



*Te Moana-a-Toi Kīa Haumaru, Kīa Kaha, Mā Tātau Katoa.
A safe, strong Bay of Plenty, together.*

Bay of Plenty Civil Defence Emergency Management Group Welfare Plan 2025-2030



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Acknowledgement - Mātauranga Māori ¹

“The Bay of Plenty Civil Defence Emergency Management Group sees mātauranga Māori to be important in two complementary ways: It creates an important space for Māori ways of being and knowing, and its concepts bring genuine value to our mahi. It acknowledges that there is no singular way of understanding, and that we gain strength when we see things from multiple world views.

For these reasons, and under the guidance of iwi, hapū and whānau, the Bay of Plenty Civil Defence Emergency Management Group will continue, to learn and to incorporate mātauranga Māori to influence and inform our path forward.”

(Bay of Plenty Civil Defence Emergency Management Group Plan 2024-2029 foreword)

¹ Bay of Plenty Civil Defence Emergency Management Group Plan 2024-2029 foreword



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 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 their 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 Bay of Plenty CDEM Group Plan

The Bay of Plenty Civil Defence Emergency Management Group Plan 2025-2030 provides a framework for the Group Welfare Plan. This plan is consistent with the requirements and principles of the following guiding documents

The formulation of this plan has been informed and guided by several key documents, which have played a pivotal role in shaping the Bay of Plenty CDEM Group Welfare Plan 2025-2030 and subsequent policies, procedures, and overall delivery mechanisms.

1.4 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.

1.5 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
- Local Welfare Committee (LWC) members
- All welfare services agencies that have welfare responsibilities under the National CDEM Plan Order 2015
- Other regional and local stakeholders

1.6 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 2025-2030. 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 The Guide to the National CDEM Plan Order 2015 (S14 Welfare)	Welfare Services in an emergency [DGL 11/15]	The specific provisions 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 on welfare and provides guidance to support the coordination and delivery of welfare services in an emergency.
Regional Plans	Bay of Plenty CDEM Group Plan 2024-2029 Bay of Plenty CDEM Group Welfare Plan 2025/2030		The Bay of Plenty CDEM Group Plan 2025-2030 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 Welfare teams work in accordance with the Group Welfare Plan supported by local arrangements or Standard Operating Procedures (SOPs) that detail local delivery arrangements that best serve their individual communities.
Emergency Welfare Services Sub-Function Plans		List the Sub-function plans	Sub-function plans are provided by the agencies that are responsible for, and in support of, the coordination of the welfare service sub-functions.
Community Plans	Community Response Plans		At the community level, some communities have Community Response Plans that have been developed containing bespoke community arrangements, should communities be geographically isolated in an emergency. These arrangements can be supported by CDEM as and when required during an emergency.

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

1.7 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 Rights Act 1993
 - 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 2016-2026
 - 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

1.8 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.

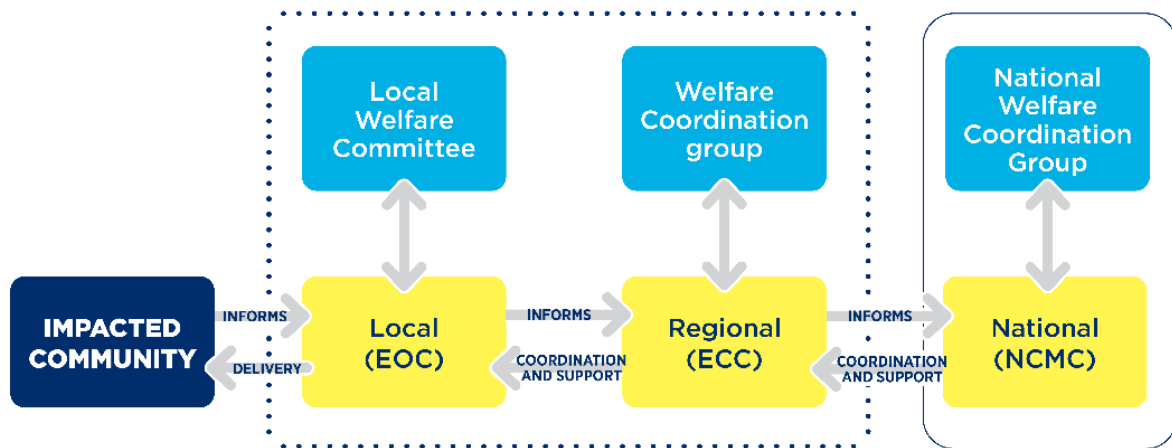


Figure 1 Bay of Plenty model

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,
- nature of the emergency event
- 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).



1.9 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:

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 CDEM Plan Order 2015 para 64 (a-e)

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.

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 change throughout the recovery period and the Recovery Office will need to work closely with the community to ensure those needs are met.

Specific committees are formed in recovery to support efforts. Representatives from agencies that sit on the Welfare Coordination Group may also be required to sit on these committees.

1.10 Duration of plan

The Plan is effective from 1 July 2025 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 to adequately reduce the risk, prepare for, respond to and recover from an emergency. The Bay of Plenty Civil Defence Emergency Management Group Plan 2025-2030 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.

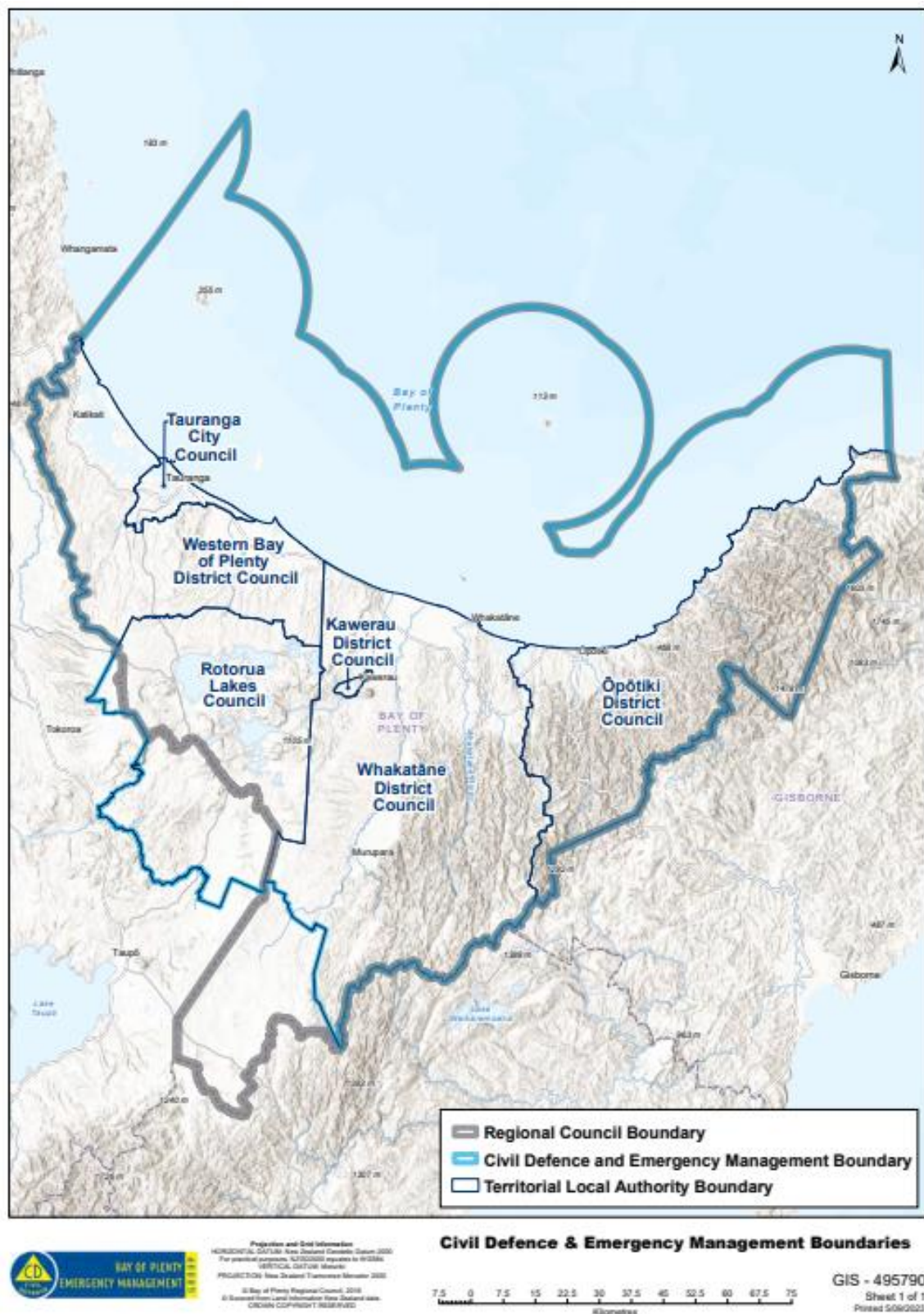


Figure 2 Bay of Plenty CDEM Group area

2.2 Social profile

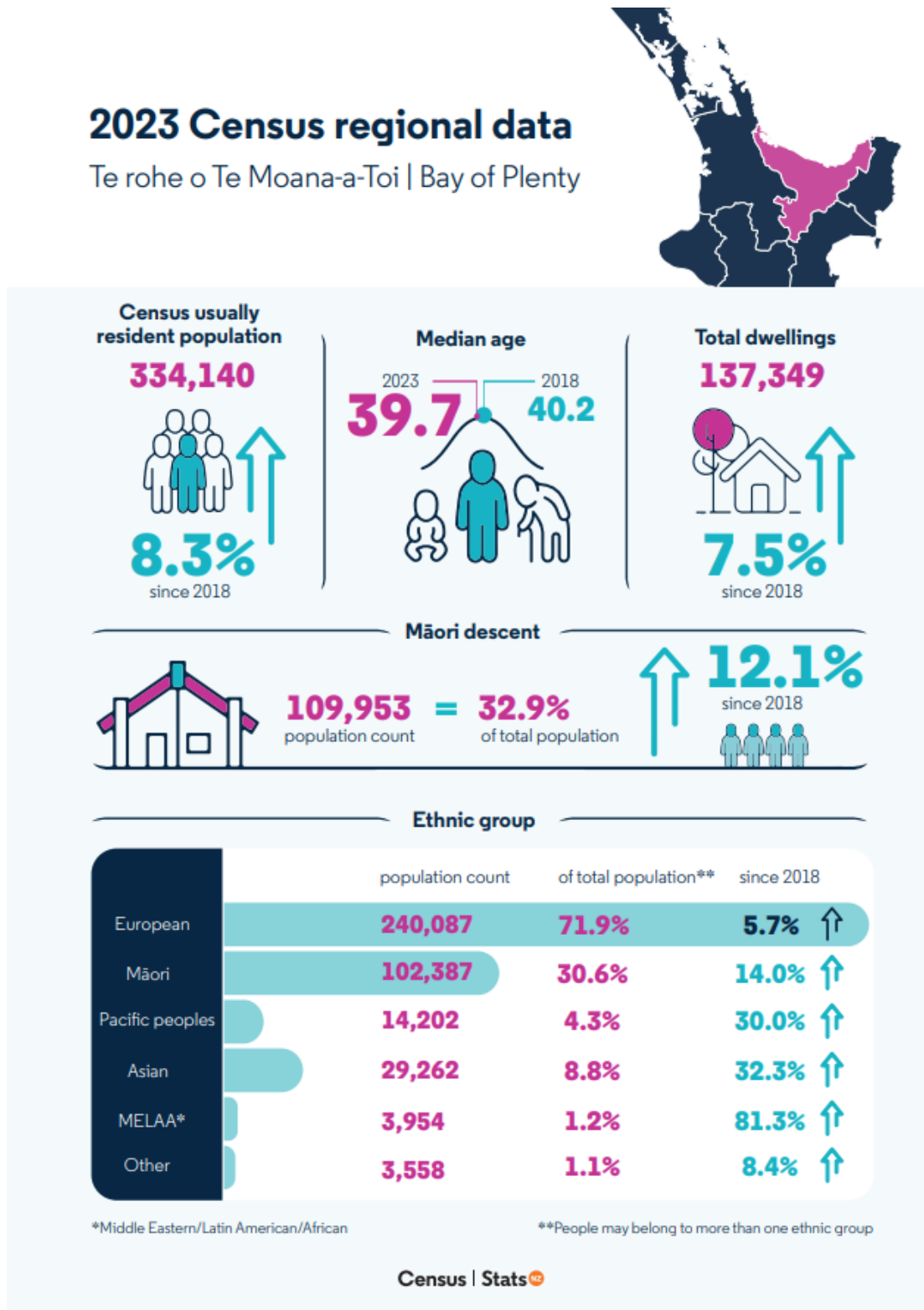


Figure 3 2023 Census infographics Bay of Plenty, Stats.govt.nz

According to the 2023 New Zealand Census date, the Bay of Plenty Civil Defence Emergency Management region has a population of approximately 334,140, this makes the Bay of Plenty the fifth most populous region in New Zealand. The below table provides a breakdown of population across the Bay of Plenty region.

Bay of Plenty – Usually Residential Population		
2018	308,499	
2023	334,140	
Population increase	25,641	8.3% increase
Tauranga City		
2018	137,130	
2023	152,844	
Population increase	15,714	11.5% increase
Western Bay of Plenty		
2018	50,904	
2023	56,184	
Population increase	5,280	10.4%
Rotorua		
2018	71,877	
2023	74,058	
Population increase	2,181	3.0%
Kawerau		
2018	7,146	
2023	7,539	
Population increase	393	5.5%
Whakatāne		
2018	35,700	
2023	37,149	
Population increase	1,449	4.1%
Ōpōtiki		
2018	9,276	
2023	10,089	
Population increase	813	8.8%

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

Compared to the rest of New Zealand, the Bay of Plenty is less ethnically diverse, but there is a high Māori population.

Ethnicity across the Bay of Plenty – 2023 stats	
European	240,087
Māori	109,953
Pacific Peoples	14,202
Asian	29,262
Middle Eastern/Latin American/African	3,954
Other Ethnicity	3,558

The medium age of the Bay of Plenty population has decreased from 40.2 years, down to 39.7 years.

The Bay of Plenty region has approximately 127,812 occupied dwellings. An increase of 9,537 (7.5%) since 2018.

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.
- In 2023, 17 percent of people living in New Zealand households were disabled. This equated to 851,000 people, of whom 98,000 were children and 753,000 were adults.

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.

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
- Geographically isolated communities
- 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 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 organisations, 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 relationship and information flow at each of these levels.

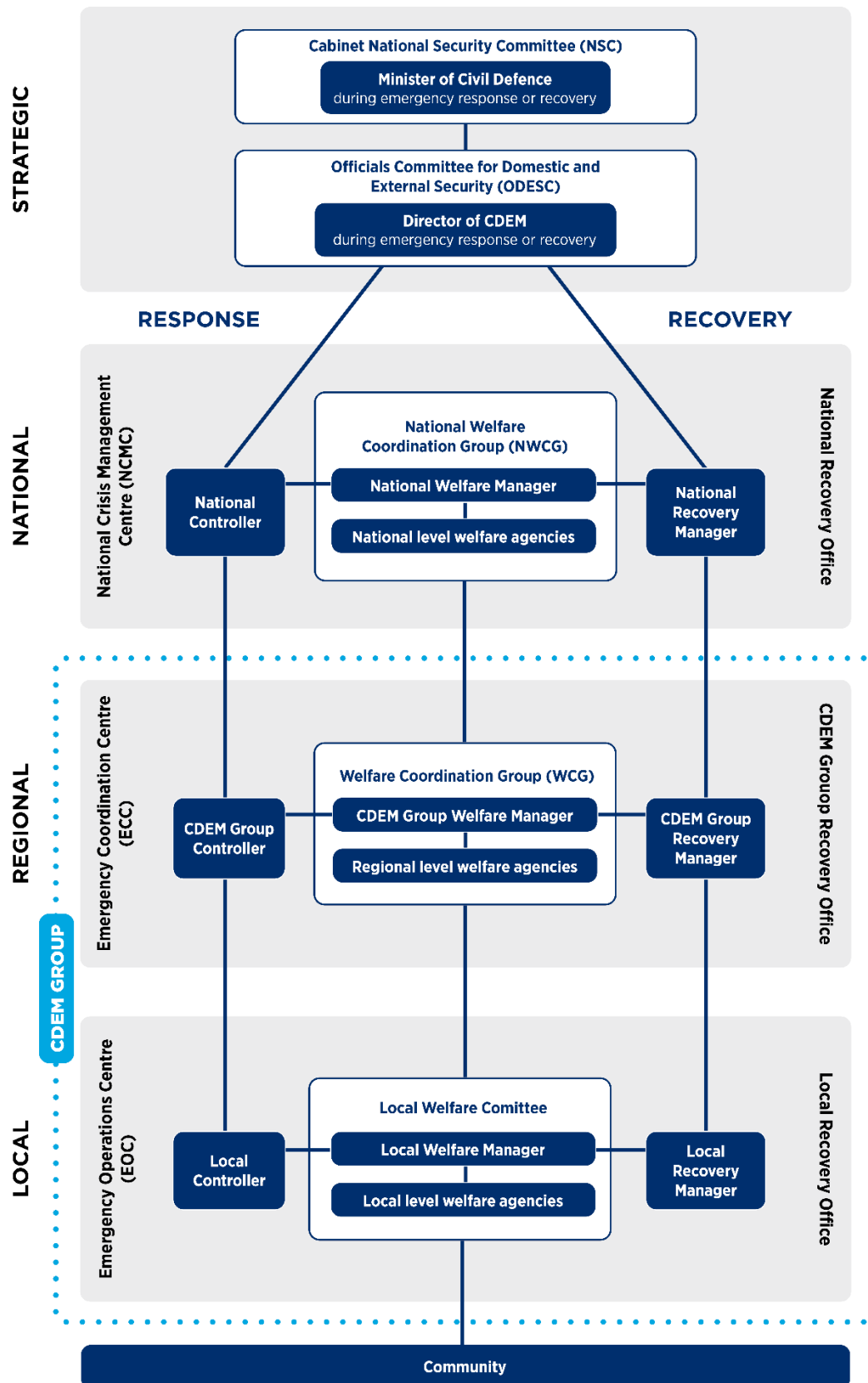


Figure 4 National, Group and Local coordination during response and recovery

The National Emergency Management Agency (NEMA) 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 (NWCWG) 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, such as the Welfare Coordination Group to deliver services to affected communities. The CDEM Plan outlines the roles and responsibilities of the National Welfare Manager (Please refer to the Guide to the National CDEM Plan, 2015, Section 14 – Welfare Services, for details).

3.1 Catastrophic emergency events

The CDEM Group and local welfare structures primarily focus on assessing and providing assistance on an individual level. However, this approach may not be adequate for delivering the necessary scale of services and resources during a catastrophic event.

NEMA has initiated catastrophic event planning to create a shared understanding among agencies on how to effectively execute critical tasks, including welfare services. In large-scale catastrophic events, it is anticipated that welfare services may need to be provided in bulk, known as Mass Relief, to support affected populations and ensure they have safe access to basic necessities. This process is detailed in the Catastrophic Event Handbook². Mass Relief involves the immediate provision of food, non-food items, water, sanitation services, medical supplies, medication, and shelter to preserve life and alleviate the suffering of both people and animals impacted by a significant event.



² Catastrophic Event Handbook (2024). Catastrophic Event Handbook. National Emergency Management Agency. Wellington, New Zealand)

3.2 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 group, 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.

3.2.1 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 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. BOP CDEM Group Welfare Plan 2025-2030.
 - 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 subfunction planning.
 - Clarify roles and expectations with Responsible and Supporting Agencies
 - Collaboratively develop emergency welfare services sub-function cluster plans to ensure their services can be delivered in any part of the Bay of Plenty CDEM Group area.
 - Support Responsible Agencies with the development of the welfare sub-function clusters.

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.

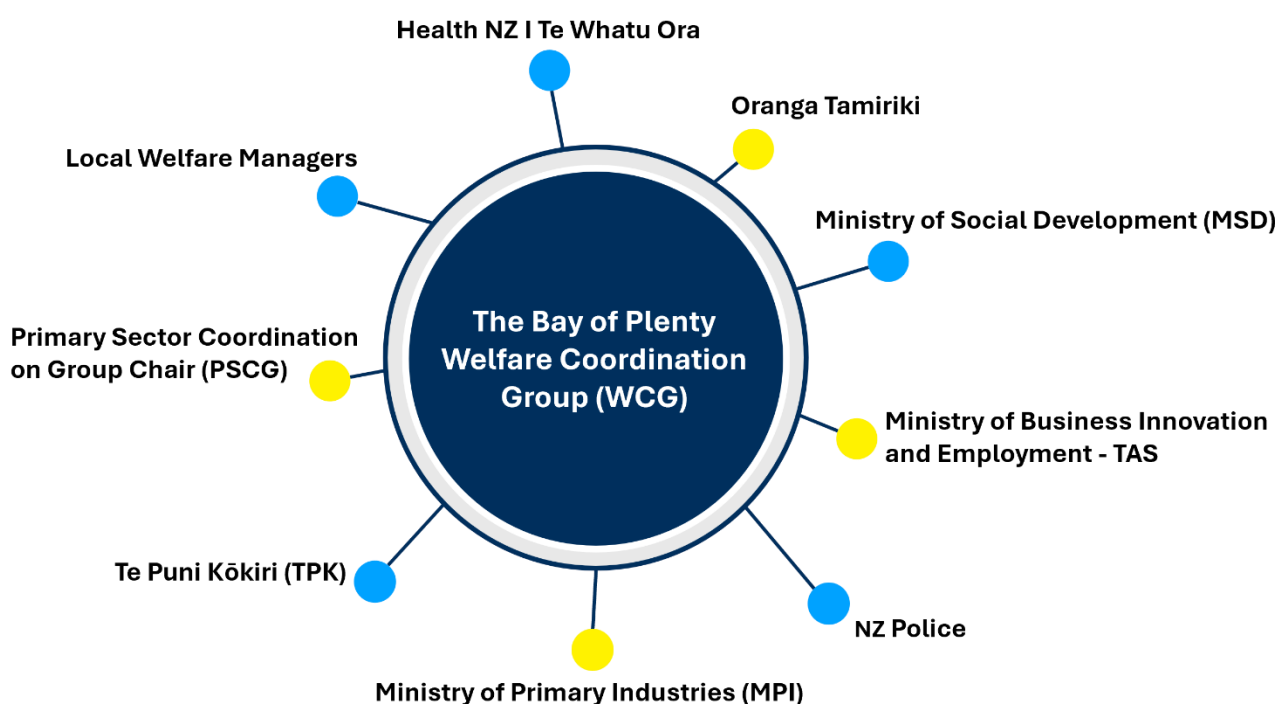
The Bay of Plenty CDEM Group will:

- 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.

3.2.2 Welfare Coordination Group (WCG)

The Welfare Coordination Group (WCG) is a collective of the Responsible Agencies for the 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.

The Bay of Plenty CDEM Welfare Coordination Group membership is outlined in the Terms of Reference. The CDEM Group Welfare Manager will ensure that mechanisms are in place enhancing effective collaboration and information sharing between all stakeholders. Stakeholders include Local Welfare Managers, Responsible Agency representatives, and agencies/organisations who have been co-opted into the Welfare Coordination Group who have a role in emergency welfare in the Bay of Plenty CDEM area.



3.3 Local CDEM Governance and structure

3.3.1 Local Authorities responsibility

Local Authorities have the overall responsibility for planning and delivery of emergency welfare to people affected by an emergency. Responsible and Supporting Agencies are responsible for the 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.

3.3.2 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 via the Local Welfare Committee,
- 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.

3.3.3 Local Welfare Committee (LWC)

The Bay of Plenty region has three Local Welfare Committees:

Western Bay of Plenty Local Welfare Committee

- Tauranga City Council
- Western Bay of Plenty District Council

Rotorua Local Welfare Committee

- Rotorua Lakes District Council

Eastern Bay of Plenty Local Welfare Committee

- Kawerau District Council
- Whakatāne District Council
- Ōpōtiki District Council

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. The membership of these committees is outlined in the Local Welfare Committee's Terms of Reference and is made up of local representatives from the Responsible and Supporting Agencies, volunteer and other community-based organisations who play a major role in the delivery of welfare services

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

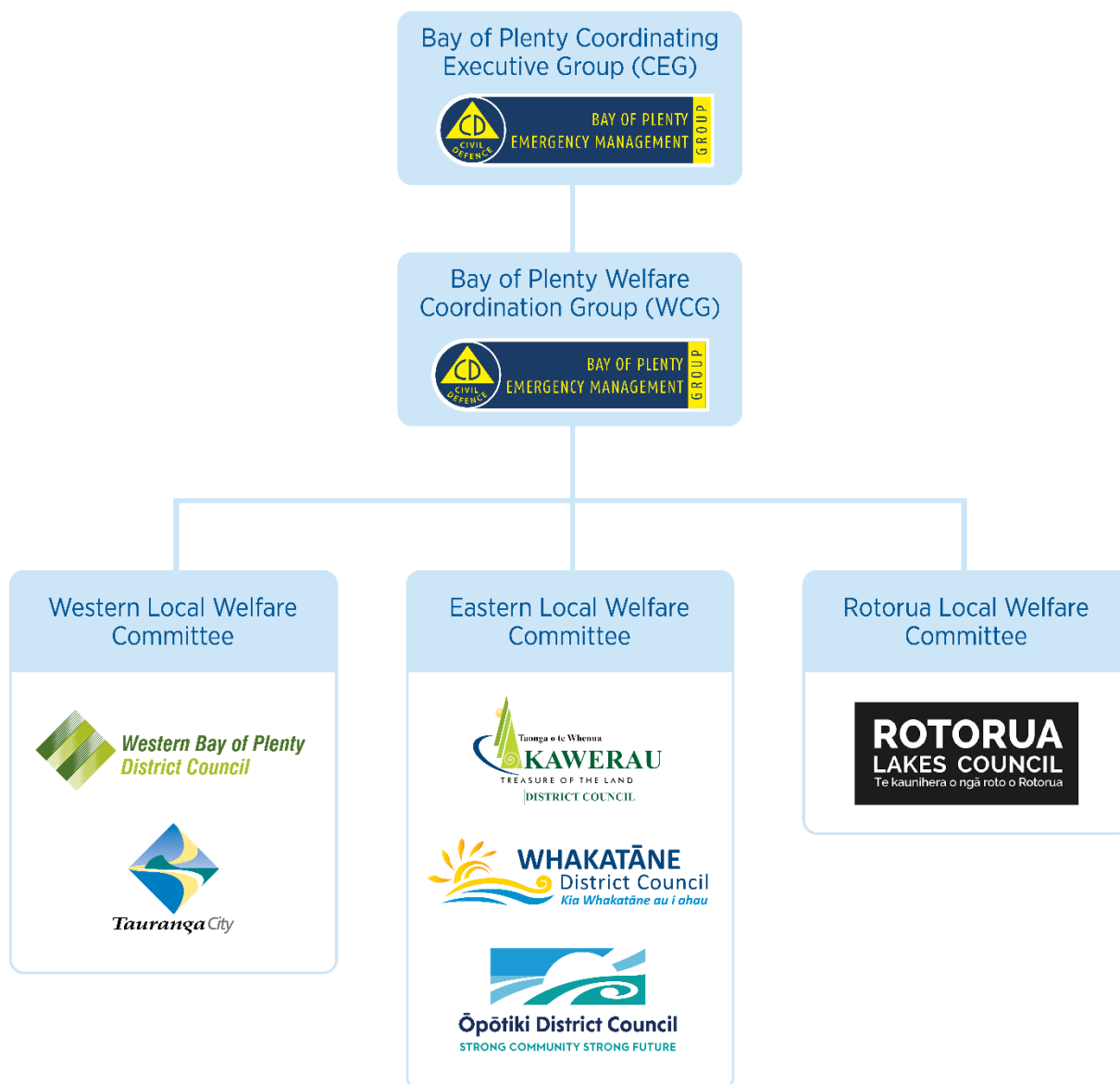


Figure 5 The Bay of Plenty Group and Local welfare committee structure

3.3.4 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 Welfare Committees, 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 emergency welfare services' sub-functions should develop local arrangements in agreement with the local welfare manager.

Responsible Agencies are encouraged to develop and maintain sub-function cluster groups to ensure the relevant supporting organisations and agencies are included in their networks. This will support and enhance the development and coordination of response and recovery activities. Agency responsibilities are set out in Section 14.4 of The National CDEM Plan Order 2015.

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 (cluster) needs 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 Supporting Agencies should have appropriate staff available to manage these complex cases.

3.3.5 Working with community based organisations

Community based organisations play a vital role in emergency welfare and typically mobilise during an emergency event to support their communities. These networks and connections can assist and enable the delivery of coordinated emergency welfare services in an emergency.

Ideally, community-based organisations are identified and integrated into the relevant welfare sub-function cluster groups. This ensures a cohesive and coordinated response to assist the affected community. These organisations often have widespread connections within the community, making them a valuable resource for gathering information about individuals who may need assistance.

3.3.6 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.

3.3.7 Primary Sector Coordination Group

The purpose of the Bay of Plenty Primary Sector Coordination Group (PSCG) is to lead and advise with the integration and coordination of agencies and stakeholder groups in the Bay of Plenty Primary Sector and to assist the BOP CDEM Group with primary sector matters in the preparation, response and recovery from Adverse Events that effect the Primary/Rural sector. The Core group is made up of:

- Bay of Plenty Rural Support Trust
- Ministry for Primary Industries
- Bay of Plenty CDEM Group Welfare Manager
- Dairy NZ
- Fonterra
- Bay of Plenty Federated Farmers
- New Zealand Kiwifruit Growers Inc (NZKGI)
- Te Puke Fruit Growers Association
- Rural Women NZ
- Dairy Women's Network
- Young Farmers
- Beef & Lamb NZ
- NZ Forestry Owners Association/NZ Wood Council
- Other Rural originated groups and stake holders are involved and consulted as required.

3.3.8 Community based initiatives

Communities will often come together in times of emergency to offer support to one another. Community members and/or community-based organisations may establish and operate centres that offer support to the community. These centres do not fall under the direction of CDEM, although they may coordinate with and operate alongside CDEM-led facilities. Gathering places are essential as they provide opportunities for people to connect and share resources, particularly in the first few days of an emergency event. There are a number of variations for community based initiatives with the most common being Community Led Centres, Marae and Community Emergency Hubs.

Community Led Centres

In the Bay of Plenty region, many people will rally together to support their impacted members of their communities, for example:

- Church/religious group
- Sports groups and clubs
- Community centres
- Schools
- Local volunteers

Marae

There is a significant number of marae throughout the Bay of Plenty. In emergency situations, marae typically open their doors to provide support for their whanau and the wider community. This support can range from marae/ hapū-led initiatives to more formal operations supported by the Bay of Plenty CDEM Group to aid the impacted community.

Community Emergency Hub (CEH)

A Community Emergency Hub (CEH) serves as a central location for coordinating community efforts during and after a disaster. It acts as a safe gathering spot where community members can seek help and provide support to one another. These CEHs are about individuals helping each other with the resources that have at hand.

It is important to note that Community Led Centres and Community Emergency Hubs are not official Civil Defence Centres (CDC's) or Emergency Assistance Centres (EAC's), which are designated for formal emergency shelter and welfare support provided through the Bay of Plenty CDEM Group, whereas these initiatives are operated by the community itself.

A Civil Defence Centre (CDC) or Emergency Assistance Centre (EAC) is a facility that is established and managed by CDEM during an emergency to support individuals, families/whanau, and the community. CDCs/EACs are open to members of the public, and may be used for any purpose including public information, evacuation, welfare, or recovery, depending on the needs of the community. CDCs/EACs are operated by CDEM-led teams (including CDEM-trained volunteers), or by other agencies as defined in the CDEM Group Plan or local level arrangements. CDCs/EACs are set up on a case-by-case basis, considering the level of need, location suitability etc. Once a CDC/EAC is ready for opening, details will be communicated to the public.

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.

3.3.9 Administration of the Offshore Islands

- Whakaari
- Motiti
- Tūhua
- Moutohorā

The Minister of Local Government is the Territorial Authority for the offshore islands within the Bay of Plenty Regional Council coastal marine area (Whakaari, Motiti, Tūhua, Moutohorā). Accordingly, the Minister has the same roles and responsibilities as all other Territorial Authorities to plan and provide for Civil Defence Emergency Management within their district pursuant to Section 64(1) of the Civil Defence Emergency Management Act 2002. However, the Minister is not required to be, and is not, a member of the Bay of Plenty CDEM Group.

The Department of Internal Affairs supports the Minister in fulfilling their responsibilities as the Territorial Authority for offshore islands. Department of Internal Affairs and the Bay of Plenty Regional Council therefore both have responsibilities for Whakaari, Motiti, Tūhua, and Moutohorā, this mirrors the arrangements across the rest of the rohe with both a Territorial Authority and the Regional Council having responsibilities.

This arrangement operates across the 4Rs of emergency management, Reduction, Readiness, Response and Recovery. In order to enable coordination of these activities, the Department of Internal Affairs holds a seat on the Coordinating Executive Group.

In the event of an emergency affecting an offshore island that necessitates a welfare response, it is recommended that a representative from the Department of Internal Affairs participate in the Welfare Coordination Group and Local Welfare Committee meetings throughout the response.

Part 4:

Welfare services sub-functions in readiness and response



4.1 Coordinated Incident Management System

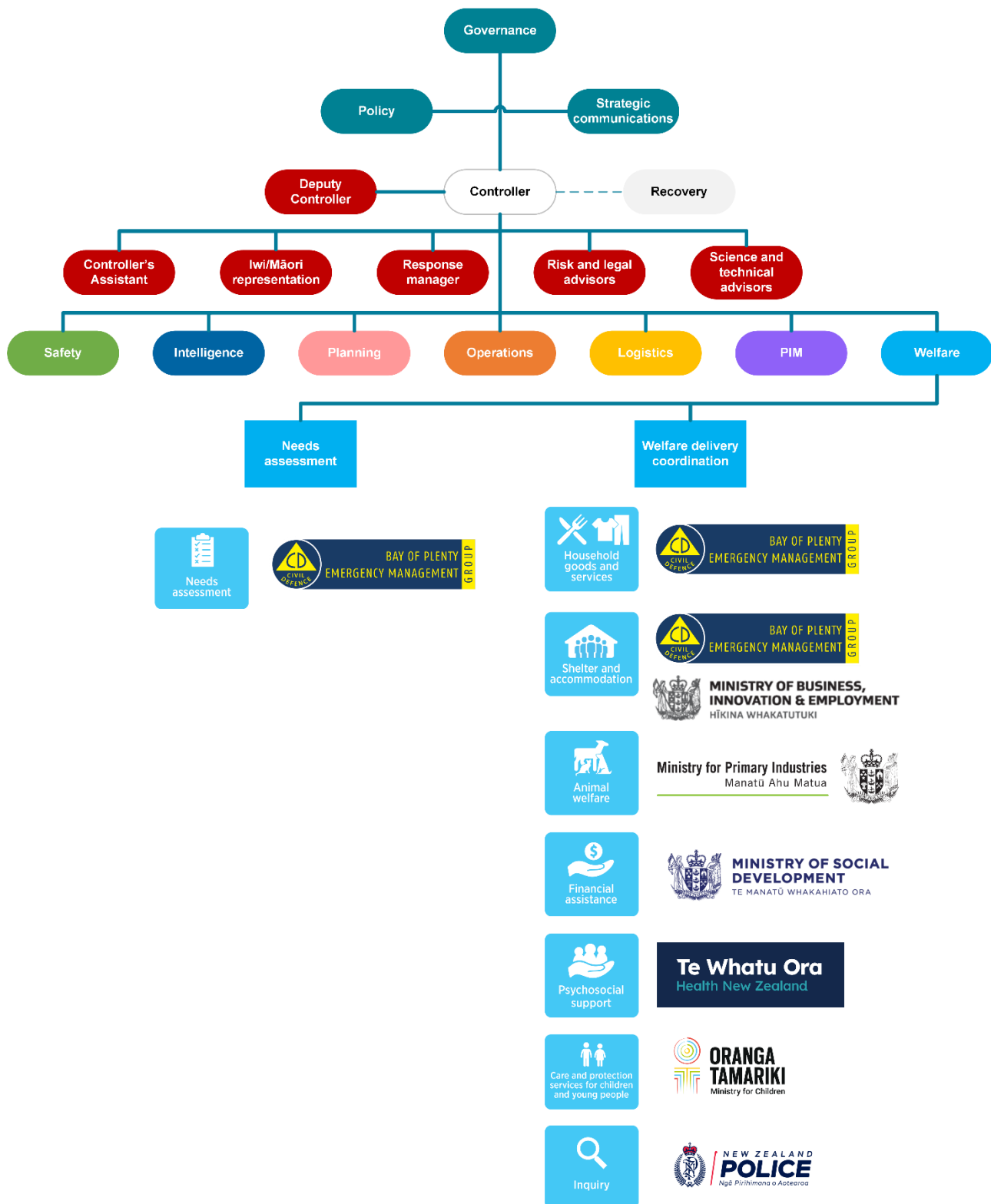
The Coordinated Incident Management System 3rd Edition (CIMS) is a proactive incident management framework used by the Bay of Plenty CDEM Group when responding to incidents. Welfare is one of the functions of the CIMS.

The Welfare function is responsible for coordinating and delivering emergency welfare services and resources, through the needs assessment and welfare delivery process to support the affected individuals, families/whānau and communities.

The National CDEM Plan Order 2015 lists the government agencies with responsibility for the coordination of welfare services sub-function clusters, these being:

- CDEM Group
- New Zealand Police
- Ministry of Social Development
- Oranga Tamariki
- Health New Zealand | Te Whatu Ora
- Ministry of Business, Innovation and Employment
- Ministry for Primary Industries

The following diagram demonstrates the Bay of Plenty responsible 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 Delivery Coordination team to deliver emergency welfare services to the community as outlined in the National CDEM Plan Order 2015 (section 62 – 75).

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

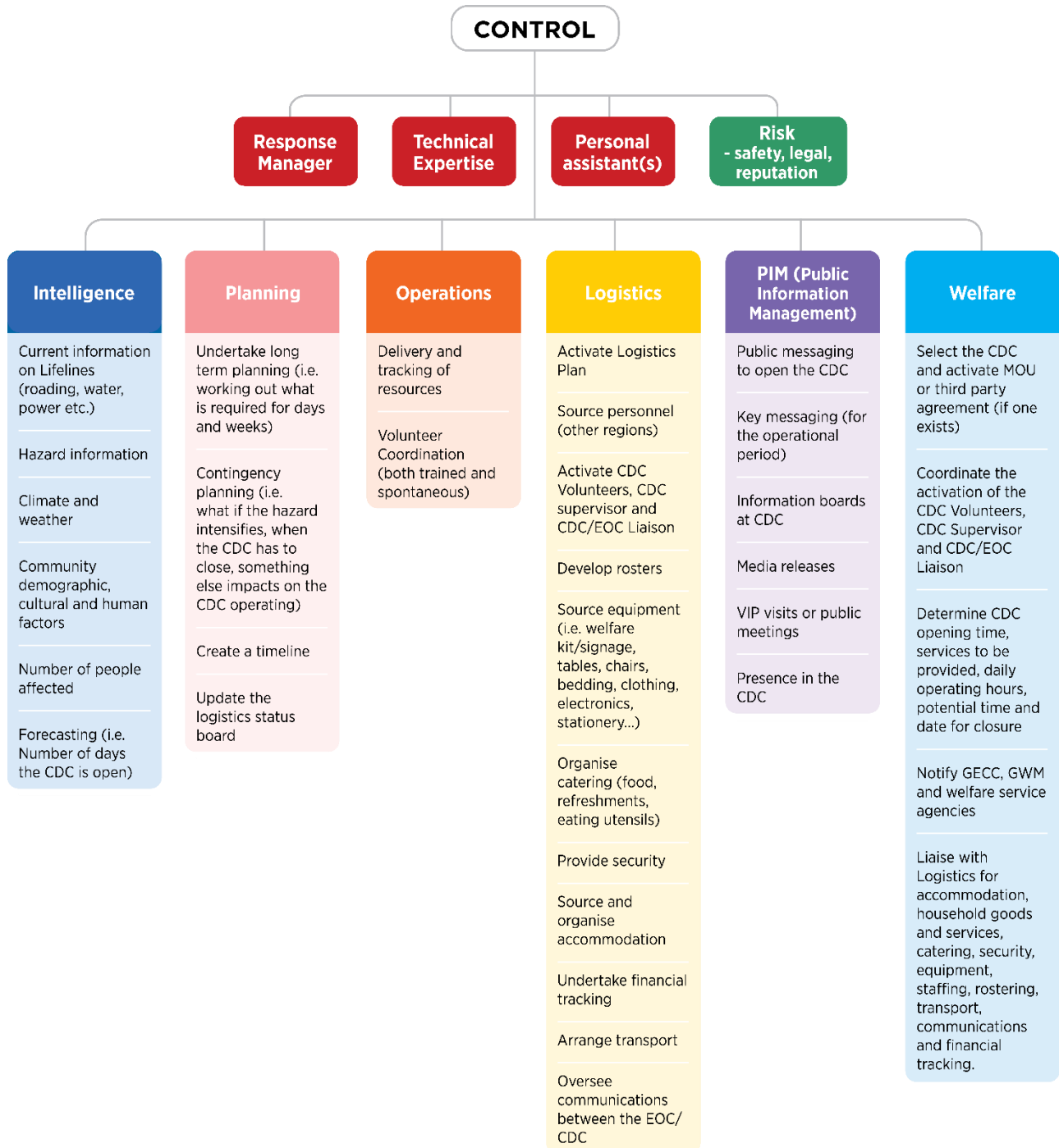


Figure 6 CIMS function key tasks

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 emergency welfare services' sub-functions and agencies that will support them. Responsible Agencies must lead and coordinate 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' subfunctions 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.

Emergency Welfare Service Sub-Functions

Needs Assessment

Welfare Services Sub-Function	Responsible Agency: National Level	Responsible Agency: Regional Level	Responsible Agency: Local Level
Needs Assessment (includes registration)	National Emergency Management Agency (NEMA)	Bay of Plenty CDEM Group	Tauranga City Council Western Bay of Plenty District Council Rotorua Lakes Council Kawerau District Council Whakatāne District Council Ōpōtiki District Council

Welfare Delivery

Welfare Services Sub-Function	Responsible Agency: National Level	Responsible Agency: Regional Level	Responsible Agency: Local Level
Inquiry	NZ Police	NZ Police Bay of Plenty	NZ Police Bay of Plenty
Care and protection services of children and young people	Oranga Tamariki	Oranga Tamariki Bay of Plenty Operations	Oranga Tamariki Tauranga Office Rotorua Office Whakatāne Office
Psychosocial Support	Ministry of Health	Health NZ Te Whatu Ora Bay of Plenty Te Whatu Ora Lakes	Health NZ Te Whatu Ora Bay of Plenty Te Whatu Ora Lakes
Household Goods and Services	National Emergency Management Agency (NEMA)	Bay of Plenty CDEM Group	Tauranga City Council Western Bay of Plenty District Council Rotorua Lakes Council Kawerau District Council Whakatāne District Council Ōpōtiki District Council
Shelter and Emergency Accommodation	National Emergency Management Agency (NEMA)	Bay of Plenty CDEM Group	Tauranga City Council Western Bay of Plenty District Council Rotorua Lakes Council

			Kawerau District Council Whakatāne District Council Ōpōtiki District Council
Temporary Accommodation	Ministry of Business Innovation and Employment – Temporary Accommodation Services (MBIE – TAS)	Ministry of Business Innovation and Employment – Temporary Accommodation Services (MBIE – TAS)	Ministry of Business Innovation and Employment – Temporary Accommodation Services (MBIE – TAS) <i>Responsible Agencies may delegate responsibility to another agency/organisation where responsible agencies are not present locally.</i>
Financial Assistance	Ministry of Social Development (MSD) Work and Income	Ministry of Social Development (MSD) Work and Income	Ministry of Social Development (MSD) Work and Income
Animal Welfare	Ministry of Primary Industries (MPI)	Ministry of Primary Industries (MPI)	Ministry of Primary Industries (MPI) <i>Responsible Agencies may delegate responsibility to another agency/organisation where responsible agencies are not present locally.</i>

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 NEMA.

4.3 Responsibilities of emergency welfare service's sub-function agencies

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

- plan cooperatively with all Supporting Agencies with a role in delivering the relevant emergency welfare services sub-function, to ensure that arrangements are aligned, and
- provide leadership to Supporting 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 cluster is to:

- work with Group and Local Welfare Managers and their sub-function cluster groups of supporting 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 subfunctions, 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 cluster, 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 (Supporting Agencies as well as Responsible Agencies)

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

- develop and review sub-function 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 restrict their access to media such as radio, television, newspapers or the internet.

For further information please refer to the Information Series documents on the National Emergency Management Agency website – Information for the CDEM Sector – *IS 12/13 Including Culturally and Linguistically Diverse (CALD) Communities*, and *IS 13/13 Including People with Disabilities*.

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 2025-2030 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:

- The Bay of Plenty CDEM Group Welfare Manager with the Welfare Coordination Group will review the plan every five years in alignment with the Bay of Plenty CDEM Group Plan, or as directed by the Bay of Plenty CDEM Group Controller.

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

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 - Description of emergency welfare service sub-functions

- Needs Assessment
- Inquiry
- Care and protection of children and young people
- Psychosocial Support
- Household goods and services
- Emergency Shelter and Accommodation
- Temporary Accommodation
- Financial Assistance
- Animal Welfare

Appendix 2 - Glossary of Terms

Appendix 1

Description of emergency welfare services sub-functions

Detailed information, tools and guidance are included in the Welfare Services in an Emergency Director's Guideline [DGL 11/15] 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.

Each of the Welfare Service Sub-Functions are set out below. Further details about the emergency welfare services' sub-functions can be found in the 'Welfare Services in an Emergency' Director's Guideline [DGL 11/15]

Needs Assessment

The Needs Assessment is the process of understanding the needs of people affected by an emergency. It provides the basis for the welfare service delivery.

Involves collecting information from people who have been directly affected by an emergency who require emergency welfare services.

For the Bay of Plenty region, Registration has been integrated into the Needs Assessment sub-function.

For further information see Section 7 Needs Assessment, Welfare Services in an Emergency Director's Guideline [DGL 11/15]

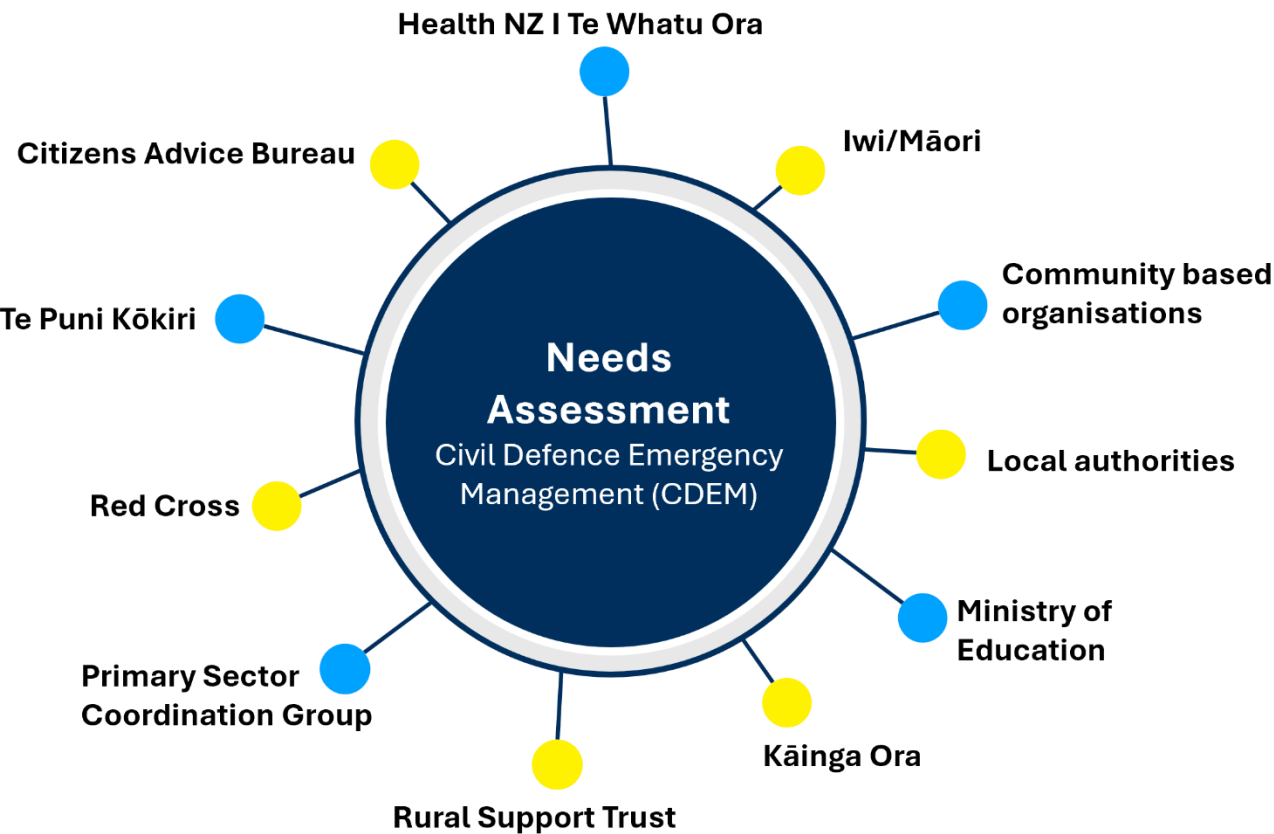
Principles	Delivery – key points	Responsible Agency
Only to register people via the needs assessment tool who are affected by an emergency who have a need for emergency welfare services.	Carried out either face to face, via telephone or in a community setting. Information is captured via the electronic Survey 123 system, or a paper based equivalent designed by the Bay of Plenty CDEM Group. Needs Assessors are to be trained by the Bay of Plenty CDEM Group.	Bay of Plenty CDEM Group

Supporting Agencies – Needs Assessment Sub-function Cluster

Support may be provided by other Government agencies or non-Government organisations that can provide relevant advice, information or trained staff. These agencies and organisations form the Needs Assessment sub-function cluster.

- Health NZ | Te Whatu ora (this may include community-based organisations)
- Iwi/Māori (this may include Hauora health providers)
- Community based organisations (organisations who connect with vulnerable people)
- Local Authorities
- Ministry of Education
- Kāinga Ora
- Rural Support Trust
- Primary Sector Coordination Group
- Red Cross
- Te Puni Kōkiri
- Citizens Advice Bureau

Needs Assessment - Sub-function cluster



Inquiry

Inquiry involves identifying people who have been affected by an emergency and assisting family, whanau, and significant others to make contact.

For further information see Section 8 Inquiry, Welfare Services in an Emergency Director's Guideline [DGL 11/15]

Principles	Delivery – key points	Responsible Agency
<p>The inquiry process is scalable to meet the size of the emergency.</p> <p>Police will establish an inquiry team to work to resolve inquiries.</p>	<p>Police will establish an inquiry team and work to resolve inquiries using established investigation and file management processes.</p>	<p>NZ Police</p>

Supporting Agencies

Support may be provided by any other government agency or non-government organisations that can provide relevant advice, and information. These agencies and organisations form the Inquiry sub-function cluster.

Bay of Plenty CDEM Group

Ministry of Education

Ministry of Foreign Affairs and Trade

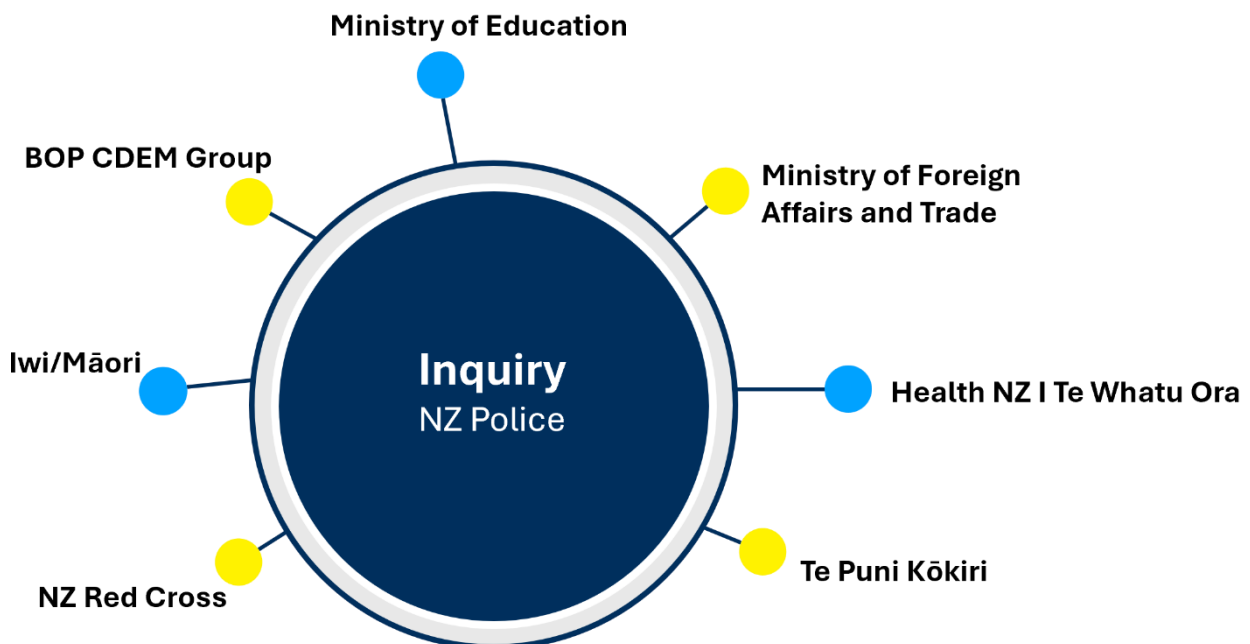
Health NZ | Te Whatu Ora

Te Puni Kōkiri

NZ Red Cross

Iwi/Māori

Inquiry - Sub-function cluster



Care and protection services for children and young people

Care and protection services for children and young people deliver and coordinate statutory care and protection to children and young people who have been identified (registered in the Needs Assessment system) as being unaccompanied/separated from their parents, legal guardians, or usual caregivers during an emergency.

A child means a person under the age of 14 years. A young person is someone aged from 14 years, but under 17 years.

For further information see Section 9 Care and protection services for children and young people, Welfare Services in an Emergency Director's Guideline [DGL 11/15]

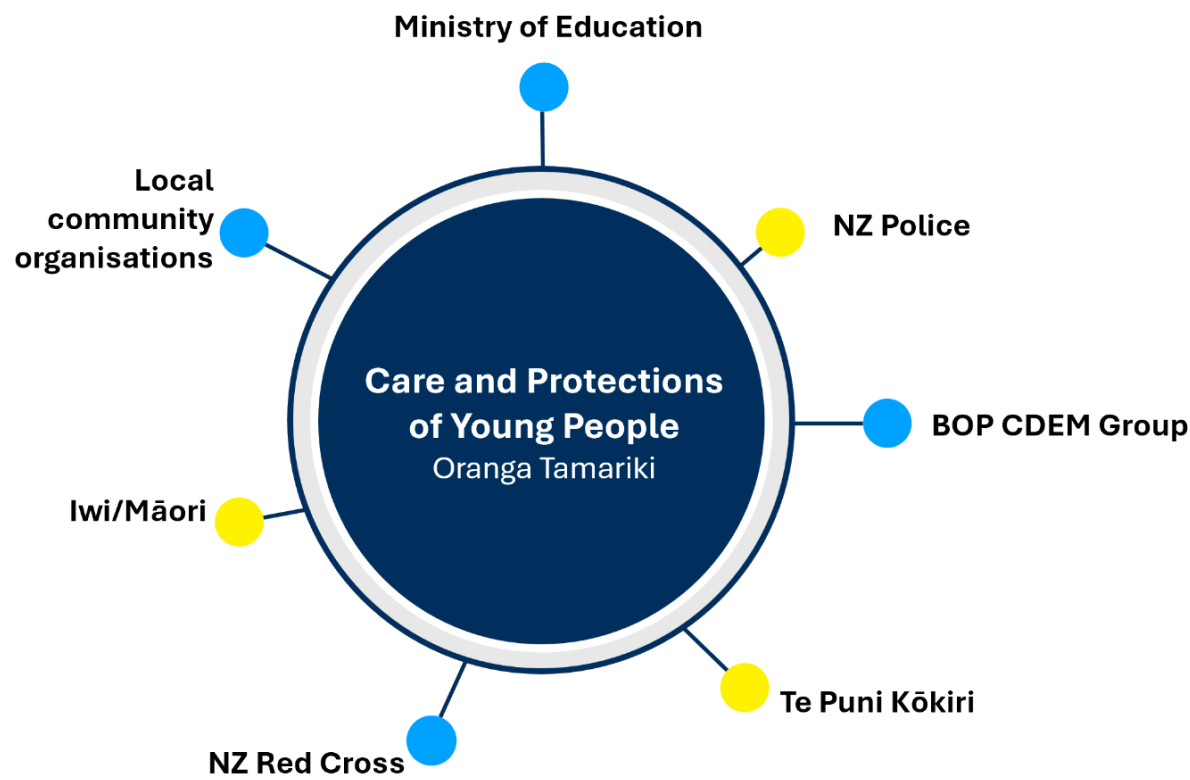
Principles	Delivery – key points	Responsible Agency
<p>Children are kept safe and cared for.</p> <p>Children should be reunited with their parent, legal guardian or usual caregiver as soon as possible.</p>	<p>Planning pre-event should ensure plans are developed, relationships are established, capacity and capability is built and a pool of approved people or organisations are identified.</p>	<p>Oranga Tamariki</p>

Supporting Agencies – Care and protection services for children and young people Sub-function Cluster

Support may be provided by other Government agencies or non-Government organisations that can provide relevant advice, information or trained staff. These agencies and organisations form the Care and protection services for children and young people sub-function cluster.

- Ministry of Education
- NZ Police
- NZ Red Cross
- Te Puni Kōkiri
- BOP CDEM Group
- Local Community Organisations
- Iwi/Māori

Care and Protection services for children and young people - Sub-function cluster



Psychosocial Support

Psychosocial support following an emergency involves focusing on psychological and social interventions that will ease the physical, psychological and social difficulties for individuals, families/whanau and communities.

For further information see Section 10 Psychosocial, Welfare Services in an Emergency Director's Guideline [DGL 11/15]

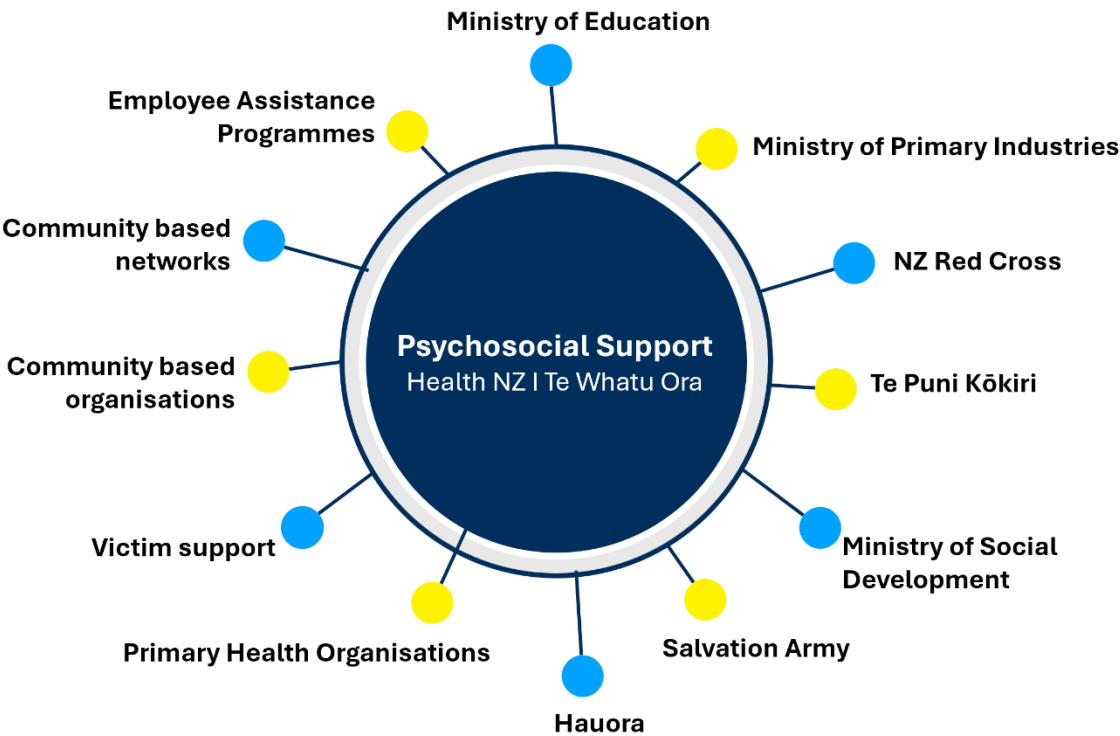
Principles	Delivery – key points	Responsible Agency
<p>Most people will recover from an emergency with time and basic support from their family, whanau and community.</p> <p>People and communities at high risk following an emergency should be identified and offered services provided by trained and approved 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 Health NZ Te Whatu Ora about training, messaging, and approach.</p> <p>The focus should be on providing for, and meeting basic needs (food, water, safety and shelter), normalizing the response/recover process and promoting the importance of wellbeing strategies, rather than providing intensive forms of psychosocial assistance particularly immediately following an emergency.</p>	Health New Zealand Te Whatu Ora

Supporting Agencies – Psychosocial support Sub-function Cluster

Support may be provided by other Government agencies or non-Government organisations that can provide relevant advice, information or trained staff. These agencies and organisations form the psychosocial support sub-function cluster.

- Ministry of Education
- Ministry of Primary Industries
- NZ Red Cross
- Te Puni Kōkiri
- Ministry of Social Development
- Salvation Army
- Primary Health Organisations
- Victim Support
- Community Based Organisations
- Community Based Networks
- Employee Assistance Programmes
- Hauora

Psychosocial Support - Sub-function cluster



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, for example:

- Shops are closed or supply chains for delivery of goods are affected,
- Electricity is unavailable or unreliable, or
- Water/sewerage systems are unavailable or otherwise unreliable.

Basic household goods and services are provided until other methods of supply can be put in place (eg. Local businesses resume and/or usual payment options are available).

For further information see Section 11 Household Goods and Services, Welfare Services in an Emergency Director's Guideline [DGL 11/15]

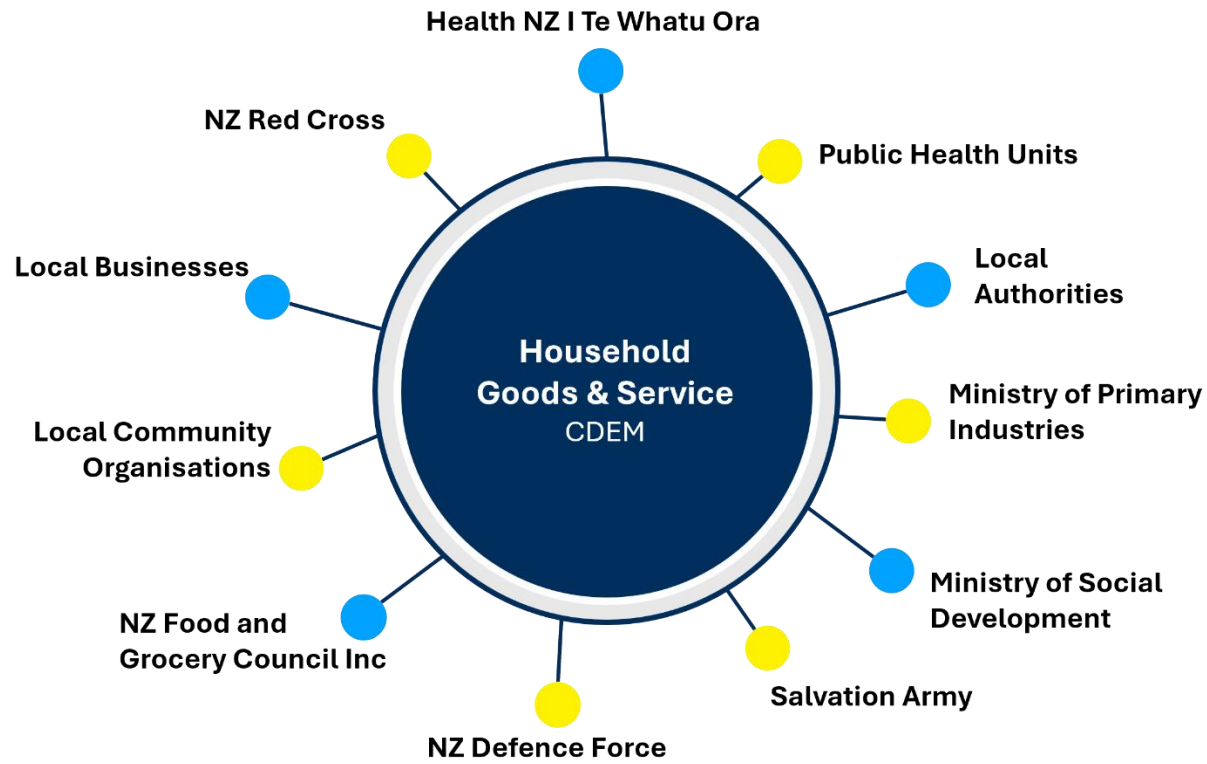
Principles	Delivery – key points	Responsible Agency
<p>Basic goods and services include food, water, clothing, bedding and other items or services necessary for warmth, cleaning, preparing food, or general health and hygiene.</p> <p>Basic goods and services may be required where:</p> <ul style="list-style-type: none"> • Geographically isolated from normal goods or services as a result of the emergency, or • Unable to make purchases themselves because usual payment methods or services are unavailable (internet, Eftpos, automatic teller machines (ATMs) etc.) 	<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 	Civil Defence Emergency Management

Supporting Agencies – Household Goods and Services Sub-function Cluster

Support may be provided by other Government agencies or non-Government organisations that can provide relevant advice, information or trained staff. These agencies and organisations form the Household Goods and Services sub-function cluster.

- Health NZ | Te Whatu Ora
- Public Health Units
- Local Authorities
- Ministry for Primary Industries
- Ministry of Social Development
- Salvation Army
- NZ Defence Force
- NZ Food and Grocery Council Inc
- Local Community Organisations
- Local Businesses
- NZ Red Cross

Household Goods and Services - Sub-function cluster



Emergency Shelter and Accommodation

Emergency Shelter is provided, usually in a communal facility – possibly but not necessarily a pre-designated CDC - for a **few hours to only a few days**, to protect displaced people from the elements and danger (some basic welfare services may be provided at this facility).

Emergency Accommodation is provided to displaced people who cannot return to their homes for short periods, generally a few days and **no more than about two weeks**.

Shelter and accommodation address the more immediate needs of people affected by the emergency. For longer term solutions refer to Temporary Accommodation.

For further information see Section 12 Shelter and Accommodation, Welfare Services in an Emergency Director's Guideline [DGL 11/15]

Principles	Delivery – key points	Responsible Agency
<p>Pre-emergency planning to evaluate community sheltering needs (including diverse needs), facilities and resources, as well as capacity development.</p> <p>Consider the needs of displaced people beyond shelter, referrals to support agencies should be expected.</p> <p>Consider the varying degrees of vulnerability of displaced people.</p>	<p>Identifying possible shelter and accommodation facilities including identifying suitable facilities, other agency facilities, and environmental health issues.</p> <p>Develop Standard Operating Procedures (SOPs) and train staff and volunteers.</p> <p>Integrate welfare provision with other emergency welfare services if required. Consider companion animals.</p>	<p>Civil Defence Emergency Management</p>

Supporting Agencies – Emergency Shelter and Accommodation Sub-function Cluster

Support may be provided by other Government agencies or non-Government organisations that can provide relevant advice, information or trained staff. These agencies and organisations form the Emergency Shelter and Accommodation sub-function cluster.

- Ministry of Business Innovation and Employment
- Health NZ | Te Whatu Ora
- Local Authorities
- Ministry of Social Development
- Salvation Army
- NZ Defence Force
- Local Community Organisations
- Local Businesses
- Kāinga Ora
- Ministry of Education
- Te Puni Kōkiri

Temporary Accommodation

Temporary Accommodation for displaced people who cannot return to their homes for a prolonged period (generally several weeks, months or possibly years).

For further information see Section 12 Shelter and Accommodation, Welfare Services in an Emergency Director's Guideline [DGL 11/15]

Responsible Agencies may delegate responsibility to another agency/organisation to chair/manage a Sub-function Cluster group on their behalf in areas where responsible agencies are not present

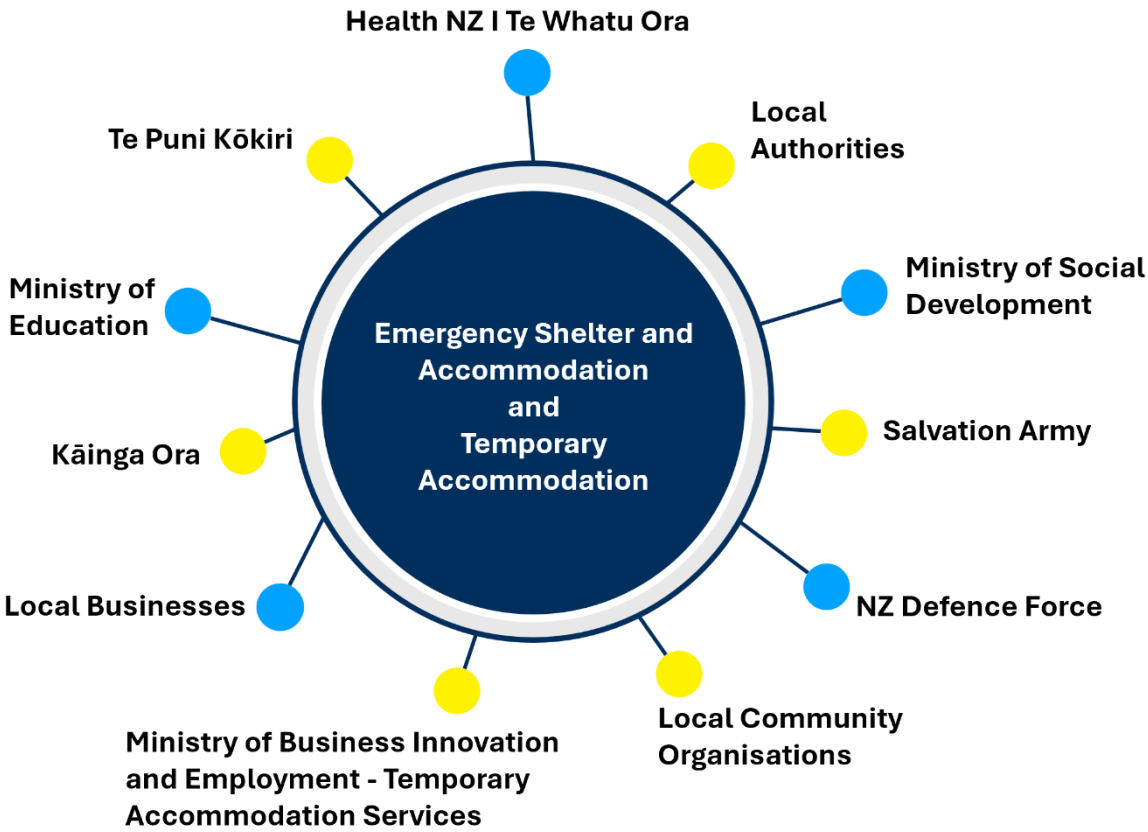
Principles	Delivery – key points	Responsible Agency
<p>Planning in advance for service delivery and technical support systems.</p> <p>Prompting information gathering and analysis to ascertain the likely temporary accommodation demand and the most appropriate supply options for the affected populations, 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 the 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>	<p>Ministry of Business Innovation and Employment – Temporary Accommodation Services (MBIE – TAS)</p>

Supporting Agencies – Temporary Accommodation Sub-function Cluster

Support may be provided by other Government agencies or non-Government organisations that can provide relevant advice, information or trained staff. These agencies and organisations form the Temporary Accommodation sub-function cluster.

Emergency Shelter and Accommodation, and Temporary Accommodation - Sub-function cluster

Note: This cluster has been combined with Temporary Accommodation to form 1 cluster.



Financial Assistance

Information about, and access to, the range of financial assistance available to people affected by an emergency.

For further information see Section 13 Financial Assistance, Welfare Services in an Emergency Director's Guideline [DGL 11/15]

Principles	Delivery – key points	Responsible Agency
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.	<p>MSD – Work and Income to ensure systems are in place, to effectively deliver and monitor financial assistance needed by those affected by an emergency.</p> <p>Work collaboratively with other sub-function Responsible Agencies to ensure services are linked and duplications avoided.</p>	Ministry of Social Development

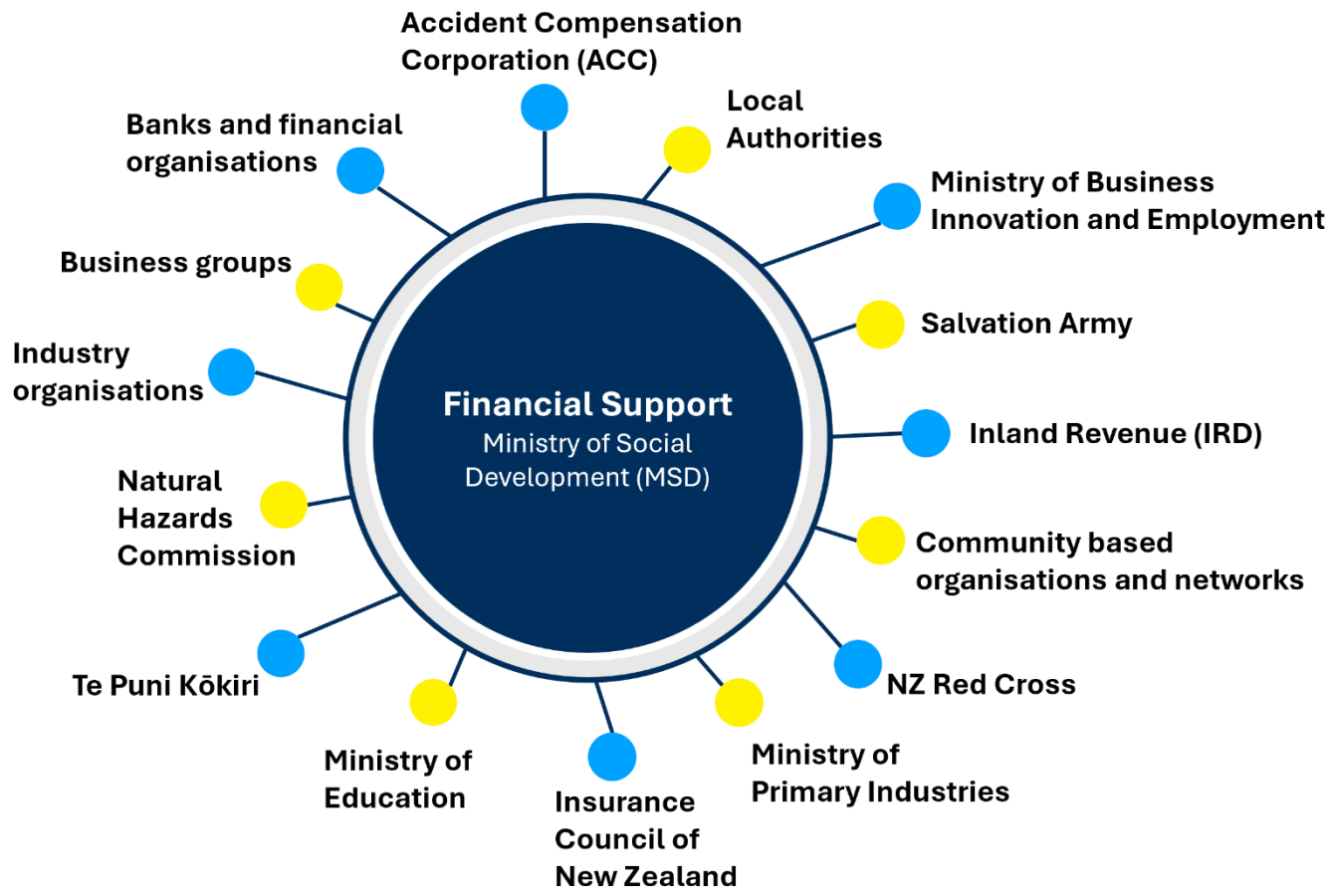
Supporting Agencies – Financial support Sub-function Cluster

Support may be provided by other Government agencies or non-Government organisations that can provide some form of financial assistance or information relating to financial assistance. These agencies and organisations form the Financial Assistance sub-function cluster.

Organisations and communities that have strong day to day relationships are known to function well together during an emergency response, therefore it is important that regional and local inter-agency relationships are strong. Planning will be undertaken by all agencies involved in the provision of financial assistance, both within their own organisations and collaboratively. This will ensure referral processes are clearly understood, and appropriate monitoring mechanisms are in place.

- Accident Compensation Corporation (ACC)
- Local Authorities
- Ministry of Business Innovation and Employment
- Salvation Army
- Inland Revenue (IRD)
- Community based organisations and networks
- NZ Red Cross
- Ministry for Primary Industries
- Insurance Council of New Zealand
- Ministry of Education
- Te Puni Kōkiri
- Natural Hazards Commission
- Industry Organisations
- Business Groups
- Banks and financial organisations

Financial Assistance - Sub-function cluster



Animal Welfare

The provision of animal rescue, animal shelter, food, water, husbandry and veterinary care and other essentials for all animals.

For further information see Section 14 Animal Welfare, Welfare Services in an Emergency Director's Guideline [DGL 11/15]

Responsible Agencies may delegate responsibility to another agency/organisation to chair/manage a Sub-function Cluster group on their behalf in areas where responsible agencies are not present

Principles	Delivery – key points	Responsible Agency
<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>To provide for the needs of animals when their owners (or persons in charge) are not able to do so themselves, because of the consequences of the emergency.</p> <p>Regional and local animal welfare plans to take into account all animal types and the particular needs of each animal type.</p> <p>Whenever possible, utilise people in animal welfare emergency management whose daily job involves working with animals.</p>	Ministry of Primary Industries

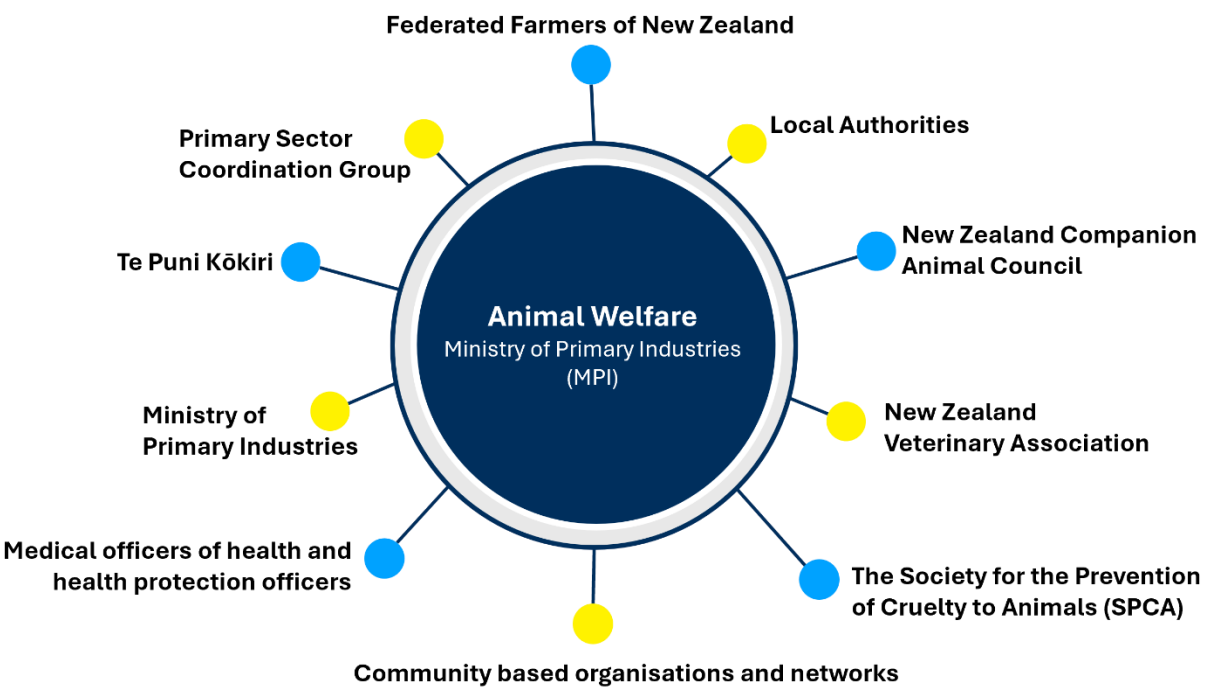
Supporting Agencies – Animal Welfare Sub-function Cluster

Support may be provided by other Government agencies or non-Government organisations that may be required to provide these services.

These agencies and organisations form the Animal Welfare sub-function cluster.

- Federated Farmers of New Zealand
- Local Authorities
- New Zealand Companion Animal Council
- New Zealand Veterinary Association
- The Society for the Prevention of Cruelty to Animals (SPCA)
- Community based organisations and networks
- Medical officers of health and health protection officers
- Ministry of Primary Industries
- Te Puni Kōkiri
- Primary Sector Coordination Group

Animal Welfare - Sub-function cluster



Appendix 2

Glossary of Terms

Abbreviations	Definition
4 Rs	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.
CIMS Coordinate 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 Coordination 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 Officer	Professional CDEM staff.
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.
NEMA National Emergency Management Agency	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 the 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.

Abbreviations	Definition
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.
Reduction	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. 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.
Response	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.
Responsible Agency	Agency task with planning for and coordinating a welfare sub-function.
Supporting Agency	Any agency that assists the responsible agency by providing services, resources, information, or otherwise contributing to the response.
TA Territorial Authority	A city or district council or unitary authority that provides public services and regulates land use, buildings, public nuisances, and environmental health.
NWCG National Welfare Coordination Group	Provides strategic oversight for the planning and development of integrated emergency welfare services. The Welfare Coordination Group provides coordination 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.
WCG Welfare Coordination Group	A collective of welfare service agencies that are active at the CDEM Group level. The Welfare Coordination Group provides a mechanism for collaboration and coordination 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 coordination at the CDEM Group level, and support to local level CDEM welfare.
Welfare sub-function	A component of the Welfare Function under CIMS, the incident management system used in New Zealand.
Welfare sub-function Cluster	A cluster is a collective of agencies and local organisations who focus on the welfare delivery on a specific Welfare sub-function. Clusters are generally led by the Responsible Agency.



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