Available From
Emergency Management Southland Statement of Intent	http://www.civildefencesouthland.govt.nz
Emergency Management Southland Annual Report	http://www.civildefencesouthland.govt.nz
Southland Civil Defence Emergency Management Group Public Education Strategy	http://www.civildefencesouthland.govt.nz
Southland Civil Defence Emergency Management Group Recovery Plan	http://www.civildefencesouthland.govt.nz
Southland Civil Defence Emergency Management Group Welfare Plan	Emergency Management Southland Office
Southland Civil Defence Emergency Management Group Constitution	Emergency Management Southland Office
Agreement on Joint Civil Defence Services	Emergency Management Southland Office
Southland Civil Defence Emergency Management Public Education Strategy	Emergency Management Southland Office
National Civil Defence Emergency Management Plan	http://www.legislation.govt.nz/regulation/public/2015/0140/latest/DLM6486453.html?src=qs%20
National Civil Defence Emergency Management Strategy	http://www.civildefence.govt.nz/assets/Uploads/publications/national-CDEM-strategy-2008.pdf
Guide to the National Civil Defence Emergency Management Plan	http://www.civildefence.govt.nz/cdem-sector/cdem-framework/guide-to-the-national-civil-defence-emergency-management-plan/

External Documents	Available From
Ambulance National Major Incident and Emergency Plan 2005	Ambulance NZ - www.ambulancenz.co.nz/downloads/files/The_Plan.pdf
Environment Southland's Water Shortage Standard Operating Procedure	http://www.es.govt.nz/Document%20Library/Plans,%20policies%20and%20strategies/Strategies/Water%20Shortage%20Procedure/southland-water-shortage-standard-operating-procedure.pdf
Southland Rural Suppport Trust Plan	Southland Rural Support Trust
Southern District Health Board Health Emergency Plan	http://www.southerndhb.govt.nz/files/14658_2014091095520-1410299720.pdf
Proposals for Regulations under Building (Earthquake-prone Buildings) Amendment Act 2016 – Discussion document	http://www.mbie.govt.nz/info-services/building-construction/consultations/consultation-earthquake-prone-building-regulations-and-methodology/discussion-document-proposals-for-regulations-under-the-building-earthquake-prone-buildings-amendment-act-2016.pdf

EMERGENCY MANAGEMENT PLAN
APPENDICES

Supplementary material that provides clarification to aspects of this plan

APPENDIX 1: Southland CDEM Key Appointments

These appointees were current as at December 2019.

Key Position	Appointee
Joint Committee Chair	Neville Cook
Joint Committee Deputy Chair	Gary Tong
CDEM CEG Chair	Rob Phillips
Group Controller	Angus McKay
Alternate Controllers	Ian Davidson-Watts Jonathan Streat Marcus Roy Lucy Hicks Simon Mapp Pamela Gare
Recovery Manager	Angus McKay
Alternate Recovery Manager	Ian Davidson-Watts Simon Mapp Jonathan Streat Marcus Roy Lucy Hicks Pamela Gare
Welfare Manager	Delia Riley Paula Toomey
Public Information Manager	Louise Pagan
Alternate Public Information Manager	Gail Jefferies Adrienne Henderson Sonia Gerken Yves Broers Tania McCann Chris Chilton Hannah McLeod Daniel Tobin Kate Buchanan Boi Rickertsen

APPENDIX 2: Glossary

4R's	The New Zealand approach to emergency management: Reduction, Readiness, Response and Recovery
Administering authority	As required by s23 of the CDEM Act, the Regional Council is responsible for the provision of administrative and related services required by EMS
All hazards	Including Technological, Natural and Biological hazards
Alternate Controller	A person or persons appointed under s26 of the CDEM Act to exercise the functions and powers of the Group Controller in the absence of the Group Controller or to assist the Group Controller in their role
Biological hazard	Processes of organic origin or those conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. *Examples of biological hazards: outbreaks of epidemic diseases, plant or animal contagion, insect plagues and extensive infestations*
Built Environment	Residential, commercial, key lifeline utilities, and industrial and agricultural infrastructure
CDEM Sector	The members who have a statutory requirement to be directly involved in CDEM plus any partner organisations whose involvement has been co-opted by the CDEM Group
CDEM Sector Co-ordinator	A volunteer with a special interest in CDEM who has received additional CDEM training and is prepared to take a lead and be a liaison person for CDEM in their district
CEG	Established under s20 of the CDEM Act, comprising representatives from the member Councils and emergency services
Community	For the purpose of this Plan a community may encompasses a range of features, characteristics or interests which connect people, and can include individuals, families, communities of interest and communities of place, businesses, groups and organisations who have a shared connection. Communities may be defined geographically
Companion animal	An animal that is kept by humans for companionship and enjoyment rather than for commercial reasons – also extends to farm dogs
Directors Guidelines [DGLs]	DGLs are publications from the MCDEM that provide guidance and advice on how a function defined by legislation or national planning arrangements should be performed

Economic Environment	The regional economy, growth, employment income, tourism and resources
Emergency Management Plan	The strategic plan that each organization has and maintains for responding to hazards. Describes the strategic approach to responding to emergencies within an organisation or in the community that would suddenly and significantly affect the need for the organisation's services or its ability to provide those services
	The plan addresses the phases of emergency management, reduction, readiness, response, and recovery as well as mitigation, governance, quality improvement, education and training, drills and exercises.
Emergency Services	Has the same meaning as in s.4 of the CDEM Act – the NZ Police, NZ Fire Service, National Rural Fire Authority, rural fire authorities (from July 1 2017 these will become Fire and Emergency NZ), and hospital and health services (i.e. District Health Board)
Group Controller	A person appointed under s26 of the CDEM Act to exercise the functions and powers of the Group Controller or those functions and powers delegated by the CDEM Joint Committee during a state of emergency
Hazard	Something that may cause or contribute substantially to the cause of an emergency
Incident Control Point	The location from where the onsite response activities are conducted
Joint Committee	Established under s12 of the CDEM Act. The decision making body that has overall responsibility for the provision of civil defence emergency management within the Southland region
	The Joint Committee comprises of the Mayor/Chairperson of the four Councils or their elected representative who have a statutory requirement to be a member
Lead Agency	The organisation with legislative responsibility for managing an emergency
Long Term Plan (LTP)	A council's ten-year strategic plan as required under the Local Government Act (2002)
MCDEM	The Ministry of Civil Defence & Emergency Management based in Wellington and a business unit of the Department of the Prime Minister and Cabinet (DPMC)
Natural Environment	The geography, geology, topography, ecosystems, and climate
Natural hazard	Any atmospheric or earth or water related occurrence, the action of which adversely affects or may adversely affect human life, property, or other aspects of the environment
	Examples include earthquake, tsunami, erosion, volcanic and geothermal activity, landslip, subsidence, sedimentation, wind, drought, fire, or flooding

Psychosocial support	Psychosocial support following an emergency involves focusing on the psychological and social interventions that will support community recovery
	Psychosocial support during an emergency and throughout the recovery period (irrespective of the duration) is about easing the physical, psychological, and social difficulties for individuals, families/whānau, and communities, as well as enhancing wellbeing
	Effective psychosocial recovery ensures that other aspects of the recovery process (e.g. rebuilding) do not result in further harm to individuals or their communities
Resilience	The ability to adapt to the demands, challenges and changes encountered during and after an emergency
Sector Control Point	An equipped location in the community for volunteers and local emergency services staff to work together collectively during a response. The level of SCP will vary across the region depending on the risks to that community and the resources available in that community
Social Environment	The population total and distribution, social structures, vulnerable groups, ethnic diversity, and tangata whenua
Southland Rural Support Trust	A community organisation that is part of a nationwide network involved in supporting response and recovery activities in rural communities during and following an adverse emergency such as floods and drought
Standard Operating Procedure (SOP)	SOP refers to a document describing an agreed and formally established procedure that is the commonly accepted method for performing certain emergency management actions within a given situation
Technological hazards	A hazard originating from technological or industrial conditions, including accidents, dangerous procedures, infrastructure failures or specific human activities, that may cause loss of life, injury, illness or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage
	Examples of technological hazards include industrial pollution, nuclear radiation, toxic wastes, dam failures, transport accidents, factory explosions, fires, and chemical spills. Technological hazards also may arise directly as a result of the impacts of a natural hazard emergency
The Councils	Refers collectively to the three local Councils; Southland District, Gore District and Invercargill City as well as the Regional Council - Environment Southland
Volunteers	In the CDEM context - an unpaid worker who willingly donates their time and effort to civil defence emergency management

APPENDIX 3: Abbreviations

AMPLANZ	Ambulance National Major Incident and Emergency Plan 2005
4Rs	Readiness, Reduction, Response, Recovery
CC	Coordination Centre
CDC	Civil Defence Centre
CDEM	Civil Defence Emergency Management
CEG	Coordinating Executive Group
CEO	Chief Executive Officer
CIMS	Coordinated Incident Management System
DGL	Director's Guideline
DOC	Department of Conservation
ECC	Emergency Coordination Centre
EMS	Emergency Management Southland
EOC	Emergency Operations Centre
EQC	Earthquake Commission
ES	Environment Southland
ESCC	Emergency Services Coordinating Committee
FENZ	Fire and Emergency New Zealand
GDC	Gore District Council
GDP	Gross Domestic Product
GNS or Geonet	Institute of Geological and Nuclear Sciences
ICC	Invercargill City Council

ICP	Incident Control Point
KPIs	Key Performance Indicators
LTP	Long-term Plan
MPI	Ministry for Primary Industries
MCDEM	Ministry of Civil Defence Emergency Management
mm	Millimetres
MM	Modified Mercalli
NCMC	National Crisis Management Centre
NIWA	National Institute of Water and Atmospheric Research
OSC	Operations Sub-committee
PIM	Public Information Managment
RMA	Resource Management Act (1991)
RRC	Response and Readiness Committee
SAR	Search and Rescue
SCDEM	Southland Civil Defence Emergency Management
SDC	Southland District Council
SDHB	Southern District Health Board
SitRep	Situation Report
SOP	Standard Operating Procedure
SRFA	Southern Rural Fire Authority
TLA	Territorial Local Authority
WCG	Welfare Co-ordinating Group

CONTACT:

Emergency Management Southland

Corner North Road & Price St
Private Bag 90116, Invercargill 9840

0800 768845

ems @civildefencesouthland.govt.nz
www.civildefencesouthland.govt.nz