

WEST COAST
EMERGENCY MANAGEMENT

# West Coast Emergency Management Regional Plan 2027-2032

# Foreword

On behalf of the West Coast Emergency Management Committee, I want to express our appreciation to the people of the Coast. Your resilience, community spirit, and willingness to stand together through adversity are the backbone of our region's strength. We are committed to working alongside you to protect our homes, livelihoods, and way of life both now and in the future.

The West Coast is a region of striking contrasts: from rugged coastlines and dense rainforest to alpine passes and river valleys. It is a landscape with unique challenges for emergency management. Flooding, landslides, coastal erosion, and severe storms are part of our reality, and climate change is amplifying these risks. Recent events have shown how quickly conditions can shift, reminding us of the importance of preparedness and adaptability.

Our communities are diverse and spread across remote areas, often separated by mountains and waterways. This isolation fosters independence and ingenuity but also means we must plan carefully to ensure help can reach everyone when most needed. Building resilience on the Coast is not just about infrastructure; it's about individuals, whanau, businesses, iwi and local organisations working together to strengthen our collective response.

By implementing this Regional Plan, we aim to enhance our readiness for emergencies and recovery efforts across the Coast. Together, we can ensure our region remains strong, connected, and ready to face whatever challenges lie ahead.



Helen Lash

Mayor, Westland District Council

# Mihi



Francois Tumahai, Chairman
Te Rūnanga o Ngāti Waewae



Paul Madgwick, Chairman
Te Rūnanga o Makaawhio

## He Kupu Whakataki

Tēnā koutou katoa,

Ko Tūhua rāua ko Tūtoko ngā maunga e tū whakahī nei

Ko Arahura rāua ko Makaawhio ngā awa e rere nei ki te tai

Ko Arahura rāua ko Te Tauraka Waka a Māui ngā marae

Ko Poutini Ngāi Tahu te iwi.

E rere ana ngā mihi ki a koutou katoa kua whakapau kaha, kua tuku i ō koutou pūkenga, mātauranga, me tō koutou ngākau nui ki te waihanga i tēnei Mahere Whakahaere Ohotata mō Te Tai o Poutini. He hua tēnei mahere nō te mahi ngātahi a te tokomaha e whai ana i te kaupapa kotahi, arā, kia haumaru ake, kia pakari ake, kia manawaroa ake ai ō tātou hapori puta noa i Te Tai o Poutini. Ka nui te mihi ki ngā hapori, ngā ratonga ohotata, ngā tari kāwanatanga, ngā whakahaere hoa, me ngā tāngata katoa nā rātou tēnei mahere i whakatinana mā runga i te ngākau kotahi me te mahi tahi.

Hei mana whenua, e mōhio ana Te Rūnanga o Ngāti Waewae me Te Rūnanga o Makaawhio, ehara te kaha o tā tātou urupare ki ngā ohotata i te mea ka ahu mai i ngā mahere anake. Engari, ka ahu mai i ngā hononga ka waihangatia, i ngā mātauranga ka tohaina, me te kawenga ngātahi mō te oranga o tētahi ki tētahi. Ko te manaakitanga, te kaitiakitanga, me te kotahitanga ngā pou e ārahi ana i a tātou ki te whakarite, ki te urupare, ki te whakaora, me te urutau ki ngā wero ka pā ki ō tātou hapori.

He whenua ahurei a Te Tai o Poutini, he whenua ātaahua, he whenua hoki e kaha pāngia ana e ngā kaha o te taiao. Mā te whakakotahi i te mātauranga Māori, te mātauranga o ēnei rā, me ngā hononga toitū ka whakapakari ake i tō tātou āheinga ki te tiaki i te oranga o te tangata, ki te manaaki i te whenua, me te tiaki i ngā taonga tuku iho mō ngā whakatupuranga e heke mai nei.

Kia noho tēnei mahere hei aratohu mō te whakahaere ohotata, ā, hei tohu hoki mō tō tātou ū ki te mahi ngātahi, te manaaki i a tātou anō, me te whakapakari i te manawaroa o ngā hapori o Te Tai o Poutini.

Nō reira, kia mataara, kia noho rite, kia manaaki tātou i a tātou anō. Kia toitū te oranga o te tangata, te whenua me ngā taonga tuku iho mō ngā whakatupuranga e heke mai nei.

Tēnā koutou, tēnā koutou, tēnā tātou katoa

*Mō tātou, ā, mō kā uri a muri ake nei*



## Acknowledgement

Greetings to you all,

Tūhua and Tūtoko are our mountains

Arahura and Makaawhio are our rivers

Arahura and Te Tauraka Waka a Māui are our marae

Poutini Ngāi Tahu is our iwi.

On behalf of Poutini Ngāi Tahu, we acknowledge and sincerely thank everyone who has contributed their time, knowledge, expertise, and commitment to the development of this West Coast Emergency Management Regional Plan. This plan is the result of many people working together with a shared purpose to build stronger, safer, and more resilient communities across Te Tai o Poutini. We extend our appreciation to our local communities, emergency services, government agencies, partner organisations, and all those whose dedication and collaboration have helped shape this important document.

As mana whenua, Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio recognise that the strength of our response to emergencies lies not only in planning, but in the relationships we build, the knowledge we share, and the responsibility we collectively carry for one another. Manaakitanga, kaitiakitanga, and kotahitanga are the values that guide us in preparing for, responding to, recovering from, and adapting to the challenges our communities may face.

Te Tai o Poutini is a place of extraordinary beauty and resilience, but it is also shaped by powerful natural forces. By bringing together mātauranga Māori, contemporary knowledge, and enduring partnerships, we strengthen our ability to protect the wellbeing of our people, care for our whenua, and safeguard the taonga entrusted to us for future generations.

May this plan serve not only as a guide for emergency management, but as a reflection of our collective commitment to one another. Together, we can continue to build resilient communities that are prepared to face the future with confidence, unity, and care.

Therefore, let us remain vigilant, be prepared, and care for one another. May the wellbeing of our people, our whenua, and the taonga entrusted to us endure for generations to come.

*For us and the generations to come.*

# CONTENTS


## PART 1: INTRODUCTION ..... 10

**Purpose of the plan** ..... 11
- Audience

**About the Regional Plan** ..... 12
- Plan development
- Plan delivery
- Linkages to regional plans and policies

**What we do** ..... 16
- What is an emergency?

**Who we are** ..... 17
- EM Committee members
- The National Emergency Management Agency (NEMA)
- Communities

**Iwi relationships – Mahi Tahi (Unity of effort)** ..... 21

**Operational arrangement with Ngāi Tahu** ..... 22
- Te Tiriti o Waitangi
- Manawhenua
- Papatipu Rūnanga structure
- Ngāi Tahu response

**Meeting Te Tiriti o Waitangi responsibilities** ..... 24

**The 4Rs** ..... 26

**Our vision** ..... 27

**Strategic objectives** ..... 27

**Our principles** ..... 28

**Our structure** ..... 29
- Governance
- Administering authority
- Key appointments
- The West Coast Emergency Management (WCEM) Office
- Delegated roles
- Other key roles
- External support arrangements
- Financial arrangements
- Mayoral Disaster Relief Fund

## PART 2: REGIONAL CONTEXT ..... 44

**The West Coast region** ..... 46
- Key features of the West Coast region

**Cross-boundary links** ..... 52
- People
- Response partners

**Hazards in the West Coast region** ..... 54
- The risk assessment process
- Our high-risk regional hazards
- Other hazards in our region
- The Coasters guide to emergencies
- Learning from past events

**Challenges and opportunities to disaster resilience** ..... 67
- Cost of living increases
- Ageing population
- Increasing reliance on technology
- Increasing tourism
- Climate change




*West Coast Emergency Management - Regional Plan 2027-2032*

## PART 3: OUR STRATEGY (2027-2032)..... 70

**Introduction**.....71

**Reduction – Working together to reduce risk**.....72

- Introduction
- Working with communities
- What we want to achieve – Reduction

**Readiness and Response – Preparing to respond and supporting communities during emergencies**.....75

- Introduction
- How you can be part of Emergency Management on the West Coast
- What we want to achieve – Readiness
- What we want to achieve – Response

**Operational arrangements**.....82

- Response structure
- Response principles
- Response facilities
- Welfare services in an emergency
- Response arrangements and plans
- Key response partnerships
- Community Response Plans
- Training and exercising
- Volunteers
- Warning and informing
- Declaring a state of local emergency
- Lessons management process

**Recovery – Supporting communities to rebuild and enhance their disaster resilience**.....96

- Introduction
- The transition to recovery
- West Coast's recovery vision
- Recovery principles
- Recovery outcomes
- Our recovery structure
- The recovery environments
- Resourcing recovery
- Financial arrangements
- The exit from recovery
- What we want to achieve – Recovery

**Monitoring and evaluation**.....108

## APPENDICES .....110

**Appendix A: Acronyms**.....111

**Appendix B: Definitions**.....112

**Appendix C: References**.....117

**Appendix D: Other useful links**.....121




*West Coast Emergency Management - Regional Plan 2027-2032*



# PART 1: INTRODUCTION



## Purpose of the plan

The purpose of the West Coast Emergency Management (WCEM) Regional Plan (hereafter referred to as 'the Regional Plan') is to set the operational and strategic management of Emergency Management (EM) in the West Coast region over the next five years through the vision, strategic objectives, and high-level emergency management arrangements outlined in the sections that follow.

### Audience

The Regional Plan is a shared strategy. It is primarily developed for the WCEM Office, regional agencies (e.g., emergency services, local government, non-government agencies), local agencies and iwi involved in emergency management in the West Coast region.

This plan should be referenced by all members of the WCEM Committee (shown on pg.15) when developing emergency management plans and strategies to ensure alignment with objectives and goals across the 4Rs of reduction, readiness, response and recovery.

The plan also provides the public an overview of how regional and local agencies are planning to manage hazards and risks in the region.

# About the Regional Plan

The Regional Plan, an operational document for the next five years (2027-2032), outlines how the WCEM Committee will meet the requirements of the Emergency Management Act 2026 (herein referred to as 'the Act'). The Act requires local authorities to provide for EM within their districts. It places a requirement on them, and the agencies involved, to support the coordinated effort of EM so as to be able to function to the fullest extent to respond to and recover from an emergency. The relationship between the Regional Plan to other documents, plans, and legislation is shown in Figure 1 (pg.15).

**Part 1** of the Regional Plan introduces the structure of the WCEM Committee and outlines how the WCEM Committee functions. **Part 2** provides the district context to the strategy, including information about hazards that pose a risk to the West Coast region.

EM in Aotearoa New Zealand adopts a 4Rs approach to emergency management, consisting of 'Reduction', 'Readiness', 'Response' and 'Recovery'. This approach has been used to structure **Part 3** of the Regional Plan which outlines how the WCEM Committee will work to meet the vision and strategic objectives for the 2027-2032 period. Although the vision and strategic objectives cover a five-year period, past, present, and future factors such as climate change and population change were considered during Regional Plan development (refer to Part 2).

***Within the document references are made to plans, guidelines, and procedures which support and inform the strategy – these plans and procedures are linked within the text or available upon request to the WCEM Office. A full list of referenced documents is included in the 'References' section at the end of the Regional Plan.***

## Plan development

This Regional Plan has been developed using the guidance contained within the National Emergency Management Agency (NEMA) Director's Guideline (DGL) 23/22 Risk Assessment Guidance for CDEM Group Planning and NEMA DGL 09/18 CDEM Group Planning. It is directly informed by the requirements in **s97-98** of the Act, which include not being inconsistent with the National Disaster Resilience Strategy (2019) (NDRS).

The Regional Plan's content has been informed by stakeholder surveys, Coordinating Executive Group (CEG) meetings, WCEM Committee Sub-committee meetings, internal workshops and discussions with strategic and operational response partners. These include iwi who have been involved in the development of the vision, objectives and activities contained within the Regional Plan and all consulted prior to finalisation.

Public submissions will be received during an upcoming public consultation period on the content of this Regional Plan. Following the public consultation, those who submit on the plan will be given the opportunity to discuss their submission and will receive feedback on how their submission was considered.

***The Regional Plan is not a static document and will be updated throughout its life cycle to remain current to the operational and strategic arrangements of the WCEM Committee.***

## Plan delivery

The strategic objectives and activities contained within the Regional Plan are operationalised through the annual work programme of the WCEM Office, the work programmes of the WCEM Committee members (West Coast Regional Council, Buller District Council, Grey District Council, Westland District Council, and iwi) and that of response partners.

The WCEM Committee CEG is responsible for overseeing the development, implementation, maintenance, monitoring, and evaluation of the Regional Plan. The Emergency Management Commitee (EM Committee) provides governance and strategic direction to the WCEM Committee. For more information, please refer to 'Our structure' section.

## Linkages to regional plans and policies

Figure 1 (pg.15) shows the link between the Regional Plan and local risk reduction plans and documents including the council Long Term Plans (LTPs) and Annual Plans. These strategic documents work in tandem with this Regional Plan across the 4Rs to enhance community resilience to disasters on the West Coast. The objectives within this Regional Plan are designed to support and enable the objectives and activities within the council plans.

The Buller District Council 2025-2034 Long Term Plan (LTP) includes specific ongoing activities related to EM. These activities support the social outcome that the council is ready to respond in an emergency and empowers residents to be better prepared physically and psychologically for an emergency event. The Buller Emergency Operations Centre and related infrastructure is noted in the LTP as a strategic asset.

The Grey District Council 2025-2034 Long Term Plan (LTP) outlines what the council will provide in regard to emergency management. The LTP also identifies key issues regarding emergency management (amongst other council activities) and options for addressing these, for example, continuing community education to address community apathy during periods of low emergency risk. The GDC LTP highlights the importance of the provision of essential infrastructure services (to the best of their ability) in the event of an emergency.

The Westland District Council 2025-2034 Long Term Plan (LTP) outlines what the local authority does in relation to emergency management, the assets it holds, key issues, and where it wants to be in the future across the 4Rs. Key capital projects are outlined as well as performance measures and levels of service.

The West Coast Regional Council Long-Term Plan 2024–2034 includes emergency management delivery as part of its broader focus on infrastructure resilience and regional leadership. Key activities support emergency preparedness through flood protection, hazard monitoring, and communications upgrades like Starlink and VHF radio systems. The Council also works collaboratively within the WCEM Committee to coordinate planning, response, and recovery efforts. While emergency management isn't a standalone section, it is embedded throughout the plan's strategic priorities and investment in regional safety.

The West Coast One Plan, formally known as the Te Tai o Poutini Plan (TTPP), is a unified planning document that merges the district plans of Buller, Grey, and Westland into a single framework for the region. It streamlines land use and environmental management, introduces spatial planning responsibilities to the Regional Council, and lays the groundwork for integrating other regional plans like the Air, Coastal, and Land & Water Plans. Developed collaboratively with councils, iwi, and the community, the plan supports sustainable development, infrastructure resilience, and responsible resource use. Its implementation is overseen by a dedicated committee and funded through regional rates and loans.

All council LTPs note how climate change is likely to impact essential infrastructure services and/or emergency management in the districts.

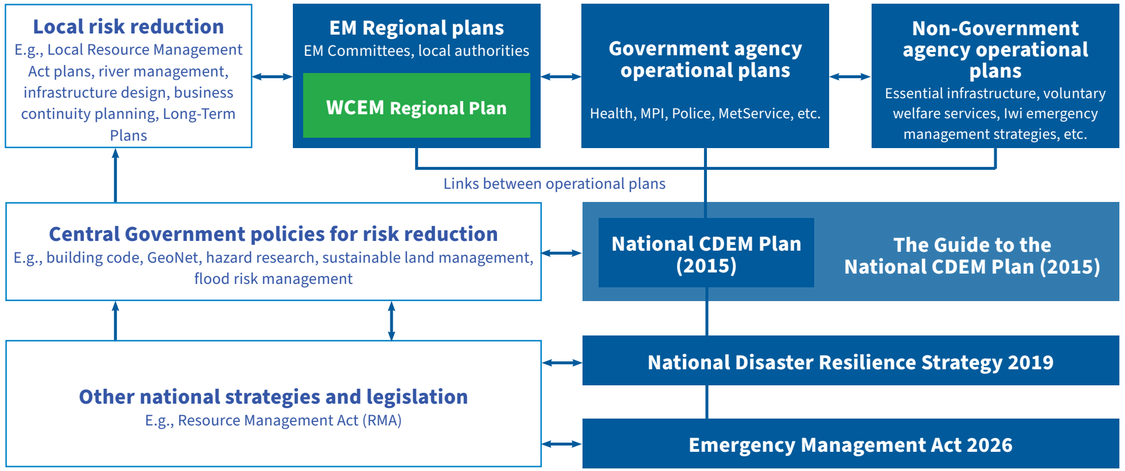



*Figure 1: The relationship between the Regional Plan and other documents, plans and legislation in Aotearoa New Zealand [Adapted from 'The guide to the National Civil Defence Emergency Management Plan (2015)'*

# What we do

EM Committees are responsible for the efficient and effective implementation of EM in their region. There are 16 EM Committees throughout Aotearoa New Zealand including the WCEM Committee.

Before emergencies occur, EM Committees work to reduce the risk of hazards (natural, biological, and technological) to their communities and ensure response agencies and communities are ready to respond to emergencies where EM is the mandated lead agency[1].

When responding as the lead agency, EM Committees coordinate response and recovery activities across a range of agencies (see next section 'Who we are'). EM Committees may also respond to an emergency in support of another lead agency, such as Fire and Emergency NZ.

## What is an emergency?

The following definition of an 'emergency' is from the Act.

> *In this Act, an emergency is a situation that —*
>
> *(a) is the result of any happening, whether natural or otherwise; and*
>
> *(b) causes or may cause either or both of the following:*
>
> *(i) the loss of human life or injury, illness, or distress to people; or*
>
> *(ii) a threat, in any way, to the safety of the public or property; and*
>
> *(c) requires a significant and co-ordinated response under this Act (for example, because emergency services are unable to adequately address it).*

1 EM Commitees are the lead agency for geological, meteorological, and infrastructure failure emergencies. More information about lead agencies can be found in the Guide to the National CDEM Plan (2015)



# Who we are

## EM Committee members

The WCEM Committee is formed under **s26(1)** of the Act by the regional council and territorial authorities who work together with other organisations to provide co-ordinated EM planning for reduction, readiness, response, and recovery (the 4Rs).

The multi-agency partnership described above is supported by a range of partners, defined in this Regional Plan as agencies, groups or organisations that have a leading role in delivering EM in the West Coast region. Key partners are members of the Coordinating Executive Group (CEG), which includes our local authorities, Iwi in Te Tai o Poutini, emergency services, Te Whatu Ora, and Department of Conservation (DOC).

The WCEM Committee maintains partnerships and relationships with other organisations outside the CEG, including essential infrastructure providers[2], government agencies (through local and regional offices if in place), welfare and community services (including non-profit groups), volunteer groups, businesses, and community groups.

The following table (pg. 16-17) shows the legislative roles and responsibilities of our EM Committee members and partner organisations.

2 Essential infrastructure providers are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy, and telecommunications.

| EM Committee Member/Partner | Responsibilities | Relevant legislation/plan |
|---|---|---|
| National Emergency Management Agency | Lead national coordination of EM; issue warnings; support EM Committees. | EM Act 2026; National CDEM Plan (2015) |
| West Coast Emergency Management | Develop and implement Regional Plans; coordinate local response and recovery; identify, assess, and manage hazards and risks in the West Coast Group area. | EM Act 2026 |
| Local authorities (territorial/regional) | Maintain essential infrastructure services; enforce building safety; support community resilience. | Local Government Act 2002; Building Act 2004; EM Act 2026 |
| Iwi and Hapū Authorities | Exercise mana whenua in emergency planning and response; Lead marae-based welfare and recovery efforts; Provide cultural guidance and tikanga-based protocols; Partner with EM Committees under Te Tiriti o Waitangi; Coordinate whānau, hapū, and community-led initiatives. | Te Tiriti o Waitangi; National CDEM Plan (2015); Whānau Ora; EM Regional Plans; Marae Preparedness Guidelines |
| New Zealand Police | Maintain law and order; coordinate evacuation; assist in search and rescue. | Policing Act 2008; EM Act 2026; National CDEM Plan (2015) |
| Fire and Emergency New Zealand | Fire suppression; rescue operations; hazardous substance response. | Fire and Emergency New Zealand Act 2017 |
| Hato Hone St John | Provide emergency medical services and patient transport. | National CDEM Plan (2015); Health and Disability Services Act |
| Health New Zealand - Te Whatu Ora | Coordinate health services; public health response; hospital surge capacity. | Pae Ora (Healthy Futures) Act 2022 |



| EM Committee Member/Partner | Responsibilities | Relevant legislation/plan |
|---|---|---|
| New Zealand Defence Force (NZDF) | Provide logistical support, transport, communications, and specialist capabilities. | Defence Act 1990; National CDEM Plan (2015) |
| Ministry of Social Development (MSD) | Support welfare coordination; provide financial assistance and support services. | Social Security Act 2018; National CDEM Plan (2015) |
| Ministry for Primary Industries (MPI) | Animal welfare coordination; biosecurity response. | Biosecurity Act 1993; Animal Welfare Act 1999 |
| Ministry of Education | Ensure continuity of education services during emergencies; Support emergency planning in schools and ECEs; Coordinate welfare support for students and staff; Manage school property safety and recovery. | Education and Training Act 2020; National CDEM Plan (2015); CDEM Best Practice Guide for ECEs |
| Te Puni Kōkiri | Advocate for Māori development and wellbeing in emergency planning; Support iwi and hapū-led resilience initiatives; Advise on culturally appropriate recovery and welfare; Monitor government service delivery to Māori communities. | Māori Development Act 1991; National CDEM Plan (2015); Whānau Ora Framework |
| Ministry of Transport / NZTA (Waka Kotahi) | Maintain transport infrastructure; support evacuation and logistics. | Land Transport Management Act 2003 |
| Essential infrastructure providers (e.g., power, water, telecoms) | Maintain essential infrastructure services during emergencies. | EM Act 2026, s79-82 |
| Department of Conservation (DOC) | Support response in conservation lands; fire management; biodiversity protection. | Conservation Act 1987; National CDEM Plan |
| Non-Governmental Organisations (NGOs) | Provide welfare, shelter, food, psychosocial support. | Voluntary role acknowledged in National CDEM Plan |

## The National Emergency Management Agency (NEMA)

The National Emergency Management Agency (NEMA) is the Government lead for emergency management. Depending on the emergency, NEMA leads or supports the response and recovery. The WCEM Committee works with NEMA at a National level to support the development of doctrine, guidance and regularly contributes to subject matter expert (SME) and special interest groups.

## Communities

Community is central to the West Coast region and plays a vital role in the delivery of EM. Meaningful engagement across the 4Rs ensures we understand the diverse needs of those we serve and can deliver targeted, effective support. Recognising and valuing community diversity strengthens resilience and enables inclusive, locally informed decision-making.

This Regional Plan adopts the following definition[3] of community:

> *A community is a group of people who:*
> - *Live in a particular area of place ('geographic' or 'place-based' community);*
> - *Are similar in some way ('relational' or 'population-based' community); or*
> - *Have friendships, or a sense of having something in common ('community of interest').*

Our communities are dynamic and multifaceted, comprising individuals, groups, and networks with diverse backgrounds, identities, and lived experiences. They encompass a broad spectrum of cultural, social, economic, and generational perspectives, each contributing to the collective resilience and wellbeing of the region. Recognising this diversity is essential to ensuring inclusive engagement, equitable service delivery, and effective policy development. A community's strength lies not in uniformity, but in its capacity to collaborate across difference, adapt to change, and co-create solutions that reflect shared values and local context.

3 Definition from the National Disaster Resilience Strategy (2019)



# Iwi relationships – Mahi Tahi (Unity of effort)

Māori have a special cultural and traditional relationship with the environment and take a holistic view of how all parts of their ancestral lands, wahi tapu (sacred sites), water, and other taonga (treasures) are interconnected. Much can be learnt and applied to emergency management from Mātauranga Māori. For example, values like manaakitanga (the process of showing respect, generosity, and care for others) align with the way communities and response agencies support those affected by emergencies.

The WCEM Committee is committed to working in partnership with Te Rūnanga o Ngāi Tahu and the two Papatipu Rūnanga of Te Tai o Poutini, known as Poutini Ngāi Tahu, through continuing to strengthen relationships and seeking their involvement in national, regional, and local EM activities. The WCEM Committee has iwi representation on operational sub-committees, the CEG and EM Committee.

Those who live within and actively contribute to the Rūnanga community carry the responsibility of keeping the ahi kā, the home fires burning. They are the living expression of Ngāi Tahu whakapapa on Te Tai o Poutini, upholding the mana of the marae, welcoming and caring for visitors, laying to rest our loved ones, nurturing future generations, and preserving the stories, tikanga, and traditions handed down through our Tīpuna. Through their commitment, the mauri of the rūnanga is sustained and strengthened.

Poutini Ngāi Tahu is a representation of two Papatipu Rūnanga, who are:

- Te Rūnanga o Makaawhio &
- Te Rūnanga o Ngāti Waewae.

The takiwa of Te Rūnanga o Makaawhio is centred at Makaawhio and extends from the south bank of the Pouerua River to Piopiotahi and inland to the Main Divide, together with a shared interest with Te Rūnanga o Ngāti Waewae in the area situated between the north bank of the Pouerua River and the south bank of the Hokitika River.

The takiwa of Te Rūnanga o Ngāti Waewae is centred on Arahura and Hokitika and extends from the north bank of the Hokitika River to Kahurangi Point and inland to the Main Divide, together with a shared interest with Te Rūnanga o Makaawhio in the area situated between the north bank of the Pouerua River and the south bank of the Hokitika River.

In planning for reduction, readiness, response, and recovery, the WCEM Committee remains committed to giving priority to protecting wāhi tapu (sacred areas), protection of ngā taonga tuku iho (treasures of the ancestors) and the kaitiakitanga (guardianship) of the environment in both emergency response and recovery.

# Operational arrangement with Ngāi Tahu

## Te Tiriti o Waitangi

WCEM recognises the need to continue to build on its relationship with Te Rūnanga o Ngāi Tahu & Poutini Ngāi Tahu, to ensure greater recognition, understanding, and integration of iwi perspectives, tikanga in emergency management, and give effect to Te Tiriti o Waitangi and the treaty partnership. To ensure we achieve these aspirations, Te Rūnanga o Ngāi Tahu is formally a member of the WCEM CEG.

## Manawhenua

WCEM recognises Te Rūnanga o Ngāi Tahu as the mandated statutory representative of Ngāi Tahu whānui. There are two Papatipu Rūnanga within the WCEM Committee region:

- Te Rūnanga o Ngāti Waewae
- Te Rūnanga o Makaawhio

## Papatipu Rūnanga structure

Papatipu Rūnanga exist to uphold the mana of their people over the land, the sea and the natural resources. Those people that live and participate within the rūnanga community take on the responsibility of keeping the home fires burning. They are part of the continuum that is Ngāi Tahu, they maintain the marae, greet and look after the visitors, lay to rest their loved ones, help to raise the next generations and keep alive the traditions and stories of their culture. No rūnanga is the same, each has opportunities and challenges shaped by the land, the environment, the towns and cities and the people that make the region home. The rūnanga have the local knowledge and understand the needs of their marae and community. Papatipu Rūnanga are the face of Ngāi Tahu at the regional level.

## Ngāi Tahu response

Previously, Papatipu Rūnanga and Te Rūnanga o Ngāi Tahu have responded to emergencies that have occurred within the Ngāi Tahu takiwā:

- Papatipu Rūnanga response: Following an emergency, marae often become the natural gathering places for affected whānau and their wider communities.
- Marae have established tribal networks and have an inherent ability to manaaki large groups of people. For the most part, marae are able to provide a social wellbeing response for the community and are well-equipped to assist in a welfare capacity during an emergency response, including providing food and accommodation to affected people.
- Te Rūnanga o Ngāi Tahu response: In an emergency, the primary concern of Te Rūnanga o Ngāi Tahu is the welfare of the affected Papatipu Rūnanga, Ngāi Tahu whānau, and the impact on our Ngāi Tahu takiwā. In the event of any emergency, all appropriate Office of Te Rūnanga o Ngāi Tahu resources will be surged in to support Papatipu Rūnanga and whānau where possible.

# Meeting Te Tiriti o Waitangi responsibilities

The following table outlines how the WCEM Committee is currently meeting Te Tiriti o Waitangi responsibilities.

| Te Tiriti o Waitangi article (summarised*) | Meeting Te Tiriti responsibilities - WCEM Committee |
|---|---|
| **Te Tuatahi: Article one**<br>**Kāwanatanga \| Governership**<br>Obligation to protect Māori interests<br>• Representation & Kaitiakitanga<br>• Structural mechanisms<br>• Decision making involvement | • Representation on operational sub-committees, the CEG and EM Committee.<br>• Representation through the EOC / ECC Iwi liaison team.<br>• Maintaining relationships and a link with NEMA Tākaihere.<br>• Maintaining relationships with Te Puni Kōkiri who oversee Māori interests nationally and are members of the Welfare Coordination Group (WCG) with mandated responsibilities.<br>• Applying a partnership approach to activities across the 4Rs. |
| **Te Tuarua: Article two**<br>**Tino Rangatiratanga \| Self-determination**<br>Māori exercising authority over their affairs<br>• Engaged, involved.<br>• Capacity & Capability building<br>• Design & Implementation | • Coordination between work programmes of EM and iwi across the 4Rs, including identifying shared training opportunities.<br>• Identifying and learning lessons for ongoing improvement in relation to EM and iwi coordination during emergencies.<br>• Development of Iwi resilience strategies/plans in partnership with Iwi and marae, e.g., marae activation guidelines. |
| **Te Tuatoru: Article three**<br>**Oritetanga \| Equity**<br>Protection and rights<br>• Equitable outcomes<br>• Tikanga & Kawa<br>• Mana enhancement & due regard | • Continue to embed the Iwi CIMS function in training, exercising and response (refer to the 'Operational arrangements' section for more information).<br>• Continue to promote the role and importance of the Iwi CIMS function amongst other CIMS functions and response partners to ensure they are suitably trained and competent.<br>• Continuing to develop cultural competency in the EM Committee including the use of Te Reo Māori.<br>• Observe tikanga and cultural practises as part of our way of working.<br>• Giving priority across the 4Rs to wāhi tapu (sacred areas), protection of ngā taonga tuku iho (treasures of the ancestors) and the kaitiakitanga (guardianship) of the environment. |

* The full version of Te Tiriti o Waitangi can be viewed here.

# The 4Rs

In Aotearoa New Zealand, the integrated approach to EM can be described by the four areas of activity, known as the '4Rs': Reduction, readiness, response, and recovery.

This approach has been used to structure Part 3 of the Regional Plan, which outlines the WCEM Committee objectives and activities for 2027-2032. Objectives in the Regional Plan are based on the National Disaster Resilience Strategy (2019) vision and span across the 4Rs.

The National Disaster Resilience Strategy defines the 4Rs as follows:

### Reduction

Preventing new, reducing existing disaster risk, and managing residual risk, all of which contribute to strengthening resilience.

### Readiness

Developing operational systems and capabilities before an emergency happens, including making arrangements, with emergency services, essential infrastructure providers, and other agencies, and developing self-help and response arrangements for the public.

### Response

The actions taken immediately before, during or directly after an emergency to save human and animal lives and property, and to help communities begin to recover.

### Recovery

The coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.

This approach provides a structure which enables the WCEM Committee to achieve the following outcomes:

- Work together to reduce risk.
- Prepare to respond to emergencies.
- Support communities during emergencies.
- Support communities to rebuild and enhance their disaster resilience.

*For the purposes of this Regional Plan the readiness and response sections have been combined due to the large crossover between these two areas of work.*



# Our vision

The vision of the WCEM Committee reflects the vision of the NDRS (2019) and is:

**'To build a resilient and safer West Coast region where communities understand and manage their hazards and risks, and are empowered to recover, adapt, and thrive following disruption.'**

# Strategic objectives

We will achieve this vision through the following strategic objectives:

**Objective 1: Managing risks**

**Where we want to be**: The West Coast is a risk-aware region that takes all practical steps to identify, assess, prioritise, and manage risks that could impact the wellbeing and prosperity of individuals (including visitors and animal owners), businesses, organisations, and communities

**Objective 2: Effective response to and recovery**

**Where we want to be**: The West Coast region has a seamless, end-to-end emergency management system that enables timely, coordinated response and supports long-term recovery. This system reduces the impacts of adverse events, cares for affected individuals and animals, and protects the enduring wellbeing of those who live in or visit the region.

**Objective 3: Enabling and empowering community resilience.**

**Where we want to be**: The West Coast region fosters a culture of resilience where individuals, families, whānau, hapū, businesses, organisations, and communities (including animal owners) are empowered to understand their risks, take proactive steps to reduce them, build resilience to shocks and stresses, and actively participate in emergency management.

# Our principles

This Regional Plan adopts the principles of the NDRS (2019):

**Manaakitanga | We respect and care for others.**

- Wellbeing, health, and safety
- Hospitality, kindness, goodwill

**Whanaungatanga, Kotahitanga | We nurture positive relationships and partnerships.**

- Engagement, communication, and shared experiences
- Acting inclusively, including to incorporate and recognise Treaty of Waitangi principles.
- Collaboration and collective action

**Kaitiakitanga, tūrangawaewae | We guard and protect the places that are special to us.**

- Protecting and enhancing our cultural, historic, and natural environment Intergenerational equity
- Stewarding our place in the world
- Feeling enabled and connected
- Protecting the vulnerable

**Matauranga | We value knowledge and understanding.**

- Using scientific, historic, local, and traditional knowledge
- Striving for a common understanding

**Tikanga | Our customs and cultural practices are central to who we are.**

- Cultural identity and expression is respected
- Ethical and values-based
- Accountability and transparency

**Rangatiratanga | We lead by example.**

- Values-based leadership



# Our structure

## Governance

The Emergency Management Committee and Coordinating Executive Committee (CEG) govern and manage the WCEM Committee respectively.

### Emergency Management Committee

The Emergency Management Committee (EM Committee) is a committee comprised of the regional council and local authorities established under **s26(1)** of the Act. The committee provides governance and strategic direction to the WCEM Committee. The functions of the EM Committee are detailed in **s29(1)** of the Act.

Members of the West Coast region EM Committee (as per **s26(1)** in the Act) include:

- Buller District Council (Mayor or delegate)
- Grey District Council (Mayor or delegate)
- Westland District Council (Mayor or delegate)
- West Coast Regional Council (Chairperson or delegate)
- Iwi representatives

The regional council and territorial authorities share common boundaries and work in partnership with iwi, emergency services and other organisations to ensure the effective delivery of emergency management within the region across the 4Rs.

The EM Committee is chaired by either a Mayor or a Chair of the member Districts or Regional Council. This is decided through a vote at the first meeting at the start of each triennium. The powers and obligations of members of EM Committees are detailed in **s31** of the Act. More information about the EM Committee can be found within the WCEM Committee Partnership Agreement [available upon request].

## Coordinating Executive Group (CEG)

The CEG is responsible for overseeing the development, implementation, maintenance, monitoring, and evaluation of the Regional Plan. In addition, they provide advice to the EM Committee and implement their decisions. The functions of the CEG are detailed in **s20(2)** of the Act.

In addition to the prescribed functions in the Act, the CEG:

- Provides advice on strategic direction of emergency management in the West Coast region.
- Ensures emergency management functions, including the Regional Plan, are continually reviewed and monitored.
- Recommends the draft work programme and annual budget to the EM Committee for approval.
- Recommends to the EM Committee the appointment of any EM personnel including the Regional and District Controllers, Recovery Managers and persons who may declare a state of local emergency and a local transition period for the WCEM Committee area.
- Liaises with other CEGs, particularly those of adjoining EM Committees.
- Provides input into central government processes, either policy positions or amendments to the legislation.
- Coordinates input into the annual planning process of each local authority with respect to the EM function.
- Ensures the provision of professional development and training programmes across the EM sector in the West Coast region.
- Advocates for EM and EM activities across the 4Rs during business as usual and times of activation.

Members of the CEG (with voting rights) in the West Coast region include:

- The Chief Executive, or their representative, from each local authority
- Iwi representatives
- A senior member of the NZ Police
- A senior member of Fire and Emergency NZ
- The Chief Executive, or their representative, from Health NZ West Coast
- A senior member of Hato Hone St John
- A rural community member
- A senior member of Department of Conservation
- Medical officer of health, Te Whatu Ora

Ex-officio members are:

- WCEM Regional Manager and Regional Controller
- National Emergency Management Agency (NEMA) representative(s)

Individual CEG member responsibilities include:

- Ensuring effective liaison and communication on EM matters with their respective EM Committee member organisation.
- Advocating for and facilitating the implementation of the Regional Plan within their respective organisations.

In addition to organisations statutorily required to participate in CEG, other organisations and persons can be represented. Other representatives must be approved under **s42(3)** and **s42(4)** of the Act.

The CEG chair and Deputy are appointed by the CEG members by a majority vote, from one of the member District Councils or a voting member.

### EM subsidiary committees

The WCEM Committee can establish subsidiary committees to progress key areas of work, or as a liaison with strategic stakeholders, and delegate specific or general decision-making powers as required. Committee's report to CEG via the Chairperson of each committee – their administrative costs are met by the WCEM Committee. The cost of participation in committees is met by each respective member organisation. Iwi where possible are members on all subsidiary committees.

The current WCEM Committee subsidiary committees are detailed below.

The **Operational Sub-Committee** meets every quarter prior to CEG, informs the work plan and drives the operational planning focus for emergency planning and integrated operational systems within the WCEM Committee. The Committee has membership from the local authority EM officer's collective, emergency services, and health (including public health). More information about the Committee including membership is available in the Committee's Terms of Reference [available upon request].

The **Essential Infrastructure Group (EIG)** is a group of regional and national organisations that deliver essential and critical infrastructure services. These organisations, including a major West Coast fuel distributor and Westland Milk Products, meet regularly with the WCEM Committee Essential Infrastructure Coordinator (EIC) to contribute to EM planning in the region. More information about the EIG including membership is available in the group's Terms of Reference.

The **Welfare Coordination Group (WCG)** is mandated by **s65** of the National CDEM Plan 2015. The WCG's role is to provide coordinated planning and delivery of welfare services for the West Coast region consistent with the Regional Plan and national guidance. The WCG is chaired by the Group Welfare Manager and supported by local welfare committees in each district. Members of the WCG include social agencies, rural advisory networks and agencies involved in animal welfare including the Ministry for Primary Industries (MPI). More information about the WCG including membership is available in the group's Terms of Reference and the WCEM Welfare Plan (2019) [available upon request].

### National committees

The WCEM Committee is an active part of a number of national committees, including the Alpine Fault 8 (AF8) project, to ensure the views and requirements of response in the region are identified and represented within national arrangements.



## Administering authority

The West Coast Regional Council is the administering authority for the WCEM Committee under **s40** of the Act. The regional council provides administrative and related services through the WCEM Office. More information about WCEM can be found in the section 'The West Coast Emergency Management (WCEM) Office'.

These services include:

- Convening of meetings, preparation of agendas, and related administrative tasks for WCEM Committee and CEG meetings, and for other WCEM Committee-level committees/working groups involved in EM (e.g., Welfare Advisory Group, Operational Sub-Committee).
- Financial management for the WCEM Committee where required.
- Providing a WCEM Committee response capability including a WCEM Committee ECC facility, staff, and resources.
- Entering into contracts with service providers on behalf of the WCEM Committee.
- The publication of the WCEM Committee work programme, budget, and performance in the council's Annual Plans.
- An intelligence function which supports activities across the 4Rs.

The costs of administrative and related services of the WCEM Office are funded from the West Coast Regional Council targeted emergency management rate. A partnership agreement exists between the West Coast Local Authorities regarding the delivery of EM in the region to support the management and operation of the WCEM Office.

Further information about the administering authority arrangements is available on request.

## Key appointments

Statutory and non-statutory appointments associated with this plan to meet the requirements of the Act include:

- Persons authorised to declare a state of local emergency (**s53** of the Act) – please refer to Declaration section for more information.
- Persons authorised to give notice of a local transition period (**s153** of the Act) – please refer to the Recovery section for more information.
- Regional and Alternate Regional Controllers (**s56** of the Act) - Controller's functions are listed in **s61** of the Act.
- District Controllers (**s57** of the Act).
- Group and Alternate Group Recovery Managers (**s65** of the Act).
- District Recovery Managers (**s66** of the Act).
- Group and Alternate Group Welfare Managers (WCEM Committee appointment).

## The West Coast Emergency Management (WCEM) Office

The WCEM Office coordinates and facilitates day-to-day planning and project work, informed by the work programme, on behalf of the WCEM Committee and CEG.

The four West Coast councils have agreed that their responsibilities under the Act shall be combined and delivered through WCEM with the intention that each council is an active equal participant in the establishment, development and control of it. WCEM employs a full-time EM Manager, who has responsibility for delivering EM for the entire region with the assistance of Emergency Management Officers (EMOs).

The Buller, Grey and Westland District Councils all have EMOs allocated to and placed in their districts, who report to the WCEM Office and are funded as part of the Regional Council rate.

The WCEM Office is responsible to CEG for the EM work programme, and to the West Coast Regional Council (as administering authority) for corporate functions such as human resources, finance, IT support, etc.; the cost of which are met by the WCEM Committee.



Functions of the WCEM Office include:

- Advice and technical support to the CEG and WCEM Committee.
- Maintaining a pool of suitably trained and competent EM and Local Authority staff to support the operation of the Committee ECC and providing ongoing training and exercising opportunities.
- Operational duties including maintenance of the Committee ECC and other facilities; receipt and issuing of warnings, monitoring, initial response to emergency events, maintenance of communication systems, assistance to the Controller during the response phase, and assistance to the Recovery Manager during the recovery phase.
- Providing a duty officer 24/7, 365 days a year.
- External liaison, support, and assistance to and from other EM Committees, response agencies and partners.
- Advocating for and contributing to the promotion of the WCEM Committee's objectives across the 4Rs.
- Coordination and implementation of the Regional Plan and the Group work programme.
- Preparation of the WCEM Office work programme and reporting against the programme (including the budget for agreement by the CEG and EM Committee).
- Project coordination and management including the development, implementation, monitoring and review of the WCEM Regional Plan and supporting documents.
- Management of contracts entered into on behalf of the WCEM Committee or CEG.
- Management and administration of EMOs for each district, Infrastructure entities, Welfare and Recovery, and Readiness and Response.
- External liaison with the EM sector and National Emergency Management Agency.
- Coordination of monitoring, evaluation and assurance activities.
- Identification of hazards and risk mitigation.
- Development of plans and SOPs based on regional hazards and risks, regularly updated with new information and research about hazards and risks.

In addition, the WCEM Office has adopted the following strategy regarding District Council Emergency Management Officers:

- District Council EMOs work with the appropriate local authority or agency to carry out relevant work plan objectives.
- District Council EMOs are supported from within member councils by the CEG representative and coordinated by the Manager, WCEM, to ensure implementation of the work programme is achieved.

## Delegated roles

The WCEM Committee is able, pursuant to the Act, to delegate any of its functions to members of the WCEM Committee, the Regional Controller, or other persons. These delegations are made by a resolution passed at a WCEM Committee meeting.

### Regional Controller

> *The Regional Controller must, only during a state of emergency, direct and co- ordinate the use of personnel, materials, information, services, and other resources made available by departments, EM Committees, and other persons. The Regional Controller also has a role to provide strategic advice and direction to ensure the WCEM Committee priorities are met. In the event of a vacancy in the office, or an absence from duty of the Regional Controller, one of the other appointed Alternate Regional Controllers is authorised to act.*

The Regional Controller and their alternates are delegated the authority to:

- Co-ordinate the activities (as are required to perform their duties) detailed in **s61** of the Act, under the direction of the Coordinating Executive Group, and to respond to and manage the adverse effects of emergencies in the WCEM Committee area.
- Require information to be provided under **s143** of the Act.
- Exercise all the emergency powers conferred on the WCEM Committee by **s132-142** of the Act, provided that the Regional Controller shall make reports on the actions undertaken at such intervals as directed by the chairperson of the WCEM Committee.

### District Controller

> *As with Regional Controllers, District Controllers are supported by Alternate District Controllers who are authorised to act in the absence of the District Controller. District Controllers are appointed to ensure the objectives of the Group Action Plan are implemented at the local level in support of the Regional Controller. In accordance with **s62(5)** of the Act, the District Controller must follow any directions given by the Regional Controller during an emergency.*
>
> *During a state of emergency for the area in which they are authorised, District Controllers direct and co-ordinate the use of personnel, materials, information, services, and other resources made available by departments, Emergency Management Committees, and other persons. District Controllers also provide advice to the Regional Controller and Regional ECC.*

District Controllers and their alternates may use delegated powers of the Regional Controller under the Act and may only exercise those powers in the following circumstances:

- Complete isolation of the community to which that District Controllers has been appointed.
- The proposed response action is urgent.
- When there is no ability to communicate with the Regional Controller for direction.
- The District Controller forms the opinion, from all the circumstances, that due to the magnitude and severity of the event it is likely that a declaration has been made.







*WCEM Controllers during exercises (Photo credit: WCEM)*

### Regional Recovery Manager

The **Regional Recovery Manager** (or their Alternate) is responsible for coordinating the recovery and/or transition period activities for the WCEM Committee area. The WCEM Committee has the practice of permanently appointing a Regional Recovery Manager and Alternate Group Recovery Manager to fulfil this requirement. The WCEM Regional Recovery Manager and Alternate Regional Recovery Managers may use the powers contained in **s167-172** of the Act. These powers are available to the Recovery Manager while a transition period is in force. Recovery Managers must report on use of these powers under **s176** of the Act to the Director of EM and the WCEM Committee. The WCEM Committee has overall responsibility for governance and oversight of the recovery. During a National Transition Period the Regional Recovery Manager must act in accordance with the direction of the National Recovery Manager.

## Other key roles

The **Group Welfare Manager** (or their Alternate) is responsible for the strategic coordination of welfare services (including Emergency Management Centres), supporting the local welfare response, and liaison with welfare service agencies to deliver their welfare services. The Welfare Coordination Group is chaired by the Group Welfare Manager who is a member of the WCEM Office.

The **Public Information Manager (PIM)** is responsible for managing the PIM team and its functions during an emergency. These functions include (but are not limited to) working with and monitoring the media, issuing public information to the community and managing community relations, collaborating with PIM personnel from other agencies, working closely with EM spokespeople and managing VIP and media site visits. The PIM team, staffed by communication specialists from the EM Committee member authorities, works with a range of internal and external partners during readiness, response, and recovery.

The **Essential Infrastructure Coordinator (EIC)** is responsible for ensuring that critical infrastructure providers understand their interdependencies and have plans in place to ensure levels of service are maintained during an emergency. The role chairs the EIG and coordinates members response to emergencies.



## External support arrangements

When requested and where able, the WCEM Committee will provide support and assistance to other EM Committees with respect to their EM functions.

This may include:

- Assistance in the event of an emergency. It is expected that where possible, EM Committees will aid one another during an emergency if required. The AF8 SAFER Framework outlines possible support arrangements for a large Alpine Fault earthquake.
- Sharing relevant hazard information and planning mechanisms to help develop a common understanding and approach to emergency management, including the development and implementation of cross-boundary plans.
- Seeking and promoting mutual operational arrangements such as training opportunities and standard operating procedures.

Assistance provided to other EM Committees will be subject to the operational needs of the WCEM Committee and the business continuity of the WCEM Committee's members. The Act (**s213**) provides for the recovery of actual and reasonable costs associated with provision of assistance to other EM Committees.

# Financial arrangements

## Day to day activities

The EM Committee and CEG govern, manage, and set the direction for the WCEM Committee work programme and budget.

In terms of day-to-day activities, the WCEM Committee (via the administering authority) is responsible for funding:

- Administrative and related services under **s41** of the Act.
- The agreed WCEM Committee annual work programme.

Each local authority member of the WCEM Committee will be responsible for funding:

- The reduction, readiness, response, and recovery arrangements required in its district.
- Funding and resourcing the preparation and implementation of local EM arrangements.
- Meeting the costs of its representation on committees, the CEG and the EM Committee.

From time-to-time specific projects may be identified by the CEG for approval by the WCEM Committee. Once the WCEM Committee has approved the development of a project a specific cost recovery method will be put in place to fund the initiative. The WCEM Office will oversee any budgets relating to these projects.

Unless agreed otherwise, the costs of completing any specific agency actions as outlined in the annual work plan will be met by the agency concerned.

## Expenditure in an emergency

***Financial delegations***

Regional Controllers have a financial delegation determined by the West Coast Regional Council (WCRC) for single purchases/transactions (operational expenditure) in an emergency. Any amount above this requires additional sign off by the WCRC Chief Executive.

***In the lead up to an emergency (up to Level 3 – refer to Figure 4, pg.84-85)***

In an emergency response agencies are to meet their own operational costs as outlined in the Guide to the National CDEM Plan (2015).

The WCEM Committee is responsible for funding:

- All costs associated with resourcing, activation, and operation of the WCEM Committee ECC.
- All reasonable direct expenses incurred by the Controller.
- All reasonable direct expenses (such as travel, meals, and accommodation) incurred by recognised technical advisors when requested to attend meetings to provide specialist technical advice.

Local authorities are responsible for meeting all costs associated with their own EM personnel, facilities, and resources.

***During an emergency (Level 4)***

The WCEM Committee is responsible for funding as per Level 3 above.

Local authorities take full first line responsibility for dealing with the impact of disaster in their geographic and functional areas of responsibility. This includes the prior provision of the necessary physical and financial resources for response and recovery.

Each local authority is to be responsible for meeting all emergency expenditure incurred in its district or under its jurisdiction, and arising out of the use of resources and services under the control of either a District Controller (directed to carry out any of the functions or duties of, or delegated to, by the Regional Controller), or the Regional Controller.

A clear record of who authorises any expenditure, its purpose etc is required to be kept (refer to ‘Recovering costs’ section below). The Regional Controller will ensure all costs are properly accounted for.

***Recovering costs***

Considerations when preparing response and recovery claims include:

- Local authorities are to maintain clear and accurate records of expenditure as per the Logistics in CDEM Directors Guideline [DGL 17/15] for the recovery of specified costs as noted in **s33** of the Guide to the National CDEM Plan (2015).
  - All costs must be GST exclusive and actual, unless NEMA has previously agreed to accept estimates.
  - Only one claim is permissible for each item of eligible expenditure.
  - Claims should be accompanied by all relevant details to support the classification of costs as emergency expenditure.
  - Payment of all expenses must be made prior to claiming (but receipts must be provided before payment is made).
  - The claims must be certified by the relevant chief executive(s) before being forwarded to the WCEM Committee and NEMA.
- Where an emergency involves more than one district, the WCEM Office will co-ordinate and validate respective local authority claims, following the procedure outlined in **s33** of the Guide to National CDEM Plan (2015). Where an emergency affects only the area of a single district, that local authority may handle its own claim.
- Where the WCEM Committee incurs costs in caring for the displaced, the costs are considered to have been incurred on behalf of the affected local authority(s) and will be reimbursed through that local authority.

Any reimbursement of expenditure by central government will be apportioned to local authorities as appropriate through individual payment.

Volunteers suffering loss or damage because of any action or measure duly undertaken while carrying out emergency work under the control or authority of a Controller (national or local) may also submit claim for reasonable costs to the local authority or Crown as set out in **s202** of the Act.

> ***The WCEM Committee aligns to the WCRC policy in relation to meeting koha and reimbursement of costs to iwi that have been authorised by the Regional Controller during an emergency. Costs incurred by iwi in an emergency should be claimed via the WCEM Committee.***



### Recovery

Upon termination of the response phase of an emergency event, the expenditure management regime established for the response phase must be closed off and recommenced for the recovery phase under the control of the Recovery Manager.

A clear record of the authoriser of expenditure and its purpose will be kept to support claims for Government subsidies and repayments. The Recovery Manager will ensure all costs are properly accounted for.

The Recovery Manager will recommend to the WCEM Committee which recovery costs could reasonably be met by the WCEM Committee, and which costs could be recovered from other parties (e.g., insurance or central government). Claims for Government assistance are to be made by the organisation incurring the expenditure, or in the case where there are agreed Committee costs, by the WCEM Committee. Any central Government involvement will be contingent upon the principles and conditions set out in **s33** of the Guide to National CDEM Plan (2015). If it becomes apparent that there will be a significant number of people suffering financial hardship and more immediate relief is required, Mayoral Relief Funds may be established.

## Mayoral Disaster Relief Fund

In the event of a significant emergency, it may be necessary to collect donations to assist those impacted by the event. Donations are made to the Mayoral Disaster Relief Fund.

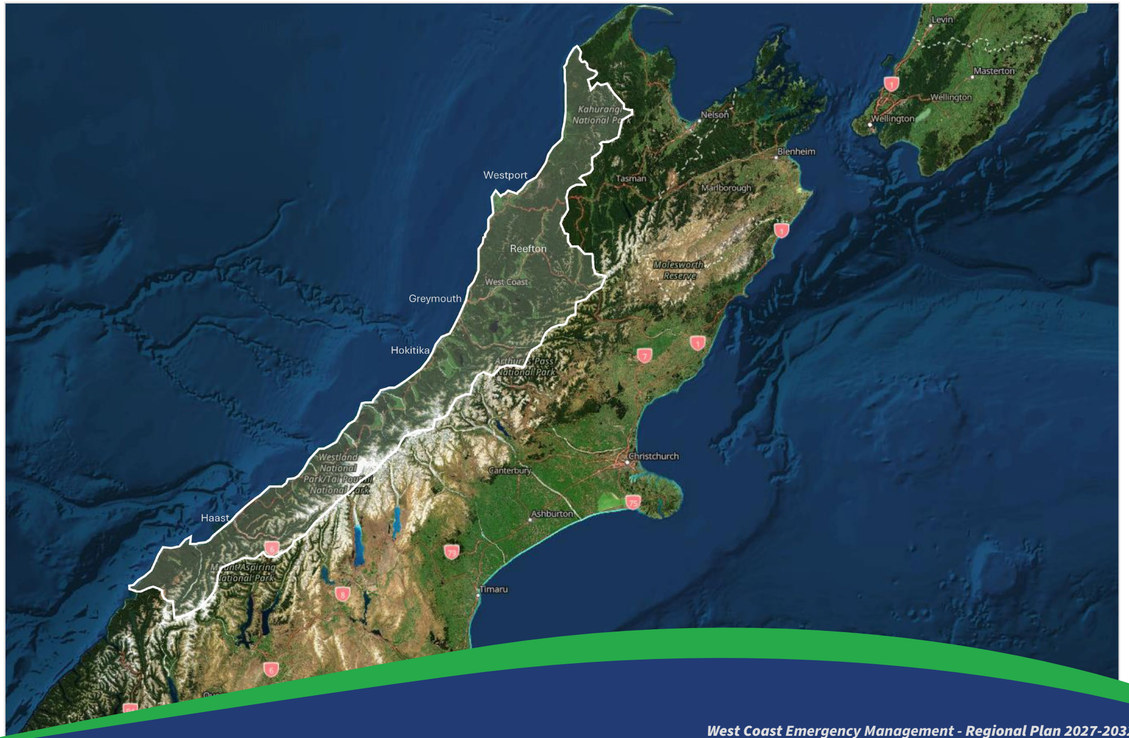
Monetary donations to the fund, administered by the relevant District Council, will generally be encouraged rather than the receipt of donated goods and services. Information regarding how to donate to the fund and how funds are distributed to those affected are provided to the public at the time of an emergency.

The WCEM Committee utilises partnerships with other agencies and the NEMA publication Donated Goods Management Planning: Best Practice Guide [BPG 2/06] to plan for and the manage donated goods during and after an emergency.

# PART 2: REGIONAL CONTEXT



This Regional Plan covers the Grey District Council, Buller District Council, Westland District Council and West Coast Regional Council areas, which combined, form the WCEM Committee area.



# The West Coast region

The unique social, cultural, economic, and natural features of the region are considered when conducting activities across the 4Rs in the WCEM Committee area. For example, the region's national parks and natural environment attracts many tourists; our regional demographic has high numbers of older people; ethnic diversity is increasing; and the region relies on several critical roading links to bring in supplies such as food and fuel as needed on a 'just-in-time' basis.

As a region, the West Coast has a geologically diverse landscape. This landscape provides us with the vistas and weather we are known for but provides challenges, such as for transport infrastructure in our region which can be tested with landslides, washouts, liquefaction, seismicity and more. In some emergencies, parts (or all) of our region can become isolated and need to be self-sufficient until access can be restored.

Coasters are known for their resilience and their ability to respond as a community to get through emergencies, even when isolated. Preparedness is key – we are all part of Emergency Management in Aotearoa New Zealand, and all have a role to play to get through the next emergency together. For more information about how to prepare, refer to 'The Coasters Guide to emergencies' section of this plan and visit getready.govt.nz.

***The WCEM Committee undertook a project in 2017 to better understand the vulnerability and interdependencies of essential infrastructures in the region with the aim of improving their resilience to hazards. The West Coast Lifelines Vulnerability and Interdependency Assessment Report can be viewed here.***

## Key features of the West Coast region

Key features of the West Coast region across the social, built, economic and natural environments are outlined below. For a comprehensive overview of the regional setting, please refer to the Long-Term Plans of the respective local authorities.

### Social

- The West Coast is the least populous region in Aotearoa New Zealand with a usually resident population of 33,390*. Between the 2018 and 2023 census, the usual resident population of the region increased by 5.7%.
- The region is rural in nature due to its small and widely dispersed population – following an emergency, parts of the region may become isolated and need to be self-sufficient until support can arrive.
- There are three main urban areas on the West Coast (Westport, Greymouth, and Hokitika) which provide the primary service infrastructure in each of the districts.
- Ethnic diversity in the region has significantly increased between the 2018 and 2023 census. The region's largest ethnic group is European, followed by Māori, Asian, Pacific peoples and then Middle Eastern/Latin American/African. Activities across the 4Rs need to consider the growing diversity of the West Coast's population and transient populations.
- The median age is 48.1 years old on the West Coast*. A large proportion of the region's population is over the age of 65 (22.6%), significantly higher than the national average (16.6%). Resilience, preparedness and communication strategies need to be carefully targeted to ensure adequate reach in the older demographic.
- Franz Josef/Waiau has a resident population of approximately 500 people who mainly service in-excess of 1 million tourists who pass through the town each year. The town accommodates over 3,000 tourists per night in the busy season (Franz Josef Glacier | Westland District Council). An emergency impacting Franz Josef may result in the requirement to deliver a significant welfare response to those visiting the region.
- At any time, there can be many freedom campers along the West Coast who may have limited access to hazard warnings, are driving on unfamiliar roads, and to whom English is a second language. Hazard education and warnings must account for those who do not have English as a first language, and to those visiting and unfamiliar with the region.

*(Source: Census 2018 and Census 2023 if marked *)*

## Built

- There are approximately 18,564 dwellings on the West Coast*.
- The main base hospital is in Greymouth with smaller hospital facilities at Reefton and Westport with medical centres at Hokitika, Whataroa, Franz Josef and Haast townships.
- Local authorities in the region are responsible for the management of three waters infrastructure and local roading (including sealed and unsealed roading). Privately owned septic tanks and water tanks are used in townships without reticulated schemes.
  - The Buller District Council manages three wastewater treatment facilities – these are operated by WestReef Services Ltd. The Westport water supply is from a creek catchment in the hills behind Westport and is transferred to the reservoirs by a series of underground tunnels and pipes. Stormwater along state highways is managed by Waka Kotahi; however, Council maintains parts of this network in Granity and Ngakawau on their behalf under a cost-share arrangement.
  - The Westland District Council operates four wastewater treatment systems in the district and nine water supplies. The only township serviced by a significant stormwater reticulation scheme is Hokitika.
  - The Grey District Council manages six reticulated sewerage schemes for the collection, treatment and disposal of wastewater and five water supply schemes. Grey District Council has a minor Flood Protection responsibility in that it puts floodgates in specific locations when levels in the Grey River reach a specific height.
- Significant parts of the West Coast do not have access to cell phone coverage due to topography, as a result many West Coast residents are reliant on landline infrastructure. In the 2018 census, 76.5% of residents had access to the internet while 85.1% had access to a cell phone/ mobile phone. It is very likely that cellular and landline technology will be disrupted in the next major emergency.
- The region imports approximately half of its electricity from outside of the region. Emergencies which disrupt electricity generation and/or transmission lines both within and outside of the region could disrupt services on the West Coast.

*(*Source: Census 2023)*

- The two fibre-optic cable links between Greymouth and the rest of the country are to Nelson via Reefton, Springs Junction and Murchison, and to Christchurch via Moana and Arthur's pass. Damage to these cables either in the Nelson Tasman or Canterbury regions could impact the provision of telecommunications in the West Coast and vice versa[1].
- The State Highway (SH) system is critical both for West Coast residents travelling between towns and other regions, and from an economic and essential infrastructure perspective (several bridges carry telecommunication cabling, water infrastructure and electricity). SH 6 from Haast to Westport and inland to Murchison and SH 73 from Greymouth to Canterbury are both critical links to the region. The reliance on the SH network for the delivery of key services and movement of people is a significant vulnerability in the region.
- The Midland rail links the West Coast (via Greymouth) to Christchurch. An internal rail line exists between Hokitika and north of Westport. The Alpine Fault crosses the Midland rail line at Inchbonnie. Large earthquakes have the potential to cause significant damage to rail infrastructure.
- The region has two airports in Westport and Hokitika providing daily flights to Wellington and Christchurch respectively. An airport in Greymouth can accommodate smaller aircraft.
- Two river ports in Westport and Greymouth provide sea access but are particular in the type of vessel they can accommodate due to the challenges presented by being river ports. Jackson Bay south of Haast has a deep-water port and wharf specifically useful for larger ships i.e. cruise liners and cargo vessels
- Fuel for the region is trucked in via SH 73 and SH 6. There is limited bulk storage on the West Coast (60,000 litres) and that which is held by service stations and private users. There are limited oil lubricant and gas supplies on the West Coast. Food and other 'fast moving consumer goods (FMCG)' are also trucked into the region using a just-in-time logistical approach. Any disruption to supply routes can have significant economic and social implications in an emergency given the region's reliance on these routes for FMCG.

1 West Coast Lifelines Vulnerability and Interdependency Assessment Report

## Economic

- In 2023, the tourism sector accounted for 12.1% of total employment on the West Coast (compared to 6.9% nationally)**.
- The largest industry contributing to GDP in the region is 'Electricity, gas, water and waste services', followed by the 'Agriculture, forestry, and fishing' industry**.
- The dairy product manufacturing industry had the highest exports in 2023 ($551m) followed by meat and meat product manufacturing ($117.6m) and mining industries ($85.5m). Westland Milk Products processes milk products for almost all of the dairy farming community and is located in Hokitika – it is a significant employer in the area. Emergencies which disrupt supply chain connections can have significant impacts on these industries.
- Mining on the West Coast is dominated by coal production in Buller and a limited amount of gold mining. The large reserves of high-quality coal and gold give the West Coast industry a competitive advantage.
- The tourism sector contributed $139.8m towards GDP in the region in 2023, amounting to 5.4% of the West Coast Region's economic output in 2023**. Popular tourism sites include the Franz Joseph and Fox Glaciers, South Westland World Heritage Area, the West Coast Wilderness Trail and Punakaiki.
- State Highways are critical links for the West Coast economy enabling the two-way movement of goods and services, including food and fuel, between regions (including to/from Port Nelson). Disruption to these inter-regional supply chains in an emergency could significantly impact the regions social and economic environments.
- The reliance of the West Cost economy on a few sectors means the economy is particularly vulnerable to economic shocks from outside of the region.

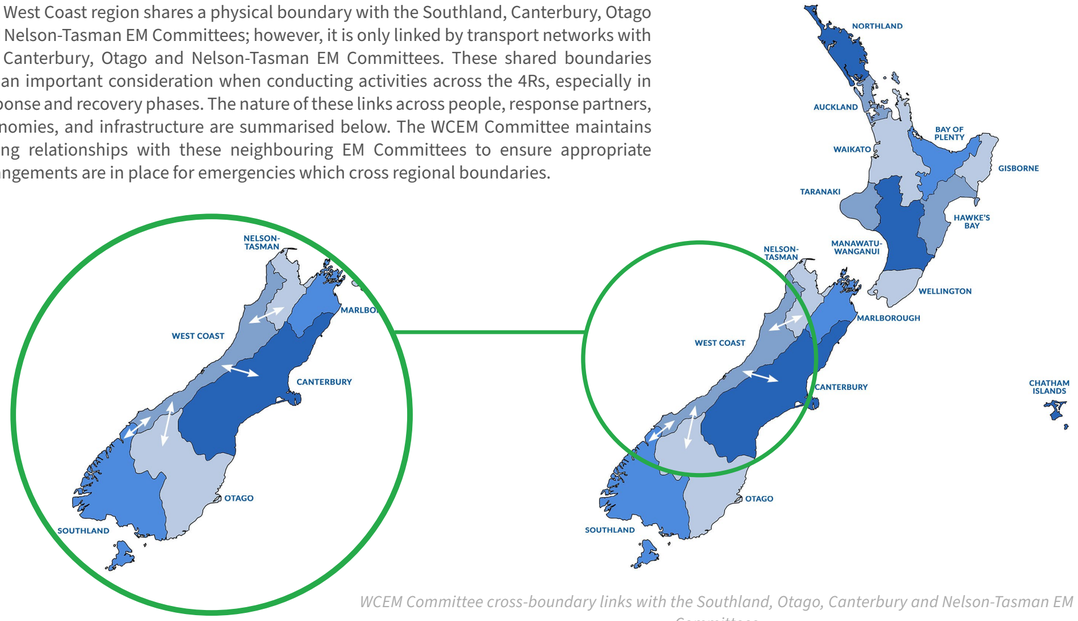
** Infometrics: West Coast Regional Profile

## Natural

- The West Coast makes up 8% of Aotearoa New Zealand's total land area. The region is long and narrow situated between the Southern Alps on the east and the Tasman Sea in the west.
- Approximately 83% of the West Coast region is conservation land, roughly 19,000 square kilometres out of 23,000 total, which is nearly 25% of all conservation land in Aotearoa New Zealand. This makes Te Tai Poutini one of the most protected and ecologically rich areas in the country.
- The region has over 600km of coastline susceptible to erosion. Inland, slope stability problems occur on a wide variety of geological formations throughout the region, often triggered by intense rainfall and/or earthquakes.
- The region includes a series of mountain ranges, notably the Southern Alps which the Alpine Fault runs through.
- Each of the three main urban areas, Westport, Greymouth and Hokitika, are situated on the banks of major river systems. Many smaller settlements are situated on river flats or along the coastline.
- On the western side of the Alps, rivers and streams are steeply graded with the distance between the source and sea seldom exceeding 50km.
- The West Coast is Aotearoa New Zealand's wettest region, attributed to its exposure to the predominant westerly airflow over the country, combined with the orographic effect of the Southern Alps. Annual rainfall totals at relatively high elevations regularly exceed 10,000 mm, with low elevation coastal locations typically recording between 2,000 and 3,000 mm of rainfall annually (source: NIWA: The West Coast).
- Temperatures in lowland areas remain mild throughout the year, with temperatures less than 0°C and greater than 25°C occurring infrequently compared to most other regions of Aotearoa New Zealand. The West Coast is not especially windy, and local wind regimes are strongly influenced by the southwest to northeast orientation of the Southern Alps[1].

# Cross-boundary links

The West Coast region shares a physical boundary with the Southland, Canterbury, Otago and Nelson-Tasman EM Committees; however, it is only linked by transport networks with the Canterbury, Otago and Nelson-Tasman EM Committees. These shared boundaries are an important consideration when conducting activities across the 4Rs, especially in response and recovery phases. The nature of these links across people, response partners, economies, and infrastructure are summarised below. The WCEM Committee maintains strong relationships with these neighbouring EM Committees to ensure appropriate arrangements are in place for emergencies which cross regional boundaries.




*WCEM Committee cross-boundary links with the Southland, Otago, Canterbury and Nelson-Tasman EM Committees*

## People

- For communities (and their animals) located near regional boundaries it may be easier (or preferred) to cross into the next region to access consumer goods and/or essential services. Disruption to transport links may disrupt access to essential services for these people.
- Residents requiring specialist health services may need to travel across regional boundaries into the Nelson Tasman or Canterbury regions. These people could become stranded and/or experience disruptions to their healthcare if an emergency disrupts transport links connecting the West Coast to these locations. This may result in negative outcomes for vulnerable people.
- Residents on the West Coast region are likely to have close connections (family, whānau, birthplace, turangawaewae) to neighbouring regions. Some people may be significantly impacted in an emergency affecting another EM Committee because of this personal connection. As a result, EM Committees need to be connected and work in partnership with each other.

## Response partners

EM Committees often share the same response partner liaison personnel. When an emergency occurs affecting multiple regions, resourcing liaison officers to all areas can become challenging for response partners.




*Multi-agency partners training (Photo credit: WCEM Facebook page)*

# Hazards in the West Coast region

The West Coast region is exposed to a wide range of natural, biological, and technological hazards. In preparation for the development of the Regional Plan, a comprehensive re-evaluation of the current major risks within the region began in 2024 to update the risk assessment conducted in 2016 for the last Regional Plan. This assessment explores how these hazards may affect the region across four key environments, with cultural impacts considered within each of the four environments. The four environments are the:

- Social environment
- Economic environment
- Built environment
- Natural environment

Insights from the assessment process have helped to shape the current Regional Plan objectives and activities and will be continuously refined throughout its lifecycle – and into future iterations – as the WCEM Committee's understanding of hazards and their consequences deepens. The following sections outline the ongoing assessment process and emerging findings.

## The risk assessment process

The risk assessment process involved the development of maximum credible hazard scenarios[4] by subject matter experts and scientists for a range of hazards. Primary hazards, like earthquakes and flooding, were used for the assessment with secondary hazards, such as liquefaction, accounted for in scenario descriptions.

It is important to note that maximum credible scenarios are only developed for risk assessment purposes. They are not a representation of what the next hazard event will look like, and their likelihood does not indicate when they will next occur. The maximum credible event scenarios are used to assess the impact of each hazard across the four main environments. Within each environment a number of elements are assessed. When the impact, or consequence, of each hazard is combined with its likelihood of occurring, we gain an understanding of the hazards overall risk.

The risk assessment process follows guidance contained within the NEMA Risk Assessment Directors Guideline [22/23]. The full set of results will be updated in the **WCEM Committee Hazard Summaries** once the process has been completed [available upon request once completed]. For hazards not re-evaluated yet, the WCEM Committee is utilising the information from the previous risk assessment (2016) to inform the development of this plan and will update the Regional Plan should these significantly change when re-assessed.

4 A maximum credible scenario is defined as the hypothesised worst-case event for the geographical area being considered. The scenarios may have a very low likelihood and should align with the reasonable expectations for hazard planning.



### Determining the likelihood of occurrence

Each hazard is first categorised by its likelihood of occurrence. Using maximum credible scenarios means the likelihood is often lower than smaller scenarios.

The likelihood is determined by the potential for occurrence as per the table below:

| Likelihood classification | Likelihood description |
|---|---|
| Rare | Almost certainly not to occur but cannot be ruled out |
| Unlikely | Considered not likely to occur |
| Possible | Could occur, but is not expected to |
| Likely | A good chance that it may occur |
| Almost certain | Expected to occur if all conditions met |

These likelihood levels are set within the NEMA Risk Assessment Directors Guideline [22/23] and are informed by scientific research and the frequency/occurrence of past events at a similar scale to the maximum credible scenario.

## Determining the consequences of our hazards

The potential consequences of a hazard scenario to the four environments are determined using a scale from insignificant (little to no consequence) to extreme (widespread, significant consequences). Each of the four environments is split into specific individual elements to enable a more detailed assessment of the potential consequence. A determination is made using descriptors to assist those making the assessment to identify the appropriate **level of consequence**.

★★★★ Catastrophic
★★★ Major
★★ Moderate
★ Minor
Insignificant

Consequences have been assessed across all identified hazards from the WCEM Committee Risk Assessment process (2025) to support the development of objectives and activities across the 4Rs in the Regional Plan (refer to Figure 2), including prioritising specific planning in response and recovery for consequences that appear at high level across multiple hazards.

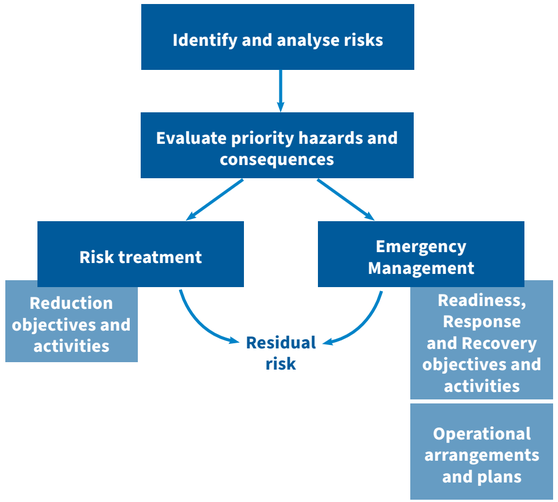



*Figure 2: Risk-based approach to emergency management (Adapted from Figure 4 of NEMA CDEM Group Planning DGL [09/19])*

## Assessed risk levels

Upon the completion of the process a hazard can have a risk level assigned to it based on the likelihood of occurrence and the consequence to the district across the four environments.

The risk levels are shown below:

Extreme | Very high | High | Medium | Low

***Limitations to the process:***

***The risk assessment process is conducted by representatives from all WCEM Committee partners and supporting organisations. As such, the process is based on the knowledge of those representatives regarding the impacts a specific hazard may have. While this provides us with a degree of guidance in our regional hazards, their potential impacts and the risks they present, this is not a definitive risk assessment and may change with the advent of new research, events occurring or emergence of new hazards.***

Once completed, the risk assessment will provide the WCEM Committee with a holistic understanding of the consequences of emergencies across the four environments. This will enable trends to be seen where consequences occur at a high level across multiple hazards and support the WCEM Committee to identify specific planning and arrangements that might be needed to address these.

# Our high-risk regional hazards

Through the previous risk assessment (2016) and the current re-assessment of regional hazards, none were assessed to present an 'extreme' risk to the region. However, several hazards pose a high risk and may have significant implications for our communities, infrastructure, economy or natural environment. High risks can occur from less frequent hazards with severe consequences or from more frequent hazards with lesser consequences. The risk assessment process helps to understand which hazards pose the highest risks to the four environments and informs the prioritisation of work across the WCEM Committee. Our high-risk hazards include:

- River flooding
- Cyclone/Deep tropical lows
- Earthquake
- Human pandemic
- Animal pest/disease
- Tsunami

## River flooding

Flooding is the most commonly occurring major natural hazard in the region. River flooding occurs when storms and heavy rain cause rivers to overflow their banks or result in drainage systems exceeding capacity, resulting in inundation of the surrounding land. Drivers of flooding can include large cyclones, southerly storms, and atmospheric rivers.

There are many freshwater catchments in the West Coast region. Flood risk in the region is driven by fast rising rivers, steep catchments, and limited flat land for development.

Several severe flooding events have occurred in the region, for example 2021 and 2022 Westport floods. These result in widespread and long-lasting impacts across many parts of the region. A high magnitude flood event may cause loss of life and is likely to cause significant damage to vulnerable residential and commercial buildings in the region. Essential infrastructures are also likely to be impacted in the short to medium term, in particular roading, which can limit access to key services and isolate communities. Severe flood events can lead to the deposition of silt and waste debris in areas that have flooded, requiring significant clean-up and disposal. The rural sector can be particularly affected by flood events through impacts to soil quality, damaged farm infrastructure, reduced access to markets due to disrupted transport networks, and loss of livestock. Full recovery from severe flood events can take years across all four environments.

Westport faces significant exposure from the Buller River, one of the country's largest and most energetic systems, capable of producing widespread inundation. Completion of Westport's Buller River stopbanks and floodwalls will form the West Coast's largest engineered flood protection scheme.

Greymouth is similarly vulnerable to major flooding from the Grey River, while Hokitika faces risks from the Hokitika River, which can rise quickly during intense rainfall, threatening low lying parts of the township. Both Greymouth and Hokitika townships have floodwall protection.



The Waiho River poses a well-known threat to Franz Josef, with its highly mobile gravel bed and history of rapid aggradation increasing the likelihood of overbank flooding. In October 2023, the Waiho Technical Advisory Group reported on the proposed direction of future management of the Waiho River with a 10-year management plan. WCEM remain a key stakeholder in this work and works closely with the community in the development of evacuation arrangements..

## Cyclones and deep tropical lows

Cyclones and deep tropical lows are caused by severe low pressure weather systems, forming in the warm seas of the tropics north of Aotearoa New Zealand from November to April each year. Cyclones can be categorised in five levels according to the maximum windspeeds within the system. On average, ten named cyclones will form in the Pacific Ocean each year, but this does not always result in cyclones reaching Aotearoa New Zealand. When cyclones move towards Aotearoa New Zealand they are reclassified as ex-tropical cyclones, however, this does not reduce their impacts. While they might decrease in intensity, they can still bring huge sea swells, winds in excess of 120km/h and intense periods of rainfall.

These events have occurred on the West Coast previously, including Cyclone Fehi in 2018, which was followed shortly after by Cyclone Gita. Cyclone Fehi caused widespread damage to infrastructure and isolated communities. Coastal erosion was severe, particularly around Westport and Granity, where debris littered beaches and roads. Slips and fallen trees disrupted transport routes, and power outages affected hundreds of residents and tourists. The storm exposed vulnerabilities in coastal settlements and prompted urgent repairs to flood protection and roading networks. Just weeks later, Cyclone Gita compounded the disruption. Gita delivered intense rainfall and gale-force winds, triggering further flooding, road closures, and structural damage. Schools across Buller and Grey districts were closed as a precaution, and alerts were issued to thousands of campers and residents.

Both of these events had significant impacts in the economic sector, particularly in agriculture, where severe land damage occurred. The natural environment also experienced severe impacts, with damage to rivers, silt deposition, coastal erosion and significant land instability in the hill country. Any future cyclones in the region would be likely to have widespread impacts across all environments and may potentially be more severe than previous events due to the increasing intensity of cyclones that are impacting Aotearoa New Zealand.



*Cyclone Fehi, 2018 (Photo credit: Peter Lusk)*



*Bridge loss, 2019 severe weather (Photo credit: WCEM)*

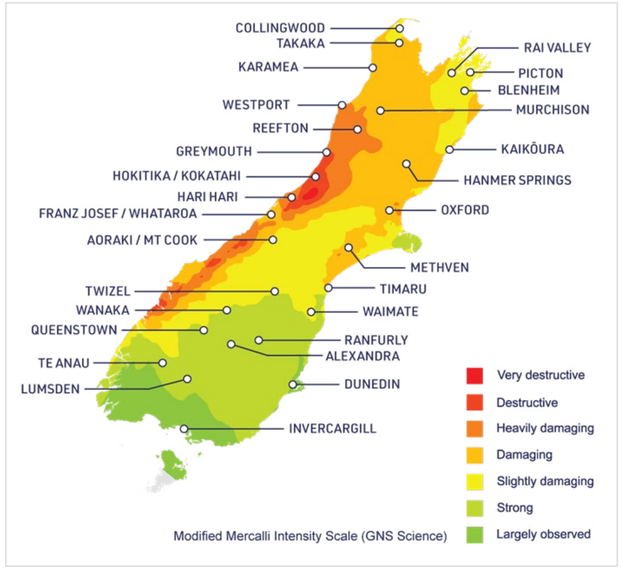
## Earthquakes

Earthquakes are caused by ruptures along faults in the earth'ssurface,resultinginshakingandgroundacceleration as energy is released. In addition, earthquakes can also result in significant land deformation and liquefaction, along with other co-seismic events, such as landslides and tsunami. Earthquakes can lead to severe and diverse consequences across all environments including (but not limited to) injuries, fatalities, building damage, road damage, disrupted supply chains including food and fuel, and disruption to essential infrastructure services such as power, water and telecommunications.

Our region contains a number of active faults which have the potential to cause significant impacts across the social, built, economic and natural environments. Some major faults extend across multiple regions, such as the Alpine Fault, and have the potential to significantly impact areas beyond the West Coast.

The following resources provide more information about these faults including their return periods:

- The GNS National Seismic Hazard Model: West Coast Factsheet
- The GNS Active Faults Database




*Shaking intensity (modified Mercalli intensity scale) expected in a large magnitude 8+ Alpine Fault event (AF8 Project)*

### *The Alpine Fault*

The South Island is intersected by a major plate boundary in the earth's crust which presents a significant earthquake hazard. The Alpine Fault, located on this boundary, runs the length of the South Island and is the largest continuous fault extending from Fiordland along the length of the Southern Alps before transitioning into the Marlborough Fault System.

The Alpine Fault has been the subject of both national and regional emergency planning and scientific research due to the potential for a significant rupture to occur. Scientists estimate there is a 75% chance of a major earthquake occurring on the fault in the next 50 years (80% chance of a magnitude 8+ event occurring) which would have significant impacts both regionally and nationally.

Many scenarios have been developed for an earthquake on the Alpine Fault. Due to the region's proximity to the fault, all scenarios result in significant impacts to the West Coast region. The maximum credible event scenario (rupture of the northern extent of the Alpine Fault) would expose the West Coast region to damaging shaking – parts of the region could experience up to MMI 10 (extreme) shaking. Co-seismic hazards such as landslides, rockfall, liquefaction (where shaking exceeds MMI 7) and lateral spreading are likely to be experienced throughout the region.

A large Alpine Fault earthquake would significantly impact the way of life on the West Coast and have lasting impacts to West Coast communities - recovery would take many years. For more information about the consequences of a large Alpine Fault earthquake please visit https://af8.org.nz/.



*AF8 Roadshow, Greymouth (Photo credit: WCEM Facebook page)*

## Human pandemic

In the past 100 years there have been several significant pandemics that have affected Aotearoa New Zealand, the most notable being the Spanish Flu in 1918 and the recent COVID-19 pandemic.

Both events demonstrated the impact a major communicable disease can have on our region, with many unforeseen impacts experienced during the COVID-19 pandemic. As a result, the risk assessment considered the impact of another human pandemic occurring in the region, similar in scale and consequence to the COVID-19 pandemic.

## Animal pest/disease

The West Coast region has a diverse but tightly interwoven agricultural sector, with dairy farming, beef production, and niche horticulture supporting many of our rural communities. This sector is a key economic driver, particularly in districts like Westland and Grey, where farming underpins local employment and services. However, it remains highly vulnerable to biosecurity threats such as Mycoplasma Bovis, Foot and Mouth Disease, or Bovine Spongiform Encephalopathy (BSE).

A serious outbreak of any of these diseases would have far-reaching consequences across the region's social, natural, and economic systems. Livestock losses could be substantial, with psychological impacts on farming families and rural contractors already facing isolation and economic pressure. The dairy industry – central to the West Coast's export earnings – would suffer direct financial losses, while downstream effects would ripple through transport, processing, and local retail. Movement restrictions could disrupt pest control operations in parks, forests, and conservation areas, particularly where feral animal populations intersect with farmland. Specialist waste management would be required to safely dispose of infected carcasses, placing further strain on local infrastructure and emergency services. Recovery would be slow and complex, requiring coordinated support across agencies, iwi, and community networks.



## Tsunami

A tsunami is a series of ocean waves with very long wavelengths (typically hundreds of kilometres) caused by large-scale disturbances of the ocean. Most tsunami are generated by large magnitude, shallow earthquakes that rupture the sea floor. Other sources of tsunami include onshore and offshore landslides. The West Coast region is subject to tsunami hazard from various local, regional, and distant sources. Tsunami evacuation zones for the West Coast region can be found here.

### *Our local source tsunami risk*

A large earthquake on the Cape Foulwind fault (located offshore between Hokitika and Kahurangi Point) has the potential to generate tsunami. A large earthquake and tsunami from this fault could significantly impact the West Coast (particularly coastal communities) however the likelihood of it occurring is rare.

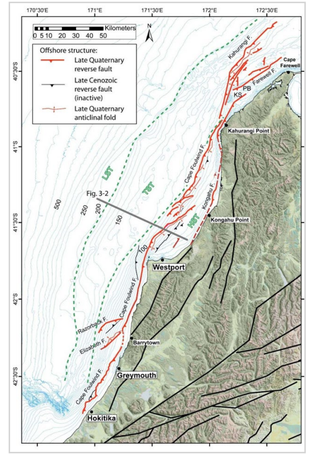
Due to the fault's location close to our coastline, tsunami from this fault would arrive very soon after the initial earthquake. Therefore, we take the approach "Long or Strong – get gone" for any earthquake that occurs in the region, as it could be from a nearby offshore fault which poses a risk of tsunami.

### *Our regional/distant source tsunami risk*

The West Coast region is exposed to both regional and distant source tsunami, including from the Puysegur Trench (located offshore, southwest from the South Island) and Solomon Islands.

A large earthquake and tsunami from the Puysegur Trench would impact a large part of Aotearoa New Zealand. Parts of the West Coast region would be exposed to strong shaking and co-seismic hazards such as landslides, rockfall, lateral-spreading and liquefaction where shaking exceeds MMI 7. In addition to strong shaking, low-lying coastal settlements may be significantly impacted by tsunami inundation.

Tsunami generated from further afield, from places such as the Solomon Islands, may result in inundation low-lying coastal settlements and infrastructure. Given the distance from Aotearoa New Zealand, it will be several hours after the earthquake has occurred before the tsunami arrives on the West Coast of Aotearoa New Zealand. This makes the use of warning systems important to ensure our communities are prepared and able to evacuate to safety.




*Active marine faults in the north Westland region including the Cape Foulwind Fault (NIWA, 2013)*

***Lake tsunami risk***

Tsunamis can happen on lakes, and the long, strong, get gone message applies when you're near a lake shore, especially as the warning time can be very short. A tsunami would cause lake levels to rise and fall rapidly. It may not flood land but could affect the steep lake beach or create strong currents. Staying out of the water and away from the shore can save lives and reduce the load of emergency responders after a big earthquake.

These are some of the ways a tsunami could be generated on a lake:

- Collapse of the underwater sands and gravels (the delta) at the heads of lakes, most likely caused by an earthquake. For example, the Crooked River delta at Moana/Lake Brunner, with the Alpine Fault 10 km away.
- A landslide into a lake, again most likely caused by an earthquake. Many of our lakes have steep slopes near them.
- Shaking or tilting of the lakebed as earthquake waves pass through them from nearby or distant large earthquakes. This can cause water in lakes to 'slosh' back and forth, also known as a seiche (pronounced 'saysh'). Seiches don't usually cause large waves at the shore.

Even if a tsunami in the lake does not flood land, it may still cause dangerous surges on the lake shore, so it is important to move away from the lake shore if you feel a long or strong earthquake.

## Other hazards in our region

While we have several hazards that present a high risk to our region, there are other hazards that can impact our communities, economy, infrastructure and natural environment. These include:

- Aquatic pest/disease
- Civil unrest
- Coastal erosion
- Dam break/failure
- Drought/heatwave
- Fire (built environment)
- Flash flooding/thunderstorm
- Fuel disruption
- Glacier burst
- Hazardous substance event
- High winds
- Landslide dam break
- Major transport accident
- Marine incident or spill
- Maritime pollution
- Plant pest / disease
- Snowfall (low elevation)/hail/ice
- Space weather
- Terrorism
- Tornado
- Water supply contamination
- Water supply failure
- Wildfire

***The consequence of infrastructure failure (e.g., loss of power, water and telecommunications) has been considered across all hazards in the risk assessment process. Please refer to 'The risk assessment process' section for more information.***



## The Coasters guide to emergencies

Our region can be affected by a range of hazards, and in some cases, there can be big consequences. It's not all bad news though; we can reduce how much these events affect us by taking a few simple steps to prepare and practicing how we respond.

### Know your risk

Know what you need to plan and prepare for.

Information about the hazards impacting your area can be found by following the links below.

- **Earthquake**

NZ Natural Hazards Portal

AF8 SAFER Framework

- **Tsunami**

West Coast Tsunami Evacuation Zones

- **Flooding**

NIWA Coastal Flooding map (Sea level rise)

- **Other**

WCEM Group hazard summaries [available on request once completed]

West Coast Regional Council Natural Hazard reports

'Our Hazards' section of this plan

### Plan

Visit getready.govt.nz to make a plan:

- Household
- Work
- School
- Marae
- Advice for disabled people

### Practice

Practice your plan.

Take part in the annual New Zealand ShakeOut and Tsunami Hikoi to ensure you know your route to safety.

### Link in

Link in with your neighbours, community, and EM to respond and get through together.

- **Neighbours**

Become a Supporter | Neighbourhood Support New Zealand

- **Community**

Community Facebook pages

Community events

Community Response Centres near you

- **Emergency Management**

West Coast Emergency Management Facebook page

West Coast Emergency Management Committee website

## Learning from past events

At the national level, learnings from major disasters have influenced recent moves to introduce a new Emergency Management Bill, alongside considering system improvements using existing mechanisms in the Act and non-legislative levers. Consultation and engagement activities associated with this change process draw heavily on the resources of EM Committees across Aotearoa New Zealand.

Regionally, learnings from disasters that occur across Aotearoa New Zealand and in the West Coast region inform the work we do through the WCEM Committee Improvement Action Plan. Included in this plan is a specific objective to ensure that as a EM Committee, we analyse and apply the learnings (as appropriate) from disasters in the West Coast region and the rest of Aotearoa New Zealand to inform future WCEM Committee activities across the 4Rs.

Recent flood and weather events on the West Coast have driven significant improvements in community readiness and local response capability. Resilient Westport has strengthened evacuation planning, community engagement, and hazard awareness across the Buller district. Across the region, Community Response Groups have expanded their capability, supported by Starlink units and other resilient communications tools to maintain connectivity during isolation. A region wide community capability matrix now helps councils and partners assess strengths, gaps, and priority needs, ensuring that preparedness and response arrangements continue to evolve with each event.



*Cyclone Fehi (2018)*



*Wesport floods (2021)*



# Challenges and opportunities to disaster resilience

Disaster resilience is defined by the National Disaster Resilience Strategy (NDRS) as

> ***"the ability to anticipate and resist the effects of a disruptive event, minimise adverse impacts, respond effectively post-event, maintain or recover functionality, and adapt in a way that allows for learning and thriving."***

Further to this definition, the NDRS (2019) notes that resilience can be viewed across environments or capitals (social, cultural, economic, built, and natural) and at individual, community, and societal levels. Disaster resilience is affected by various external factors, including the following which were considered when developing the vision and objectives of this Regional Plan.

## Cost of living increases

The cost of living continues to rise across Aotearoa New Zealand, and the impacts are being felt strongly on the West Coast. Many households are facing higher prices for basic goods and services, following years of supply chain pressures and limited local availability. As everyday costs increase, families have less surplus income to put toward emergency preparedness, and an increasing number of West Coast households, even those with full time employment, are turning to local food banks for support.

With wages unlikely to keep pace with rising living costs, more people may become reliant on community assistance, which in turn reduces the amount of food, fuel, and essential supplies held in homes. This increases the likelihood that more residents will need urgent support during an emergency. For those whose preparedness is affected, connecting with friends, neighbours, whānau, and local initiatives such as community food pantries or Pātaka kai can help identify shared resources and strengthen collective resilience across the West Coast.

## Ageing population

The proportion of people aged 65+ is increasing nationally, and the West Coast is already seeing this shift more sharply than many other regions. As this demographic grows, readiness activities must be tailored to ensure information is accessible, practical, and aligned with the needs of older residents. A larger elderly population is also likely to increase demand on public and health services, while contributing to existing labour shortages across key West Coast industries. Over time, this may slow recovery efforts following major emergencies. Despite these challenges, older Coasters bring significant strengths to local resilience through their networks, experience, and community involvement. Community Response Groups are encouraged to actively engage with this demographic to understand how they can support one another before, during, and after emergencies.

## Increasing reliance on technology

West Coast communities, like the rest of Aotearoa New Zealand, are becoming increasingly dependent on technology for communication, transport, and daily life. Smartphones have become the primary means of staying connected, particularly for younger people, while traditional communication methods are used less and less. The growing uptake of electric vehicles and other tech driven innovations also increases reliance on critical infrastructure that may fail during major events.

There are opportunities to harness emerging technologies, such as satellite to mobile services, to strengthen resilience across the West Coast. However, it remains essential to remind residents that power, internet, and mobile networks may be unavailable during an emergency, and preparedness should include low tech or no tech alternatives.

## Increasing tourism

Tourism on the West Coast brings significant economic value but also creates distinct disaster-risk challenges, particularly given the region's exposure to flooding, landslides, seismic activity, and rapidly changing weather. Large numbers of visitors concentrate in high-risk locations such as glacier valleys, remote highways, and small settlements with limited evacuation routes, placing pressure on local emergency services and infrastructure.

Transient populations can be difficult to warn, track, and support during emergencies, especially when they are unfamiliar with local hazards or staying in isolated accommodation. However, there are strong opportunities to work with tourism operators, accommodation providers, and industry bodies to reduce these risks. These include developing consistent hazard-communication materials for visitors, strengthening operator readiness and business continuity planning, improving data-sharing on visitor numbers and movements, and partnering with industry to support coordinated evacuation planning and welfare arrangements.

By embedding risk reduction into everyday tourism operations, the region can enhance visitor safety while supporting a resilient and sustainable tourism sector.

## Climate change

Climate change is a long-term change in the average weather patterns that have come to define Earth's local, regional, and global climates. Climate change is referred to in this context as the rise in global temperatures from the mid-20th century, largely due to human activity like burning fossil fuels, natural gas, oil and coal.

The impacts of climate change are likely to change the frequency, severity, and range of hazards the WCEM Committee plans and responds to. A climate change lens is applied by the WCEM Committee to activities across the 4Rs.

Climate change is anticipated to have the following impacts in the West Coast region[5]:

- An increase in frequency and intensity of high rainfall events which could increase flood risk, which is already high in many parts of the region. There may be increased impacts to coastal roads and infrastructure from coastal erosion and inundation, increased storminess, and sea-level rise.
- The region will become wetter, particularly in winter and spring. Increased average precipitation in the main divide will increase river flows throughout the region and will have consequences for local and regional infrastructure including land drainage, flood protection, culverts and bridges, and erosion control. Higher rainfall will also increase the risk of problems with soil management such as compaction and nutrient run-off.
- It is likely plant pests will become more of a problem with higher temperatures and increased rainfall. Higher temperatures will generally be of benefit to pastoral farming in the region.
- Changes in pasture composition could take place, particularly in the north of the region, with a potential increase in the incidence of sub-tropical pasture species such as paspalum.
- Higher temperatures will impact the region's glaciers and alpine industries in the long-term, with knock-on impacts to the region's tourism industry and economy.
- Animal health may be affected over time, particularly with warmer and more humid conditions in the north of the region.
- Climate change impacts in other places, in Aotearoa New Zealand and overseas, may have an adverse effect on supply chains in the West Coast region.

5 Climate change projections | Ministry for the Environment



# PART 3: OUR STRATEGY (2027-2032)



## Introduction

The following sections utilise the 4Rs to outline what the WCEM Committee will do over the next five years to achieve the Regional Plan's vision:

> *'To build a resilient and safer West Coast region where communities understand and manage their hazards and risks, and are empowered to recover, adapt, and thrive following disruption.'*

To view the WCEM Committee's vision and strategic objectives, please refer to the 'Our vision' section of the Regional Plan (Part 1).

The objectives and activities in the following section are based on the consequences identified through the WCEM Committee's risk assessment of the West Coast's highest impact hazards. By focusing on our major risks, we have identified the most likely consequences of significant events, ensuring that the full range of consequences from smaller, more frequent events is also addressed.

# Reduction – Working together to reduce risk

## Introduction

This section of the Regional Plan outlines the reduction-related activities of the WCEM Committee.

Disaster risk reduction aims to reduce existing disaster risk, prevent new risk, and manage residual risk; all of which contribute to strengthening resilience (National Disaster Resilience Strategy (2019)). Reducing the risk regional and local hazards pose to our communities (either the likelihood or severity of consequences), means that the impacts of emergencies are less severe, and therefore more easily managed by agencies and affected communities.

Reduction-related activities of WCEM Committee's local authority members and partners are given effect through other legislative requirements (e.g., the Resource Management Act 1991, the Building Act 2004, etc.) and included in their respective relevant Long Term Plans. These activities are usually undertaken as part of member council's and partner agencies 'business as usual' functions and practises. They can offer the best means for enabling communities to manage risks to acceptable levels.

External factors and trends that can influence disaster resilience have been considered in the development of strategic reduction objectives. Examples of these factors include the increasing 'cost of living', an increasing elderly population, and an increasing reliance on and capability of technology. Factors that may exacerbate hazard consequences such as housing intensification, development in hazardous areas, and climate change are also considered.

## Working with communities

### How you can get involved

We are all part of Emergency Management in the West Coast region. Individuals and communities play a key role in reducing the risk of hazards in our region. To reduce risk, you can:

- Learn about local hazards which could affect you, your whanāu, and your business. Read the 'Hazards in the West Coast region' section of this plan to learn about our hazards and discover interactive maps. Follow the AF8 project on Facebook to see when public science talks relating to the Alpine Fault are taking place.
- Take practical measures to reduce how much an emergency will affect your property or business. The WCEM Facebook page is a useful resource for tips and tricks along with our partners, the Natural Hazards Commission (formerly EQC). Visit this link to learn how to quake safe your home.
- Submit on local authority risk reduction plans and policies to champion building disaster resilience in your neighbourhood. Learn more in the 'Linkages to regional plans and policies' section of this plan.



*Local school children learning about our regional hazards, Hokitika (Photo credit: WCEM)*

## What we want to achieve – Reduction

The following objectives outline what the WCEM Committee would like to achieve over the course of 2027-2032. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the West Coast region.

> *Our reduction goal: To mitigate disaster risk across the West Coast by implementing targeted objectives and activities that reduce existing hazards, address residual risk, and enhance community resilience.*

| Objective | Activities to support objective |
|---|---|
| **1. The WCEM Committee members, response partners and communities have a clear understanding of the regional hazards, their impacts and the effects on our communities, mana whenua, economy and natural environment.** | **a.** Utilise available regional and national hazard research to underpin activities across the 4Rs. |
| | **b.** Ensure that hazard information is accessible and digestible to support reduction activities and is accessible in a variety of formats. |
| | **c.** Continue to develop our understanding of the consequences of regional hazards across the 4Rs through the WCEM Committee Risk Assessment process. |
| | **d.** Work with our major regional economic partners, including our primary industries (fishing, agriculture, mining) to understand the economic impacts of a major emergency. |
| | **e.** Embed climate research into preparedness and resilience activities within our communities. |
| **2. The WCEM Committee members, response partners and communities have access to hazard information that enables them to understand the risks and embed reduction practices.** | **a.** Embed mechanisms to ensure hazard advice and information is utilised as part of local authority planning and decision-making processes to build resilience for current and future generations. |
| | **b.** Work with our communities, including disproportionately impacted communities, to understand specific local risks and impacts from our regional hazards. |
| | **c.** Identify opportunities for collaboration between WCEM partners to embed resilience within our communities. |
| | **d.** Work in collaboration with Te Rūnanga o Ngāti Waewae, Ngāti Makaawhio and Ngāi Tahu to understand the specific impacts of hazards to Mana Whenua and support reduction activities. |



# Readiness and Response – Preparing to respond and supporting communities during emergencies

## Introduction

Readiness is about developing operational systems and capabilities before an emergency happens, including making arrangements with emergency services, essential infrastructure providers, and other agencies, and developing self-help and response arrangements for the general public. Additionally for agencies, readiness includes the requirement to function to the fullest possible extent following an emergency, including the maintenance of necessary equipment and operational systems, and general business continuity for critical services.

Response includes the actions taken immediately before, during or directly after an emergency to save human and animal lives and property, and to help communities begin to recover (National Disaster Resilience Strategy). It is important to note that recovery starts in response and is integrally linked to the actions undertaken during response.

The WCEM Committee has strengthened its readiness in recent years through a growing suite of initiatives designed to make preparedness more accessible and community led. Updated Community Response Plans now cover most townships, reflecting local hazards, resources, and evacuation arrangements, while public information channels have expanded to ensure residents can access clear, timely guidance before and during events. Community groups are increasingly equipped with resilient communications tools, including Starlink units, radios, and local networks, helping isolated settlements stay connected when infrastructure is disrupted. Together, these initiatives are building a more confident, better prepared West Coast, where communities understand their risks and have practical tools to respond effectively.




*Preparing our communities (Photo credit: WCEM)*

## How you can be part of Emergency Management on the West Coast

### Working together

The WCEM Committee works closely with community organisations during readiness and response. The WCEM Committee actively encourages the participation of community organisations in EM activities across the 4Rs, recognising the many benefits which come from working collaboratively.

### How you can get involved

We are all part of Emergency Management in the West Coast region. Individuals and communities play a key role in being ready for and responding to emergencies. You can:

- Participate in the establishment of Community Response Groups and the development of Community Response Plans. Follow the WCEM Facebook page to be notified about upcoming meetings. Visit the 'Community Response Plan' section of this plan to learn more – your area may already have a plan in place.
- Get involved in your community and know your neighbours, join a community Facebook page or Neighbourhood Support.
- Become a volunteer to support your community through the next event. Read the 'Volunteers' section of this plan to learn more about how you can get involved.
- Consider how as an individual, whanāu or business how you will get through the next event. Make a plan today. Visit the 'Get Ready' website or, if you're a business, visit business.govt.nz to learn more about becoming resilient.
- Don't leave it until it's too late – regularly practice DROP, COVER, HOLD and evacuation routes to safety. Participate in the annual Tsunami Hīkoi week to practice your tsunami evacuation route.



## What we want to achieve – Readiness

The following objectives outline what the WCEM Committee would like to achieve over the course of 2027-2032. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the West Coast region.

> *Our readiness goal: Operational systems and capabilities, arrangements with our response partners, and self-help and response arrangements for our communities are developed before an emergency happens.*

| Objective | Activities to support objective |
|---|---|
| **3. The WCEM Committee members and partner agencies are prepared to respond to major emergencies that occur within and beyond our boundaries.** | **a.** Review the response arrangements of the WCEM Committee across a range of EM-led hazards and consequences utilising the regional risk assessment results to ensure that they are appropriate and take into account the lessons of exercises and previous regional and national emergencies. |
| | **b.** Ensure the WCEM Committee members and partner agencies develop plans for non-EM led events that may significantly impact the region, including human pandemic and animal disease. |
| | **c.** Work with Local Authorities and the WCEM Committee members to ensure that business continuity arrangements are in place to mitigate the impacts to key services during an emergency. |
| | **d.** Undertake regular needs analysis to identify the minimum number of staff and capability required to effectively operate our emergency facilities. |
| | **e.** Undertake regular multi-agency training and exercising to test and ensure that the WCEM Committee has the required capability in all areas of response. |
| | **f.** Ensure that regional response facilities have the appropriate levels of resources and resilience required to support response across a range of hazards. |
| | **g.** Ensure our Mayors, Deputies and Chairs are appropriately trained to support response and recovery activities. |

| Objective | Activities to support objective |
|---|---|
| **4. Our communities have the capability and resources to be self-reliant without support of the WCEM Committee members and partners if isolated.** | **a.** Continue to work with our communities (including potentially isolated communities) to develop response plans and support these with resources as appropriate, including technology and life sustaining resources (e.g., generators, water supply). |
| | **b.** Ensure that communities are provided with opportunities to take part in training and exercising activities to increase their capability. |
| | **c.** Improve public awareness and preparedness through targeted public education campaigns and activities. |
| **5. The welfare needs of our communities can be met in a major emergency.** | **a.** Identify suitable facilities to operate as a Emergency Assistance Centre and provide a range of support to those impacted by an event, including resourcing these with equipment. |
| | **b.** Utilise forums such as the Welfare Coordination Group to develop specific arrangements for the provision of welfare services in an emergency. |
| | **c.** Collaborate with the WCEM members and partner agencies to identify disproportionately affected communities and conduct targeted resilience building activities. |
| | **d.** Collaborate with NGOs, community, businesses and Government agencies to develop a pool of volunteers that can support the delivery of welfare within the region, including the operation of Emergency Assistance Centres. |



| Objective | Activities to support objective |
|---|---|
| **6. Regional essential infrastructure providers understand and have planned for the impacts of major emergencies within the region.** | **a.** Review and update the West Coast Essential Infrastructure Vulnerability study to ensure specific risks to critical infrastructure, the interdependencies between regional essential infrastructure providers and restoration requirements are clearly understood. |
| | **b.** Provide opportunities for our essential infrastructure providers to train and exercise in collaboration with the WCEM Committee members and partners to further understanding of the WCEM Committee response structure and needs. |
| **7. Our regional iwi and Rūnanga have the capability to support the needs of Mana Whenua and Māori / iwi perspectives and tikanga are embed in all aspects of response.** | **a.** Support Te Rūnanga o Ngāti Waewae, Ngāti Makaawhio and Ngāi Tahu to identify planning, training and resource requirements to effectively support Mana Whenua in response. |
| | **b.** Work with Te Rūnanga o Ngāti Waewae, Ngāti Makaawhio and Ngāi Tahu to build the cultural competency of the WCEM Committee members and partner agencies. |
| **8. Our key regional industries are supported to develop response arrangements that support effective community recovery after an event.** | **a.** Work with our key regional industries, including mining, primary industries and tourism, to identify response requirements that enable the continued provision of services, employment and key supply chains. |
| | **b.** Collaborate with our key regional industries and skilled workforces to identify how they can support response efforts and improve our regional capability, including supporting the operation of emergency facilities with specific skillsets. |

## What we want to achieve – Response

The following objectives outline what the WCEM Committee would like to achieve over the course of 2027-2032. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the West Coast region.

> *Our response goal: We are effective in taking actions before, during and after an emergency to save human and animal lives, property, and to support recovery in our communities.*

| Objective | Activities to support objective |
|---|---|
| **9. The WCEM Committee has effective communication and the ability to share information in an emergency.** | **a.** Use multiple communication channels to ensure communities can receive warnings and emergency messages. |
| | **b.** Maintain systems and processes that give all WCEM Committee members and partners a clear, shared operating picture. |
| | **c.** Resource and support the Public Information Management Team to deliver consistent messaging across EM partners, Mana Whenua, diverse communities, and international visitors. |
| | **d.** Ensure all key WCEM Committee leaders complete media training and actively build relationships with local media before emergencies occur. |
| | **e.** Activate elected officials and community groups to relay accurate, timely information between response centres and affected communities. |
| **10. All WCEM Committee members and partners are able to effectively contribute to response.** | **a.** Provide consistent liaison between the WCEM Committee partners, the GECC, and Local EOCs to maintain coordinated response activity. |
| | **b.** Maintain and activate business continuity arrangements to keep essential services operating and support regional and national response objectives. |
| | **c.** Engage Te Rūnanga o Ngāti Waewae, Ngāti Makaawhio, and Ngāi Tahu in all aspects of response planning and delivery. |
| **11. Impacts across the four environments are identified early within an event to ensure we take a holistic approach to response.** | **a.** Include all partners with responsibilities across the four environments in the response structure and ensure they contribute to the WCEM Committee Action Plan. |
| **12. Learn from emergency events across Aotearoa New Zealand to inform future EM activities across the 4Rs.** | **a.** Implement consistent debriefing processes for all WCEM Committee members and partner agencies during and after responses. |
| | **b.** Integrate lessons from major West Coast and national events into future response planning and practice. |
| | **c.** Engage communities in debriefs to ensure response arrangements reflect their needs and experiences. |

# Operational arrangements

Operational arrangements enable the effective delivery of EM in the West Coast region. Flexible systems, plans, processes, and platforms are used to ensure the WCEM Committee can respond to the wide range of hazards the district is exposed to.

The Coordinated Incident Management System (CIMS) 3rd edition is Aotearoa New Zealand's official framework to achieve effective coordinated incident management across responding agencies. CIMS is used by all EM Committees in Aotearoa New Zealand including the WCEM Committee.

## Response structure

Facilities at the incident, local, regional and/or national levels provide for either the co-ordination, management, support, or delivery of response activities in the region. Generally, only large-scale incidents require all levels of response to be activated. Figure 3 (pg.83) shows the different levels of response facilities relevant to the WCEM Committee.

The response arrangement matrix (Figure 4, pg. 84-85) provides a high-level overview of how we respond to incidents and emergencies at different scales. Important features of this figure include:

- The relationships of the emergency services (as Incident Controllers), interfacing with Local, Group and National Controllers.
- The levels of activity within EOCs and the ECC for the different levels of incident and emergency.
- An overview of how an escalating incident would be handled, and the various steps and considerations involved in leading to the WCEM Committee assuming the role as lead agency and a possible state of local emergency.

More information on response levels and key CIMS functions within the WCEM Committee EOC can be found within CIMS 3rd Edition.

### Iwi CIMS function

Iwi/Māori representatives within the Iwi CIMS function provide cultural advice to the Controller and ensure iwi/Māori interests are represented. The Iwi CIMS Function sits alongside other advisory functions in the Incident Management Team (IMT) including risk and legal advisors and technical and science advisors.

On the West Coast, mana whenua representatives fulfil these roles to support the iwi/Māori emergency management system.

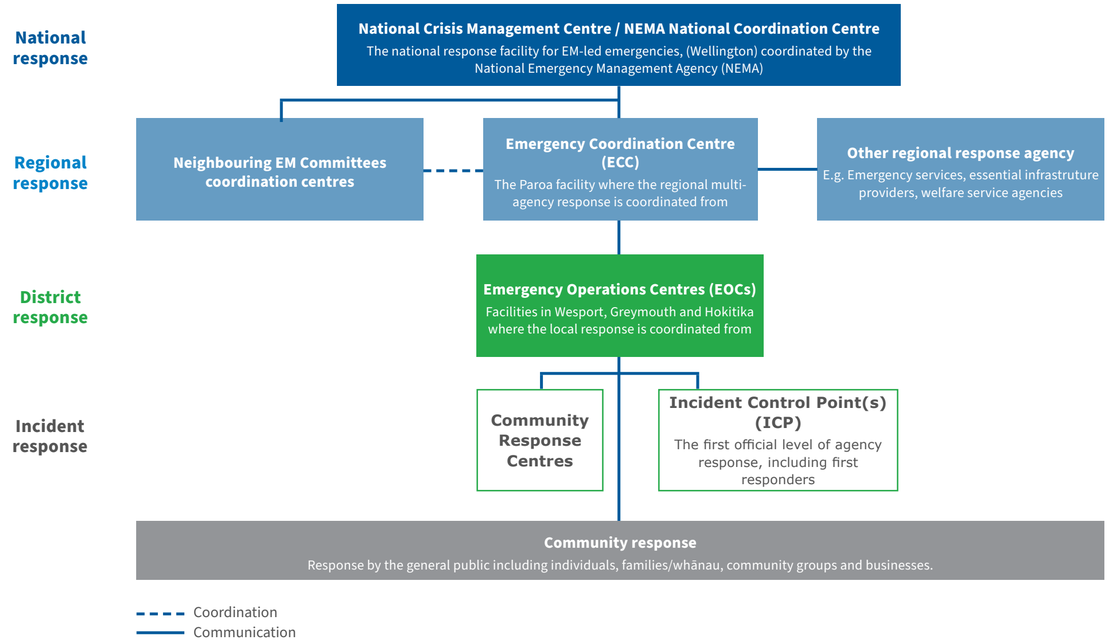



*Figure 3: The structure of the WCEM Committee for operational response to an EM-led emergency*

*Figure 4 (below, cont. next page): Response arrangement matrix in the WCEM Committee.*

| Response level | Event status/Procedures | ECC/EOC role | Controller's role |
|---|---|---|---|
| **Level 1**<br>*Local incident, single agency*<br>Can be dealt with by Emergency Services and/or Local Authority resources alone.<br>Specialists may be required for specific circumstances. | Declaration not required or appropriate.<br>The incident is dealt with using CIMS structures and principles.<br>Nature of the incident will dictate the Lead Agency. | Nil | Nil |
| **Level 2**<br>*Local incident, multi-agency event*<br>Can be dealt with by emergency services and/or Local Authority EOC.<br>Specialists may be required for specific circumstances. | The incident is managed by the incident controller of the relevant agency.<br>Inter-agency coordination, using CIMS, is required.<br>Declaration not required or appropriate. | Local EM staff will monitor the situation if not directly involved and support the response where necessary.<br>Relevant EOC may be partially or fully activated and coordinating agreed functions. | District and Regional Controller notified.<br>District Controller coordinating the agreed functions if Local EOC required. |
| **Level 3**<br>*Multi-agency emergency led by an agency other than a EM Committee or led by EM at a level below Committee level (e.g., district or ward)*<br>Emergency response involving several response organisations where significant coordination and direction of the response and resources is required. | The incident is dealt with using CIMS structures and principles.<br>Declaration of a state of local emergency for the district or ward may need to be made to appropriately respond to the event. | EOCs activated by lead or support organisations in support of District Controllers, whether a state of emergency has been declared or not.<br>EM Committee support and coordination may be required. | Regional Controller notified.<br>The incident may be monitored by the National Controller. |
| **Level 4**<br>*Multi-agency emergency requiring Regional ECC or District EOC level support and coordination between agencies or areas or both.*<br>Due to the magnitude or geographic spread of the incident, the ECC has been activated to manage the emergency and co-ordinate region resources.<br>OR<br>A warning of a significant event that will have a significant impact has been received,<br>OR<br>Co-ordinated assistance is required to support an adjoining EM Committee. In circumstances above EM Committee becomes the lead agency – a declaration is not necessarily required.<br>A state of local emergency is possible. | Declaration of state of local emergency is being considered, or had been deemed necessary, that involves the entire EM Committee area.<br>OR<br>An adjacent EM Committee requires assistance, or a major population centre is seriously affected. | ECC and EOCs fully activated.<br>National Crisis Management Centre and adjacent Group ECCs may be alerted or activated. | Regional Controller is in operational control.<br>Exercising statutory powers if a declaration is in place. District Controllers responding to priorities set by the Regional Controller.<br>National monitoring will occur, and national support is available. National Controller giving consideration to further escalation. |
| **Level 5**<br>*Imminent or State of National Emergency. Coordination by the National Controller will be required.* | Declaration of state of national emergency is being considered, or has been deemed necessary. | The respective national coordination facility, such as the National Crisis Management Centre (NCMC) or National Health Coordination Centre (NHCC), will be activated to support Group ECCs, which in turn will be supporting participating agency ECCs and EOCs. | National Controller exercising statutory powers.<br>Regional Controller responding to priorities set by the National Controller.<br>District Controller responding to priorities set by the Regional Controller. |

## Response principles

The response principles of the WCEM Committee are:

- The EM response to an emergency is locally delivered with support and coordination by the WCEM Committee.
- The EM Committee is the mechanism through which requests for resources and support for emergency services agencies and welfare services are coordinated.
- To ensure an effective response, agencies will use the Coordinated Incident Management System (CIMS) framework with enhancements and adjustments to reflect the operating business model.
- Emergency response will be in accordance with national objectives and priorities (**s114** National CDEM Plan Order 2015)
- The response will escalate to the level and size required to manage the emergency.
- Agencies will respond to an emergency by coordinating with the lead agency and activating their own plans and procedures in alignment with their roles and responsibilities.
- The lead agency will be the organisation mandated by legislation or with the best expertise and resources to manage the emergency. Other agencies (including the WCEM Committee) may operate as support agencies.
- Recovery measures should be planned for in readiness and implemented (with necessary modifications) from the first day of the response (or as soon as practicable). Recovery measures must be coordinated and integrated with response actions.



## Response facilities

### Emergency Coordination Centre (ECC)

The ECC is located at the Westland Recreation Centre, 83 High Street, Greymouth. The section of the facility housing the ECC is built to Importance Level 4 (IL4) standards, meaning it is designed to withstand significant earthquakes. It is also situated outside the designated tsunami zone.

The building has backup generator capabilities, although WCEM does not have a generator with capability to power the entire facility. It is also equipped with emergency communications systems.

In 2026, the ECC is planning to relocate to a new purpose-built Fire and Emergency NZ facility.

If the ECC becomes unusable, an alternate ECC will be established at a safe and operationally suitable location.

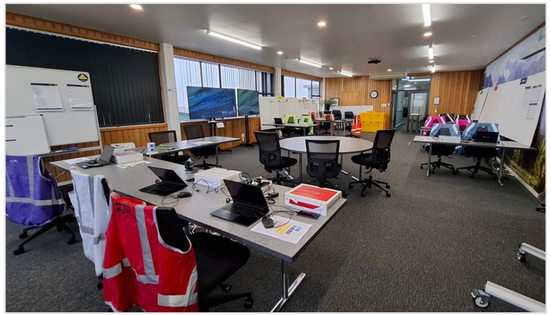
### Emergency Operations Centres

Emergency Operations Centres (EOCs) serve as the coordination hubs for local emergency responses. They connect with regional and national coordination centres depending on the scale and complexity of the event.

The WCEM Committee maintains an EOC in each local authority area. Each EOC is supported by an emergency cache, enabling the rapid establishment of a safe and operational EOC at an alternate location if required.

Current EOC locations:

- Buller EOC: Westport
- Grey EOC: Greymouth
- Westland EOC: Hokitika



*Westland EOC, Hokitika (Photo credit: WCEM Facebook page)*

## Welfare services in an emergency

Delivering welfare services to individuals, animals, families/whānau, and communities affected by emergencies is fundamental to effective emergency management.

Welfare service agencies, identified in **clauses 67-75** of the National CDEM Plan Order (2015), are responsible for delivering welfare services to individuals, families/whānau, and communities affected by an emergency. For example, EM Committees are responsible for registration and needs assessment, the provision of household goods and services, and emergency accommodation and the Ministry for Primary Industries (MPI) is the lead agency for the management of animal welfare in response (for domestic and livestock animals). These agencies are supported by charities, non-for-profit organisations and rural advisory groups who support welfare service delivery to those impacted by emergencies.

Welfare service delivery in an emergency is coordinated in West Coast through the WCG which includes social agencies, rural advisory networks and agencies involved in animal welfare. For more information about welfare services in an emergency, please refer to the Director's Guideline for CDEM Groups and agencies with responsibilities for welfare services in an emergency [DGL 11/15].

### Community Response Centres

During emergencies a mechanism to identify need and facilitate access to services is one of the primary response objectives. People affected will likely have varied, multiple, and developing needs. One way to provide public a way to access services is through the activation of a Community Response Centres (CRCs). CRCs are designed as places where need is assessed and the most immediate and critical needs met. They are also places where planning takes place to facilitate the most appropriate medium- and longer-term support arrangements.

CRCs are activated to register affected people and facilitate access to a range of services. CRCs are operated by trained staff. Suitable buildings and locations have been identified across the region for CRCs, noting that for remote communities, timely access to welfare services may be challenging.

Community-Led Centres (CLC) may be established by the community without the instruction or guidance from the Emergency Operation Centre (EOC). A CLC is a more ground-up mechanism for a community to provides a place for people to gather and get support. The services offered are likely to be dynamic and resourced by the community in the short term, with support from official welfare agencies provided as soon as possible.

Strong communication between the CLC and their Local Welfare Manager at the EOC is critical wherever possible to ensure the CLC is best meeting the needs of those affected, and that there are adequate information and resources for those impacted.



## Response arrangements and plans

Response arrangements and plans relevant to the WCEM Committee include:

- ECC and EOC activation manuals [internal]
- Response SOPs [internal]
  - Group Emergency Coordination Centre SOP
  - Group Warning Systems SOP
  - Communications SOP
  - Engineering Lifelines Response Protocols
- Tranz Alpine Response Plan for failure within the Otira Tunnel
- Community Response Plans
- WCEM Group Welfare plan (2019)
- WCEM Group Fuel Plan
- GDC Flood Action Plan for Greymouth Flood Scheme
- Evacuation plans: Westport, Greymouth, Hokitika and Franz Josef
- West Coast Regional Council Flood Manual
- FIRST (Flood Impact Risk Specialist Team)
- West Coast Lifelines Vulnerability and Interdependency Assessment Report

### Marine

In the event of an incident in the coastal marine area (CMA), the relevant Harbourmaster has primary responsibility for maritime safety and response, unless it's an oil spill where the Regional On Scene Commander (ROSC) takes the lead role – Maritime New Zealand is the lead agency at the national level. Should a declaration be required for response, the WCEM Committee may assume lead agency responsibility with support from the Harbourmaster.

### Multi-agency incidents where EM is the support agency

Incidents can occur on the West Coast which are not led by the WCEM Committee, and instead led by our partner agencies (e.g., Level 2 events - refer to Figure 4, pg. 84-85). In these events, the WCEM Committee ECC can stand up and support the response of partner agencies as required.

## Key response partnerships

The West Coast is a close-knit region where effective emergency response relies on strong partnerships across government and industry. This includes established arrangements with the Department of Conservation and tourism operators to support operations in remote areas such as Franz Josef. Major commercial operators, including mining and dairy companies, also play a key role by providing personnel, equipment, and access to essential resources that help sustain response efforts in local townships, including Westport, Greymouth and Hokitika.

## Community Response Plans

Smaller population centres often have local Emergency Management arrangements including locations that are designated for the purposes of coordinating response and providing welfare services. In many rural areas and smaller centres, readiness and response at the local level is supported by Community Response Plans (CRPs). These CRPs include information about local hazards, key resources, community leadership, Emergency Assistance Centres (for emergency welfare services), emergency communications and sources of public information – please contact your Local Emergency Management Officer at your local Council to discuss your Community Response Plan.

## Training and exercising

The professional development of ECC Incident Management Team staff is one of the most important functions of the WCEM Committee. The WCEM Committee has a Training Programme in place that aims to prepare key EM appointees for their roles. Each member of the WCEM Committee is required to ensure it maintains an appropriate number of suitably trained and competent staff to support the response to emergencies affecting the West Coast region. In addition, personnel from partner organisations such as emergency services, essential infrastructure services, and welfare services take part in EM activities including multi-agency exercises. The WCEM Committee partners remain responsible for the training and professional development of their own staff.

Our training and exercising activities are informed by a number of NEMA documents, including the Best Practice Guide (BPG) 5/10 Development Needs Analysis, Technical Standard (TS) 02/09 CDEM Competency Framework, and the Director's Guideline (DGL) 10/19 CDEM Exercises.



*Exercise Rū Whenua testing our ECC facility, 2024 (Photo credit: WCEM Facebook page)*



## Volunteers

Volunteers play a significant role in any response and recovery operation, particularly after large-scale disasters. The health and safety of volunteers (and their animals, such as search dogs) needs to comply with legislation and organisational requirements.

There are three types of volunteers in a EM context:

- **EM trained volunteers**: Those who have undergone official EM training, provided or facilitated by EM organisations, e.g., welfare volunteers. Visit the WCEM Committee website to register your interest as an EM volunteer.
- **Affiliated volunteers**: Those who are members of a specific organisation, such as the Red Cross or Salvation Army, and are trained by and accountable to that organisation.
- **Spontaneous volunteers**: Those who are members of the public (or groups) and who respond spontaneously to emergencies. Spontaneous volunteers can support community-led responses by liaising with leaders or groups in their local community, or by volunteering with organisations such as Volunteering NZ. Follow the WCEM Facebook page to learn how you can best support your community during the next emergency.



*Training communty response volunteers (Photo credit: WCEM Facebook page)*

# Warning and informing

Early warnings and alerts to potential hazards and emergency events enables effective response planning and timely mobilisation of resources. There are a number of agencies involved in surveillance, monitoring and assessment of hazards, both at a national and regional level. Agencies responsible for alerting the public and local authorities to an incident that may be a pre-cursor to an emergency are listed in **s119(1)** of the National CDEM Plan (2015). Several platforms in the region enable warning and informing activities and are elaborated on below.

## Public Information Management and education

Public information management is utilised across the 4R's to convey important information to the public across a range of platforms. Using a range of platforms such as radio, television, cell broadcast, txt-messaging, alerting apps, and social media ensures our messages have wide reach across our communities in readiness and response. The WCEM Committee utilises its partnerships and networks with iwi to ensure that messaging has wide reach across whānau, hapu and iwi on the West Coast. The type of platform used depends on the needs and preferences of the particular community needing to be contacted and the reliability of communications technology. For example, Radio NZ and public radio broadcasters are used to get messaging out especially if power is lost.

Several hazard information sources are available to the public. These include (but are not limited to):

- The West Coast Regional Council website which hosts rainfall, river and flood monitoring data, which residents can use to monitor river levels and rainfall in their communities.
- Geonet to obtain the size and location of earthquakes.
- The MetService website to obtain weather updates and alerts.
- Local council websites (Buller District Council, Grey District Council, Westland District Council) to obtain information about property risks and local assets.
- The WCEM website to obtain information on regional hazards and plans.

***PLEASE NOTE: Sirens are NOT used for tsunami alerting in the West Coast region. Please read the natural warning signs, if an earthquake is long or strong, get gone!***

## Emergency Mobile Alerts

Emergency Mobile Alerts are one method used to inform the public when life, well-being or property are in imminent or serious danger. The alerts appear are like text messages and are received by cell broadcast enabled mobile phones in targeted areas. The alerts and can be written and sent by the WCEM Committee or NEMA through the Monitoring, Alerting and Reporting (NEMA MAR) team. More information about Emergency Mobile Alerts can be found here.

## National Warning System (NWS)

The National Warning System is an online tool used by NEMA to issue hazard alerts and warnings. These are then picked up by other agencies and relayed through a variety of channels. The system is operated by NEMA and monitored 24/7 by the WCEM Committee Duty Officer.

## Alternate communication

Alternate forms of communication, such as a backup VHF/UHF radio network and Starlink satellite systems, are maintained and available to the WCEM Committee should internet and phone services become unavailable in an emergency.



*Testing satellite communications systems (Photo credit: WCEM)*

## Declaring a state of local emergency

When an emergency[6] occurs and extraordinary powers from the Act are required to effectively coordinate the response, a state of local emergency may be declared (**s120**). A declaration is not required to activate EM plans and resources, and not all emergency events require a declaration.

Where possible, prior to the decision to declare an emergency, consultation with NEMA through the Regional Emergency Management Advisor (REMA) occurs. Additionally, where possible, all impacted agencies and organisations are consulted including emergency services, iwi, and any impacted essential infrastructure and welfare providers.

A copy of the declaration must be sent as soon as possible to the NEMA MAR and the NEMA REMA for that region, by the person (as specified in **s53** of the Act) who makes the declaration. The person who makes the declaration must also give notice to the public by any means of communication that is reasonably practicable in the circumstances and ensure that the declaration is also published in the Gazette (the official Government newspaper) as soon as practicable.

A state of emergency comes into force at the time and date that a declaration is made and expires seven days after coming into force unless terminated prior. Before a state of emergency expires, a person authorised by **s53** of the Act to make a declaration of local emergency for an area may, by declaration, extend the state of emergency as set out in the Act.

In accordance with **s53** and **s54**, the Chairperson (or Deputy Chairperson) of the West Coast Regional Council may declare a state of local emergency for any part of the region. Within their own district boundaries, Mayors, Deputy Mayors, and authorised elected members may also declare a local state of emergency. The authorised persons for making a declaration within the WCEM Committee area are as follows:

| Organisation | Representative | Alternate |
|---|---|---|
| West Coast Regional Council | Chairperson | Deputy Chairperson |
| Buller District Council | The Mayor | Deputy Mayor/Elected member |
| Grey District Council | The Mayor | Deputy Mayor/Elected member |
| Westland District Council | The Mayor | Deputy Mayor/Elected member |

6 As defined by the Act

Any person authorised to declare a state of local emergency may also make a declaration extending or terminating a state of emergency in accordance with **s124-126** of the Act.

The Minister for Emergency Management and Recovery may declare a state of local or national emergency under **s120** of the Act. Under **s120** the Minister can declare a state of local emergency for the period between the public notification of election results in the local authority elections and the swearing-in of new elected representatives.

If a state of national emergency is declared by the Minister for Emergency Management and Recovery, any other state of emergency, then in force in the area to which the state of national emergency applies, ceases to have effect (**s126(2)(a)**). Under **s115** of the Act, the Minister for Emergency Management and Recovery may declare a state of national emergency exists over the whole of Aotearoa New Zealand or any area or district.

Transition periods are covered in the 'Recovery' section of this document.

## Lessons management process

There will be a debrief at the conclusion of any event for which there has been an activation of the Group ECC. The lessons management process will be managed by the WCEM Office on behalf of the WCEM CEG, who will report the findings to the WCEM Committee.

A copy of the findings will be communicated to all relevant agencies involved in the event. Findings will be incorporated into the WCEM Committee work programme as appropriate, and progress will be monitored by the CEG.

# Recovery – Supporting communities to rebuild and enhance their disaster resilience

## Introduction

Recovery is the coordinated efforts and processes to bring about the immediate, medium- and long-term holistic regeneration and enhancement of a community following an emergency. Recovery is not just about what happens after an emergency. How well we recover from events will depend on how well we have prepared to recover. Depending on the nature, scale and complexity of the emergency, recovery may take a short time or many years, possibly decades. Recovery not only needs to be holistic (considering the social, economic, natural, and built environments) – it must also address the long-term and include a Te Ao Māori lens across all the environments.

The role of the WCEM Committee is to plan for and carry out recovery activities, including the coordination of, and collaboration with, partners for effectiveness.



*Buller District Council infrastructure Recovery (Photo credit: BDC)*

## The transition to recovery

While recovery begins from the moment the event occurs, the transition from formal response activities to recovery activities starts once significant risk to life has been removed and basic services have been restored to impacted communities.

In more complex or larger-scale events, additional powers may be required to ensure a smooth transition to recovery. To aid this transition, provisions have been made within the Act to provide the Recovery Manager powers to manage, coordinate, or direct recovery activities (refer to **Part 4, Subpart 3**). The Act (**s153**) provides for EM Committees to give notice of a transition period following an emergency, where a state of local emergency has been declared. Notice is given by a person authorised by **s65** to do so. Where a transition period is required following a non-declared emergency, an application to the Minister for Emergency Management and recovery is required. The Minister for Emergency Management and recovery can also give notice of a local or National Transition Period. Guidance for EM Committees on requirements relating to local transition periods can be found here.

The WCEM Committee, with the Regional Controller and the Recovery Manager, will execute a formal acknowledgement of the transfer of control and accountability by:

- The Regional Controller making a formal report to the EM Committee and ensuring a Transition Plan is in place for handover.
- The EM Committee confirming the terms of reference of the Recovery Manager (this may be through an extraordinary or scheduled WCEM Committee meeting).
- The EM Committee, through its designated person, formally terminating the state of emergency (if one has been declared).
- The EM Committee, through its designated person, giving notice of a local transition period for the recovery phase (if one is required).

Local transition periods have a maximum duration of 28 days. They may be extended one or more times (for a further 28 days) or terminated at any time. If a local transition period is extended three (3) or more times, the person who has extended the period must give the Minister a copy of the Notice at the same time notifying the public. Where more than one territorial authority requires a transition period to be applied, authorisation will be by the Chairperson or Deputy Chairperson of the EM Committee.

In accordance with **s65** of the Act, the WCEM Committee must appoint at least one person as a person authorised to give notice of a local transition period for its area. Under **s65**, the appointed person(s) must be chosen from representatives of the members of the WCEM Committee, i.e. a member of the WCEM Committee. The WCEM Committee appoints the mayor of the affected district as that person, or in the case of a region-wide transition period, the Chair of the EM Committee. In their absence, the deputy mayor of the impacted district can give notice of a local transition period. The Minister for Emergency Management and Recovery may also give notice of a local or National Transition Period. Any person authorised to declare a notice of local transition may also extend or terminate a transition period in accordance with **Part 4**, **s159 and s161** of the Act.

## West Coast's recovery vision

A holistic approach to recovery is required, reflecting the social, built, economic and natural environments. The WCEM Committee's vision for recovery from emergencies recognises that people and their communities are central to recovery:

> ***'Our West Coast communities recover from emergencies in a way that strengthens wellbeing, restores livelihoods, and enhances resilience – guided by local values, inclusive partnerships, and a commitment to building back better for future generations.'***

The WCEM Committee and recovery support agencies will support communities to achieve this vision.

## Recovery principles

The WCEM Committee recovery principles are to:

**1.** Strengthen recovery capability and capacity across all agencies and the wider community.

**2.** Promote coordinated and standardised recovery activities amongst partner agencies.

To be able to achieve the recovery vision and principles, the following priorities, in addition to those mentioned in the National CDEM Plan (2015) (**Part 9, clause 154**) guide our work:

***Recovery actions***

- Protect the health, safety and security of people, animals and property.
- Be locally led, regional co-ordinated, nationally supported.
- Be responsive to the communities' concerns.
- Engage with the community in making recovery decisions.

***Recovery engagement***

- Whakaute – be respectful for each other as partners.
- Pono – be truthful and create genuine engagement opportunities.
- Kanohi ki te kanohi – meet in person.
- Tikanga a Iwi – follow iwi protocols and belief systems.

## Recovery outcomes

Recovery outcomes for an emergency will reflect the nature of affected communities, the communities' priorities and visions for the future, and the steps that need to be taken to fulfil that vision.

In the period immediately following the event, desired outcomes will reflect the immediate needs of communities. These might include food, water, the restoration of critical and essential infrastructures and access to information.

In the process of transition from response to recovery, the medium to long term outcomes that are desired by communities will start to emerge. This process forms the basis of an event specific recovery plan.



*Greymouth flood cleanup (Photo credit: Greymouth Star)*



*Flood protection Recovery work in Westport (Photo credit: Resilient Westport)*

## Our recovery structure

The recovery structure enables the delivery of objectives within the recovery plan. The recovery structure in the WCEM Committee (please refer to Figure 5, pg. 102) is flexible and adaptable to meet the requirements of the emergency.

The recovery role, at both the district and regional levels, includes:

- Coordinating and supporting the recovery process with communities and recovery staff.
- Continuation of response initiatives that support recovery.
- Re-provisioning and readiness for subsequent emergencies.
- Emphasise, both before and after events, reduction opportunities for those in a position to influence change.

### Governance

Effective and responsive governance is vital to achieving effective management of the recovery process. The EM Committee will provide the governance structure for recovery at the time of the emergency, in consideration of the nature and scope of the event and the needs of affected communities. This includes approving Terms of Reference, delegations and authorities and approving high-level plans and resources. The CEG will retain overall operational responsibility for implementing decisions made by the EM Committee. This includes receiving reports, monitoring recovery progress and allocating resources.

### The Regional Recovery Manager

The WCEM Committee has a permanently appointed Regional Recovery Manager and an alternate who can act on behalf of that person if required. The Act (**s65** and **s66**) set out the requirements relating to the appointment of Regional and District Recovery Managers.

Under **s70** and **s71** of the Act the Regional (or District) Recovery Manager coordinates the recovery activities across the West Coast, in liaison with local recovery agencies through the Regional (or District) Recovery Office. The Group Recovery Manager will liaise with the National Recovery Manager or Director of EM (**s73(2)**) as necessary. The Regional Recovery Manager is likely to be supported by staff (the recovery team) in the response and recovery phases of an emergency, where resourcing allows, to develop recovery plans and strategies. District Recovery Managers are responsible for the local coordination of recovery efforts, are appointed by the JSC following recommendations by territorial authorities, and report to their individual territorial authority. The Regional Recovery Manager will oversee and support local recovery efforts where required.

The Regional/District Recovery Manager ensures that:

- A suitable location is identified for the Recovery Office, and the office is sufficiently resourced.
- Planning, prioritising, and management functions are undertaken by the right agencies at the right time.
- Appropriate and timely reporting mechanisms are in place.
- The Regional and National Recovery Offices, EM Committee and Government are informed of significant issues as appropriate.
- Environment leads are appointed.
- Iwi are given opportunities to be involved across all aspects of the recovery.
- Recovery resources are identified and obtained as and when required.
- Affected communities, recovery partners and other stakeholders are informed about the impact of the event and progress of recovery.
- Affected communities and recovery partners are supported to identify emerging issues and develop collaborative solutions.

Reporting requirements of the Regional/District Recovery Manager include:

- Overseeing the development of the Regional/District Recovery Action Plan, to be received by the WCEM Committee CEG and EM Committee or relevant local authority elected members.
- Providing recovery update reports to CEG, EM Committee, the organisations undertaking recovery operations, and affected communities as per the Terms of Reference.
- Reporting on the use of transition powers under **s176** of the Act to the Director of EM and WCEM Committee at the earliest opportunity.
- Quarterly reporting relating to significant essential infrastructure recovery programmes.

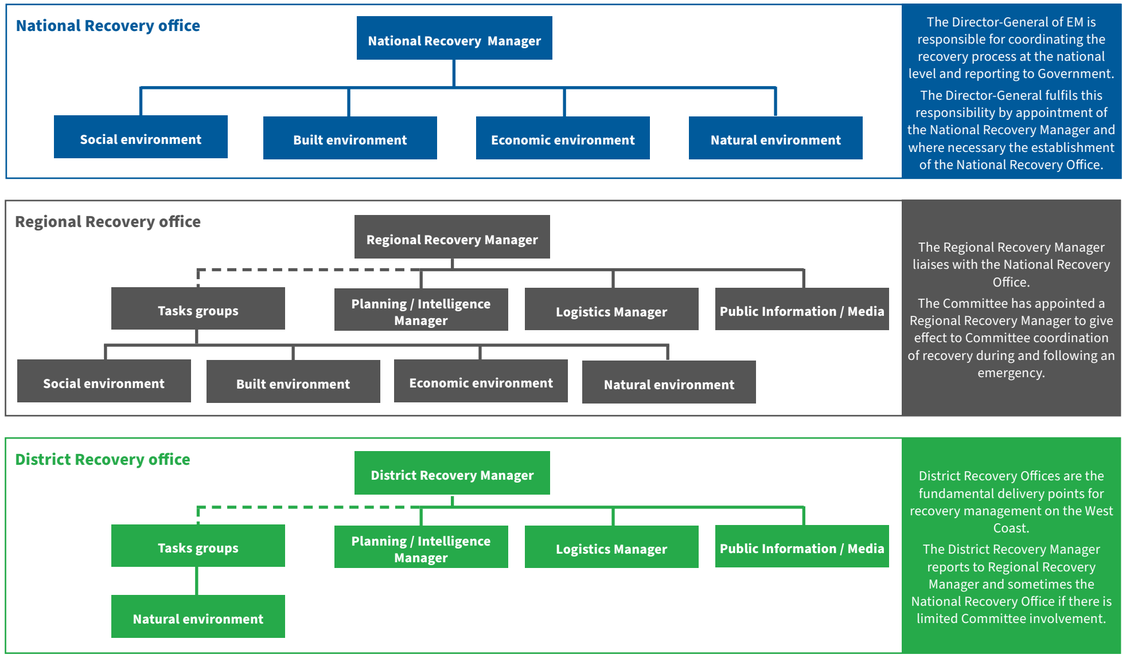



*Figure 5: The WCEM Committee Recovery Structure at the District, Regional and National levels.*

## The recovery environments

In recovery, activities across the recovery environments (social, built, economic and natural) are coordinated by the District and/or Regional Recovery Manager who reports to CEG. The cultural environment is interwoven as the 'golden thread' throughout the recovery environments and recognised in partnership. Examples of agencies which are involved in each of the recovery environment are listed below – please note this list is not exhaustive and other agencies and ministries may be involved depending on the needs of affected communities. NEMA is is the first point of contact to facilitate coordination of central government support.

### *Social environment*

- Ministry of Social Development – Work and Income / Te Manatū Whakahiato Ora
- Oranga Tamariki
- Health New Zealand - Te Whatu Ora
- Salvation Army
- Inland Revenue / Te Tari Taake
- Iwi and Poutini Waiora
- Kāinga Ora
- West Coast Rural Support Trust
- Victim Support
- New Zealand Red Cross
- Support agencies for people with disabilities
- Multicultural organisations
- Residents' and ratepayers' associations
- Insurance Claim Resolution Service
- Tourism representatives

### *Built environment*

- Housing New Zealand / Kāinga Ora
- Natural Hazards Commission / Toka Tū Ake
- Local Authority building inspectors
- Structural engineers
- Essential infrastructures
- Ministry of Business Innovation and Employment/ Hīkina Whakatutuki
- Waka Kotahi / NZ Transport Agency

### *Economic environment*

- Ministry of Social Development
- Inland Revenue / Te Tari Taake
- Banking sector
- Insurance sector
- Ministry for Primary Industries / Manatū Ahu Matua
- Mining and forestry companies
- Development West Coast
- Primary industry organisations, including West Coast Rural Support Trust and Federal Farmers

### *Natural environment*

- Department of Conservation / Te Papa Atawhai
- West Coast Rural Support Trust
- West Coast Regional Council
- Industry organisations (e.g., Mining and forestry)
- Forest and Bird

## Resourcing recovery

Recovery is an intensive process which requires a significant amount of resources and coordination from the Local Authority, WCEM Committee, and organisations represented on the Recovery Committee. This can have significant impacts on the staff and organisations involved.

Learnings from past recoveries[7] show that critical success factors in terms of resourcing recovery include:

- Ensuring the right resources are appointed to the Regional Recovery office and are released from their day jobs to focus on recovery, with their BAU roles backfilled.
- Ensuring governance and management support is in place.
- Relationships, trust and communication pathways are built with organisations involved in recovery before and during emergency events.
- The public information management function in recovery is well resourced and managed to inform and engage communities in recovery.
- The wellbeing of the recovery team is prioritised to ensure recovery operations are sustainable.

## Financial arrangements

In recovery, the Recovery Manager has a dedicated budget and is responsible for its management. Costs incurred during an emergency are normally charged to a dedicated emergency account within the council accounting system and re-apportioned after the event if the external funding thresholds have been exceeded.

Each agency has a requirement to manage their own risks including the provision of adequate financial resources for emergency contingencies. Territorial Authorities meet their obligations through a combination of budget provision, financial reserves, insurance, and support from national agencies such as Waka Kotahi.

The WCEM Committee aligns to council policy in relation to meeting koha and reimbursement of costs to iwi which have been authorised by the Recovery Manager.

Cash donations are the preferred source of aid and mayoral relief funds will be set up to collect and distribute this aid as required.

**Part 10 s162-163** of the National CDEM Plan (2015) defines the principles for central government financial support both for the response and recovery phases. **Section 33** of the Guide to the National CDEM Plan (2015) provides more specific principles for the provision of recovery assistance.

7 Learning from Regional Recovery Events: A Practical Guide for Territorial Authorities and Local Recovery Managers



## The exit from recovery

Although the duration of each recovery period cannot be determined prior to an event, recovery nevertheless needs to be a finite process. The Regional Recovery Manager is responsible for ensuring the transition from recovery to business as usual occurs as quickly and effectively as possible. This transition needs to be carefully planned and properly managed through the development of an exit strategy.

A recovery exit strategy, required under **clause 158** of the National CDEM Plan 2015, sets out the staged plan for withdrawing formal recovery assistance to the level of business as usual. Exit strategies are developed early in the recovery process and are bespoke to the consequences of the emergency.

The exit strategy identifies work that needs to be completed and the steps that need to be taken to make this transition. It is unlikely that all aspects of the transition to business as usual will happen at the same time – a staged approach may need to be utilised. For example, psychosocial recovery from an event generally lasts longer than other aspects of recovery.

The exit strategy will ensure that affected people and communities continue to receive services that support business as usual, that lessons identified from the event are recorded, and actions are taken to reduce hazards that contributed to the impact of the emergency.

The exit strategy must include:

- A description of assistance required in the long term.
- A transition plan to business-as-usual so as to manage long-term recovery.
- How planning and reporting will continue in the long term.
- How public information and communications will be managed.
- Opportunities for communities to discuss unresolved issues and to continue to participate in their recovery.
- Changes to organisational arrangements, including the need for recovery environment sector groups.
- A plan for how debriefing and reviewing will occur.

Outcomes of debriefs and reviews are presented to the CEG and EM Committee and will be included in amended work programmes, council annual plans and local arrangements, or where more appropriate, and added into the next iteration of the Regional Plan.

A critical element of the transition to business as usual is keeping all parts of the community informed. Affected communities and individuals should know where they can go for any advice and support they still need as part of their continuing recovery from the event. For more information on the transition from recovery to business as usual, please refer to the NEMA Recovery Preparedness and Management [DGL 24/20].

## What we want to achieve – Recovery

The following objectives outline what the WCEM Committee would like to achieve over the course of 2027-2032. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the West Coast region.

> *Our recovery goal: Our communities are enhanced by the coordinated efforts and processes used to bring about immediate, medium-term, and long-term holistic regeneration and enhancement following emergencies.*

| Objective | Activities to support objective |
|---|---|
| **13. An appropriate structure is implemented following an event that provides a consistent strategic approach to recovery across the 4Rs.** | **a.** Ensure the WCEM Regional Recovery Manager is appropriately trained and resourced to enable effective planning and implementation of Recovery requirements from the initial stages of response. |
| | **b.** Develop a Regional Recovery Plan that identifies the roles and responsibilities of the WCEM Committee members and partners and communities, and includes strategic planning for recovery. |
| | **c.** Ensure the WCEM Committee members and partners have plans for delivery of recovery across the recovery environments, including financial arrangements. |
| | **d.** Conduct recovery training and exercising to review and ensure arrangements are appropriate. |
| | **e.** Review recovery lessons from previous regional and national responses and implement these into the WCEM Regional Recovery structure as appropriate. |
| | **f.** Consider recovery planning in cross-boundary issues and arrangements for widespread national events, e.g., AF8. |
| **14. West Coast communities are engaged in recovery and able to effectively contribute.** | **a.** Discuss local recovery issues with our communities to determine potential recovery needs prior to events. |
| | **b.** Provide effective mechanisms to enable the community to contribute to recovery planning and delivery. |
| **15. Recovery planning and delivery includes our key economic sectors.** | **a.** Identify and include key representatives of our key economic sectors, including Primary industries, tourism, and mining, as part of the recovery structure across the 4Rs. |
| **16. Our natural and cultural heritage is central to our recovery from emergencies.** | **a.** Effectively engage Te Rūnanga o Ngāti Waewae, Ngāti Makaawhio and Ngāi Tahu in all aspects of recovery planning and delivery. |
| | **b.** Work with appropriate agencies to ensure identification of critical natural assets and areas of high natural value and the recovery requirements of these across variety of hazards. |

# Monitoring and evaluation

Monitoring and evaluation throughout the lifecycle of the Regional Plan ensures the WCEM Committee is on track to meet the strategic vision and objectives in Part 3 of this plan.

Monitoring involves tracking progress against the Regional Plan or performance against standards, generally using qualitative data.

Evaluation measures effectiveness and compares what is happening against what was planned (goals, objectives, and actions) and interprets the reasons for differences.

The main objectives of monitoring and evaluation are to:

- Enhance organisational oversight.
- Ensure informed decision-making.
- Support substantive accountability.
- Build capacity and capability.

Monitoring and evaluation of this Regional Plan will take place through the following mechanisms.

***Governance***

- The annual work programme, approved by CEG, will be aligned to this Regional Plan.
- CEG meetings will be used to formally report on progress towards achieving the objectives and activities outlined in this plan.

***The WCEM Office***

- The WCEM Office staff will conduct an annual check to ensure the Regional Plan is still accurate and legislatively compliant. Legislative requirements of an EM Committee regarding monitoring and evaluation are outlined in **s29(1)(h)** and **s29(1)(i)** of the Act.
- There is not a current/up to date National Assurance Framework or Monitoring & Evaluation programme available from NEMA. When a National Assurance Framework or Monitoring Evaluation programme is developed, the WCEM Committee will investigate how this can be applied at the regional level for monitoring and evaluation purposes.
- Following activation of the ECC or District EOCs for either response or exercise purposes, the performance of the EM system is evaluated through debrief and/or review processes. Areas of improvement from this process will be prioritised and integrated into the annual work programme [internal document] as appropriate.
- An Improvement Action Plan is maintained; actions are regularly reviewed and prioritised, and progress on the achievement of actions monitored by the CEG. Where necessary, annual work programmes are amended to ensure key lessons identified are implemented.
- Community resilience surveys are used to understand long term resilience trends and progress.
- Monitoring is conducted across the work programme within LTPs, including quarterly reports to all councils.
- The WCEM Office staff will evaluate the Regional Plan/Work Plan to ensure these meet the members requirements regarding timing and delivery.

# APPENDICES





## Appendix A: Acronyms

| | |
|---|---|
| **4Rs** | The four areas of emergency management: Reduction, Readiness, Response and Recovery |
| **AF8** | Alpine Fault project |
| **AP** | Annual Plan |
| **BCM** | Business Continuity Management |
| **BDC** | Buller District Council |
| **CEG** | Coordinating Executive Group |
| **CEO** | Chief Executive Officer |
| **CIMS** | Coordinated Incident Management System |
| **CMA** | Coastal Marine Area |
| **EAC** | Emergency Assistance Centre |
| **ECC** | Emergency Coordination Centre |
| **EM** | Emergency Management |
| **EOC** | Emergency Operations Centre |
| **Fire and Emergency NZ** | Fire and Emergency New Zealand / Whakaratonga Iwi |
| **GDC** | Grey District Council |
| **ICP** | Incident Control Point |
| **EM Committee** | Emergency Management Committee |

| | |
|---|---|
| **LTP** | Long Term Plan |
| **LUC** | Lifeline Utility Coordinator |
| **MBIE** | Ministry of Business, Innovation and Employment / Hīkina Whakatutuki |
| **MPI** | Ministry for Primary Industries / Manatū Ahu Matua |
| **MSD** | Ministry of Social Development / Te Manatū Whakahiato Ora |
| **NEMA** | National Emergency Management Agency / Te Rākau Whakamarumaru |
| **NCC** | National Coordination Centre |
| **NCMC** | National Crisis Management Centre |
| **NZDF** | New Zealand Defence Force / Te Ope Kātua o Aotearoa |
| **NZTA** | New Zealand Transport Agency Waka Kotahi |
| **PIM** | Public Information Manager |
| **WDC** | Westland District Council |
| **WCEM** | West Coast Emergency Management |
| **WCG** | Welfare Coordination Group |
| **WCRC** | West Coast Regional Council |

# Appendix B: Definitions

***[The] Act***

Refers to the Emergency Management Act 2026. Replacing the Civil Defence Emergency Management Act 2002, the Act came into force on 4 September 2026 and is the legal framework for emergency management.

***AF8***

The Alpine Fault programme is a joint programme between all six South Island EM Committees and the science sector that includes scientific modelling, coordinated response planning, and community engagement, designed to build resilience to the next Alpine Fault earthquake.

***Coordinating Executive Group (CEG)***

The Coordinating Executive Group, established under **s42** of the Act. Comprised of representatives from Local Authorities and emergency services. Functions include providing advice to the EM Committee and any sub-groups of the EM Committee; co-ordinating and overseeing as appropriate the implementation of decisions of the EM Committee by the EM Office or by individual members; and overseeing the implementation, development, maintenance, monitoring, and evaluation of this Plan.

***Coordinated Incident Management System (CIMS)***

The scalable framework to assist in effective, efficient and consistent response to an incident / emergency management.

***Emergency***

In the Act **Part 1(6)**,

> *an emergency is a situation that -*
>
> *(a) is the result of any happening, whether natural or otherwise; and*
>
> *(b) causes or may cause either or both of the following:*
>
> *(i) the loss of human life or injury, illness, or distress to people; or*
>
> *(ii) a threat, in any way, to the safety of the public or property; and*
>
> *(c) requires a significant and co-ordinated response under this Act (for example, because emergency services are unable to adequately address it)..*

***Emergency Management (EM)***

Emergency Management (EM):

- Is the application of knowledge, measures, and practices that are necessary or desirable for the safety of the public or property; and
- Is designed to guard against, prevent, reduce, recover from, or overcome any hazard or harm or loss that may be associated with any emergency; and
- Includes, without limitation, the planning, organisation, coordination and implementation of those measures, knowledge, and practices.

***Emergency Management Committee (EM Committee)***

An Emergency Management Committee (EM Committee) is established under **s25** of the Act to provide oversight and strategic direction to its member authorities and agencies.

***Emergency Coordination Centre (ECC)***

Means the established facility where the regional response to an event may be managed and supported.

***Emergency Operations Centre (EOC)***

Means the established facility where the District response to an event may be managed and supported.

***Emergency Services***

The New Zealand Police, Fire and Emergency New Zealand, St John and providers of health and disability services.

***Essential infrastructure provider***

Means an entity named or described in Schedule 3 of the Act.

***Hazard***

Means something that may cause, or contribute substantially to the cause of, an emergency.

***Hui***

Meaning to gather, congregate, assemble or meet.

***Incident Control Point (ICP)***

The facility where site response to an incident is managed and controlled.

***Lead Agency***

Means the organisation with the current responsibility for managing an emergency as per the National CDEM Plan (2015).

***Mahi***

Meaning to work, do, perform, make, accomplish, practise, raise (money).

***Minister***

Means, subject to any enactment, the Minister of the Crown who, with the authority of the Prime Minister, is for the time being responsible for administration of the Act.

***National Coordination Centre (NCC)***

Based in Wellington and staffed by members of NEMA who generally work from the National Crisis Management Centre (NCMC). Other agencies will have their own NCCs staffed by their own staff.

***National Crisis Management Centre (NCMC)***

A secure, all-of-government coordination centre used by agencies to monitor, support or manage a response at the national level.

***National Welfare Coordination Group (NWCG)***

Provides strategic oversight for the planning and development of integrated welfare services. The NWCG provides coordination at the national level, and support to EM Committees at the regional level.

***Readiness***

Means developing operational systems and capabilities before an emergency happens, including self-help and response programmes for the general public, and specific programmes for NEMA, EM Committees, local authorities, emergency services, essential infrastructure providers, and other agencies'.



***Recovery***

Means the coordinated efforts and processes used to bring about the short, medium, and long-term holistic regeneration and enhancement of a community after an emergency.

***Recovery Manager***

Means the National Recovery Manager, or a Regional Recovery Manager, and includes any person acting under the authority of the National Recovery Manager or a Regional Recovery Manager.

***Reduction***

Means identifying and analysing risks to life and property from hazards, taking steps to eliminate those risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an acceptable level.

***Regional Controller***

The person appointed under **s56** of the Act with those functions set out in **s61** of the Act. The Regional Controller must, during a state of emergency for the area for which the Regional Controller is appointed, direct and coordinate the use of personnel, materials, information, services, and other resources made available by other departments, EM Committees, and other persons.

***Regional Plan***

Means a plan prepared and approved under **s97** of the Act.

***Response***

Means the actions taken immediately before, during, or directly after an emergency to save lives and property, and to help communities recover.

***Risk***

Means the likelihood and consequences of a hazard.

***Standard Operating Procedure (SOP)***

Refers to a document describing a formally established set of operational procedures that are the commonly accepted method for performing certain emergency management tasks.

***Welfare Coordination Group (WCG)***

A collective of welfare services agencies that provides a mechanism for collaboration and coordination between agencies to plan for and establish arrangements for the effective delivery of welfare services and develops work programmes.

***West Coast Emergency Management (WCEM) Office***

Carries out functions as are assigned to it by the WCEM Committee.

***Whānau***

Meaning extended family, family group, a familiar term of address to a number of people - the primary economic unit of traditional Māori society. In the modern context the term is sometimes used to include friends who may not have any kinship ties to other members.

***4Rs***

Means the Aotearoa New Zealand approach to emergency management: Reduction, Readiness, Response, and Recovery.



# Appendix C: References

## Available online

- AF8 SAFER (South Island/Te Waipounamu Alpine Fault Earthquake Response) Framework

https://af8.org.nz/media/tmkaaiwe/af8-safer-framework-2018-lr.pdf

- AF8 [Alpine Fault magnitude 8] website

https://af8.org.nz/

- Best Practice Guide (BPG) 05/10 Development Needs Analysis

https://www.civildefence.govt.nz/guidance-training/guidelines/bpg/development-needs-analysis

- Buller District Council Long Term Plan

https://bullerdc.govt.nz/media/z0udrkyb/21-31-ltp-final-with-audit-report.pdf

- CDEM Group Planning [DGL 09/18]

https://www.civildefence.govt.nz/cdem-sector/guidelines

- Continuity and contingency planning

https://www.business.govt.nz/risks-and-operations/planning-for-the-unexpected-bcp/continuity-and-contingency-planning

- Coordinated Incident Management System (CIMS): Third Edition

https://www.civildefence.govt.nz/assets/Uploads/documents/cims/CIMS-3rd-edition-FINAL-Aug-2019.pdf

- Climate change: Effects and impacts

https://www.mpi.govt.nz/dmsdocument/26800-regional-summary-effects-and-impacts-west-coast-2010

- Directors Guidelines (DGL) 10/19 CDEM Exercises

https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/10/19-exercises/DGL-10-19-CDEM-exercises.pdf

- Donated Goods Management Planning: Best Practice Guide [BPG 2/06]

https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/best-practice-guides/05/10-development-needs-analysis/bpg-02-06-donated-goods-management-planning.pdf

- Emergency Management Act 2026

https://www.legislation.govt.nz/act/public/2026/53/en/latest/#LMS1022328

- Emergency Mobile Alerts

https://www.civildefence.govt.nz/get-ready/civil-defence-emergency-management-alerts-and-warnings/emergency-mobile-alert

- 'Get Ready' website

https://getready.govt.nz/

- Grey District Council 2021-2031 Long Term Plan

https://www.greydc.govt.nz/repository/libraries/id:2cvtsvtyv1cxbyz1k6uz/hierarchy/sitecollectiondocuments/Your_Council/Council_Publications/long-term-plans/Final2021-2031GreyDC_LTP.pdf

- GNS National Seismic Hazard Model: West Coast Factsheet

https://www.gns.cri.nz/assets/Research-projects/NSHM/Regional-results-update/WestCoast.pdf

- GNS Active Faults Database

https://www.gns.cri.nz/data-and-resources/new-zealand-active-faults-database/

- Logistics in CDEM [DGL 17/15]

https://www.civildefence.govt.nz/cdem-sector/guidelines/logistics-in-cdem

- National Civil Defence Emergency Management Plan Order (2015)

https://www.legislation.govt.nz/regulation/public/2015/0140/latest/DLM6486453.html?src=qs%20

- National Disaster Resilience Strategy (2019)

https://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-disaster-resilience-strategy

- Neighbourhood support

https://www.neighbourhoodsupport.co.nz/join-now



- National Vulnerability Study

https://nzlifelines.org.nz/wp-content/uploads/2025/08/nva_part_c_sectors_and_hazards_v1_0_sept_2023.pdf

- NEMA Recovery framework and guidance

https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery/recovery-framework-and-guidance

- NEMA Recovery preparedness and management – Director's Guideline for CDEM Groups [DGL 24/20]

https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/DGL24-20/Recovery-DGL24-20-Full-Version.pdf

- Risk Assessment: Guidance for CDEM Group Planning [DGL 23/22]

https://www.civildefence.govt.nz/cdem-sector/guidelines

- South Island Priority Routes Project

https://www.civildefence.govt.nz/assets/Uploads/documents/resilience-fund/2023-24/2023-13-Priority-Routes-Evaluation-Report_Final.pdf

- Strategic Planning for Recovery [DGL 20/17]

https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/20/17-strategic-planning-recovery/Strategic-Planning-for-Recovery-DGL-20-17.pdf

- Technical Standard (T/S) 02/09, CDEM Competency Framework

https://www.civildefence.govt.nz/guidance-training/guidelines/technical-standards/cdem-competency-framework

- Te Tiriti o Waitangi | The Treaty of Waitangi

https://www.tepapa.govt.nz/discover-collections/read-watch-play/maori/treaty-waitangi/treaty-close/full-text-te-tiriti-o

- The Guide to the National Civil Defence Emergency Management Plan (2015)

https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guide-to-the-national-cdem-plan/Guide-to-the-National-CDEM-Plan-2015.pdf

- The New Zealand Gazette

https://gazette.govt.nz/

- Tsunami Evacuation Zones: West Coast

https://gis.westcoast.govt.nz/custom-apps/tsu-map-switcher/

- Tsunami Hīkoi week information

https://getready.govt.nz/emergency/tsunami/tsunami-hikoi

- Volunteering NZ

https://www.volunteeringnz.org.nz/finding-volunteer-roles/?gad_source=1&gclid=Cj0KCQiAkoe9BhDYARIsAH85cDPM5QT0xxTIP4OrLPS9zehis7LEEa78Jmv2x-QnaaCQWhzbLzc25_IaApqbEALw_wcB

- Welfare services in an emergency [DGL 11/15]

https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/11/15-welfare-services/dgl/Welfare-Services-in-an-Emergency-Directors-Guideline.pdf

- West Coast Emergency Management Facebook page

https://www.facebook.com/emergencywestcoast

- West Coast Emergency Management website

https://westcoastemergency.govt.nz/contact/volunteer-for-civil-defence/

- Westland District Council 2021-2031 Long Term Plan

https://www.westlanddc.govt.nz/your-council/plans-policies-and-bylaws/long-term-plan/

### Available on request

- West Coast Emergency Management Committee:
  - Readiness and Response Committee Terms of Reference
  - Welfare Coordination Group Terms of Reference
  - Lifelines Utilities Group Terms of Reference
  - Hazard Summaries [once completed]
- NEMA Partnership Charter



# Appendix D: Other useful links

### Emergency Management Facebook pages:

- West Coast Emergency Management Group: https://www.facebook.com/emergencywestcoast/
- National Emergency Management Agency: https://www.facebook.com/nemagovau

### Local Authorities Facebook pages:

- West Coast Regional Council: https://www.facebook.com/WestCoastRegionalCouncil
- Buller District Council: https://www.facebook.com/bullerdistrictcouncil
- Grey District Council: https://www.facebook.com/GreyDC
- Westland District Council: https://www.facebook.com/westlanddistrictcouncil

### Other organisations Facebook pages:

- Geonet: https://www.facebook.com/geonetnz
- MetService New Zealand: https://www.facebook.com/MetService
- NZ Transport Agency Waka Kotahi: https://www.facebook.com/nztransportagency

WEST COAST
EMERGENCY MANAGEMENT