Otago
Civil Defence Emergency Management

Group Recovery Plan
November 2012

Adopted by the Otago Civil Defence Emergency Management Group Joint Committee on 16 November 2012.

Plan approved: _Chairman Otago CDEM Group_ _Date_

Chairman Otago CDEM Group   **Date**

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1   INTRODUCTION

1.1   PURPOSE

The purpose of the Otago Civil Defence Emergency Management (CDEM) Group Recovery Plan is to prepare for and achieve a coordinated approach to Recovery in the Otago Group area during and following significant emergency events.

The Group Recovery Plan is intended to provide a model for Local Recovery Plans, which should be consistent with and give effect to the Group Recovery Plan.

The Group Recovery Plan puts into effect, at a regional level, the requirements of Section 6 Recovery of the Otago CDEM Group Plan and the Recovery-related components of the National CDEM Plan and CDEM Act 2002, and should be read in conjunction with those documents.

1.2   OUTCOME STATEMENT

Recovery activities minimise the escalation of the consequences of an emergency, rehabilitate the emotional, social, physical and economic wellbeing of the community and promote opportunities to more effectively meet future community needs and reduce exposure to future hazards and risks.

1.3   SCOPE

This plan takes a risk-management approach, taking into account the risk analysis that supports the Otago CDEM Group Plan.

The operational aspects of the Recovery Plan may be applied in support of Recovery activities in one territorial authority, several territorial authorities, the entire Otago region, or elsewhere.

The Recovery Plan recognises that a major earthquake along the Alpine Fault and numerous fault smaller faults within the Otago region are hazards of national significance, but which will require local and regional recovery management as well as nationally mandated and coordinated recovery activities. Significant earthquakes require specific response and recovery arrangements addressed under a National Contingency Plan, recognising the heavy involvement of central government and national agencies.

Other hazards identified in the CDEM Group Plan that are likely to require significant community, organisational and multi-local authority Recovery coordination include tsunami, Clutha and Taieri river catchment flooding, major wild fires, telecommunications infrastructure failure, and human and animal disease epidemics. This plan includes significant single local authority or multi-local authority Recovery programmes, and may be used in support of recovery programmes in other CDEM Group areas.

This plan recognises that Response and Recovery activities are interrelated and the necessary action to achieve one or both is concurrent. The Recovery Plan does not deal with Recovery aspects being undertaken at pre-event risk Reduction activities, as this is dealt with elsewhere in the Otago Region CDEM Group Plan, but information generated from Reduction and Readiness activities will inform Recovery planning and capabilities. Similarly, actual Recovery programmes following emergencies are often the most opportune time to introduce sustainable risk Reduction programmes.

Although the Recovery Plan focuses on Recovery-related roles and responsibilities in Response and Recovery phases, it does so building on s6 Recovery of the Otago CDEM Group Plan. On-going Recovery Management capability-building and professional development activities, established by the CDEM Group Recovery Committee, will be incorporated into the Otago CDEM Group Work and Exercise programmes.

1.4 RECOVERY IN CONTEXT

A holistic and integrated framework is used both in New Zealand and internationally to consider the multi-faceted aspects of recovery which, when combined, support the successful regeneration of communities. The framework encompasses the community and, typically, four sector environments as shown below.

Figure 1.1 Recovery Context
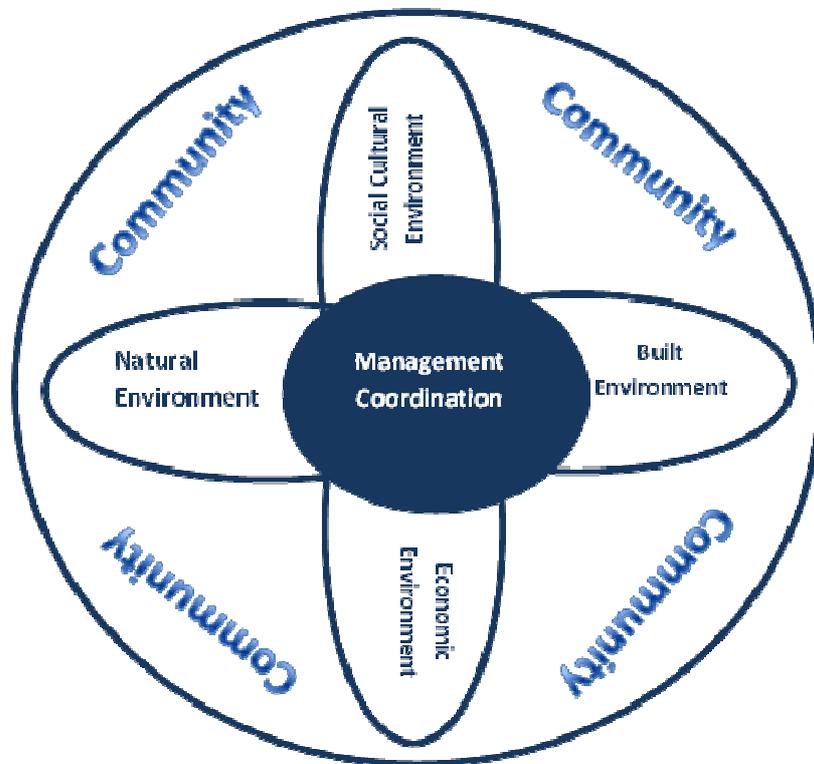
CDEM Group recovery co-ordination is expected to be activated during significant emergency situations in the region as outlined in the Otago Region CDEM Group Plan 2012, s6, whether significantly impacting on one or several territorial authority areas.

Recovery efforts during and after a significant event are focussed on restoring the functions of the affected communities by empowering individuals, families, business and organisations through the provision of information, services, resources and infrastructure. Recovery is an enabling and supportive process aimed at allowing the social, built, natural and economic aspects of communities to attain a sufficient level of functioning. The rehabilitation of these structures at local and regional level is a foundation in restoring confidence and provides the mechanism for participation in Recovery decision making.

Communities, community groups, businesses and business groups, infrastructure providers, central government, and local government, will be significantly engaged in Recovery activities. Local authorities will usually be under severe pressure to undertake building checks, clear debris and silt, coordinate emergency welfare support and repair essential services such as water, wastewater and roads, whilst providing information to and coordinating with central government, residents, local agencies and regional partners. The management of Recovery is best approached from a local community development perspective with active participation by the community and utilising local capacity, capability and expertise to promote ownership of the Recovery process and activities.

The timeframes associated with Recovery will vary dependant on the nature and scale of the impact and range from large-scale community planning to individual assistance. Formal Recovery Management arrangements may be scaled down or terminated as the community regains the means to manage its own affairs, even though some restoration or assistance issues remain.

1.5   THE OTAGO REGION CDEM GROUP

In accordance with the CDEM Act 2002, s17(1)(e), the CDEM Group and its member authorities have a statutory function to carry out Recovery activities. However, the CDEM Group and its members do **not** have any statutory powers during recovery, other than the service continuity and community well-beings responsibilities of the Local Government Act 2002 and CDEM Act – unless such powers are granted by specific act of parliament to enable and support an effective Recovery process in particular cases.

The Otago Region CDEM Group Plan, s6.4, states the CDEM Group will appoint a Group Recovery Manager and Alternate Group Recovery Manager, establish a Recovery Committee, develop and maintain a Group Recovery Plan, and manage and support Recovery processes as and when required.

The Recovery Committee is responsible for advising the CDEM Group Coordinating Executive Group (CEG) and Joint Committee in relation to maintenance of the Group Recovery Plan and for leading and coordinating Recovery Management planning, capability-building, professional development, exercises across the region – in support of appointed Recovery Managers.

A Recovery Co-ordinator may be appointed under the provisions of s29(1) of the CDEM Act 2002, if the Minister of CDEM deems that a CDEM Group is, or is likely to be, unable to ensure the effective delivery of recovery activities in the respective area. Similarly, as experienced following the 2010 and 2011 Canterbury earthquakes, central government may create specific purpose disaster recovery management roles and organisations under legislation passed for a particular recovery context. In either case the member and partner organisations of the Otago CDEM Group, including all Recovery Managers appointed at regional or local levels, will cooperate in the establishment and, where necessary, delivery of the recovery management processes established by central government.

The Otago Region CDEM Group has appointed the following into positions of Group Recovery Managers:

Group Recovery Manager	Lesley Laing, ORC HR Manager
Alternate Group Recovery Manager	To be appointed
Alternate Group Recovery Manager	To be appointed

1.6   MEMBER TERRITORIAL AUTHORITIES

The Otago Region CDEM Group Plan, s6 Recovery, is based on the expectation that all Otago territorial authorities will:

- plan for and manage the recovery of their own services and critical infrastructure in coordination with, but not managed by, their Local Recovery Manager

- appoint a primary Local Recovery Manager and Alternate Recovery Managers

- develop and maintain a Local Recovery Plan consistent with to the Group Recovery Plan

- establish a Local Recovery Management Team and necessary local relationships, processes and capabilities to facilitate local recovery and contribute to wider-regional recovery

- activate a Local Recovery Management Office when a significant local recovery programme is required, based on the consequences of and vulnerabilities and opportunities deriving from a significant emergency event

- provide personnel and resources to support Recovery activities Otago and other elsewhere, as appropriate to the needs identified and resources available

- work and coordinate with the Group Recovery Manager and Group Recovery Management Team/Office when these are activated

- plan for a managed withdrawal so that individuals and organisations within the community can, in the long-term, manage their own Recovery processes, albeit with support available as and when required.

1.7   REGIONAL COUNCILS

Otago Regional Council acts as the administering authority (CDEM Act 2002, s23(1)) for the Otago CDEM Group and will:

- support the Group Recovery Manager and Recovery Management Office in both readiness, activation and exit, as outlined throughout the Otago CDEM Group Recovery Plan.

The Otago CDEM Group area comprises all of the local authorities of the Otago region, including the Otago Regional Council, and includes the portion of the Canterbury Regional Council (Environment Canterbury (ECan)) area that is also within the Waitaki District Council boundaries. This imposes responsibilities on both regional councils in relation to Recovery.

Both regional councils will:

- plan for and manage the recovery of their own services and critical infrastructure in coordination with, but not managed by, their Local Recovery Manager

- provide membership of the Otago CDEM Group Natural Environment Sector Group, chaired by an ORC manager or appointee, reporting to the Group Recovery Manager.

1.8   PARTNER AGENCIES AND ORGANISATIONS

A wide range of organisations, including government departments, non-government organisations, businesses and business groups, etc, will be involved any significant Recovery programme, whether local or regional. Many of these organisations and their roles are outlined in this plan.

All organisations with potential Recovery roles are responsible for ensuring that they and their personnel are prepared for the roles that they may perform. The Group Recovery Manager will support organisational Recovery planning and professional development.

1.9   RECOVERY PLAN LINKS

This plan has been written in conjunction with the Otago Region CDEM Group Plan, and will be applied in conjunction with:

- CDEM Act 2002
- Local Government Act 2002
- Resource Management Act 1991
- Building Act 2004
- Otago Region Emergency Welfare Plan
- National CDEM Plan and Guide
- Ministry of Civil Defence Emergency Management (MCDEM) Recovery Guidelines
- Territorial authority Local Recovery Plans, District Plans and related documents
- Primary Sector Recovery Policy (MPI)
- Otago Regional Council Regional Policy Statements and Plans
- Organisational, local authority and regional economic and social development strategies.

Note: The key reference documents and web links are provided at the end of the Recovery Plan.

1.10   DURATION OF PLAN AND PLAN AUDIT

This plan is effective from 26 October 2012 when it was approved by the Otago Region CDEM Coordinating Executive Group.

This plan will be subject to an evaluation two and half years from the date of adoption, to enable lessons learnt from Canterbury earthquake recovery programmes to be incorporated, and will be fully reviewed five years after adoption. However, amendments may take place following exercises, emergency events or lessons learnt elsewhere at any time during the aforementioned period.

1.11   OTAGO REGION CDEM GROUP RECOVERY MANAGEMENT STRUCTURE

The Group recovery structure is shown in Figure 2.2. This structure will be established by the Group Recovery Manager during the response phase of an emergency where the potential need for recovery coordination across several local authorities or within one severely impacted local authority area is apparent.

Figure 2.2 Group Recovery Structure
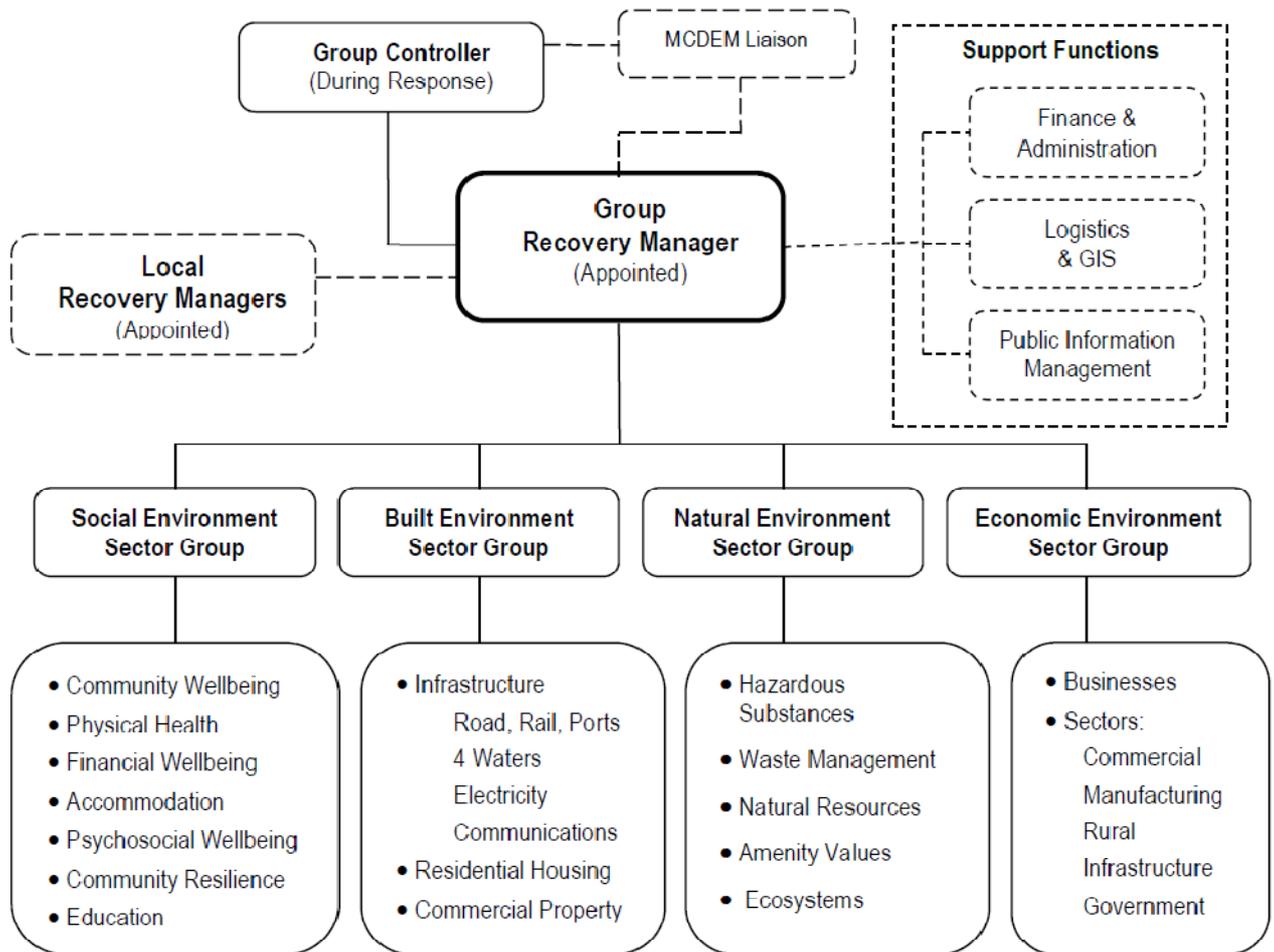
1.12   GROUP RECOVERY MANAGER

The Group Recovery Manager and alternates are appointed by contractual agreement with the CDEM Group Coordinating Executive Group. Recovery Managers have no statutory powers, but has roles and responsibilities in relation to leadership and coordination of Recovery within the Group area introduced by way of the adoption of the CDEM Group Recovery Plan by the CDEM Group Joint Committee.

Appendix 1 is Job Description for the CDEM Group Recovery Manager. This may need to be amended to reflect the nature and scale of the event. **Appendix 2** is Summary of Group and Local Recovery Manager Roles, intended to highlight the respective responsibilities and mutually supporting nature of the roles.

The Group Recovery Manager is responsible for:

- engagement and planning with the Group Controller, local recovery managers, recovery agencies and, where appropriate, the affected communities
- establishing arrangements for the transition from response to recovery
- co-ordination and management of recovery activities within the region
- developing an exit strategy.

Subsequent sections of this plan deal with each of these activities.

2   RECOVERY ENGAGEMENT DURING RESPONSE

Recovery starts during the Response phase, which means the Group Recovery Manager will:

- be familiar with all response activities
- if necessary, establish a Group Recovery Management Team
- if necessary, establish a Group Recovery Office including personnel, physical resources and facilities
- engage local recovery managers, key recovery agencies and the community to consider recovery issues
- understand and, where necessary, establish damage and needs assessment requirements, processes and resources.

2.1   FAMILIARISATION WITH RESPONSE ACTIVITIES

The Group Recovery Manager will be involved in the Group Controllers management team planning meetings and briefings with the principle objectives of:

- understanding response activities and priorities
- providing the Group Controller with advice on matters of importance for recovery
- identifying early recovery prioritises and public information messages
- establishing contact with the key agencies who will be involved in recovery
- identifying recovery issues that may require specific powers under a CDEM Group declaration or additional special policy or legislation.

2.2   GROUP RECOVERY MANAGEMENT TEAM

The Group Recovery Manager is responsible for formation of a Group Recovery Management Team in accordance with the Group Recovery Structure (section 2.2) that reflects the scale, nature and likely recovery needs of the event. A recommended composition is:

Social Environment Sector Group Leader	MSD Regional Commissioner or others as appropriate
Built Environment Sector Group Leader	As appropriate to the event (Lifelines Coordinator)
Natural Environment Sector Group Leader	Appropriate ORC Manager or as appropriate to nature and scale of the event
Economic Environment Sector Group Leader	Ministry of Economic Development appointee or as appropriate to nature and scale of the event
Finance and Administration Support	Appropriate Finance staff as appropriate to nature and scale of the event
Public Information Manager (PIM)	To be appointed by the Recovery Manager, as appropriate to nature and scale of the event

Logistical and GIS Support	GIS + Logistics staff as appropriate to nature and scale of the event
Other Support Staff as required	Seconded personnel from ORC, Otago territorial authorities, partner agencies and/or others as appropriate to nature and scale of the event

2.3   GROUP RECOVERY OFFICE

The Group Office must have support systems and processes in place to co-ordinate and manage recovery activities. The primary tools available to the Group recovery office are:

- Group Emergency Coordination Centre (ECC) Computer Network and Information Management System

- ORC Financial System

- ORC Geographical Information System (GIS)

- Alternate facility to be provided by ORC.

Group Recovery Management Information Management System

During Response an information management system will be established as part of the Group ECC Emergency Information Management System and any back-up or alternative systems in use during Response, to support the activities of the Recovery Management Office and to enable seamless transition from Response to Recovery. The system will enable the Group Recovery Manager and Group Recovery Management Team access to all Response information whilst providing a system for logging and recording all information relating to Recovery. Section 5.1 covers information management in more detail.

Financial Management System

ORC systems will be used, at least initially, for managing all CDEM Group Recovery financial planning and transactions, allowing normal business practices to be utilised during Recovery. This system allows multiple recovery projects to be managed and linked to specific Recovery activities.

Geographical Information System (GIS)

The ORC GIS system will be used, where required, to provide GIS outputs in relation to Recovery activities. ORC personnel are able to access this system and are trained in its use, allowing normal business practices to be utilised. Additional GIS resources and personnel from other organisations within the region and from elsewhere are likely to be required in any significant Recovery process.

2.4   ENGAGEMENT WITH LOCAL RECOVERY MANAGEMENT

The affected communities will comprise of individuals, groups and organisations, all affected in different ways, all with different needs and requiring different support. Community Recovery involves the regeneration of community functions, social structures and systems, either in-situ, in safer locations nearby, or dispersed. It requires community participation in the interaction between the community and the social, built, natural and economic environments. Effective

Recovery programmes are best delivered by the local community and supported by local, regional and national agencies.

Local Recovery Managers will be actively engaged with local community recovery programmes. Where appropriate, the Group Recovery Manager will support this engagement by liaising with Local Recovery Managers and recovery agencies to:

- understand community recovery activities and programmes
- participate in community consultation processes and where appropriate facilitate regionally
- promote the implementation of sustainable community recovery activities or frameworks.

2.5   IMPACT ASSESSMENT

Impact assessment is the process for gaining an understanding of the impacts of an event on individuals, the community, the physical infrastructure and the environment.

Purpose

To establish knowledge of impacts across the CDEM Group, and provide a sound basis for the prioritisation of needs and targeting of resources to priority areas.

Requirements/Actions

The requirements for impact assessments are both immediate during the response phase and on-going during the recovery phase, and are outlined below. Generally, the level of detail and requirements for impact assessment change from the response phase to recovery phase as follows:

- Response: focussed on rapid assessment of impacts, preservation of life, and immediate welfare and infrastructure needs
- Recovery: focussed on detailed assessment of needs including short-term and medium-term social and infrastructure needs, and long-term economic and risk reduction needs.

Rapid Impact Assessment

An immediate or rapid assessment of impacts will normally be done as a part of the response process. As the response phase progresses towards recovery, the need for more detailed information will grow.

The first summary impact assessments will be provided to recovery managers by the resprictive Controller, who will undertake this as a part of the Response Transition Report. The Response Transition Report will contain a summary of the type and extent of damage, vulnerabilities and needs in the respective district and region at the time of transition. Specific note should be made of any areas or situations with the potential for a re-escalation to a state of emergency. The report will include 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:

- estimates of numbers of directly and, where possible, indirectly affected individuals, the nature of the impact on them and estimates of vulnerabilities and future needs

- current nature, capability and location of welfare agency resources deployed
- organised and emergency community social support processes, organisation and facilities activated or otherwise available.

Built environment:
- an outline of roads and infrastructure that remain affected by the emergency
- continually updated by sector sub-groups.

Rural environment:
- evaluation of rural impacts, vulnerabilities and needs.

Economic environment:
- summary of information currently available on businesses and business activities impacted
- initial strategic analysis and potential direction for economic recovery.

Natural environment:
- known and anticipated environmental impacts
- implications for businesses and community activities short to long-term
- land use and/or amenity impacts.

The Directors Guideline to Recovery Management [DGL 4/05] provides a twelve-step methodology, as an example of how the first stage of the impact assessment process can be achieved.

The first step of this methodology is to determine the purpose of the assessment. To aid the recovery process, this needs to be considered within the context of the social, built, natural and economic environments. DGL4/05 provides a guide on where assessment could be required i.e. the purpose, and the likely organisations involved at local, regional and national level. The responsibility for setting undertaking the assessment, the source of information, the measurement criteria and validation methods must be determined and agreed by the agencies involved.

MSD, Statistics NZ, Ministry of Economic Development and other government organisations will provide considerably more input to social impact assessment than DGL 4/05 suggests, as demonstrated in the Canterbury response and recovery processes.

To support the local management of damage and needs assessments, the Group Recovery Manager will:
- identify short, medium and long term damage and needs assessment requirements during response and recovery
- support Local Recovery Managers and recovery agencies in the development of damage and needs assessment processes, whilst promoting the use of common tools and standards
- where appropriate and in consultation with Local Recovery Managers and recovery agencies, co-ordinate the resources required for damage and needs assessments
- facilitate and support the gathering, processing and dissemination of information generated by damage and needs assessments across the region
- consult with any Government appointed Recovery Co-ordinator with regard to damage and needs assessments
- liaise with MCDEM Emergency Management Advisors on damage and needs assessment and analysis requirements.

Detailed impact assessments

Detailed impact assessments will be required early in the recovery phase for significant events, and will be required throughout the course of recovery for all events. It is recommended that a survey approach per the Recovery Guidelines be used as the preferred method (see references within the "expectations" section below).

Standards

Ministry of CDEM Recovery Management Guideline (DGL04/05) establishes the standards for impact assessment within the Otago CDEM Group.

Impact assessments will:

- be clearly documented (transparent) – so that the assessment procedures can be followed easily
- be consistent and standardised, regionally and nationally – to enable meaningful comparisons
- be replicable – to enable the assessments to be checked
- include a basis of economic principles – so that assessed economic losses represent the real losses to the economy as accurately as possible
- have common measuring tools and standards
- allow for comparisons of impact, between pre-event and at various times through the response and recovery as the emergency management requires
- assess both direct and indirect losses, and tangible and intangible losses.

Expectations

Recovery managers are expected to keep abreast of impact assessments during the response phase, and provide guidance on the design and management of impact assessments for Recovery. Controllers are expected to lead the rapid impact assessment process as a part of Response, while liaising with the respective Recovery Manager on long-term requirements.

3 TRANSITION FROM RESPONSE TO RECOVERY

The transition from response to recovery will be dependent on a number of factors, including the nature and scale of the event, progress on response activities, the requirement for powers under the CDEM Act 2002 and the functionality of those agencies with a recovery role. The process can be complex and will require careful co-ordination and management.

In a declared national emergency or an emergency of national significance, the transition may be staged and variable across regions and areas, (s) 85(5) of the National CDEM Plan.

The termination of a state of emergency will place the emphasis on Recovery activities, marking the formal point of transition from Response to Recovery. Where a CDEM Group declaration or several local declarations are not in place, the decision to acknowledge the transfer of co-ordination and accountability must be agreed by the Group Controller, the Group Recovery Manager and key response and recovery agencies – and will, if possible, be reported to a specially called meeting of the CDEM Group Joint Committee for political consideration.

The Group Controller and Group Recovery Manager will formally acknowledge the transfer of co-ordination and accountability for recovery related activities by:

- arranging a transition planning meeting

- preparing a Group Recovery Action Plan

- communicating the transition.

3.1 TRANSITION PLANNING

Transition planning meetings will be arranged once a decision to initiate the formal transition to recovery has been made.

The aim of Transition Planning is to ensure that all issues and activities currently being carried out are captured and passed on to the Group Recovery Manager and supporting organisations to provide the basis for the development of the initial Group Recovery Action Plan.

Transition Planning meetings will be chaired by the Group Controller or Group Recovery Manager and attended by a representative of each responding authority and agency and those agencies already or likely to be engaged in Recovery activities. Transition Planning will be conducted in a consultative manner and cover, and will include the following:

- the background, nature and scope of the event

- a summary of the situation (based on the most recent situation report)

- a summary of the Response and Recovery actions taken to date

- a summary of the outstanding/ongoing Response and relief activities, tasks and resource requirements

- a summary of any specific Recovery support or delivery activities initiated during Response

- any observations that will impact on future Recovery activities

- identification of short, medium and long-term Recovery priorities.

3.2 GROUP RECOVERY ACTION PLAN

The Group Recovery Manager is responsible for establishing, maintaining and disseminating the Group Recovery Action Plans. The initial Group Recovery Action Plan may be established prior to the Transitional Planning, as the Recovery Management Office and any central government sponsored Recovery Management arrangements are established, staff, information and resources are planned for, acquired and assembled in preparation for on-going Recovery Management.

The Group Recovery Action Plan[1] should be completed, updated and communicated at regular intervals and where a shift in recovery priorities, activities or outcomes is made. To aid in the development of the Group Recovery Action Plan consideration must be given to region-wide Recovery priorities and intended Recovery outcomes.

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[1] Recovery Action Plan Template is included in the Recovery Management Guideline DGL04/05

Group Recovery Priorities and Outcomes

The Otago Region CDEM Group Recovery priorities are:

Table 4.1 Recovery Priorities and Outcomes

Priority	Outcome
Safety of individuals	Safety of people remaining in the disaster area: *Physical safety; law, order and security; allocation of limited resources; relief aid management*
Social recovery	Protecting and restoring material and emotional needs of individuals and groups within the community: *On-going social well-being requirements, health and physiological issues, psych-social issues and the requisite support services*
Economic recovery	Provision to the community of the tools needed to commence their own economic recovery: *Work-force support; Business / commercial sector requirements, rural residents and agricultural needs*
Physical recovery	Managing risks posed by the built environment and restoring the built environment, consistent with appropriate risk management practices and principles: *Restoration or alternate provision of essential lifeline utilities, communications, transport, residential accommodation, and health, educational and government facilities*

Ultimately, short, medium and long-term Recovery priorities will be dictated by the nature and scale of the event. Information generated during Response and from the damage and needs assessments will inform or determine Recovery priorities.

Consideration must also be given to the expected Recovery outcomes and milestones: i.e. the points in time where progress toward the social, built, natural and economic environments of the community attaining sufficient levels of functioning. These points need to be clear, measurable, achievable, realistic, communicated and documented in the Group Recovery Action Plan.

Table 4.2 provides some examples of outcomes that may be adopted. The Group Recovery Manager will need to develop further outcome statements in consultation with Local Recovery Managers and recovery agencies.

Table 4.2 Initial Recovery Functional Outcomes

Recovery Function	Desired Outcome
Transport	The road, air, port/water, air transportation networks are working in all urban areas. Whilst there are some delays, communities, services, businesses/industry are able to operate relatively efficiently and on the way to rehabilitation and enhanced resilience.
Social Support	The majority of evacuees in medium term temporary shelter are back in their own house, which is declared habitable, or in alternative accommodation.
	Impacted people, households and businesses are either self-funding or receiving appropriate support.
	Traumatised people have access to psychosocial support systems.
	Event related relief funds are being dispersed to target individuals.
Built Recovery	Silt and / or debris have been completely removed from impacted houses, sections, businesses and urban public spaces.
	All impacted occupied buildings are assessed and are being processed for repair, demolition or reconstruction. All uninsured properties are made safe and are being assessed within community support systems.
Rural Support	Silt and / or debris have been removed to allow the process of rehabilitation and farming activities to recommence.
	All impacted occupied buildings are assessed and being processed for repair, demolition or reconstruction. All uninsured properties are made safe and are being assessed within community support systems.

Communicating the Transition from Response to Recovery

A media briefing should be conducted after the development of the initial Group Recovery Action Plan to communicate the formal transfer of co-ordination and accountability from the Group Controller to the Group Recovery Manager. Key focal points for the media briefing should be:

- reflection on the positive aspects of the emergency response
- outline the scope and current priorities for recovery
- reinforcing selected key messages to target audiences

- provide the media with new or updated contacts for the recovery office public information manager.

Public Information Management is covered in section 5.5.

4 CO-ORDINATION AND MANAGEMENT

4.1 CO-ORDINATION BETWEEN AUTHORITIES AND ENVIRONMENTS

The majority of Recovery activities occur at the local level. The role of Group Recovery Management is to facilitate, co-ordinate, and support local management of these activities.

Recovery coordination objectives include:

- achieving and maintaining shared situational awareness – across boundaries and between functions throughout the Recovery process
- identifying and realising opportunities for joint or collaborative Recovery-related projects
- identifying and maximising funding and other resources to assist Recovery processes.

To achieve this across the Social, Built, Natural and Economic sector groups, each sector group leader will:

- engage with Local Recovery Managers and recovery agencies to determine community based priorities
- identify and co-ordinate resources to assist in damage and needs assessments
- where necessary, co-ordinate the provision of staff and equipment to undertake recovery activities that promote a safe environment
- assist in the promotion of key public information messages regarding the sector group
- disseminate sector group information to recovery agencies and MCDEM
- assist the Group Recovery Manager in reporting to key stakeholders.

Social Environment Sector Group

The role of the social environment sector group is to co-ordinate the recovery activities of those agencies that have a role in the safety and well-being, health and welfare of individuals and communities.

Built Environment Sector Group

The role of the built environment sector group is to co-ordinate the recovery activities of those agencies that have a significant role in the repair, reconstruction or relocation of lifelines, residential housing, rural farmland, commercial / industrial facilities and public assets / buildings.

Natural Environment Sector Group

The role of the natural environment sector group is to promote sustainable management across all recovery activities and in particular, in relation to the social environment and built

environment sector groups. Sustainable management is defined by section 5(2) of the Resource Management Act 1991.

Economic Environment Sector Group

The role of the economic environment sector group is to co-ordinate the recovery activities of those agencies that have a significant role in the economic continuity of individuals, businesses, infrastructure and local government.

4.2   ACTIONS DURING RECOVERY ACTIVATION

"Actions during recovery activation" are the collective tasks required in order to ensure that recovery management occurs efficiently and effectively following emergency events. These tasks are those that are required to support a fully activated recovery structure once the response phase is over.

The key components of "Actions during recovery activation" are shown in Figure 5.1 below:

Figure 5.1 Actions During Recovery Activation

4.3   RECOVERY COORDINATION AND SUPPORT

Recovery Manager Coordination

Coordination of and support to affected local authorities will be achieved through Local Recovery Managers reporting to and, when required, meeting with the Group Recovery Manager and Recovery Environment Sector Group leaders.

The Recovery needs, opportunities and plans of all Otago local authorities, government agencies, and Recovery Environment Sector Group and participating organisations, will be coordinated by the Group Recovery Manager and Recovery Management Office.

Governance and Executive Coordination

All of organisation Recovery coordination and leadership will be supported by regular meetings of senior executives and elected members, facilitated by the Group Recovery Management Office.

It may be in the interests of a coordinated Recovery process for one senior elected official to be the primary political spokesperson for the regional Recovery organisation and processes. No one individual should purport to represent the wider Recovery management organisation, without prior agreement of the contributing organisations, other than the Group Recovery Manager if no such agreement has been achieved.

The basis for spokesperson roles and relationships are the CDEM Group Joint Committee and Coordinating Executive Group and the involvement of senior elected officials and management in Response and Recovery focused workshops, exercises and lessons learnt processes.

4.4   FINANCIAL ARRANGEMENTS

An expenditure management regime will be set up during the response phase. This regime must be closed off at the transition to recovery and the details submitted to the Group Recovery Manager and Otago Region CDEM Group.

During recovery, the ORC finance system and staff will be used for managing all regional-level Group recovery financial planning and transactions.

The Group Recovery Manager will:

- consult with Local Recovery Managers and recovery agencies with regard to expenditure required to support local recovery activities

- where necessary, ascertain legal authority for the CDEM Group to meet costs for recovery activities

- co-ordinate the preparation of emergency expenditure claims for the Otago CDEM Group, incorporating claims from all member territorial authorities

- consult with MCDEM Emergency Management Advisors with regard to claims preparation and the process for expenditure claims.

Relief Funds

In accordance with the Otago CDEM Group Plan, section 6.4, territorial authorities are responsible for establishing and distributing Mayoral relief funds. The Group Recovery Manager will coordinate the relief funds when more than one territorial authority activates their mayoral relief funds and/or other organisations establish relief funds in the wake of an emergency.

Administrators of mayoral, community and organisational relief funds will work in coordination with the Group Recovery Manager, providing the details of these funds, the current dollar values, the application process and the status of applications

Establishment, management and delivery of relief funds will be included and updated in Group Recovery Reports.

4.5   COMMUNITY ENGAGEMENT

The process of engagement with communities both prior to and during recovery. An engaged community will be prepared and resilient, better able to absorb the effects of a disaster, reducing the impacts and aiding recovery.

Purpose

To engage the community, so that it becomes an integral part of the Recovery process

Requirements/Actions

The success of community engagement will depend upon the pre-existing relationships with communities. Experience from Waimakariri District Council in the recent earthquake sequence shows that strong community development programmes and linkages prior to emergencies enables a more efficient and effective Recovery process.

The process of community engagement has three parts – as identified within the Ministry of CDEM Best Practice Guide "Community Engagement in the CDEM context" [BPG 4/10] depicted below.

Figure 5.2 Three Steps to Community Engagement

- Principles for community engagement – based on the principles of community development rather than welfare (as per lessons learned from Canterbury).

- Community involvement: (Preparing a Recovery Plan - Information for Local Authorities [IS4/02].

- Work within existing community (organisations and) structures

- Recruit representatives of the wider community into recovery planning

- Develop memoranda of understanding with local community groups

- Establish strategies for uniting the community behind the agreed objectives

- Provide "one-stop shops" (in each community) for advice, information and assistance during Recovery

- Establish mechanisms for sharing information and reporting local initiatives.

- Details of the "hub" model used by Waimakariri District Council as a best-practice example of setting up recovery centres (the plan will cover the "what", with Local Recovery Plans confirming the "where and how").

- Reference to the Ministry of CDEM Guidelines for Emergency Managers working with culturally and linguistically diverse communities [IS8/06], and the need to consider this in decision-making.

4.6   RECOVERY PUBLIC INFORMATION MANAGEMENT

Public information management is a key function of the Group and Local Recovery Management. Establishing communication channels to gather, process and disseminate information to the affected communities and recovery agencies will promote community bonding whilst inform those affected of the services and programmes available.

Processes for gathering, processing and disseminating information will be established during the Response phase, utilising the Group ECC information management systems outlined in section 3.3.1. These should continue to be used during Recovery whilst ensuring that they are effective in supporting the information management needs of Recovery management processes and reaching the desired target audiences.

The channels for communicating with the affected communities will be through the Local Recovery Managers, Local Recovery Public Information Managers (PIM), and relevant partner organisations. The Group PIM will be actively engaged with Local PIM's to ensure the Group is supporting and co-ordinating, where necessary, the provision of information, and that communication is sufficiently consistent across the region. The Group PIM is therefore an integral part of managing the information in the public domain.

Effective information management is paramount in rebuilding community confidence. Only with the return of confidence will the social and business communities invest in their own recovery.

In the response phase public information primarily informs and reassures. In the recovery phase it is the mechanism by which the affected community and the wider public are encouraged to participate in the process of restoration and rehabilitation. Public information can reach audiences within the impact area, through the Group area, across the nation and internationally.

Public Information Management Continuity

The Public Information Management function should continue even when the response phase is ending, lives are no longer at risk, and, if applicable, the declared state of emergency is over. The focus might change but the purpose of maintaining the flow of information remains. It will be necessary, therefore to ensure that Recovery issues are given sufficient emphasis by the PIM function at local levels, coordinated by the Group ECC PIM and Group Recovery Manager, where necessary.

During major Response and Recovery operations it may be necessary to establish a separate PIM function within Local and Group Recovery offices.

Managing Public Expectations

Those affected – and the public at large – cannot be expected to understand the challenges faced by a Recovery Manager who, with only limited resources and without any statutory powers, will be attempting to coordinate the whole recovery effort. Prior agreements and planned press releases will serve to inform and to pre-empt unrealistic expectations.

Coordination of Public Information Messages

Every agency participating in the recovery process will have a responsibility to communicate with their customers. Joint information centres, joint or agreed press releases and agreement on key messages will facilitate the process and provide a better service to those affected. There must also be agreement among agencies about who acts as spokesperson in what context.

Role of Politicians

Both national and local politicians will play key communication roles in providing information and participating in briefings, alongside their leadership and coordination roles. This means that elected officials have a role as spokespersons in both response and recovery. The recovery phase can last for months or years and the community needs to have the confidence that its leaders are informed of their needs and have the means to address them.

Past experience has shown that the people affected by the emergency event greatly appreciate the presence of political leaders in the impacted areas. Meetings, held in the local marae, barn, hall etc, where politicians can listen to individual and community concerns, are immensely beneficial.

Communicating Change

Where recovery priorities or actions are likely to be controversial, those affected have the right to learn about it first-hand and to participate in the decision-making process. Face-to-face communication will be essential. Both public meetings and private meetings with impacted residents/organisations will be required.

Managing Media Interest

Using experienced media liaison personnel will limit the potential for problems. Honesty, accessible personnel, respect for timelines, regular press releases, using a single spokesperson, coordinating the communication of key messages, and using joint information centres (multi-agency coordination) will all assist with media management.

Websites and Social Media

Electronic media such as websites (hosted by local government and participating agencies) and internet news sites need to be utilised. Providing answers to frequently asked questions on an advertised website is an excellent public information tool.

Information Sheets

The media can be selective with what it wishes to publish and an alternative to paid adverts can be the distribution of information sheets to the targeted audience.

Feedback

Information provision must be part of a two-way process where the expectation is not only that people will receive and process information, but they will also have the opportunity to

interact with it and provide feedback. This closes the loop on ownership (or otherwise) of recovery decisions.

Countering Misinformation

Misinformation – whether rumour, speculation or media inaccuracies – can derail recovery activities and cooperative undertakings. Monitoring arrangements are required both formally (media outlets) and informally (local gossip).

Timely press releases, talkback radio, buying advertising space/media time, posting information to a designated website and utilising local networks (churches, schools, marae, etc) are all useful ways to keep accurate information in the public arena.

Relief Arrangements

Public information is important in making public appeals for donations and/or assistance and for informing people how to access relief aid, whether via government agencies or charitable organisations.

Special Needs

Consideration is to be given to identifying and meeting special information needs of non-English speakers, distinct cultural groups, the elderly, infirm or disabled.

Public Meetings

Meetings can be large gatherings by all impacted in an area or small working groups to tackle a specific issue. The format of these meetings should include an overview of what has happened, what is being done now and what is planned by each Key Agency, and should be presented by key people.

Information provided from individuals and organisations involved in the recovery should be factual, non-defensive, contain no false promises or hopes, only what is known.

The benefits of public meetings should not be underestimated as those in need or suffering need to see 'the face' and are able to question. They need reassurance that their needs are understood even if it also means they have to vent their anger in the process.

Meetings such as this are also an opportunity to engage with the affected communities and interest groups, to ensure that recovery planning and activities have sufficient community buy-in to be effective and sustainable. The more involved the community feels it is in the recovery process the more likely it will be that the energy of the community will be focused on positive outcomes, and anger, resentment and externalisation of problems (blaming others) will be minimised.

Public meetings of this nature will generally be the responsibility of Local Recovery Managers, however the Group Recovery Manager may be involved in supporting or participating in such meetings.

4.7   DONATED GOODS AND VOLUNTEER MANAGEMENT

Donations may come in many forms, each requiring different management arrangements.

Monetary donations

Monetary donations alleviate the need for complex and cost incurring logistical arrangements required for managing donated goods. Therefore, the Group Recovery Manager will:

- ensure the Group recovery office has all the details pertaining to local Mayoral Relief Funds
- promote monetary donations as the preferred method of donation and provide the details of Mayoral Relief Funds through all public information messages
- direct public enquiries regarding monetary donations to the appropriate Territorial Authority
- provide government activated 0800 help / information lines with the appropriate information regarding Mayoral Relief Funds
- report on the status of Mayoral Relief Funds in the Group recovery report.

Designated Goods and Services

These are specific donations made to or requested by a specific organisation. It is expected that Local Recovery Manager will advise the Group Recovery Manager of specific donations or specific requests made from an agency involved in recovery activities. This ensures the overall recovery process is taken into account.

The Group Recovery Manager will:

- co-ordinate specific requests for donations where appropriate and as requested
- where possible, direct designated goods to the requesting / receiving agency who will take responsibility for the acceptance and management of them in accordance with their policies and procedures
- support recovery agencies with the distribution of designated donations.

Unsolicited Goods

Territorial authorities are responsible for the arrangements of receipt, management, storage and distribution of donated goods.

Whilst public information management messages endeavour to discourage unsolicited donated goods, recovery agencies will receive them. Local Recovery Managers therefore need to ensure that the appropriate arrangements are in place to manage these.

The Group Recovery Manager will:

- Where appropriate, support Local Recovery Managers and recovery agencies in the movement, storage, distribution, and, if necessary, disposal of unsolicited goods.

Corporate Donated Goods

Recovery Managers within the region will determine if accepting corporately donated goods will aid the recovery of local communities.

The Group Recovery Manager will:

- consult with Local Recovery Managers where offers of donated bulk items are made to the Group recovery office by corporations, businesses and companies
- support Local Recovery Managers in publicly acknowledging corporately donated goods through public information management messages
- co-ordinate distribution of bulk items where necessary and ensure that goods are tracked to their end destination
- where appropriate, ensure the receiving authority or agency acknowledges receipt of goods.

International Donated Goods

The National Civil Defence Emergency Management Plan, part 8 (81), sets out arrangements for internationally donated goods.

The Group Recovery Manager will:

- assist the National Controller in the coordination of internationally donated goods
- advise and consult with Local Recovery Managers and agencies in relation to the distribution of internationally donated goods
- support national public information management messages in acknowledging internationally donated goods.

Recovery Volunteers

Respective emergency response organisations are responsible for the coordination, reception and tasking of spontaneous and trained volunteers during response and recovery. Territorial authorities will coordinate the use of spontaneous and pre-established volunteers within their boundaries in all phases of emergency management.

Lessons from the Canterbury earthquake Response and Recovery processes are that emergency community responses do not require significant management or direction. Emergent organisations do depend on up to date information, on-going communication with, and support from, formal aspects of the Recovery process.

The Group Recovery Manager will:

- support Territorial Authorities and partner organisations in the coordination of spontaneous and trained volunteers, and emergent community responses and response organisations when and where appropriate.

4.8 CENTRAL GOVERNMENT INVOLVEMENT

The scale, nature and timing of any particular emergency and resultant Recovery process may result in central government developing specific Recovery legislation, regulation organisations, appointments and processes that vary from those in place at the time of the emergency.

A number of business-as-usual government policies and programmes exist that are able to be applied or, where necessary, modified to assist individuals and business. How applicable these are will depend on the circumstances of the event, and the vulnerabilities and needs of affected households or businesses.

The Group Recovery Manager will:

- consult and work with any Recovery Coordinators, or similar, appointed to lead or support Recovery programmes
- consult with MCDEM Emergency Management Advisors for clarity as to what assist is available and how this can be applied
- consult with Recovery-related agencies on specific policies or programmes offered by their organisations
- support Local Recovery Managers with the provision of information on government assistance.

Government involvement in Recovery and providing financial assistance is outlined in Part 9 and 10 of the National CDEM Plan Order 2005 and is summarised in Table 5.1.

Table 5.1 Central Government Involvement in Recovery Management

Part	Section	Summary
9	84 (8)	Generally, government assistance in recovery will only be considered in circumstances involving emergencies of an unusual type or magnitude and will be made available only when recovery is beyond the capacity of the local community.
9	85 (4)	The transition from response to recovery in national emergencies or civil defence emergencies of national significance may be staged and variable across regions and areas.
9	85 (5)	Transition from response to recovery, as above, will be discussed and agreed between local, group and national controllers.
10	88 (1)	Cabinet determine arrangements for financial support for emergencies.
10	88 (2)	Provisions for financial support apply whether or not a state of national emergency or a civil defence emergency of national significance exist.
10	89 (2)	Government assistance is contingent upon the expectation that local authorities are responsible for local risks and proper risk management exists.
10	89 (3)	Government assistance is aimed at providing the minimum level of assistance to restore the communities' capacity for self-help.
10	89 (3)(C)	Initial and primary responsibility for recovery rests with the local community.
10	89 (3) (f)(v)	Government policies should encourage government organisations, local authorities, communities, business and individuals in proper risk management practices such as: providing resources for recovery (that is, physical and financial provisions including adequate emergency relief funds and insurance).
10	89 (4)	Government recovery assistance will normally only be provided if – (a) recovery procedures cannot be carried out without government assistance; or (b) there is a statutory requirement for action, or a need to invoke a statute to achieve the ends desired from the recovery process; or (c) government assistance will aid the co-ordination of the recovery process to a significant extent: or (d) there are advantages to the economies of scale.
10	89 (5)	Government can normally be expected to provide – (a) emergency feeding, housing, welfare assistance where it is not available from other sources; (b) transportation assistance if evacuation becomes necessary; (c) restoration of services and facilities that are Governments responsibility to provide; (d) assistance in the assessment and restoration of services and facilities of other agencies, where insurance cannot be obtained or

		the responsible agency cannot effect restoration within an appropriate time frame;
		(e) technical assistance with other damage (restricted to actions that expedite insurance claims and damage repair, and if necessary, additional labour to expedite clean-up operations;
		(f) appointment of a Recovery Co-ordinator.

4.9   REPORTING

The Group information management system is the primary source for information in relation to Group Response and Recovery. The Group Recovery Action Plan provides the details of what, when, who and how this information is translated into Recovery activities. The Group Recovery Manager must supplement the Group Recovery Action Plan with formal reports to maintain accountability and transparency.

Regular and effective reporting on the Recovery Management process to local governance and executives, and to central government, is critical to building and gaining engagement, input into, buy-in, and support for Recovery activities and resources.

A Recovery Management reporting template is included in the supporting documents to this Recovery Plan. The template has been tailored in format for use in the Otago context.

5   EXIT

Recovery activities are aimed at allowing the social, built, natural and economic structures of individuals and communities to attain a proper level of functioning. The withdrawal of the enabling and supporting structures to achieve this need to be planned, with clear arrangements established for the handover of responsibilities to the agencies who would normally deliver the specific service.

Local Recovery Managers and local organisations are best placed to determine when recovery can be reduced or withdrawn, but like all effective recovery strategies, community participation in this process and the information provided to the affected communities is a key factor.

The Group Recovery Action Plan, Appendix 5, has a section to encourage the early identification of arrangements for the managed withdrawal from Recovery. This should be completed and developed as each action plan is reviewed to enable the development of the exit strategy.

The exit strategy should aim to capture, document and plan for:

- arrangements for completing outstanding tasks e.g. lead and support agencies, timeframes
- assistance required to carry out those tasks e.g. resources, central government assistance
- remedial actions and reduction measures requiring special policy
- arrangements for communicating the scale down of recovery activities with the affected communities and where to go for future assistance
- opportunities for communities to discuss unresolved issues and continue to participate in recovery activities

- opportunities to learn from emergencies whilst maintaining confidentiality issues e.g. organisational debriefings and staff support mechanisms
- considerations for long term acknowledgement of the event.

The Directors Guideline to Recovery Management [DGL 4/05], section 9, provides an example of how an exit strategy may be developed.

6   DEBRIEFING AND REVIEW

Definition

Debriefing and review is a comprehensive evaluation of all the components of the recovery process, designed to allow for both personal and organisational improvement.

Purpose

The aim of debriefing and review is for recovery staff and stakeholders to communicate their experiences of the recovery process, so that lessons can be identified. Recovery plans and arrangements can then be modified to reflect lessons identified and best practice, and therefore improve the organisation's ability to respond in future recovery situations.[2]

Requirements/Actions

Pre-event planning is required to ensure that debriefing and review is undertaken.

Post-event activity will include the preparation of reports, undertaking organisational debriefs and reviewing plans and arrangements. It is also important post-event to ensure staff feel supported and valued as they contribute to the response and/or recovery activities. As well as providing organisational debriefing opportunities for the agencies involved, community needs for debriefing should also be considered. This may take the form of public meetings, focus groups or other community meetings to discuss what lessons community members have identified from the recovery process.

Expectations

Debriefing and review should be completed in accordance with the Ministry of CDEM Organisation Debriefing Guidelines (2005). It is anticipated that the primary forms of debriefs required will be multi-agency and community, due to the number of agencies and people involved in the recovery process.

Recovery managers should ensure that

- Pre-event arrangements for debriefing and review are in place prior to recovery – usually via recovery plans;
- Following recovery, appropriate organisational debriefs are held that include all agencies involved; and
- A full review of plans and arrangements is undertaken following debriefing and review.

Links to relevant information

Ministry of CDEM Organisational Debriefing Guidelines, Information for the CDEM Sector [IS6/05]

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[2] Adapted from Ministry of CDEM Organisational Debriefing Guidelines, p. 4.

7   REFERENCES

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APPENDIX 1: GROUP RECOVERY MANAGER JOB DESCRIPTION

Role: Group Recovery Manager

Responsible To: Civil Defence Emergency Management (CDEM) Group Joint Committee – via the Coordinating Executive Group (CEG)

Purpose: To coordinate, support and lead Recovery activities across the Otago CDEM Group and ensure that:

• Recovery appointments and capabilities are developed and maintained across the CDEM Group area in Readiness, prior to emergencies.

• Recovery planning, prioritisation and management functions are undertaken during activations.

• Effective Recovery reporting mechanisms are in place.

• Central government is informed of local and Group recovery issues.

• Recovery resources are identified and obtained as required.

• Information is provided on the vulnerabilities, impact and consequences of the event on the affected area(s).

• Emergency issues are identified and solutions sought.

Date: September 2012

Important Functional Relationships

CDEM Region	National
Coordinating Executive Group	Ministry of CDEM
(jointly and individually)	National Recovery Manager*
Recovery Sector Groups	National Recovery Office*
Local Recovery Managers	National Recovery Coordinator*
Group and Local Controllers	
Group and Local Welfare Managers	
Group and Local Public Information Manager	
Group Emergency Management Office	
Emergency Service Providers, including NZ Police, NZ Fire, Ambulance	
Lifeline Utilities	
Territorial Authorities	
Government Agencies	

If activated

Otago CDEM Group Vision

The vision of the Otago CDEM Group is directly aligned to the CDEM Act, National CDEM Strategy, related regulations, plans and guidance – with particular reference to coordinated and collaborative efforts to meet the needs of the communities of the Otago region.

The **vision** of the Otago CDEM Group therefore is:

"Working together to build resilient communities in Otago"

The vision places a strong emphasis on:

- The concept of resilience, which is the capacity of a community to cope with, adapt to and prosper following the challenges encountered as the result of a significant emergency event.

- The involvement of individuals and communities in CDEM.

- The 4R's of CDEM – risk-based reduction, readiness, response and recovery.

Goals

The **goals** of the Otago CDEM Group describe the outcomes that the Group would like to achieve as it works towards the vision, and are closely aligned to the Crown's goals for CDEM.

The goals of the Otago CDEM Group are:

Goal 1
Increasing community readiness by ensuring awareness, understanding, preparedness and participation in Civil Defence Emergency Management through public education initiatives and community-led CDEM planning.

Goal 2
Reducing the risks from hazards in the Group area by improving the Group's understanding of hazards and by developing and monitoring a Group-wide risk reduction programme which demonstrates how individual agency initiatives contribute to overall regional risk reduction.

Goal 3
Enhancing the Group area's ability to respond to … emergencies through developing sufficient numbers and capability of CDEM staff and by having effective plans, systems and procedures in place to respond to emergencies.

Goal 4
Enhancing the Group area's ability to recover from … emergencies through a continued focus on recovery plans, training and exercises.

Key Result Areas:

This role encompasses the following functions or Key Result Areas:

Recovery Manager is accountable for	Recovery Manager is successful when
RECOVERY OPERATIONS In consultation with the Chairperson of the Otago CDEM Coordinating Executive Group: - Facilitating and coordinating the operation of Otago and central government agencies involved in recovery operations.	 - Recovery methods and actions align with the Otago CDEM Group Plan, Otago CDEM Group Recovery Plan and the Ministry CDEM Director's Recovery Guidelines.

Recovery Manager is accountable for	Recovery Manager is successful when

• Setting up and facilitating:
   o Group recovery office;
   o Recovery management team;
   o Recovery sector groups (social, economic, natural, built, rural);
 	
• Identifying long-term recovery solutions involving all affected parties.
	• Potential risks associated with the recovery operation are identified and managed effectively.

RECOVERY CAPABILITY • Working closely with governance, management and staff of all relevant agencies and organisation within the Otago CDEM Group to achieve agreed Recovery management capabilities. • Participating in Recovery training and exercises, as required, to test processes and enhance own capability.	• Positive working relationships are established and maintained with key personnel, agencies and stakeholders in CDEM. • Recovery capability development opportunities are actively sought and undertaken. • Recovery exercises are carried out, evaluation results reported to CEG, and agreed capability and process improvements implemented.
INFORMATION and COMMUNICATIONS • Providing regular reports on Recovery activations to Otago CDEM Group and Ministry of Civil Defence Emergency Management. • Actively communicating with partner organisations and communities so that all concerned are aware of and able to engage in the steps being taken in the Recovery. • Carry out regular and final debriefs of Recovery Management processes, reporting on operations detailing costs, actions taken, lessons learned and recommendations.	• Reporting meets Otago CDEM Group and Ministry CDEM performance management reporting and, where relevant, emergency management information system (EMIS) requirements. • Feedback from stakeholders and communities identifies that communications have been effective at all levels and across all functions of CDEM.

The above performance standards are provided as a guide only. The precise performance measures for this role will be subject to agreement with the Otago CDEM Coordinating Executive Group.

Location:

The Otago CDEM Group Recovery Manager will operate from the Otago Group Emergency Coordination Centre (GCC) and must be able to attend the ECC at 70 Stafford Street, Dunedin, or any alternate ECC location, during activations and exercises.

The Otago CDEM Group Recovery Manager will also be required to attend meetings of the Otago CDEM Group and Coordinating Executive Group from time to time. These meetings are usually held at the Otago Regional Council offices, 70 Stafford Street, Dunedin.

Key Job Competencies and Attributes:

The Group Recovery Manager will be required to demonstrate the following job competencies and personal attributes.

Competencies:

Comprehensive working knowledge of:

- The Recovery Manager's role and responsibilities.

- Recovery concepts and structures.

Knowledge of:

- The principles and application of comprehensive emergency management.

- The principles of integrated risk management.

- The principles of CIMS.

- CDEM terminology.

- Key documented arrangements, such as Memoranda of Understanding and Service Level Agreements.

- CDEM legislation.

- CDEM Group Plan and Local CDEM arrangements – particularly in relation to Recovery.

- CDEM Controller's role and responsibilities.

- Relevant Response and Recovery SOPs.

- The Local Government Act (2002).

- The Health and Safety in Employment Act (1992).

- The Privacy Act (1993) principles.

- Government Crisis Management Arrangements.

- The New Zealand Hazardscape, definitions of hazards, and hazards of the CDEM Group area.

Awareness of:

- The Building Act (2004).

- The Resource Management Act (1991).

Attributes:

Essential attributes

- Demonstrates leadership and motivates others.

- Demonstrates an ability to work effectively with senior executives and elected officials at local, regional and national levels.

- Demonstrates empathy and willingness to understand and respect others' needs.

- Is respectful of cultural diversity.

- Demonstrates ability to achieve team buy-in to the development of plans and procedures.

- Is reliable and able to be depended on.

- Supports colleagues and is collaborative.

- Demonstrates professionalism and fosters professional behaviour in others.

- Demonstrates the ability to see own role in relation to the wider operational context.

- Demonstrates ability to establish credibility and gain confidence.

- Demonstrates ability to manage own wellbeing in a high-pressured environment.

- Is solutions-focused when problem solving.

- Is able to achieve and maintain a regional overview in support of local needs and local recovery processes.

- Self-motivated.

- Demonstrates flexibility and is open to new ideas.

- Demonstrates commitment to ongoing personal and professional development.

- Demonstrates ability to reflect on own performance, recognising own abilities and limitations.

Further details on the competencies required by the Group Recovery Manager can be found in the Ministry CDEM Competency Framework Role Map: Recovery Manager.[3]

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[3] Refer: http://www.civildefence.govt.nz/memwebsite.nsf/Files/Professional_Development_files/$file/CDEM-rolemap-recovery-mgr.pdf

APPENDIX 2: SUMMARY OF GROUP AND LOCAL RECOVERY MANAGER ROLES

Function	Group Recovery Manager(s)	Local Recovery Managers
Appointment	Appointed by Group Joint Committee	Appointed by TA
Role	Coordination of: ■ Regional-level agencies in Recovery. ■ Support of local Recovery Managers and activities. ■ Regional-scale or multi-TA impact assessment. ■ Development, maintenance + coordination of Group Recovery Action Plan. ■ With central government agencies and national NGO's in Recovery. ■ Identification and realisation of regional opportunities for Reduction in Recovery. ■ Region/Group-level Recovery outcomes and outputs. ■ Development and regular dissemination of consolidated, multi-authority and multi-agency Recovery Reports.	Coordination of: ■ Local-level agencies in Recovery. ■ Local impact assessment. ■ Development, maintenance + coordination of Local Recovery Action Plan. ■ Identification and realisation of local opportunities for Reduction in Recovery. ■ Community-level Recovery outcomes and outputs. ■ Task Force Green and other nationally supported resources – in collaboration with case manager(s)/ supervisors. ■ Development and regular dissemination of consolidated, local and multi-agency Recovery Reports.
Relationships	■ Reports to CEG and CDEM Group Joint Committee. ■ Close working relationship with CDEM Group Controller during Response and transition to Recovery. ■ Management of Group Recovery Sector Group Coordinators: Social, Economic, Natural Environment, Built Environment (and Rural Sector). ■ National and regional organisations in Recovery – particularly MCDEM and MSD.	■ Reports to CEO Local Authority. ■ Close working relationship with Group Recovery Manager and Group EMT ■ Close working relationship with Local CDEM Controller during Response and transition to Recovery. ■ Management of Local Recovery Sector Group Coordinators: Social, Economic, Natural Environment, Built Environment (and Rural Sector). ■ Local organisations in Recovery.
Support	■ Group Recovery Management Office – including Group Recovery PIM. ■ Group Emergency Management Office. ■ Regional Council, member TAs and partner agencies. ■ Ministry of CDEM.	■ Local Recovery Management Office – including local-PIM. ■ Local Emergency Management Office. ■ Local authority. ■ Group Recovery Manager + Recovery Management Office.

APPENDIX 3: SECTOR GROUP MEMBERSHIP AND TERMS OF REFERENCE

1.   Social Environment Sector Group

Sector Group Chair: Ministry of Social Development Representative

Members:	
Work and Income	Ministry of Education
Representatives from affected TA(s)	IRD
Child Youth and Family	Te Puni Kokiri / Ngai Tahu
Red Cross	Housing NZ Corporation
MCDEM	MPI
Group EMO	NGO coordinator
Salvation Army	Insurance Industry
DHBs	Public Health
Others as decided by the Sector Group Chair and Recovery Manager	

Terms of Reference:

1.   To coordinate relevant agencies to provide services (when, where and how) to all people in the communities affected by the incident. This means restoring the needs of members of the communities for food, accommodation and safety. At the same time, making sure that the psychological and emotional needs of members of the communities are identified and addressed. The provision of support and help, by providing information, specialist services and resources will encourage people, families and communities to get back to normal after a disaster.

2.   To establish social service one-stop-shops, which are accessible to those affected by the event.

3.   To enable people in communities affected by the incident, to be involved in decision making. This is an important step that will lead on to their return to a state of full self-management.

4.   To oversee and organise the contributions of volunteers - both organised (from recognised organisations) and spontaneous (members of the public who offer their services).

Issues of specific interest to the Social Environment Sector Group, not necessarily mentioned above, include financial needs (grants, relief funds, emergency payments) cultural and language issues, schooling and healthcare, sanitation and public health, clearances for reoccupation and re-use of buildings, care of foreign nationals and tourists, impact assessments (multi-purpose), and access to insurance services.

2.   Economic Environment Sector Group

Sector Group Chair: Otago Chamber of Commerce

Members:
Economic forum
Business Recovery – includes representatives from: Business Associations & Chambers of Commerce
Ministry of Social Development
Ministry for Business, Innovation and Employment
Federated Farmers/MPI
IRD
Others as decided by the Sector Group Chair and Recovery Manager

Terms of Reference:

1.   To coordinate an economic impact study of the areas affected, identifying the impact on all sectors of the communities – social, business, rural, Territorial Authorities, overall impacts.

2.   To coordinate and support key agencies in determining and responding to the economic impacts as a result of the disaster.

3.   To support requests to Central Government for financial assistance and to identify future impacts and potential areas for further assistance and planning.

4.   To work to restore banking and other financial services, business operations and community services as soon as possible.

5.   To work with the insurance sector to ensure co-ordinated response by insurance companies and to address adequacy of cover for reconstruction, and to develop a fast track insurance processing system.

3. **Natural Environment Sector Group**

Sector Group Chair: ORC appointee

Members:
Regional Councils
Representatives from affected TA(s)
Department of Conservation
MPI
MFE
Environmental Interest Groups
Others as decided by the Sector Group Chair and Recovery Manager

Terms of Reference:

1. Work to minimise the impact of the emergency and subsequent recovery activities on the natural environment; this may have consequences on the social, built and economic environment.

2. Address any waste/pollution issues that may negatively affect the natural environment.

3. Co-ordinate the preservation of community assets such as parks, reserves and similar amenities.

4. Provide advice on threatened or endangered species in the affected area.

5. Address the difficult task of achieving an appropriate balance between 'economic activities for enjoying comfortable life and considerations for the global environment' by preserving and improving the natural environment and by efficiently using finite energy resources.

6. Take both a long term and a short term view of natural environment issues, taking into account pre-existing plans for change in the area.

4.   Built Environment Sector Group

Sector Group Chair: Group Lifelines Coordinator

Members:	
Representatives from affected TA(s)	Housing NZ Corporation
EQC	MPI
Transit NZ	Insurance Industry
NZ Rail	Civil Construction and Roading Contractors
Telecommunications providers	House Building Industry
Electricity Companies	Telecommunications Industry
Transpower	Regional Council
Rural Representatives	Civil Aviation Authority (Airport companies)
Others as decided by the Sector Group Chair and Recovery Manager	

Terms of Reference:

1. To coordinate and report on the progress being made to repair and reinstate or replace the built environment in affected districts. This will include:

    • Determination of infrastructure recovery priorities

    • Identification of interdependencies amongst infrastructure/utilities

    • To establish contacts between utilities and contractors

    • Consideration of road, air, water, and rail access within, to/from, and around the affected area(s)

    • Feedback mechanisms established.

2. Responsible for recommending any necessary priorities or other support required to ensure the timely completion of the recovery work and minimisation of future risks to vulnerable utilities.

3. To provide information for situation reports, media releases and reports on infrastructure matters to central government.

4. The membership and work of this Sector Group could be limited to a small number of utilities depending upon the nature of the emergency e.g. a flooding situation may involve little more than roading and stop-bank works.

5. The Director's Guidelines for recovery management envisage this Sector Group as being divided into 5 sub-Sector Groups if necessary for the emergency circumstances; i.e., residential housing, commercial/industrial property, public buildings and assets, rural farmland, and lifeline utilities sub-groups.