



BAY OF PLENTY
EMERGENCY MANAGEMENT

GROUP



Bay of Plenty Civil Defence
Emergency Management Group

Welfare Plan

2019/2024

Acknowledgements

This plan was developed in consultation with Emergency Management Advisors, welfare staff and key welfare stakeholders in the Bay of Plenty Civil Defence Emergency Management Group (BOP CDEMG) area. Many thanks for your time, valued input and expertise – your wisdom and insights have helped shape this document into something that is collectively 'ours'.

Adopted by the Bay of Plenty Civil Defence Emergency Management (BOP CDEM) Joint Committee on 22 March 2019.

Note: The Bay of Plenty CDEM Group Welfare Plan should be read in conjunction with the Bay of Plenty Civil Defence Emergency Management Group Plan 2019/2023.

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Part 1

Introduction

1.1 The Bay of Plenty Civil Defence Emergency Management Welfare in context

The Bay of Plenty Civil Defence Emergency Management (CDEM) Group is responsible for leading the development of regional welfare planning and the coordination of and development of local welfare arrangements, to ensure a consistent approach to welfare across the Bay of Plenty CDEM Group area.

The Bay of Plenty CDEM Group recognises and acknowledges that there will be variations in the resources available, including staffing, between the local authorities, impacting on the capacity to deliver on the National CDEM expectations.

Responsible Agencies, including CDEM, have more responsibilities at all levels under the National CDEM framework. The Bay of Plenty CDEM Group expects that adequate resourcing will be allocated to ensure welfare planning and coordinating tasks can be met.

Responsible Agencies are required to provide leadership in the planning and delivery of relevant emergency welfare services sub-functions. The Bay of Plenty CDEM Group will work closely with them and their supporting agencies, to ensure that strong relationships are built and clear plans and arrangements are in place for the region as a whole, and for each of the Local Authority areas within the region.

More than ever it will be important to have a collaborative approach to emergency management, enabling our communities to be better prepared and to share resources to the best effect, so that an effective and efficient welfare response to an emergency can be delivered throughout the Bay of Plenty CDEM Group area.

1.2 Purpose of this plan

The purpose of this CDEM Group Welfare Plan is to provide both strategic direction and clarity for the delivery of welfare services in an emergency management context for the Bay of Plenty area. It clarifies CDEM emergency welfare arrangements and structures and outlines agreed and statutory roles of Responsible and Support Agencies for emergency welfare services delivery and how this will translate into arrangements for the communities that make up the Bay of Plenty CDEM Group area.

A work programme will be developed from this plan which will be incorporated into the Bay of Plenty CDEM Group Annual Work Programme to ensure that tasks are progressed, targets are met and identified priorities are progressed and monitored.

1.3 Structure of the plan

This plan has been divided into sections that will assist those with a role in planning for and delivering emergency welfare services, to understand the Bay of Plenty's CDEM Welfare structures and arrangements. Coordination and planning will maximise our efforts and ultimately deliver the best possible welfare response to our communities.

The following parts give further understanding of CDEM structures, key considerations in welfare planning and monitoring and evaluation of welfare activities.

Part Two of this plan describes the Bay of Plenty in a social context, including providing an overview of Bay of Plenty communities and understanding vulnerability in the region.

Part Three of this plan details the CDEM welfare structures and arrangements at the National, Group and Local levels, to provide clarity about roles and responsibilities, both governance and management.

Part Four introduces the emergency welfare services sub-functions and responsibilities of Government and non-Government agencies under the new welfare structure.

Part Five introduces emergency welfare delivery in Recovery.

Part Six outlines the monitoring and evaluation arrangements for this plan.

1.4 Intended audience

The intended audience of this Plan are:

- The Bay of Plenty CDEM Group Joint Committee
- Coordinating Executive Group (CEG) members
- Welfare Coordination Group (WCG) members
- Emergency Management Bay of Plenty, Emergency Management Advisors
- Local Authority Senior Managers
- National Welfare Managers
- Group and Local Welfare Managers
- All welfare services agencies that have welfare responsibilities under the National CDEM Plan Order 2015
- Other regional and local stakeholders

1.5 Plans and legislation for the delivery of emergency welfare services

This plan is a supporting document to the Bay of Plenty Civil Defence Emergency Management Group Plan 2019/2024. This document indicated that the Bay of Plenty CDEM Group Welfare Plan should be reviewed “with a focus on improving the way agencies work together, promoting better coordination, to ensure emergency welfare services are available and delivered where they are needed”. The plan will also need to be updated to align with the National CDEM arrangements and expectations.

Further, this document aligns national, regional and local arrangements so that together, all relevant welfare agencies can work towards implementing the structures and responsibilities in a collaborative way, to achieve the best outcomes during and after an emergency, for communities across the Bay of Plenty CDEM Group area.

Legislation	Civil Defence Emergency Management (CDEM) Act 2002	Outlines the welfare response for CDEM Groups during an emergency in the form of providing for the relief of distress, including emergency food, clothing, and shelter (Section 85 (d)).
National Plans	National CDEM Plan Order 2015 <hr/> The Guide to the National CDEM Plan Order 2015 (S14 Welfare)	Welfare Services in an emergency [DGL 11/15] The specific provision of welfare is outlined in the National CDEM Plan and guide including welfare principles, processes, roles and responsibilities in an emergency. The Welfare Services in an Emergency Directors Guideline, describes the function of welfare and provides guidance to support the coordination and delivery of welfare services in an emergency.
Regional Plans	Bay of Plenty CDEM Group Plan 2019/2024 <hr/> Bay of Plenty CDEM Group Welfare Plan 2019/2024	The Bay of Plenty CDEM Group Plan 2019/2024 is the overarching document for CDEM in the Bay of Plenty region, describing and prioritising the Bay of Plenty hazards and risks and must be read in conjunction with this plan. The Bay of Plenty Group Welfare Plan outlines how the CDEM Group will plan for and provide welfare services to both people and animals during an emergency in the Bay of Plenty.
Local Plans	Local Welfare Plans (Whakatāne, Kawerau, Ōpōtiki, Rotorua, Western Area (includes Tauranga City and Western Bay of Plenty District Councils))	Local Welfare Plans contain information that is only relevant to that area (e.g. MOU's with agencies to deliver services on their behalf as the Responsible Agencies do not exist in that area). See Appendix 1 for a template.
Community Plans	Community Response Plans	At the community level, Community Response Plans have been developed with many communities in the Bay of Plenty which contain the communities arrangements, should communities be geographically isolated in an emergency. These arrangements can be supported by CDEM as and when required during an emergency.

Figure 1: Plans and legislation relevant to welfare delivery in the Bay of Plenty region

1.6 Obligations and legal requirements

All people must be treated without discrimination. This means that everyone, including disabled people, and people from culturally and linguistically diverse (CALD) communities, must have access to information and services on the same basis as others.

The key documents regarding inclusion in communities are:

- The Treaty of Waitangi
- New Zealand legislation:
 - Human Rights Act 1993
 - New Zealand Bill of Right Act 1990
 - New Zealand Sign Language Act 2006
 - New Zealand Public Health and Disability Act 2000
 - Building Act 2004
- New Zealand policies and standards:
 - New Zealand Disability Strategy 2001
 - NZS 4121:2001 – Design for Access and Mobility – Buildings and Associated Facilities.

International treaties and agreements include:

- United Nations Universal Declaration of Human Rights
- United Nations Convention on the Rights of Persons with Disabilities
- United Nations International Covenant on Civil and Political Rights, and
- United Nations International Covenant on Economic, Social and Cultural Rights

1.7 What are emergency welfare services?

The objective of emergency welfare services in a CDEM context is to respond to the needs of individuals, families, whānau and communities affected by an emergency and to minimise the consequences of the emergency for them.

Welfare is delivered to communities by local level CDEM with coordination and support delivered regionally and nationally.

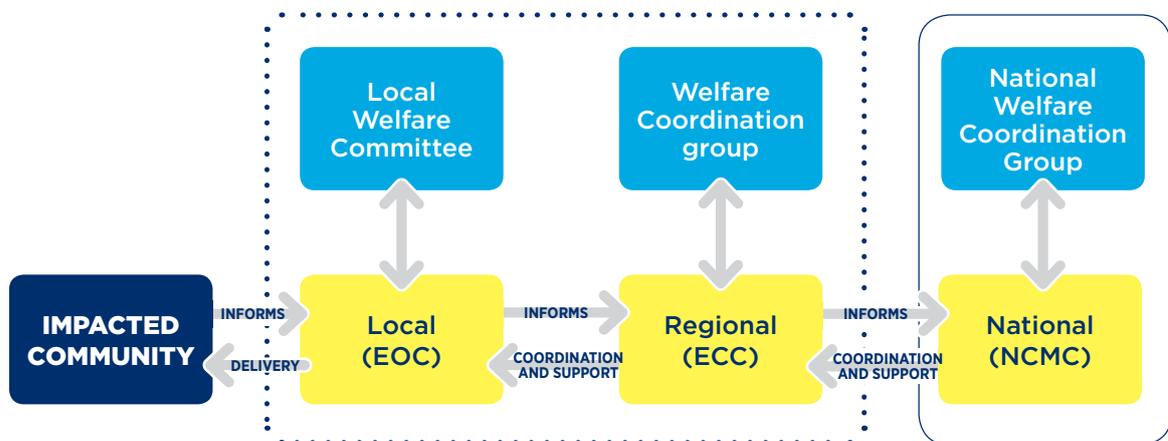


Figure 2: Bay of Plenty model.

A successful emergency welfare response will ensure that people get timely information and easy access to the range of emergency welfare services they need during and after an emergency. This can only happen if emergency welfare arrangements are well planned, coordinated and integrated at all levels before and during all phases of an emergency.

Welfare services may be accessed by or delivered to the public in a number of ways. A flexible approach is required and may be achieved by some or all of the following:

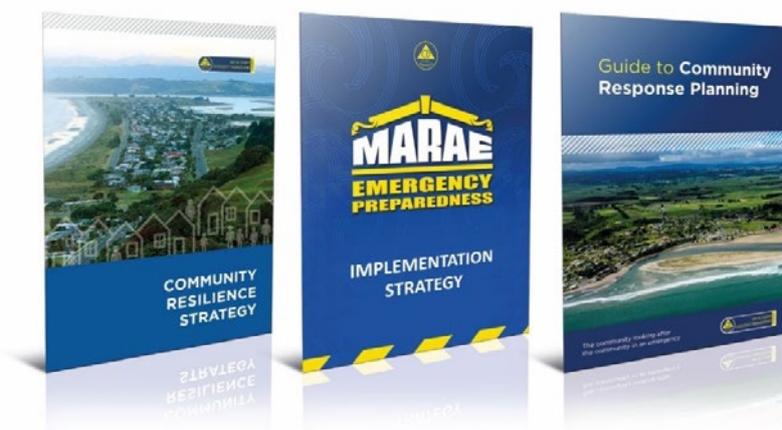
- via outreach (mobile services or teams door to door, or set up of a mobile facility)
- via community-based organisations and facilities
- at a Civil Defence Centre (CDC) established during response
- via existing agency offices, service centres, or call centres
- by telephone, or
- online via internet services

One of the aims of emergency welfare services is to support people in the safest and most appropriate location possible.

This may be in their home, workplace, holiday accommodation, emergency shelter, or emergency or temporary accommodation.

The mode of delivery will depend on a variety of influencing factors, including:

- size and scope of the emergency,
- location (for example, rural or urban communities, easily accessible or isolated places), and
- timeframe (from immediate needs, to needs that occur later or are ongoing).



1.8 Welfare across the 4 R's

It is vital that both Group and Local level CDEM take a leadership role in coordinating welfare efforts across the 4R's – Reduction, Readiness, Response and Recovery. The 4R's in the welfare context can be described as:

Reduction in the welfare context means all measures undertaken during reduction that have the potential to reduce welfare needs and requirements before, during and after emergencies.

Principles of CDEM Welfare

The principles applying to the delivery of welfare services are to:

- (a) Recognise the diverse and dynamic nature of communities; and
- (b) Strengthen self-reliance as the foundation for individual, family, whānau and community resilience; and
- (c) Ensure that emergency welfare services address the specific welfare needs of individuals, families, whānau and communities; and
- (d) Ensure flexibility in the services provided and how they are best delivered; and
- (e) Integrate and align with local arrangements and existing welfare networks.

National CCDEM Plan Order 2015 para 64 (a-e)

Readiness in the welfare context involves preparation (including risk management), relationship building, planning, capability development and exercising. A clear understanding of welfare roles and responsibilities and strong governance arrangements are required.

Response in the welfare context involves actions taken immediately before, during or directly after an emergency to support, coordinate, and manage the delivery of emergency welfare services to affected communities.

Recovery in the welfare context involves the continued delivery of welfare services to affected communities following an emergency to bring about the immediate, medium-term and long-term holistic regeneration of a community following an emergency. In recovery it is important to recognise that changes will be required in the delivery of welfare services and although accountabilities change, responsibilities do not. The needs of the community which change throughout the recovery period and the Recovery Office will need to work closely with the community to ensure those needs are met.

1.9 Duration of plan

The Plan is effective from 7 December 2018 following endorsement by the Bay of Plenty CDEM Coordinating Executive Group (CEG) and approval by the Bay of Plenty CDEM Group Joint Committee.

This Plan is subject to review within five years from the effective date, or with changes in legislation effecting delivery of the emergency welfare services function.



Part 2

Bay of Plenty in context

Successful delivery of welfare requires a prior understanding of hazards, risks and community vulnerabilities in order to adequately reduce the risk, prepare for, respond to and recover from an emergency. The Bay of Plenty Civil Defence Emergency Management Group Plan 2019/2024 provides clear guidance on the existing hazards and challenges for the Bay of Plenty area and those responsible for the delivery of welfare at the local level should become familiar with the risks in their geographic area.

In addition to understanding the risk profile for Bay of Plenty, understanding the social context is important to establish realistic expectations of the needs in the community during and after an emergency. This begins with understanding the social context in which we are operating.

2.1 Social Profile for the Bay of Plenty region

The Bay of Plenty is on the east coast of the North Island of New Zealand. The region takes in the full sweep of the coastline from Lottin Point in the east, to Waihi Beach in the west.

Inland, the region is mostly bound by the watersheds of the catchments flowing into the Bay of Plenty. This includes the lakes in the Rotorua district. On the ocean side, the region includes 18 offshore islands extending out to the 12 nautical mile boundary. The area of the region is 21,837 km² comprising 12,254 km² of land and 9,583 km² of coastal marine area.



2.2 Social profile

The Bay of Plenty Civil Defence Emergency Management region has a population of approximately 271,251, this makes the Bay of Plenty the fifth most populous region in New Zealand.

The region has a high population density in the west and low population density in the east.

Across the region, population projections show that the Bay of Plenty will be faced with a rapidly increasing and proportionally older population over the next 30 years. By 2031, one in four people will be over the age of 65.

Compared to the rest of New Zealand, the Bay of Plenty is less ethnically diverse, but there is a high Māori population. In 2013, one in four people in the region identified as Māori, compared to 13% for New Zealand. One in ten identified as being part of an ethnic group other than Māori or New Zealand European, which is lower than the national average of 21%. The second-most spoken language in the Bay of Plenty is te reo Māori.

The Bay of Plenty region has approximately 104,000 occupied dwellings and 13,500 unoccupied dwellings. Overall in New Zealand, individual home ownership rates are declining, with significant percentage decreases for Māori and Pacific populations.

2.3 Diverse populations

Other populations with specific challenges during an emergency include:

- Tourists to the Bay of Plenty. The challenges with this population include language barriers, lack of awareness of existing regional hazards and safe zones to move to in case of emergencies, and access to emergency messaging and alerting.
- Seasonal workers who pose challenges in how we connect with them due to language barriers and their transient nature.
- The significant number of people with disabilities (73,000) living in the Bay of Plenty. This is a higher than average number per head of population compared to the rest of the country.

In the Bay of Plenty CDEM Group area, there are many communities which could become geographically isolated during an emergency.

Many Eastern Bay communities for example, might become isolated by earthquakes, landslips and floods.

 **271,251**
total population

 **26%**
Māori population

Six percent of
the national
population



High proportion of
population is
over 65 (15%)

Net population growth
across the region. Some
decline in the East

Region wide

25% of employment
in Tauranga, Rotorua
& Whakatāne in the
Services sector

Below average
training and
education

6% of
national
GDP



6% of
national
employment

7% of NZ's
businesses



Average economic performance
consistent
with national trends

Statistics NZ, 2013 Census Quickstats: Bay of Plenty Region



Growth predominantly in West

Strong population growth in Western and Rotorua sub-regions is projected to continue. 67% of the region's employment growth occurred in Tauranga from 2002-2012.



Greater proportion of youth in East

Quarter of the population in the East is under 14 years old compared to one fifth in the West.

Western Bay of Plenty

 **Population**
184,100 [**48% male**
52% female]

Age Groups

20%  0-14 years
29%  15-39 years
32%  40-64 years
20%  65+ years

Ethnicity*

81% European or Other
25% Māori
3% Pacific Peoples
8% Asian

Key sectors: Business services including tourism, manufacturing, kiwifruit, wholesale and distribution including transport and logistics

Rotorua

 **Population***
71,700 [**48% male**
52% female]

Age Groups

22%  0-14 years
31%  15-39 years
31%  40-64 years
15%  65+ years

Ethnicity*

68% European or Other
38% Māori
6% Pacific Peoples
8% Asian

Key sectors: Manufacturing, social and business services including tourism, forestry, dairy.

Eastern Bay of Plenty

 **Population**
51,440 [**49% male**
51% female]

Age Groups

23%  0-14 years
27%  15-39 years
32%  40-64 years
18%  65+ years

Ethnicity*

64% European or Other
50% Māori
4% Pacific Peoples
4% Asian

Key sectors: Primary (dairy, forestry, kiwifruit), manufacturing and social services



Expanding older population

By 2031, approx 25% of the population will be aged over 65.



Deprivation concentrated in the East
and in urban pockets of Tauranga and Rotorua.

Western Bay of Plenty, Eastern Bay of Plenty and Rotorua figures are June 2018 projections unless otherwise stated.

*2017 projection

*Multiple answers possible so will total more than 100

2.4 Understanding vulnerabilities in Bay of Plenty's communities

An emergency can be a stressful and emotional experience which may impact or compound any existing difficulties or issues that people are facing.

At the local and regional levels, consideration needs to be given to provision for vulnerable and hard to reach communities, acknowledging they may have specific challenges to address.

When planning, the following should always be considered:

- Age
- Gender
- Children and young people
- People living alone
- Elderly
- Health and disability issues
- Mental health and general health issues
- Drug or alcohol dependency
- Cultural requirements
- Ethnicity and language
- Socio-economic status
- People with companion animals
- Isolation
- People with unreliable or no internet access.

2.5 Civil Defence Emergency Management risk implications

Risk implications for the CDEM welfare sector in the Bay of Plenty include:

- Citizens who have been affected by a previous significant emergency, may have ongoing psychosocial needs that may be impacted by future events.
- Growing cultural and linguistic diversity raises important issues for the CDEM sector, around how to ensure effective engagement and inclusion of all Bay of Plenty residents.
- Lower levels of preparedness increase risk, particularly in the younger age groups.
- Some people who have moved to a new area may initially experience social isolation and lack of connection to the community.
- An ageing community-based population may need special consideration in CDEM planning.
- Geographic isolation may mean some remote areas in Bay of Plenty may be cut off from existing service routes and relevant local arrangements should be made for initial emergency welfare services and resources.
- The Welfare Coordination Group (WCG), Local Welfare Committees (LWC), and Responsible and Support Agencies should understand the vulnerable groups that may be affected by the emergency and factor this into their planning.



Part 3

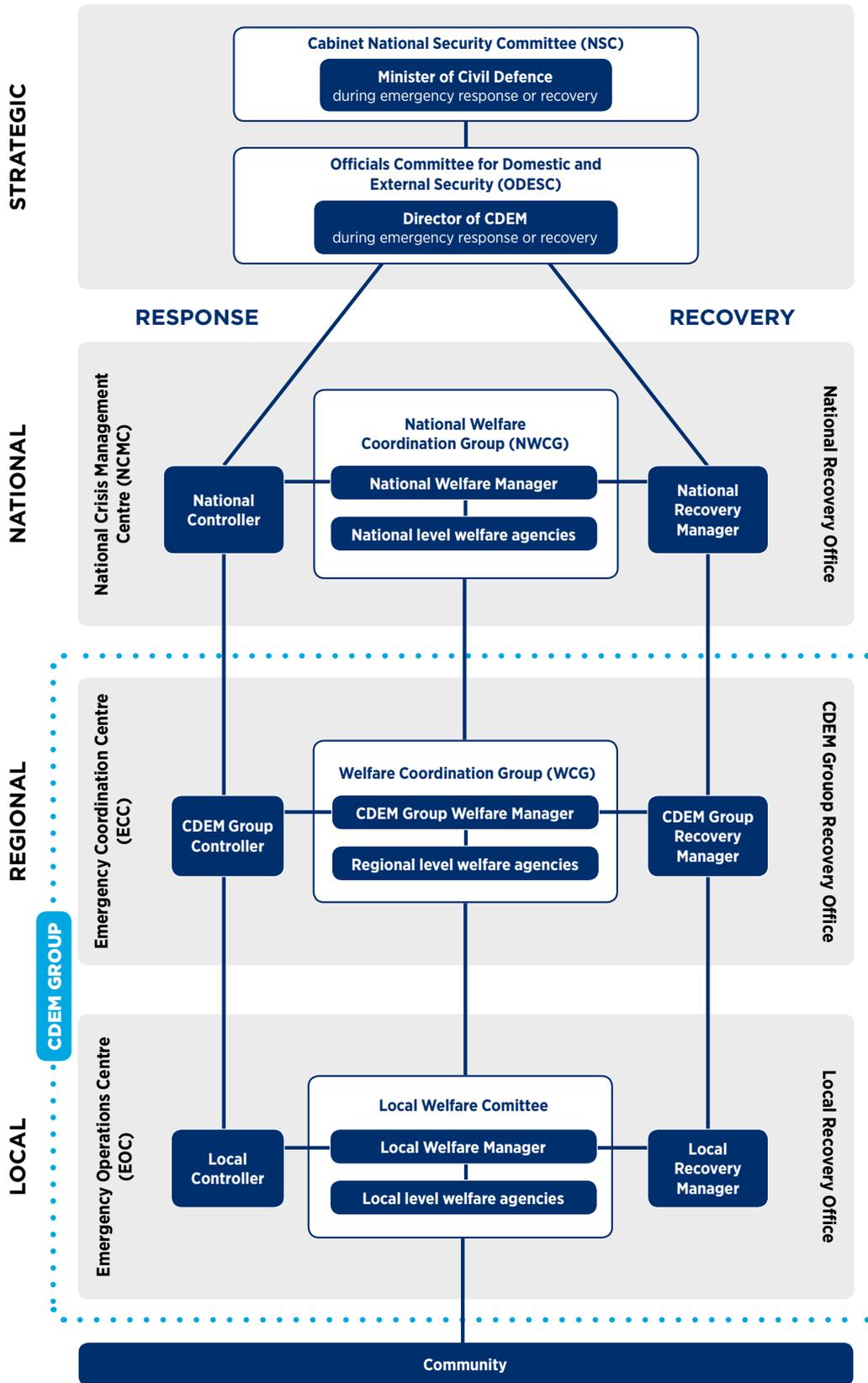
Civil Defence Emergency Management welfare governance and structure

Civil Defence Emergency Management comprises three levels of coordination; National, Regional and Local. National level and CDEM Group welfare services, support and coordinate the delivery at the local level. Local level welfare delivers emergency welfare services to communities affected by an emergency.

Central and Local Government have a responsibility to support people affected by an emergency and work in partnership with non-Government agencies, including community-based and volunteer organisations to achieve this.

There are many organisations, agencies and individuals that provide vital emergency welfare services before, during and after an emergency and it is essential that these emergency welfare services are coordinated at both the strategic and operational level. To achieve this, a planned and structured approach to emergency welfare planning and delivery is essential across National, Group and Local levels.

The diagram below demonstrates the relationships and information flow at each of these levels.



National, Group and Local coordination during response and recovery

The Ministry of Civil Defence & Emergency Management (MCDEM) is the responsible agency at the national level for the co-ordination of emergency welfare services and it appoints a National Welfare Manager to fulfil this function. In consultation with the National Welfare Coordination Group (NWCG) is responsible to plan and coordinate at the National level, the delivery of emergency welfare services across all emergency welfare services sub-functions during response and recovery.

The National Welfare Manager chairs the National Welfare Coordination Group, as a mechanism for coordination across national level agencies with welfare responsibilities under the National CDEM Plan. The National Welfare Coordination Group supports the CDEM Group and local level welfare structures to deliver services to affected communities.

3.1 Bay of Plenty Civil Defence Emergency Management Group governance and structure

In a response, the delivery of emergency welfare services is supported by the Bay of Plenty CDEM Group via regional coordination when:

- The emergency affects more than one local authority/CDEM organisation, or
- The circumstances of the emergency are such that the delivery of emergency welfare services, requires regional coordination and support (e.g. the scale or severity of the emergency exceeds the resources or ability of the local authority).

The Bay of Plenty CDEM Group support for local CDEM welfare is provided by the Bay of Plenty CDEM Group Welfare staff during reduction and readiness, the Emergency Coordination Centre (ECC) during response and the CDEM Group Recovery Office during recovery.

3.1.1 The role of the Bay of Plenty Civil Defence Emergency Management Group Welfare Manager

The Bay of Plenty CDEM Group is responsible for ensuring emergency welfare services are coordinated and delivered throughout the Bay of Plenty CDEM Group area. The Group Welfare Manager fulfils this function on behalf of the Group Controller and is appointed under the National CDEM Plan Order 2015 paragraph 62 (6b). The Group Welfare Manager will provide leadership in planning for effective emergency welfare services delivery, by ensuring that local arrangements are in place and regional plans adequately take into account the local context for delivering emergency welfare services.

In Reduction and Readiness, the Group Welfare Manager does this by:

(a) Working regionally to ensure:

- staff are trained for their welfare role in the ECC
- the ECC welfare function is planned for
- the Bay of Plenty CDEM Group Welfare Plan is up to date
- CEG is fully briefed on welfare arrangements and issues
- an engaged and effective Welfare Coordination Group meets regularly
- an annual welfare forum is held

(b) Working with Local Welfare Managers and Emergency Management Advisors to:

- Develop Local Welfare Plans and/or arrangements.
- Ensure Local Welfare Managers and their teams are trained.
- Ensure the Local Welfare Committee meets regularly.
- Ensure arrangements are in place for CDEM led emergency welfare services sub-functions.

- Solicit where necessary, the requisite support of other relevant welfare Responsible and Support Agencies.

(c) Working with Responsible and Support Agencies to:

- Develop a consistent approach to emergency welfare services sub-function planning.
- Clarify roles and expectations with Responsible and Support Agencies
- Collaboratively develop emergency welfare services sub-function plans to ensure their services can be delivered in any part of the Bay of Plenty CDEM Group area.

At the CDEM Group level, during response and recovery, the CDEM Group Welfare Manager is responsible for coordination of the emergency welfare services function.

The CDEM Group Welfare Manager:

- (a) is responsible to the Group Controller in response or the CDEM Group Recovery Manager during recovery for coordination of the delivery of services, and
- (b) coordinates the agencies responsible for emergency welfare services sub-functions during response and recovery to ensure that the delivery of services and information are integrated and aligned to meet community needs, and
- (c) coordinates with local welfare managers at local Emergency Operation Centres (EOC's) during response or the local recovery office during recovery, and
- (d) coordinates and integrate their CDEM Group welfare activities with other ECC functions and activities in support of the Group Controller, and
- (e) communicates and report on the provision of emergency welfare services and provide advice to the Group Controller, and
- (f) coordinates with the National Welfare Manager and other CDEM Group Welfare Managers to ensure consistent and coordinated delivery of emergency welfare services and information to affected communities, and
- (g) is capable of assisting in emergency welfare services coordination at any ECC or, if requested, the National Crisis Management Centre (NCMC).



What local authorities and welfare service agencies can expect from the Bay of Plenty CDEM Group

Bay of Plenty CDEM Group is responsible for ensuring that emergency welfare services are planned, coordinated and delivered effectively to people affected by emergencies anywhere in the Bay of Plenty area.

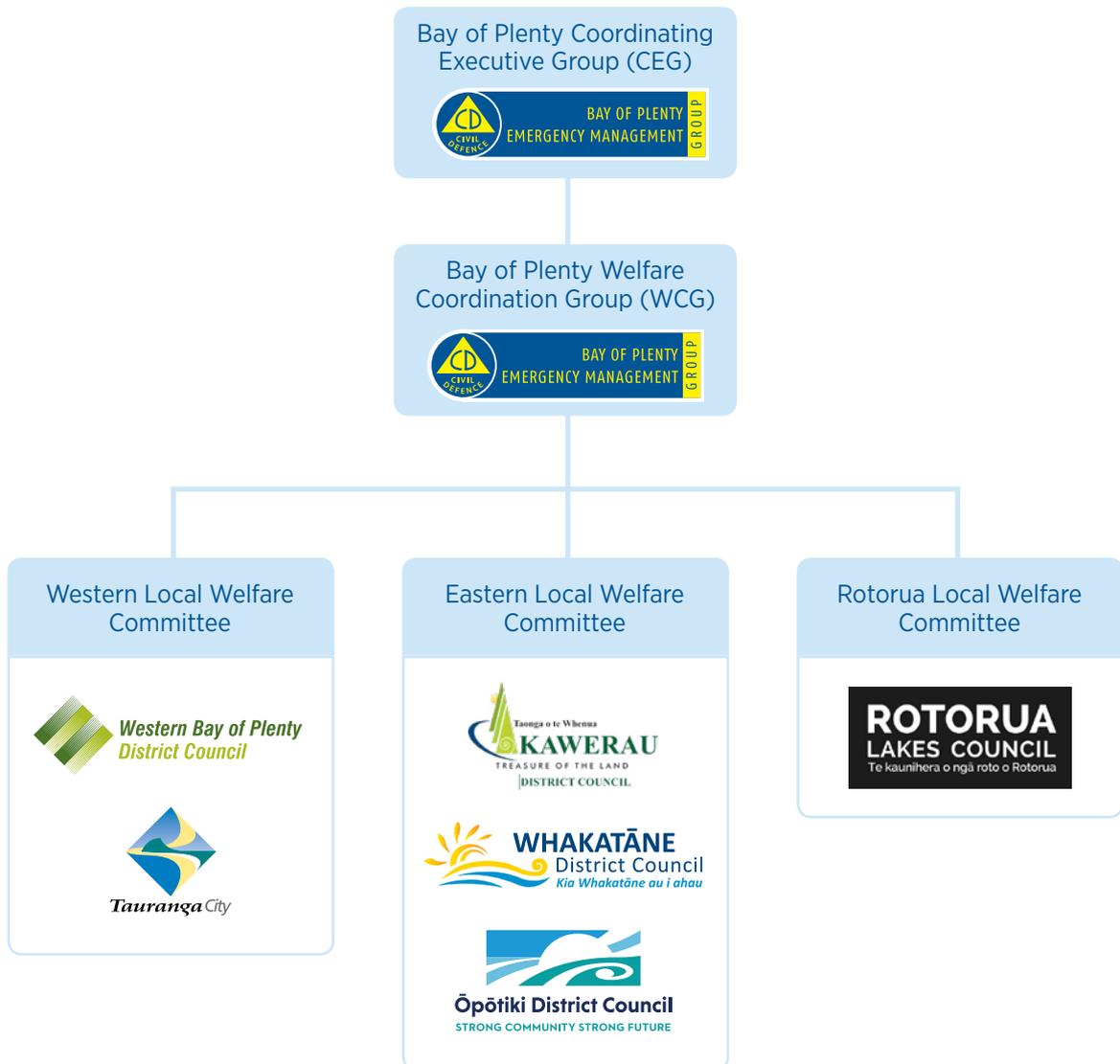
The Bay of Plenty CDEM Group will:

- provide leadership in the planning and delivery of Welfare Services in an Emergency in the Bay of Plenty CDEM area,
- appoint a CDEM Group Welfare Manager and alternates,
- ensure Group ECC Welfare Staff are identified and adequately trained,
- lead welfare readiness activities including planning and relationship building with welfare service agencies,
- ensure adequate plans are in place for response and recovery welfare activities at the Group and Local level,
- support capability development by providing and supporting welfare focused training and exercising,
- support Local Welfare Managers with advice, tools and resources to meet their responsibilities,
- ensure plans are in place with Responsible Agencies for the delivery of the welfare services' sub-functions in each of the Local Authorities in the Bay of Plenty CDEM Group area,
- ensure support agencies are included in the planning of welfare services sub-functions,
- ensure information sharing between Local Welfare Managers and welfare service agencies,
- chair and facilitate the Welfare Coordination Group, formulate agendas, ensure accurate minutes are taken and actions followed up,
- report to CEG quarterly and the Bay of Plenty CDEM Group Joint Committee annually on the Welfare activity,
- develop a Group Welfare Plan and work programme (to be integrated into the Bay of Plenty CDEM Group annual work programme) to ensure its implementation,
- ensure monitoring and evaluation of the Group Welfare Plan,
- hold an annual Welfare Forum,
- develop and maintain a close working relationship with the other CDEM Group Welfare Managers and the National Welfare Manager, and
- During response coordinate additional welfare resources from neighbouring CDEM Groups.

3.1.2 Welfare Coordination Group (WCG)

The Welfare Coordination Group (WCG) is a collective of the Responsible Agencies for the nine emergency welfare services sub-functions as defined in the National CDEM Plan Order 2015. The Welfare Coordination Group provides a mechanism for collaboration and coordination between agencies, who work together to plan for and establish arrangements for the effective delivery of emergency welfare services at the CDEM Group and Local levels.

As welfare arrangements are implemented, the Bay of Plenty CDEM Welfare Coordination Group membership will be reviewed and these changes will be reflected in the Terms of Reference. In addition, the CDEM Group Welfare Manager will ensure that mechanisms are in place enhancing effective collaboration and information sharing between all stakeholders. Stakeholders include Local Authorities, Responsible and Support Agencies, and other agencies/organisations with a role in emergency welfare in the Bay of Plenty CDEM area. These tasks will be identified in the Bay of Plenty CDEM Group Annual Work Programme.



The Bay of Plenty Group and Local Welfare Committee Structure

3.2 Local CDEM Governance and Structure

3.2.1 Local Authorities Responsibility

Local Authorities have overall responsibility for planning and delivery of emergency welfare to people affected by an emergency. Responsible and Support Agencies are responsible for delivery of their mandated emergency welfare services sub-functions and are required to work with the Local Welfare Manager to coordinate the delivery of emergency welfare services.

3.2.2 Local Welfare Managers

The role of the Local Welfare Manager is to plan for and manage the delivery of emergency welfare services to affected people in their area during an emergency.

During readiness, the Local Welfare Manager:

- ensures that plans and arrangements for welfare service delivery are in place,
- ensures local welfare staff are trained for their role in the Emergency Operation Centre (EOC) and Civil Defence Centres (CDC's),
- builds relationships with local welfare agencies and stakeholders, working closely with community leaders and community-led organisations,
- provides information to the Bay of Plenty CDEM Group Welfare Manager on welfare planning and activities in their local area, and
- Chairs the Local Welfare Committee.

During response and recovery, the Local Welfare Manager:

- activates local emergency welfare arrangements,
- manages the Welfare function in the EOC,
- liaises with and integrates activities with other functions in the EOC,
- provides advice to the Local Controller on Emergency Welfare matters,
- if required, provides advice to the Local Recovery Manager on Welfare matters, and
- liaises with the Bay of Plenty CDEM Group Welfare Manager, and seeks guidance and assistance as required.

During response, the Local Welfare Manager is responsible to the Local Controller. They will also work closely with the Bay of Plenty CDEM Group Welfare Manager, and any other activated Local Welfare Managers, as appropriate.

3.2.3 Local Welfare Committee (LWC)

The Western Zone (Tauranga City Council and Western Bay of Plenty District Council who have a shared service agreement), Eastern Zone (includes Whakatāne District Council, Kawerau District Council and Ōpōtiki District Council) and the Central Zone (Rotorua Lakes Council) have Local Welfare Committees.

A Local Welfare Committee is a collective of agencies working to prepare for and manage the coordinated delivery of emergency welfare services to affected people at the local level during an emergency.

Membership includes those local agencies that are integral to a successful emergency welfare response. This membership will be included in the Local Welfare Committee's Terms of Reference and will outline the Responsible and Support Agencies, volunteer and other community-based organisations.

The Local Welfare Committee is chaired by the Local Welfare Manager and as part of this role is a member of the Welfare Coordination Group as outlined in the Terms of Reference.

3.2.4 Welfare planning at the Local Level

Communities in Bay of Plenty are diverse and have unique characteristics and therefore the public may access emergency welfare services in a number of ways. For example this may be the provision of support for people 'sheltering in place' (usually in their own homes) who require specific types of support, establishing Civil Defence Centres (CDC's) or support for displaced people outside the CDEM Group area.

Local planning and delivery will ensure flexibility and most importantly that the services delivered are relevant to the affected community.

It is essential that the Local Welfare Manager takes a leadership role in planning emergency welfare services in an emergency. To ensure emergency welfare services are delivered effectively, they must collaborate with responsible and other agencies and the Local CDEM Welfare Committee, to identify potential needs and determine an appropriate response. The resulting plans should clearly identify who is responsible and how the required emergency Welfare services will be delivered. Support from the Bay of Plenty CDEM Group Welfare Manager is available at all times.

A good knowledge of existing welfare support and structures in communities is necessary to ensure an integrated and professional welfare response is provided. Community knowledge and networks established by other units within Local Councils may be useful for welfare planning, as they are likely to have existing and trusted relationships with providers of community services and programmes, which will be critical for effective welfare delivery.

Agencies responsible for the coordination of the nine emergency welfare services' sub-functions should develop local arrangements in agreement with local level welfare.

When an emergency occurs, a priority task for the local CDEM is an analysis of community emergency welfare needs, so that an appropriate and timely response can be established, this is done through the needs assessment emergency welfare services sub-function. Identified community needs should indicate which agencies/organisations need to be activated to provide the required emergency welfare services.

It should be expected that some people will present with complex welfare needs – existing conditions are often exacerbated during and after an emergency. The Local Welfare Manager and the Responsible and Support Agencies should have appropriate staff available to manage these complex cases.

3.2.5 Working with community based organisations

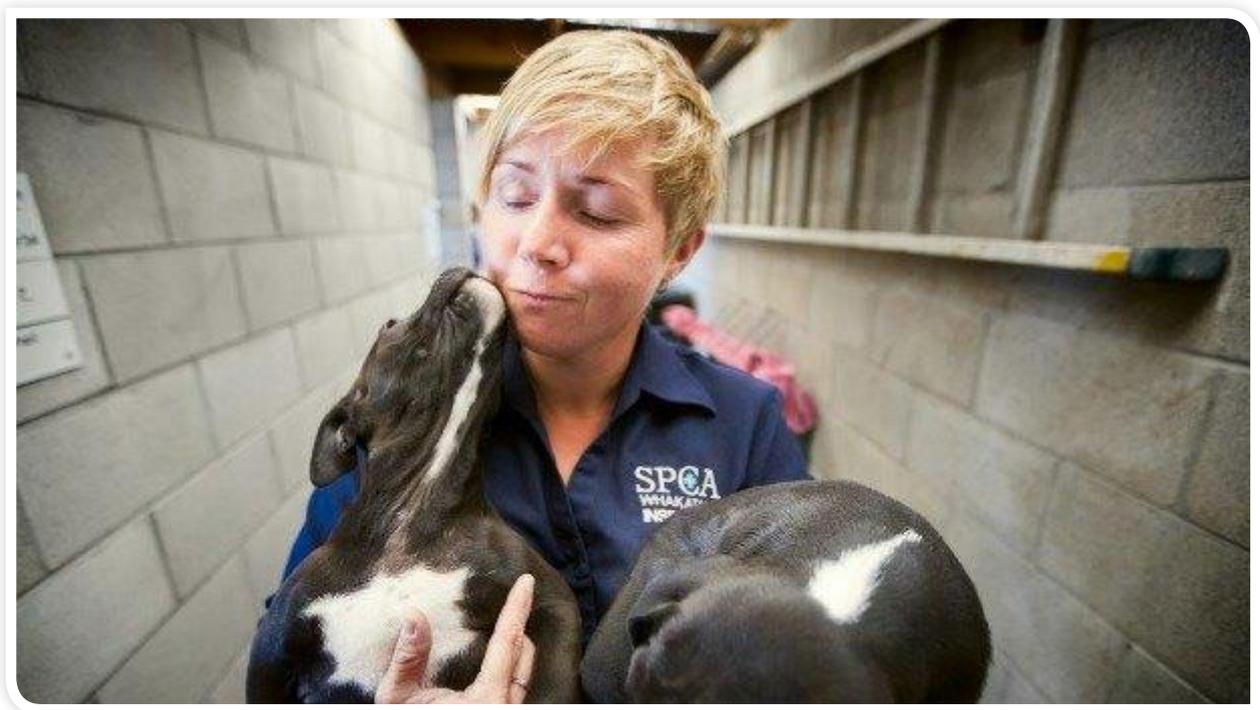
Community based organisations play an important role in emergency welfare. Community networks and connections can assist and enable the delivery of coordinated emergency welfare services in an emergency.

3.2.6 Community leaders

Engaging and including community leaders in welfare readiness activities assists in developing arrangements that are vital for an effective response, including a community response, to an emergency. Most community leaders possess valuable knowledge about effective community engagement and communication.

Local Authorities, Emergency Management, and welfare agencies should seek opportunities to involve community leaders in welfare activities, to build and maintain relationships and to work in partnership with them.

The Bay of Plenty CDEM Group work with those communities as outlined in the Community Resilience Strategy, the Marae Emergency Preparedness Implementation Strategy and in the CDEM Group Annual Work Programme.



Bay of Plenty Civil Defence Emergency Management Group expectations of Local Authority emergency welfare service arrangements

- Local Authorities are responsible for managing the coordinated delivery of welfare services to local communities affected by emergencies.
- The CEG representative from each Local Authority will be responsible for appointing a Local Welfare Manager and alternates.
- CEG representatives in conjunction with their Local Welfare Managers and alternates will be responsible for appointing welfare team members.
- Local Authorities will develop local welfare plans to ensure local welfare services arrangements are in place to deliver all welfare services sub-functions (see Appendix 1 for a template).
- Local Authorities must develop welfare services arrangements in accordance with Group and National standards.
- Local Authorities must have an active Local Welfare Committee that has representation as outlined in their Terms of Reference.
- The Local Welfare Manager will Chair the Local Welfare Committee in their area.
- Local Authorities will develop relationships with key stakeholders at the Local Level for the delivery of Emergency Welfare Services through Local Welfare Committees and Sub Function planning workshops.
- Local Authorities will ensure Local Welfare Staff are trained and have regular exercise opportunities as outlined in the Bay of Plenty CDEM Group Annual Training and Exercise Plan.
- The Local Welfare Manager will provide regular updates to the Bay of Plenty CDEM Group Welfare Manager.
- Each Local Authority will have a clear understanding of Local Emergency Welfare capacity and capability and communicate with the Bay of Plenty CDEM Group Welfare Manager during readiness, regarding any anticipated shortfalls or needs.
- Local Authorities will contribute to the development of Bay of Plenty CDEM Group Welfare arrangements, and participate in the Bay of Plenty CDEM Group Annual Welfare Forum.
- Local Authorities will work with other Local Authority areas in the region in readiness to plan for a collaborative approach to CDEM in the Bay of Plenty area.
- Local Authorities will support other Local Authority areas during any emergency response.



Part 4

Welfare services sub-functions in readiness and response

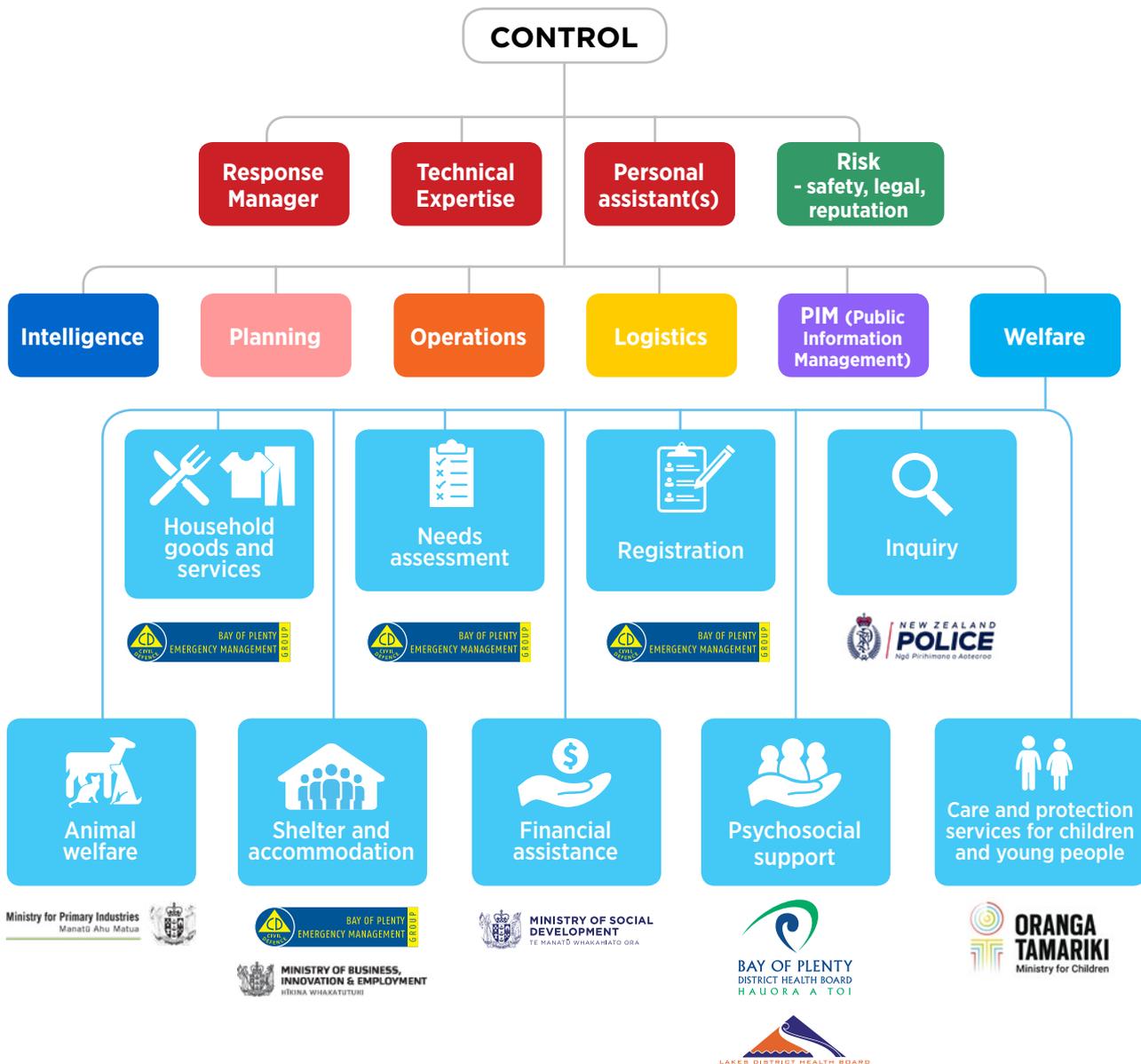
4.1 Coordinated Incident Management System

The Coordinated Incident Management System (CIMS) is a proactive incident management framework used by the Bay of Plenty CDEM Group, when responding to incidents. Welfare is one of the functions of the CIMS.

The Welfare function is responsible for coordinating and delivering emergency welfare services and resources, through nine identified emergency welfare services sub-functions, to affected individuals, families/whānau and communities.

The National CDEM Plan Order 2015 lists the seven government agencies with responsibility for the coordination of welfare services sub-functions.

The following diagram demonstrates the Bay of Plenty agencies for the delivery of those emergency welfare services in a response.



It is vital that the welfare function works closely with the other teams in the Coordination Centre as they will support the Welfare Services team to deliver emergency welfare services to the community as outlined in the National CDEM Plan Order 2015 (section 62 to 75).

An example of how each team in the Coordination Centre can support emergency welfare services in a response is shown in the diagram opposite.

CONTROL

Response Manager

Technical Expertise

Personal assistant(s)

Risk - safety, legal, reputation

Intelligence

Current information on Lifelines (roading, water, power etc.)

Hazard information

Climate and weather

Community demographic, cultural and human factors

Number of people affected

Forecasting (i.e. Number of days the CDC is open)

Planning

Undertake long term planning (i.e. working out what is required for days and weeks)

Contingency planning (i.e. what if the hazard intensifies, when the CDC has to close, something else impacts on the CDC operating)

Create a timeline

Update the logistics status board

Operations

Delivery and tracking of resources

Volunteer Coordination (both trained and spontaneous)

Logistics

Activate Logistics Plan

Source personnel (other regions)

Activate CDC Volunteers, CDC supervisor and CDC/EOC Liaison

Develop rosters

Source equipment (i.e. welfare kit/signage, tables, chairs, bedding, clothing, electronics, stationery...)

Organise catering (food, refreshments, eating utensils)

Provide security

Source and organise accommodation

Undertake financial tracking

Arrange transport

Oversee communications between the EOC/ CDC

PIM (Public Information Management)

Public messaging to open the CDC

Key messaging (for the operational period)

Information boards at CDC

Media releases

VIP visits or public meetings

Presence in the CDC

Welfare

Select the CDC and activate MOU or third party agreement (if one exists)

Coordinate the activation of the CDC Volunteers, CDC Supervisor and CDC/EOC Liaison

Determine CDC opening time, services to be provided, daily operating hours, potential time and date for closure

Notify GECC, GWM and welfare service agencies

Liaise with Logistics for accommodation, household goods and services, catering, security, equipment, staffing, rostering, transport, communications and financial tracking.

4.2 Emergency welfare services responsible and support agencies

The National CDEM Plan Order 2015 lists Government agencies with responsibility for the co-ordination of the nine emergency welfare services' sub-functions and agencies that will support them. Responsible Agencies must lead and co-ordinate the planning for their emergency welfare services sub-function at the national, regional and local levels.

The role of the Bay of Plenty CDEM Welfare Coordination Group (WCG) is to work with Responsible Agencies, to ensure that they have agreed documented plans in place to support local efforts during an emergency. The Bay of Plenty CDEM Group Welfare Manager will ensure the development of emergency welfare services sub-function plans that will detail individual Local Authority arrangements taking into account, location, access to services and local level welfare service capability.

The Local Welfare Manager should liaise with the Bay of Plenty CDEM Group Welfare Manager if responsible agency activation is required.

The Government agencies responsible for the coordination of the emergency welfare services' sub-functions may not have a presence in a Local Authority area. Where agencies are not represented at a regional or local level, the Responsible Agency, the Bay of Plenty CDEM Group Welfare Manager and the Local Welfare Managers, will work together to identify alternative agencies or organisations to fulfil the emergency welfare services' sub-function.

The table below demonstrates the sub-function and agency responsibility for the delivery of the emergency welfare services in the Bay of Plenty.

Welfare Services Sub-functions	Responsible Agency: National Level	Responsible Agency: Regional Level	Responsible Agency: Local Level
Registration	MCDEM	Bay of Plenty CDEM Group	Tauranga City Council Western Bay District Council Whakatāne District Council Ōpōtiki District Council Kawerau District Council Rotorua Lakes Council
Needs Assessment	MCDEM	Bay of Plenty CDEM Group	Tauranga City Council Western Bay District Council Whakatāne District Council Ōpōtiki District Council Kawerau District Council Rotorua Lakes Council
Inquiry	NZ Police	NZ Police Bay of Plenty	NZ Police Bay of Plenty
Care and protection services for children and young people	Oranga Tamariki Ministry for Children	Oranga Tamariki Ministry for Children: Bay of Plenty Operations	Oranga Tamariki Ministry for Children: <ul style="list-style-type: none"> • Rotorua Office • Tauranga Office • Whakatāne Office

Welfare Services Sub-functions	Responsible Agency: National Level	Responsible Agency: Regional Level	Responsible Agency: Local Level
Psychosocial Support	Ministry of Health	Bay of Plenty District Health Board	Bay of Plenty District Health Board
		Rotorua Lakes District Health Board	Rotorua Lakes District Health Board
Household Goods and Services	MCDEM	Bay of Plenty CDEM Group	Tauranga City Council Western Bay District Council Whakatāne District Council Ōpōtiki District Council Kawerau District Council Rotorua Lakes Council
Financial Assistance	Ministry of Social Development (MSD) : Work and Income	Ministry of Social Development : Work and Income	Ministry of Social Development: Work and Income
Shelter and emergency accommodation	MCDEM: shelter and emergency accommodation	Bay of Plenty CDEM Group: shelter and emergency accommodation	Tauranga City Council Western Bay District Council Whakatāne District Council Ōpōtiki District Council Kawerau District Council Rotorua Lakes Council
	Ministry of Business Innovation and Employment (MBIE): Temporary Accommodation	Ministry of Business Innovation and Employment (MBIE): Temporary Accommodation	Ministry of Business Innovation and Employment (MBIE): Temporary Accommodation
Animal Welfare	Ministry for Primary Industries (MPI)	Ministry for Primary Industries (MPI)	Ministry for Primary Industries (MPI)

Details on what these sub-functions deliver, the agency Responsible and their Supporting Agencies can be found in Appendix 2.

Further details about the emergency welfare services' sub-functions can be found in the 'Welfare Services in an Emergency' Directors Guideline [DGL 11/15] from MCDEM at www.civildefence.govt.nz

4.3 Responsibilities of emergency welfare services sub-function agencies

During reduction and readiness, the Responsible Agency for coordinating each emergency welfare services sub-function is to:

- plan cooperatively with all Support Agencies with a role in delivering the relevant emergency welfare services sub-function, to ensure that arrangements are aligned, and
- provide leadership to Support Agencies to develop arrangements, and
- develop, maintain and exercise arrangements for the coordination or delivery of relevant emergency welfare services sub-functions, and
- regularly test and exercise its response and recovery arrangements and participate in the Bay of Plenty CDEM Group Annual Training and Exercise Plan, and
- participate as an active member on the Bay of Plenty CDEM Welfare Coordination Group.

During response and recovery, the Responsible Agency for coordinating each emergency welfare services sub-function is to:

- work with Group and Local Welfare Managers and other relevant support agencies to ensure that community needs are being met and that services and information (for both operational and public information purposes) are integrated, and
- collaborate with other agencies that are responsible for other emergency welfare services sub-functions, to ensure that services and information are coordinated, integrated and aligned to meet community needs, and
- report on the coordination and performance of the emergency welfare services sub-function, for which it is responsible to the Group and Local Welfare Manager in the EOC during response, the Local Recovery Office during recovery and the Bay of Plenty CDEM Group Welfare Manager in the ECC during response or the CDEM Group Recovery Office during recovery.

4.4 Responsibilities of all emergency welfare services agencies (Support Agencies as well as Responsible Agencies)

During reduction and readiness, all emergency welfare services agencies are required to:

- develop and review plans to ensure continuity of its essential services and contribution to a wider welfare provision, and
- plan collaboratively with agencies responsible for coordinating relevant emergency welfare services sub-functions, to ensure that arrangements are aligned, and
- develop capacity and capability relevant to its role in an emergency, and
- establish regular communication and reporting lines within its local, regional and national offices, and
- establish and maintain inter-agency communications.

During response and recovery, all welfare agencies are required to:

- provide timely services and information on those services to affected communities to the Group and Local Welfare Manager, and
- identify strategies and actions to support effective coordination of services, and monitor and report to the agency that is responsible for the relevant emergency welfare services sub-functions on welfare issues and activities, and
- establish regular communication and reporting lines within its local, regional and national offices, and
- support the emergency welfare services function with additional personnel at national, CDEM Group and local levels where a need is identified.

4.5 Human rights

The provision of emergency welfare services to people affected by an emergency, must contribute to ensuring that New Zealand meets its national and international human rights commitments.

Consideration must be given to providing information about, and access to emergency welfare services to people of any age, people with disabilities and people from cultural and linguistically diverse (CALD) communities.

The best people to consult with about ensuring CDEM facilities, services and information are accessible, are those who have difficulty accessing places or interpreting information by the usual means, or through the usual channels. These may include:

- Blind or vision impaired,
- Deaf or hearing impaired,
- People with physical, mental, intellectual, neurological or sensory impairments,
- People who speak English as a second language, or not at all,
- People whose social circumstances, culture or faith restricts their access to media such as radio, television, newspapers or the internet.

4.6 Minimum standards in the Sphere Handbook

The Sphere Project's Humanitarian Charter and Minimum Standards in Humanitarian Response should be taken into account. The minimum standards include recommendations on water supply, sanitation, hygiene promotion, food security and nutrition, shelter, settlement and non-food items. See the Sphere Handbook at www.spherehandbook.org.

New Zealand legislation must be taken into account and adhered to during an emergency.



Bay of Plenty Civil Defence Emergency Management Group expectations of Welfare Services sub-function Responsible Agencies

- That a welfare services sub-function plan is written for the Bay of Plenty CDEM Group area, detailing agreed arrangements for each of the Local Authorities.
- That the Responsible Agency will lead workshops and discussions with Support Agencies and Local Authorities to develop the welfare services sub-function plan.
- That the Responsible Agency will provide professional guidance and advice to Local CDEM to support best practice local planning and delivery.
- That the Responsible Agency identifies a 24/7 hour emergency point of contact to activate the sub-functions to deliver the emergency welfare services.
- That a representative from the Responsible Agency appoints a single regional representative who will attend every Bay of Plenty CDEM Welfare Coordination Group meeting and provide an update on their welfare services sub-function plans and activity.
- The Responsible Agency will appoint representatives to attend each Local Welfare Committee meeting across the region.
- The Responsible Agency works to the Group Welfare Manager and Local Welfare Managers in a response and recovery to ensure a coordinated delivery of all welfare sub-functions.
- That the Responsible Agency will participate in training exercises as outlined in the Annual Training and Exercise Plan.
- That the Responsible Agency attends and participates in the annual Bay of Plenty CDEM Group Welfare Forum.
- That the Bay of Plenty CDEM Group Welfare Manager and the applicable Local Welfare Manager is informed of all plans and actions taken during an emergency, so that they can coordinate and integrate planning.



Part 5

Recovery

While the structure for the delivery of welfare services changes from response to recovery, the demand for welfare services also changes, but it is important that the provision of welfare services are viewed as a continuum.

Many of the same agencies will participate during both phases, however, the scope and extend of their involvement may change.

The Bay of Plenty Group Recovery Plan 2015 outlines how the Bay of Plenty transitions from response into recovery and how the coordination of the delivery of welfare services in the Social Environment is carried out.

Planning for social recovery is the responsibility of the Bay of Plenty CDEM Group Recovery Manager, with support and advice from the Group Welfare Manager. This includes providing strategic advice and guidance on social recovery to Local Recovery Managers and ensuring social recovery functions are understood and planned for.





Part 6

Monitoring, reporting and evaluation

Ongoing monitoring, reporting and evaluation of welfare arrangements and activities will provide assurance to the Bay of Plenty CDEM Group, Local CDEM, key stakeholders and Bay of Plenty communities, that the Bay of Plenty CDEM Group is complying with its legislative obligations, achieving its objectives and making progress towards its goals and those of the National CDEM Strategy.

Monitoring and evaluation is a continuous process that informs planning and delivery and is considered a matter of priority within Bay of Plenty CDEM Group work programmes.

6.1 Monitoring and reporting plan progress

The Bay of Plenty CDEM Group Welfare Plan will be monitored in the following ways:

- Quarterly reports provided to the CEG will determine progress against the Bay of Plenty CDEM Group's Welfare Plan and work programme.
- Bay of Plenty CDEM Group Welfare Work Programmes' progress, outputs and outcomes will be reported annually to the Bay of Plenty CDEM Group Joint Committee.
- The Bay of Plenty CDEM Group Welfare Manager on behalf of the Group Controller, will conduct an annual check to ensure that the Bay of Plenty CDEM Group Welfare Plan is still accurate and legislatively compliant.
- The Bay of Plenty Welfare Coordination Group will monitor compliance between the Bay of Plenty CDEM Group Plan and the CDEM Act and with other relevant legislation and amendments.

6.2 Regular evaluation

This plan will be regularly evaluated in line with any:

- Changes in legislation
- Significant emergency events and corrective action plans developed
- Outcomes of exercises
- Evaluated annually as directed by the Bay of Plenty CDEM Group Controller

6.3 Revising the plan

Minor/administrative amendments must be approved by the Welfare Coordination Group and the Director Emergency Management Bay of Plenty.

Any significant changes to this plan must be approved by the Welfare Coordination Group, endorsed by the Coordinating Executive Group and approved by the Bay of Plenty Civil Defence Emergency Management Joint Committee.

It is recommended that if any significant changes are required to this plan consultation, with the Local Authorities is important to ensure that any impact on budgets and resourcing can be included in their Long Term Plans (LTP's).

Appendices



Appendix 1

Structure for local emergency welfare plans

1 Introduction

- 1.1 General / background
- 1.2 Purpose of plan
- 1.3 Linkages to other relevant plans
- 1.4 Risk analysis (linked to risk analysis requirement in Bay of Plenty CDEM Group Plan 2018/2023)

2 National CDEM Plan – Welfare

- 2.1 Link to National CDEM Plan
- 2.2 Brief summary of s14 (Welfare) of National CDEM Plan
- 2.3 National Welfare Coordination Group overview

3 Bay of Plenty CDEM Group Emergency Welfare (all on one page)

- 3.1 Outline Group Welfare Structure
- 3.2 Welfare Coordination Group (very much a summary from Bay of Plenty CDEM Group Welfare Plan)
- 3.3 Welfare Coordination Group Chair Role
- 3.4 Group ECC Welfare Function Role

4 Local Emergency Welfare

- 4.1 Introduction
- 4.2 Local Welfare Structure
- 4.3 Local Welfare Committee and Terms of Reference
- 4.4 Local Welfare Manager Role
- 4.5 Local Welfare Function Role
- 4.6 Emergency Welfare Services
 - 4.6.1 Registration
 - 4.6.2 Need Assessment
 - 4.6.3 Inquiry
 - 4.6.4 Psychosocial Support
 - 4.6.5 Shelter and Accommodation
 - Emergency Shelter and Accommodation
 - Temporary Accommodation
 - 4.6.6 Financial Assistance
 - 4.6.7 Household Goods and Services
 - 4.6.8 Care and Protection Services for Children and Young People
 - 4.6.9 Animal Welfare
- 4.7 Civil Defence Centres
- 4.8 Reporting and Communication

Appendix 1: Local Emergency Welfare Appointments

Appendix 2: Selection Criteria for a Civil Defence Centre

Appendix 2

Description of emergency welfare services sub-functions

Detailed information, tools and guidance are included in the Welfare Services in an Emergency Director’s Guideline about the considerations, tasks and delivery mechanisms associated with each sub-function. Local Welfare Managers and Local Welfare Committees should become familiar with the sub-function objectives prior to an emergency so they have an understanding of what Responsible Agencies are accountable for. In addition, comprehensive sub-function plans will detail local arrangements. The table below provides an overview.

It should be noted that CDEM Registration and Needs Assessment provide the fundamental information and understanding about people affected by an emergency and their associated welfare needs and will be used by Local Welfare Managers to activate remaining sub-functions. Responsible Agencies must communicate with Local Welfare Managers to enable co-ordination of the overall welfare response and to allow ongoing monitoring and reporting of emergency welfare services at the local level.

Task	Principles	Delivery – key points	BOP Responsible Agencies	Support Agencies (as specified in the National Plan)
Sub-function: Registration				
Involves collecting information from people who have been directly affected by an emergency and require emergency welfare services.	<p>Only register people who are affected by an emergency and who have a need for emergency welfare services.</p> <p>The registration process must be efficient, positive and be people-focused not process-focused, registrars must be empathetic.</p>	<p>Carried out either face to face, via telephone or in a community setting, either on mobile devices, laptops or a paper based equivalent.</p> <p>Gather as much useful information as possible, with a view to only asking individuals for this information once.</p> <p>Police vetted and trained staff and volunteers should use the Registration system that has been agreed by the Bay of Plenty CDEM Group. They should complete all compulsory fields, and understand privacy legislation.</p>	Bay of Plenty CDEM Group	Support maybe provided by other Government agency or non-Government organisation that can provide relevant advice, information or trained staff.
Sub-function: Care and protection services for children and young people				
Statutory care and protection services to children and young people separated from their parent, legal guardian or usual caregiver during an emergency.	<p>Children are kept safe and cared for.</p> <p>Children should be reunited with their parent, legal guardian or usual caregiver as soon as possible.</p>	Planning pre-event should ensure plans are developed, relationships are established, capacity and capability is built and a pool of approved people or organisations are identified.	Oranga Tamariki Ministry for Children	Ministry of Education, Police, New Zealand Red Cross, Te Puni Kokiri.

Task	Principles	Delivery – key points	BOP Responsible Agencies	Support Agencies (as specified in the National Plan)
Sub-function: Psychosocial support				
Psychological support following an emergency involves focusing on psychological and social interventions that will ease the physical, psychological and social difficulties for individuals, families/whānau and communities.	<p>Most people will recover from an emergency with time and basic support from their family, whānau and community.</p> <p>People and communities at high risk following an emergency should be identified and offered services provided by trained and approved community-level providers.</p> <p>Outreach, screening and intervention programmes for trauma or related problems should conform to current professional practice and ethical standards.</p>	<p>Some of the services that are offered following an emergency have been proven to increase distress and delay recovery. It is therefore important, professional guidance and support is sought from the DHB's about training, messaging, and approach.</p> <p>The focus should be on providing for, and meeting basic needs (food, water, safety and shelter), normalising the response/recovery process and promoting the importance of wellbeing strategies, rather than providing intensive forms of psychosocial assistance particularly immediately following an emergency.</p>	<p>Bay of Plenty District Health Board</p> <p>Rotorua Lakes District Health Board</p>	<p>DHB's Primary Health Organisations, Ministry of Education, Ministry for Primary Industries, Ministry of Social Development, Te Puni Kokiri, New Zealand Red Cross, Salvation Army, Victim Support, Community based organisations and networks, Agencies and organisations that provide employee assistance programmes.</p>
Sub-function: Household goods and services				
Basic household goods and services are provided to people who have been displaced or who are sheltering in their usual place of residence as a result of an emergency if normal providers are unavailable, unsuitable or unable to meet demand.	<p>Basic goods and services include food, water, clothing, bedding and other items or services necessary for warmth, cleaning, preparing food, or general health and hygiene.</p> <p>Basic goods and services may be required by people who are:</p> <ul style="list-style-type: none"> Geographically isolated from normal goods or service providers as a result of the emergency, or Unable to make purchases themselves because of financial restraints. 	<p>The following considerations will be taken into account with planning and providing household goods and services:</p> <ul style="list-style-type: none"> Needs assessment Business continuity Community arrangements 	<p>Bay of Plenty CDEM Group</p>	<p>DHB's, Public Health Units, Local Authorities, Ministry for Primary Industries, New Zealand Defence Force, New Zealand Food and Grocery Council Incorporated, New Zealand Red Cross, Salvation Army, local community organisations and local businesses.</p>

Task	Principles	Delivery – key points	BOP Responsible Agencies	Support Agencies (as specified in the National Plan)
Sub-function: Financial assistance				
Information about, and access to, the range of financial assistance available to people affected by an emergency.	People affected by emergencies have easy access to information on the range of financial assistance available through a variety of formats e.g. online, paper-based, 0800 Government Helpline, media.	MSD – Work and Income to ensure systems are in place, to effectively deliver and monitor financial assistance needed by those affected by an emergency. Work collaboratively with other sub-function Responsible Agencies to ensure services are linked and duplication is avoided.	Ministry of Social Development	ACC, Earthquake Commission, Inland Revenue, Insurance Council of New Zealand, Ministry of Business, Innovation and Employment, Ministry for Primary Industries, New Zealand Red Cross, Salvation Army, community based organisations, land local authorities.
Sub-function: Shelter				
Shelter is provided, usually in a communal facility from a few hours to only a few days.	Pre-emergency planning to evaluate community sheltering needs (including diverse needs), facilities and resources, as well as capacity development. Consider the needs of displaced people beyond shelter, referrals to support agencies should be expected. Consider the varying degrees of vulnerability of displaced people.	Identifying possible shelter and accommodation facilities including identifying suitable facilities, other agencies facilities, and environmental health issues. Develop Standard Operating Procedures and train staff and volunteers.	Bay of Plenty CDEM Group	Housing New Zealand Corporation, Ministry of Education, Ministry of Health, Ministry of Social Development, New Zealand Defence Force, Te Puni Kokiri, Salvation Army, community based organisations and networks, local authorities.
Sub-function: Emergency accommodation				
Provided to displaced people who cannot return to their homes for short periods, generally a few days and no more than approximately two weeks.	Pre-emergency planning to evaluate community sheltering needs (including diverse needs), facilities and resources, as well as capacity development. Consider the needs of displaced people beyond shelter, referrals to support agencies should be expected. Consider the varying degrees of vulnerability of displaced people.	Identifying possible shelter and accommodation facilities including identifying suitable facilities, other agencies facilities, and environmental health issues. Develop Standard Operating Procedures and train staff and volunteers Integrated welfare provision with other emergency welfare services if required. Consider companion animals.	Bay of Plenty CDEM Group	Housing New Zealand Corporation, Ministry of Education, Ministry of Health, Ministry of Social Development, New Zealand Defence Force, Te Puni Kokiri, Salvation Army, community based organisations and networks, local authorities.

Task	Principles	Delivery – key points	BOP Responsible Agencies	Support Agencies (as specified in the National Plan)
Sub-function: Temporary accommodation				
Temporary accommodation for displaced people who cannot return to their homes for a prolonged period (generally several weeks, months or possibly years).	<p>Planning in advance for service delivery and technical support systems.</p> <p>Prompting information gathering and analysis to ascertain the likely temporary accommodation demand and the most appropriate supply options for the affected populations, and</p> <p>Encouraging operational partnerships at both national and CDEM Group level for successful implementation of temporary accommodation plans.</p>	<p>May not be needed until the later part of response and may continue into recovery.</p> <p>Support individuals, households and communities to return to self-sufficiency as quickly as possible.</p> <p>Affirm and fulfil MBIE's fundamental temporary accommodation responsibilities and roles.</p> <p>Increase collective understanding and ability to meet the temporary accommodation needs of displaced people and affected communities.</p> <p>Identify the capacity and capabilities necessary to provide a broad range of flexible temporary accommodation options.</p> <p>Integration of temporary accommodation assistance with related community support services and long-term recovery efforts."</p>	Ministry of Business Innovation and Employment (MBIE)	Housing NZ Corporation, Ministry of Education, Ministry of Health, MSD, NZDF, TPK, Salvation Army.
Sub-function: Animal welfare				
The provision of animal rescue, animal shelter, food, water, husbandry and veterinary care and other essentials for all animals.	<p>All animal owners, or persons in charge of animals, should develop their own plans to care for their animals during emergencies.</p> <p>The animal welfare emergency management framework provides a coordination structure to manage animal welfare at the national, group and local levels.</p>	<p>An animal welfare emergency management plan will be developed at the regional and local levels to take into account all animal types and the particular needs of each animal type.</p> <p>Wherever possible, utilise people in animal welfare emergency management whose daily job involves working with animals.</p>	Ministry of Primary Industries	Federated Farmers of New Zealand, New Zealand Companion Animal Council, New Zealand Veterinary Association, The Royal New Zealand Society for the Prevention of Cruelty of Animals, Territorial authorities, through animal control or animal services, World Animal Protection, Medical Officers of Health and Health Protection Officers.

Appendix 3

Glossary of Terms

Abbreviations		Definition
4Rs		Reduction, Readiness, Response and Recovery.
CDEM		Civil Defence Emergency Management.
CDEM Group Plan		Each CDEM Group is required under the CDEM Act 2002, to have a CDEM Group Plan, which is regularly reviewed. The CDEM Group Plan sets the strategic direction for the CDEM Group. It describes and prioritises the hazards and risks particular to the CDEM Group's area, and provides objectives and a framework for activities across the 4Rs.
DHB	District Health Board	District health boards (DHB's) are responsible for providing or funding the provision of health services in their district. In the Bay of Plenty CDEM area, there is the Bay of Plenty District Health Board and the South Bay of Plenty District Health Board.
CIMS	Coordinated Incident Management System	The primary reference for incident management in New Zealand. The purpose of CIMS is to achieve effective coordinated incident management across responding agencies for all emergencies regardless of hazard, size and complexity.
ECC	Emergency Co-ordination Centre	A coordination centre that operates at the CDEM Group level to coordinate and support one or more activated emergency operations centres.
EMO	Emergency Management Office	The office(s) where CDEM functions are carried out at a local level before an emergency occurs.
EMA	Emergency Management Advisor	Professional CDEM staff.
EOC	Emergency Operations Centre	A coordination centre that operates at a local level to manage a response.
Local Authority		A territorial local authority, regional council, or unitary authority.
LWC	Local Welfare Committee	A collection of welfare agencies that plan for the delivery of local emergency welfare services to communities affected by a disaster.
MCDEM	Ministry of Civil Defence and Emergency Management	The Central Government agency responsible for providing leadership, strategic guidance, national coordination, and the facilitation and promotion of various key activities across the 4Rs. It is the lead agency at a national level, responsible for coordinating the management of the emergencies listed in the National CDEM Plan 2015.
Readiness		Developing operational systems and capabilities before an emergency happens, including self-help and response programmes for the general public, and specific programmes for emergency services, lifeline utilities, and other agencies.
Recovery		The coordinated efforts and processes used to bring about the immediate, medium-term, and long term holistic regeneration of a community following an emergency.

Abbreviations	Definition
Reduction	<p>Identifying and analysing long-term risks to human life and property from natural or non-natural hazards, taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring.</p> <p>In the welfare context, reduction involves activities that contribute to reduced individual and community vulnerability to the consequences of hazards, and subsequently, reduced consequences and loss in communities.</p>
Response	<p>Actions taken immediately before, during, or directly after an incident to save lives and property, and to help communities recover. In the welfare context this means actions to support, coordinate and manage the delivery of emergency welfare services to affected communities.</p>
Responsible Agency	<p>Agency tasked with planning for and coordinating a welfare sub-function.</p>
Support Agency	<p>Any agency that assists the responsible agency by providing services, resources, information, or otherwise contributing to the response.</p>
TA Territorial Authority	<p>A city or district council or unitary authority that provides public services and regulates land use, buildings, public nuisances, and environmental health</p>
National Welfare Coordination Group	<p>Provides strategic oversight for the planning and development of integrated emergency welfare services. The Welfare Coordination Group provides co-ordination at the national level, and support to CDEM Groups at the regional level. Membership comprises of the agencies responsible for each of the emergency welfare services sub-functions, as listed in the National CDEM Plan 2015.</p>
WCG Welfare Coordination Group	<p>A collective of welfare service agencies that are active at the CDEM Group level. The Welfare Coordination Group provides a mechanism for collaboration and co-ordination between agencies who work together to establish arrangements for the effective delivery of emergency welfare services and develop welfare work programmes. The Welfare Coordination Group provides planning input and co-ordination at the CDEM Group level, and support to local level CDEM welfare.</p>
Welfare sub-function	<p>A component of the Welfare Function under CIMS, the incident management system used in New Zealand. There are nine identified welfare sub-functions.</p>



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