

Civil Defence Emergency Management

Group Emergency Welfare Plan



CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP

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Plan approved: 
Chairman Otago CDEM Group

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1. Introduction

1.1 Purpose

The purpose of this Otago Group Emergency Welfare Plan is to provide direction and clarity for the coordination of welfare planning, response and recovery in a emergency management context.

This document should be read in conjunction with:

- Otago Civil Defence Emergency Management Group Plan
- Local Welfare Plans
- Otago CDEM Recovery Plan
- Guide to the National Civil Defence Emergency Management Plan, s12 Welfare
- Welfare in an emergency: Director's Guideline for CDEM Groups [DGL 11/10]
- Mass evacuation planning: Director's Guideline for CDEM Groups [DGL 07/08]
- Recovery management: Director's Guideline for CDEM Groups [DGL 4/05]
- Spontaneous Volunteer Management Planning, CDEM Best Practice Guide BPG3/06
- Donated Goods Management Planning, CDEM Best Practice Guide BPG2/06
- Administrative arrangements for welfare support during an influenza pandemic

1.2 Context

This Plan is a supporting document to the Otago Civil Defence Emergency Management Group Plan. The geography, context and risk profile that the Group operates within are described in the Group Plan and member authority Local Emergency Plans. The general approach of this Plan is one of Group coordination and localised delivery.

The term welfare means the response that territorial authorities and partner social service agencies will deliver to those people directly affected by an emergency. This includes the provision of food, shelter, clothing, financial assistance, psychological support and extends through response and recovery. Emergency welfare response is a coordinated action undertaken by government and non-government social service agencies and organisations (referred to as welfare agencies in the Plan) and communities themselves to ensure individuals, families/whanau and communities affected by an emergency have information on, and access to, the range of services available to or needed by them. Emergency welfare includes the collection and assessment of social impact information to support an appropriate social response.

The CDEM Group, through the Co-ordinating Executive Group (CEG), will take the lead in coordination and management of welfare planning, response and recovery. This means that whilst this Group Welfare Plan will provide direction and clarity, it is up to the locals (led by the respective local emergency management office) to implement arrangements that suit the local context. Likewise, the CDEM Group, through the Group Emergency Management Office, and in partnership with MSD, will ensure that regional level agencies are coordinated to support the local response. Ministry of Civil Defence & Emergency Management coordinates with national level agencies.

This Plan is effective from 2 September 2013 when it was approved by the Otago Region CDEM Group.

The plan has been developed with knowledge of the MCDEM 'Arrangements for Delivery of Welfare Services in Emergencies Corrective Action Plan' document which came from the review of all welfare response activities involved in the Canterbury and Christchurch earthquakes. However further Welfare delivery and arrangement may require some changes to the Otago Emergency Welfare Plan within its first 12 months. These will be brought back to the CDEM Group committee. Apart from

these changes the plan is expected to remain in place until a five year review in 2018 or following any review of the Otago CDEM Group Plan.

1.3 Assumptions

There are a number of assumptions that this Group Emergency Welfare Plan is based upon, namely:

- Emergency welfare arrangements are addressed across the 4R's of reduction, readiness, response and recovery,
- The Welfare Co-ordinating Group is chaired by the Ministry of Social Development supported by the Group Welfare Manager and Group Emergency Management Office,
- Local emergency welfare plans reflect the arrangements made at the national and Group level with a practical application of those arrangements within communities,
- Information, including personal information where appropriate, will be shared by agencies to expedite emergency responses.

Assumptions with regard to community response include:

- When evacuation is recommended (or required) some evacuees will:
 - Seek refuge with friends or family
 - Go to commercial accommodation rather than emergency welfare centres
 - Go to local marae or a community organisation facility for shelter
- Some people not at risk may self-evacuate, some of whom will seek or need assistance,
- Not all of those that are evacuated or displaced will require welfare assistance,
- This Plan also provides for those who remain in situ (either by choice, circumstance or direction) and those who self-evacuate.

2. Welfare coordination

A significant function of the CDEM Group is to ensure that the emergency welfare needs of communities are supported. To achieve this, a planned and structured approach to emergency welfare planning and delivery is essential.

2.1 Local welfare coordination

The territorial authority members of the CDEM Group will liaise with local welfare and social service agencies. Together these agencies will:

- Identify the potential emergency welfare needs of the community,
- Put in place plans and arrangements to coordinate and deliver community support using local agencies (a local emergency welfare plan),
- Train and exercise together to practice local emergency welfare arrangements and build relationships,
- Work together in respect to risk identification, reduction and readiness activities.

During response the Local Welfare Manager will coordinate the emergency welfare response under the direction of the Local Controller. Members of the local emergency welfare committee will work together to ensure a timely, consistent and coordinated response to the people affected. The Local Emergency Welfare Manager will liaise closely with the Group Emergency Welfare Manager to ensure an understanding of the local situation and potential support required has been shared. Local emergency management offices are responsible for developing, reviewing and implementing a (local) emergency welfare action plan, as part of wider emergency response action planning..

During the transition and into recovery, close liaison between the Local Recovery Manager, Local Emergency Welfare Manager and local agencies will be important to ensure that community needs continue to be met.

2.2 Group emergency welfare coordination

During risk identification, reduction and readiness, the Group Emergency Management Office, will liaise and coordinate when appropriate with the regional social service agencies. Together the Group Emergency Welfare Manager and members of the Group's Welfare Co-ordinating Group (WCG) will:

- Identify potential welfare coordination needs within the Group
- Maintain the Group Emergency Welfare Plan to provide direction and clarity for the coordination of welfare planning, response and recovery for application in any significant emergency context.
- Conduct and participate in Welfare Co-ordinating Group meetings
- Assist Local Emergency Welfare Managers
- Participate in Group level exercises and training

Terms of reference have been prepared for the Otago CDEM Group's Welfare Co-ordinating Group and are included in the CDEM Group Plan. The terms of reference are included at Annex A in section 10 of this Plan for completeness. The WCG meets at least twice per year and is chaired by the Ministry of Social Development Regional Commissioner or their representative.

During response the Group Emergency Welfare Manager will coordinate welfare support to Local Emergency Welfare responses, in conjunction with the Chair of the WCG, under the direction of the

Group Controller. WCG members will be notified when the Group ECC is activated. Agencies will be updated as required by the event.

As recovery progresses the coordination of community support will transition to business as usual. This may revert to coordination by the Chair of the WCG with support from the Group Welfare Manager, or others. Close liaison with the Group Recovery Manager will be required to ensure that all parties are comfortable with the services being coordinated and the manner in which these are being managed.

2.3 National emergency welfare coordination

At the national level the National Welfare Coordination Group (NWCG) has been established to facilitate and coordinate national level strategic planning and coordination of welfare during response and recovery. Further detail on the role of the NWCG is contained in the National CDEM Plan and the Director’s Guideline: Welfare in an emergency.

The Ministry of Social Development chairs the NWCG and convenes regular meetings for agencies involved in the response and recovery effort. Member agencies and their roles and functions are specified in the National CDEM Plan, s12. These functions include: care services for children and young people; psychosocial support; enquiry and identity; the Government Helpline, financial assistance; accommodation and companion animal welfare.

Information from the NWCG is communicated through national agency reporting lines and through MCDEM for CDEM Groups.

2.4 Activation of a welfare response

Activation of emergency welfare response is determined either by the local emergency management office in responding to a local community need, or at the request of the Group Controller to support CDEM Group response. To expand the emergency welfare context of the Group’s response matrix, contained in the CDEM Group Plan, the following table is a guide to welfare activation. Circumstances on the day may dictate different levels of activation and coordination.

Every effort should be made to utilise the welfare response when dealing with emergency response at all levels and whether declared or not. Consistency of approach and delivery of support is essential for those impacted by emergency events. Central Government has the provision to reimburse support costs for both declared and non declared events and the early involvement of Civil Defence Emergency Management is encouraged to ensure a seamless delivery of welfare services to those affected.

Event Type	Event Status / Procedures	GECC / EOC Roles	Controllers’ Roles
1 Local Incident: Can be dealt with by Emergency Services and/or Local Authority resources alone. Specialists may be required for specific circumstances.	No Declaration. CIMS structures and principles used to manage Incident. Lead agency depends on Incident type.	EOCs may be alerted or be partially operative in support of the Lead Agency.	Local controller notified if EOC involved.

<p>2 Local multi agency Incident: Can be dealt with by Emergency Services and/or Local Authority resources though remote support (ICP) likely to be required. Specialists may be required for specific circumstances.</p>	<p>No Declaration. CIMS structures and principles used to manage Incident. Local authority may assume coordinating role for functions agreed on the day.</p>	<p>EOC in Key Support Agency role. Local Authority EOC partially or fully activated and co-ordinating agreed functions. Possibility of GECC partially activated in monitoring role</p>	<p>Local Controller coordinating the agreed functions. Group Controller notified.</p>
<p>3 Imminent or State of Local Emergency involving a single TLA: The event may not or cannot be able to be managed without the adoption of emergency powers.</p>	<p>Declaration of state of local emergency in a single TLA is being considered, or has been deemed necessary. Declaration can be for an entire district or one or more wards.</p>	<p>EOC fully activated and is coordinating response and management of the emergency. GECC and adjacent EOCs alerted or partially activated to monitor the situation and ready to respond if the situation deteriorates.</p>	<p>Local Controller exercising statutory powers. Group Controller supporting the Local Controller, and giving consideration to further escalation. Adjacent CDEM Groups and National Controller notified.</p>
<p>4 Imminent or State of Local Emergency that is regionally significant: The event impacts on one TLA but requires response and resources from outside that TLA, OR The event impacts on two or more TLAs within Otago, OR Co-ordinated assistance is required to support an adjoining CDEM Group.</p>	<p>Declaration of state of local emergency in Otago is being considered, or has been deemed necessary, that involves the entire CDEM Group area or one or more districts, OR an adjacent CDEM Group requires assistance.</p>	<p>GECC and all EOCs fully activated. NCMC and adjacent GECCs may be alerted or partially activated to monitor the situation and be ready to respond if the situation deteriorates.</p>	<p>Group Controller exercising statutory powers. National Controller giving consideration to further escalation. Local Controllers responding to priorities set by the Group Controller.</p>
<p>5 Imminent or State of National Emergency.</p>	<p>Declaration of state of national emergency is being considered, or has been deemed necessary.</p>	<p>NCMC, GECCs and all EOCs fully activated</p>	<p>National Controller exercising statutory powers Group Controller responding to priorities set by the National Controller. Local Controller responding to priorities set by the Group Controller</p>

2.5 Transition from response to recovery

Following an emergency, the ongoing welfare needs of a community will exist well beyond the state of emergency or activation and even beyond the period of interest by the media. It is important that during the development of the welfare action plan, thought is given to the strategic withdrawal of emergency welfare support and coordination. The ongoing needs of a community should be met by the business as usual practices of social service agencies and the communities themselves. In providing welfare services the emphasis should always be community focused. The provision of a community centre is one option.

- Community Emergency Centre/Welfare Centres (Supervisor) – regularly address each of the functions being provided at the centres. Consider whether:
 - The service is still in demand
 - The service can be moved, scaled back or stopped all together
 - The centre’s hours of operation can be limited
 - The amalgamation of centres can still service the communities in need
- EOC (Local Emergency Welfare Manager) – regularly review the emergency welfare action plan and to consider emergency welfare responses and EOC activities. Consider:
 - Are services strategically located?
 - Do the functions of the emergency welfare component of the EOC need to continue?
 - Is coordinated reporting essential to decision making or just for information?
 - The views of social service agencies.
 - The completion of tasks and the possibility of new tasks being requested by agencies or the Local Controller.
 - The support required by the Local Recovery Manager to coordinate welfare recovery.
- Where emergency welfare services are still required, is the lead agency for that service in a position to continue without the involvement of the CDEM Group?
- Are recovery centres/‘one-stop-shops’ continuing to operate and are they co-located with the welfare centre?

As withdrawal of emergency welfare services can be a sensitive topic, particularly if recovery is going to take a long time, it is important that agencies are in agreement to transition from emergency welfare response to business as usual with recovery measures. The Local Controller and Recovery Manager must also be in agreement about the approach being taken for emergency welfare and on-going community well-being support.

3. Emergency Welfare Centres

3.1 Purpose of the Centres

During an emergency, emergency services or the Local Controller may request that a Welfare Centre be set up to provide for the care and wellbeing of affected people. The range of services provided at the centre will depend on the need and the exact nature of the services should be determined in planning the welfare response.

If possible, people should not spend long periods of time at the centre but know that this is a place for the latest information and support. Registering people and assigning them to emergency accommodation (if required) is a priority. Catering, clothing and personal support may be provided. Accommodating people at an emergency welfare centre should only be considered if alternative accommodation is unavailable but may be necessary in either large-scale or short duration emergencies.

In determining where a centre could be located, EOC should consider:

- Hazards that the centre faces
- Ease of access and parking
- Number of rooms/buildings available
- Facilities available (e.g. cooking, dining, showering etc.)
- Security
- Potential layout of the space
- Disruption to other activities
- Additional pros and cons for the venue.

Pre-determined community emergency/welfare centres are named in the relevant local CDEM Plan and resourced by the territorial authority, partner agencies and the respective communities. Many emergencies will require a responsive approach to the establishment of community emergency/welfare centres and the local plan will comment on the provision and set up of such centres.

3.2 Government Recovery Centres or ‘one-stop-shops’

‘One-stop-shops’ have been used by local government, locally based central government departments and non-government organisations in a number of emergencies to better coordinate the delivery of community welfare support and advice.

An integrated planning approach is required between the Group ECC and the local EOC (with input from the WCG Chair and WCG) to ensure that:

- Where possible (and practicable) centres and one-stop-shops are co-located (to minimise travel and inconvenience for affected people and maximise coordination).
- The services being offered at different venues are well planned and targeted to the needs of the community.
- Expected hours of operation are agreed.
- Cross agency support can be provided.
- Information and advice being provided is consistent with the Government Helpline.
- People are not referred from agency to agency without issue resolution.

4. Community Emergency Welfare functions

A variety of emergency welfare functions and services are available to communities affected by an emergency. During the development of an emergency welfare action plan the Local Controller, in conjunction with response agencies and the Local Emergency Welfare Manager, will determine which of these services are required and how they are to be delivered.

The Local Emergency Welfare Manager will also play an important role in informing the Local Controller and the decision making team about the welfare implications of decisions being made. For example, the restoration of lifelines infrastructure such as water, sewerage, electricity and gas can drastically influence the decisions on how and where welfare support is to be provided.

The Local Emergency Welfare Manager is an integral part of the emergency centre management team.

4.1 Impact assessment and surveys

Following an emergency, the collection, collation and analysis of information will be essential. From an emergency welfare perspective this information will be essential to forward plan the emergency welfare response. Care should be taken to avoid repeatedly surveying people and a coordinated effort across agencies is required. The following are suggestions for planning surveys:

- Survey forms should be completed with the respondent – not left for them to complete. This ensures consistency in interpretation of the questions and completeness of answers.
- Surveys should not be too long.
- An initial assessment can be made and respondents advised that a further needs assessment survey may be undertaken in the near future.
- The initial assessment will seek to answer basic questions – e.g. have you registered, has your home been affected, do you have someone you can stay with, do you have transport, how can we contact you etc.
- If the assessment is being completed in the respondent's home, find out what their immediate needs are – medicine, groceries, family messages, cooking and power requirements etc.

4.2 Reception

The reception function is a 'meet and greet' service. Visitors can be directed to the type of service they are seeking, can be briefed on any safety issues and can help to answer general enquiries. Reception staff can also give the Centre Supervisor a good idea of potential trends in needs of evacuees.

4.3 Registration and enquiry

Registration records the personal details of people affected by an emergency.

Registration of evacuees is undertaken for a number of reasons, including:

- Matching of registrations with inquiries
- Placing evacuees into emergency and temporary accommodation
- An indication to emergency services of residences that have been evacuated
- Supporting eligibility for welfare care
- Forward planning for services based on the numbers of evacuees
- Provides a means to track and communicate with affected people.

Not everyone that is evacuated as a result of an emergency will visit a community emergency/welfare centre. The option to register over the phone should also be provided. This does not provide the registrant with a paper copy of the registration but they can at least have a registration number that can be checked in the system.

Every opportunity to register evacuees should be taken and liaison with local welfare agencies willing to include registration as part of engagement with evacuees is encouraged. Evacuees should be informed of how to update their location details if/when they change (e.g. temporary address).

Registration supports inquiry. The level will be determined by the event and its magnitude. The ability to record details of an individual being sought and who is seeking them is central to a successful registration and inquiry system. Once an inquiry is entered into the system, the person being sought should be notified of the details of the person seeking them.

NB: Details of a person being sought should not be passed to the person inquiring directly; however, agency sharing of information is acceptable.

4.4 Catering

Catering for occupants of community emergency/welfare centres is an important function of the welfare team. Catering includes:

- Preparation and serving of food, drinks and snacks for occupants of welfare centres, staff working in the field and EOC/ECC staff
- Consideration of special dietary, cultural, religious and medical needs
- Waste management
- Washing of dishes and laundry from kitchen services
- Health and hygiene considerations (arrange for a local Environmental Health Officer to assess facilities).

A number of options are available to local emergency welfare staff for the delivery of a catering service, including the use of:

- Volunteers
- Commercial caterers
- Facilities in schools and community venues
- Professional catering venues such as pubs and clubs
- Outdoor catering resources, everything from a barbecue to a catering truck
- MOU with NGO's e.g. Salvation Army

Local emergency welfare plans should provide greater clarity on the specific arrangements made for catering.

4.5 Clothing

From time to time it may be necessary to provide clean dry clothing to people arriving at a community emergency/welfare centre or other designated sites. Whereas traditionally Red Cross had a mandate to coordinate clothing, this is no longer the case. Local arrangements between the Local Emergency Welfare Manager and a local clothing retailer (e.g. Warehouse or Farmers) or NGO (e.g. Salvation Army) should address the provision of emergency clothing.

Clothing is considered an emergency welfare need and is refundable through the MCDEM claims process. Care should be taken to ensure the appropriateness of clothing purchased, e.g. a business suit would logically be questioned where as a pair of jeans and t-shirts might not. Emergency payments from Work and Income can also cover the cost of food, clothing and bedding where there is an immediate need for people affected by an emergency.

4.6 Accommodation

The coordination and provision of accommodation is a joint effort between the CDEM Group, territorial authorities, MSD, Housing New Zealand Corporation (HNZC) and other relevant organisations. The purpose of the team addressing accommodation requirements is to arrange emergency accommodation for people who attend a welfare centre and cannot return to their homes. Accommodation will be coordinated at the local EOC as a joint effort between the emergency welfare team (led by the Local Emergency Welfare Manager) and MSD.

Emergency accommodation is intended to meet the immediate sheltering needs of people directly impacted by an emergency. Accommodation costs for evacuees in accommodation (motels, hotels and temporary rental accommodation) are also covered by Work and Income emergency payments.

Temporary accommodation is intended to meet the needs of people who are unable to return to their homes for weeks or months.

In the worst case scenario, construction of temporary accommodation will require a significant and sustained effort involving the Department of Building and Housing and a wide range of planning and construction agencies. This is not addressed in this Welfare Plan.

4.6.1 Accommodation management in the local EOC

In the local EOC, the staff at the welfare desk and other agencies including MSD should work together to identify emergency accommodation needs and how these might be addressed. Options include:

- Staying with friends or family (arranged by evacuees)
- Commercial accommodation
- Staying at the welfare centre (last resort)
- Halls and community facilities
- Marae
- Billeting
- Camping grounds
- Accommodation outside the region

Evacuees with property insurance may be able to arrange their own accommodation requirements and have this paid for by their insurer.

Immediately engaging the duty manager for local motels or a local travel agent might simplify identifying available accommodation.

Close liaison with the welfare centre staff (and if resulting from a single incident, the Incident Controller) about the potential demand for accommodation will be required. The Welfare Manager can determine whether to pre-book and assign accommodation from the EOC or whether blocks of accommodation should be given to welfare centre staff to assign as evacuees are registered.

The provision of emergency accommodation is able to be claimed from MCDEM as a welfare response cost, however a degree of reasonableness around the quality of accommodation will be required. MCDEM has declined reimbursing 5-star accommodation.

If the emergency moves into a prolonged response, the sustainability of emergency accommodation should be reviewed. A transition to HNZA/MSD coordinated accommodation should be considered with the local EOC supporting the provision of temporary accommodation.

4.6.2 Accommodation management in the Group ECC

The role of the ECC is to support local EOCs with sourcing accommodation where required.

As an example, the call goes out from Oamaru that an evacuation of 2000 is under way and that they can only cope with 1000 in their emergency accommodation. The Group ECC tasks the other local EOCs to report on emergency accommodation availability. The Group ECC may then advise the Waitaki EOC that 800 can be placed in emergency accommodation in Dunedin and 200 in Balclutha. Between them, the Group ECC and local EOC determine how evacuees will be allocated accommodation. This will be influenced by transport requirements, the nature of the facilities, the distances, the nature of the evacuees, time of day and a variety of other factors. Additional logistics will be arranged between the Group ECC and local EOC. Local EOC would be advised on numbers to expect and that arrangements should be made accordingly.

The supporting areas are required to stand up their EOC and welfare centres in support of Oamaru and to receive and care for the evacuees. Liaison with the Group ECC confirming the numbers attending the welfare centre will be expected and registration of evacuees is the most effective method for ensuring that this is accurate. Bureaucracy should not impede the safety and wellbeing of those affected.

Where the number of evacuees exceeds the combined resources of the Group, the Group ECC will coordinate with the NCMC welfare desk, additional accommodation within other CDEM Group areas. In the example above this would likely be Waimate and Timaru TA's.

4.7 Public information

In close cooperation with the Local Welfare Manager, the Local Public Information Manager (PIM) should make public information and key messages available at community emergency/welfare centres.

Close liaison between the PIM and other agencies involved in the community emergency/welfare centre will also assist in determining information displays that will be necessary in the centre. Teams should work together to ensure information is consistent, up to date and accurate.

Things that can be considered for information in a welfare context include:

- Welfare information packs for those who have remained in their homes
- Displays of information on whiteboards in a welfare centre
- Combined agency and CDEM information
- Safety information
- Television on a news channel, websites and social media (monitor in case of repetitive use of images e.g. injured people or destruction)
- Boards for people to leave messages (monitor use)

- Use of interpreters or Language Line (government telephone interpretation service) in welfare centres
- Welfare centre information sheets (see example in Welfare in an Emergency: Director's Guideline for CDEM Groups [DGL 11/10]).
- Use of Citizens Advice Bureau networks

4.8 Social services

A number of social service agencies are involved in the provision of emergency welfare services including:

- MSD – Work and Income, Senior Services, Studylink
- MSD – Child Youth and Family
- Victim Support
- Southern District Health Board
- Inland Revenue
- St John
- Te Puni Kokiri
- Otago Rural Support Trusts
- New Zealand Red Cross, and
- Salvation Army

There will be a number of regional and local organisations that can offer social services too. In particular iwi support networks and other existing community groups and associations should not be overlooked. The Local Emergency Welfare Manager should ensure that relationships with these agencies are maintained. A wide range of tasks fall under social services, including:

- Financial assistance (further detail in 4.15)
- Psychosocial support and counselling services
- Advice on health and medical issues
- Interpreters
- Religious, cultural and pastoral support
- Ethnic and migrant support

Each of the agencies should have a good understanding of who is the lead agency for a particular service, who the support agencies are, what level of services is required, how the service provided across multiple agencies is to remain connected, consistent and coordinated. This should be articulated in the respective emergency welfare action plan.

4.9 First aid

The Southern District Health Board is the lead agency for the coordination of first aid during an emergency in the Otago CDEM Group area. St John is the contracted provider of this service.

The local Emergency Welfare Manager will advise St John when and where a community emergency/welfare centre has been or is to be established and arrange appropriate first aid facilities to be available. Where possible St John will support the provision of first aid facilities.

Consideration should be given to the placement of suitably qualified medical personnel (e.g. general practitioner, District nursing, general practice nurse, Public Health Nurse should be considered as an alternative to an Ambulance resource if circumstances dictate) within a Welfare Centre.

4.10 Companion animal welfare

The Ministry for Primary Industries (MPI) is the lead agency for reporting to government on animal welfare. It is expected that the RNZSPCA will support MPI in the care of domestic animals and will support territorial authorities if possible.

The Local Emergency Welfare Manager should identify the potential requirement for companion animal rescue as well as expected welfare issues and liaise with the territorial authority, MPI and support agencies about the level of operation required. Temporary shelter and care of animals that are brought to welfare centres will need to be considered.

Further details of tasks are included in the Director's Guideline Welfare in an Emergency which include:

- Liaison with response teams
- Liaison with welfare agencies regarding pet supplies and animal supervision
- Liaison with local vet clinics
- Registration and identification of animals to owners
- Completion of appropriate paperwork for care and treatment
- Advice to owners
- Re-uniting lost or abandoned animals with owners

4.11 Communications

Communications in an emergency welfare context covers a number of activities:

- Written communications
- Log management – critical decisions etc.
- Communications equipment for welfare – community emergency/welfare centre equipment
- Communication with and coordination of emergency welfare field response
- Planning meetings and briefings
- Information displays at Community Emergency/Welfare Centres and other sites

A close working relationship will be required to ensure that tele-communications equipment and support can be provided for the welfare functions being planned and implemented. This may include telephone lines, radio telephone, satellite phone, and fax and internet connections for management. Access to telephones at Community Emergency/Welfare Centres for the public will also need to be considered.

Planning meeting and briefings are an important aspect of all operations. Clear and concise notes to enable replacement staff to understand new processes, critical decisions, timelines on action plans and key relationships are important.

Information displays at Community Emergency/Welfare Centres and other sites should be coordinated through the Public Information Manager. It may be necessary to constantly maintain official boards for information. An unofficial board (such as those seeking loved ones) is also likely to be required and should be monitored and maintained by Community Emergency/Welfare Centre staff.

4.12 Volunteer coordination

Volunteer coordination is a function likely to be managed in the Local EOC but takes place in the community, often via-a Community Emergency/Welfare Centre or other key location. There may be

a wide range of activities being undertaken by volunteers and the link between the EOC and the team leaders is a critical one. The MCDEM Best Practice Guide for Spontaneous Volunteer Management covers:

- The role of the volunteer coordinator
- Preparing for volunteers
- Briefing and placing volunteers
- Managing volunteers
- Legal issues
- A checklist of operational activities.

4.13 Security

Security of community emergency/welfare facilities and the areas immediately surrounding centres is important. Close liaison between the Police and the Emergency Welfare Manager will ensure that security issues are addressed in an appropriate manner. The arrangements for security should be described in the Emergency Welfare Action Plan.

4.14 Health and Safety

Health and safety assessments should be carried out for all nominated Community Emergency/Welfare Centres. In addition to the hazards identified, staff would be briefed on the current situation and any specific hazards that may be encountered.

4.15 Financial assistance

The Ministry of Social Development – Work and Income is the lead agency responsible for delivering financial support and advice to affected individuals. Other agencies that might be involved in this area include:

- Inland Revenue Department
- Accident Compensation Corporation
- Department of Internal Affairs
- Insurance Council of New Zealand
- Earthquake Commission
- Te Puni Kokiri
- Ministry for Primary Industries
- Housing New Zealand Corporation
- Ministry of Civil Defence & Emergency Management
- Local government

In addition to the agencies above, a number of local agencies might be involved in financial support to people affected by an emergency, including:

- Mayoral Relief Fund
- Disaster Relief Fund
- Red Cross
- Banking and community institutions

All agencies should be aware of the types of financial support available to people affected by the emergency. Coordination of government assistance will be led by Work and Income. Financial assistance consists of:

- National coordination of benefits and entitlements; such as Unemployment Benefit, Sickness Benefit, Domestic Purposes Benefit, NZ Superannuation, Working for Families Assistance, Temporary Additional Support, Accommodation Supplement and Emergency Benefit.
- Payments to meet the immediate and continuing needs of people in an affected area through benefits; Civil Defence Payments, Special Needs Grants, Recoverable Assistance Payments, and Rural Assistance Payments.
- Non-means-tested payments to meet the immediate needs of evacuees from an area affected by an emergency.
- Reimbursement of costs for accommodation, food, clothing and bedding incurred by people hosting evacuees in private homes, marae or community centres.
- Other financial assistance approved by Cabinet or ministers to cover specific situations (e.g. Task Force Green wage subsidies to aid clean up).
- Coordination of information relating to financial questions, tax, insurance, ACC payments, and banking.
- Loss of livelihood where evacuees cannot work and lose income as a result of an emergency where a workplace is closed or individuals need to remain with family or whanau.
- Giving financial advice and assistance and taking financial assistance applications.
- Payments to persons for response and recovery work.

Refer to <http://www.workandincome.govt.nz/>

4.16 Donated goods and money

Donated money is preferred to unsolicited goods and services. Money can be directed to areas of greatest need and does not introduce a complicated logistics challenge to the emergency. A CDEM Best Practice Guide on Donated Goods Management Planning is available. The Guide covers the following principles:

- Encourage monetary donations
- Encourage volunteers to affiliate with existing organisations
- Discourage unsolicited donated goods and services
- Establish a donations management system

Consistent and proactive public information messages based on these principles needs to be given to the community at the earliest opportunity in an emergency.

5. Agency roles and responsibilities

5.1 Local Government

Territorial authorities are required to form CDEM Groups to collectively address all CDEM matters within a region. To this end, the territorial authorities of the Otago region have formed the Otago CDEM Group. Each of the members remains jointly responsible for ensuring that CDEM arrangements are made and that local emergencies are managed appropriately.

5.1.1 Territorial authorities

The day-to-day relationships with local welfare agencies and voluntary organisations is established and maintained by local emergency management and council staff. The Local Controller and Local Welfare Manager ensures that response arrangements are in place, that these are consistent with the Group's approach to welfare and that the resources and training requirements have been met.

During an emergency, the local EOC coordinates the response by all local welfare agencies through the Local Welfare Manager.

During recovery, the Local Recovery Manager continues the relationship with agencies that are continuing to provide welfare support to affected communities through business as usual programmes.

5.1.2 Regional Council

The Regional Council provides administration support for the regional CDEM Group. In Otago the Otago Regional Council employs the Group Emergency Management Co-ordinator for the Group and provides the ECC facility and the majority of its staff. The Group Welfare Manager (as appointed by the CDEM Group) and the WCG Chair (MSD representative) will work under the Group Controller for the coordination of welfare responses across the Group. Liaison with the National Crisis Management Centre and regional level agencies via the WCG is also important to ensure national consistency of service.

The Group Welfare Manager works from the Group ECC from the outset of an emergency that is requiring a local welfare response. The Group Welfare Manager supports the role of the Local Welfare Manager.

5.2 Ministry of Social Development

The regional office of the Ministry of Social Development co-ordinates and chairs the Welfare Co-ordinating Group and will ensure that a close relationship is maintained with the Group Welfare Manager and that the responses by the services providers of MSD are coordinated. MSD also manage the Government Helpline 0800 779 997

5.2.1 Work and Income

Work and Income is the agency primarily responsible for delivering financial support and information to affected individuals. Work and Income may also coordinate subsidised labour schemes (e.g. Task Force Green) to aid in clean up activities.

5.2.2 Child Youth and Family

Child, Youth and Family responsibilities include the provision of:

- i. Care services to those children and young persons who have been identified (after registration) as separated from their parents or normal guardians by the emergency; and
- ii. Trained staff at welfare centres or elsewhere to identify and provide the services required.
[s. 50 NCDEMP]

5.3 New Zealand Red Cross

New Zealand Red Cross have regional Disaster Welfare and Support Teams (DWST) covering New Zealand. These teams will be able to provide emergency welfare, first aid up to pre-hospital emergency care, casualty handling/ground based rescue, relief and water distribution and community outreach services anywhere across the country as required.

In the Otago CDEM Group region, teams are located in Dunedin and Queenstown

New Zealand Red Cross will also have one National Disaster Response Team, able to provide all the above services plus light rescue/USAR support, again New Zealand wide.

5.4 Ministry of Civil Defence & Emergency Management

The Ministry of Civil Defence & Emergency Management (MCDEM) is the lead agency for civil defence emergencies. MCDEM is also responsible for initiating and coordinating any national emergency response from the CDEM sector regardless of the emergency. MCDEM, among other things, provides the operational link between the National Welfare Coordination Group and the CDEM sector.

In large-scale emergencies, MCDEM is responsible for inquiry and identification of people affected by the emergency when this function has to be coordinated at the national level.

5.5 Housing New Zealand Corporation

Housing New Zealand Corporation (HNZC) is the lead agency for accommodation. As such, HNZC maintains plans for the national coordination of accommodation. The coordination and provision of immediate emergency accommodation however lies with the CDEM Group (delivered through the Local EOC) with the support of HNZC and MSD.

5.6 Ministry for Primary Industries

The Ministry for Primary Industries is responsible for reporting and advising on the impacts of an emergency in rural areas. MPI is also responsible for coordinating any response and recovery activities in rural areas. [Guide to NCDEMP].

5.7 Ministry of Health

The Ministry of Health is responsible for the coordination of the wider health service response to emergencies or events that impact on human health. The Ministry of Health supports the NWCG by:

- i. Identifying and providing advice to NWCG agencies on specific human health or disability issues that may arise during an emergency,
- ii. Where necessary, coordinating health service responses at regional or national levels, and

- iii. The development and maintenance of clinically-based psychosocial support guidelines, and provision of advice to psychosocial support agencies and services. [Guide to NCDEMP]

5.7.1 Southern District Health Board

The Southern District Health Board (SDHB) is the lead agency for a number of essential services during an emergency.

- Provision of warnings (health related)
- First aid
- Patient transport (contracted to St John and other providers)
- Medical/health management
- Public health
- Surgical health

The SDHB is also a support agency for the provision of counselling during an emergency. The SDHB will maintain close liaison with local and regional health providers to ensure a coordinated and consistent approach to health response during an emergency. In particular, the response to mass casualty incidents shall be coordinated to minimise the load on hospital emergency departments through local health providers and, if activated, local emergency welfare centres.

During pandemic, Health is regarded as the lead agency. The local Medical Officer of Health, the SDHB Controller and the CDEM Group Controller are required to work together to ensure that appropriate responses to our communities are coordinated.

5.8 Accident Compensation Corporation

The Accident Compensation Corporation (ACC), which may defer its levy collection following a civil defence emergency, and will, to the extent possible, ensure that:

- i. People can continue to lodge claims (either directly with ACC or through a centralised emergency registration centre); and
- ii. Claimants receive quality health and rehabilitation services in a timely manner; and
- iii. Claimants who are unable to work because of their injury receive, or continue to receive, weekly compensation payments (in lieu of their salary); and
- iv. ACC's more vulnerable claimants (for example, those with tetraplegia) are as well-supported and well-cared for as possible; and
- v. Health service providers are paid for services that they provide to injured individuals. [s. 50 NCDEMP]

5.9 Inland Revenue

The Inland Revenue Department which:

- i. Has responsibility for the provision of advice and the payment of family support and child support payments to the public (the Inland Revenue Department's responsibilities include staffing welfare or reception centres where appropriate to help in matters relating to taxation, and in the collection and distribution of family and child support payments); and
- ii. Will, during large-scale emergencies, maintain services for the forecasting and collection of Crown revenue and provide an assessment of the effect of the event on the Crown revenue collection. [s. 50 NCDEMP]

5.10 MPI Rural Family Support Trusts

Rural Support Trusts are a nationwide network that helps rural people and their families during and after extreme events that affect their livelihoods. The services that the trusts provide vary depending on funding and focus, but in general they offer:

- Help during and after an adverse weather or environmental event: the trusts work with local CDEM Group members and can provide information and assistance.
- Support during personal and/or financial difficulties

5.11 Ministry of Education

The Ministry of Education, which supplies information to the National Welfare Coordination Group about affected education facilities, and works with:

- i. Child, Youth and Family to look after children in school during an emergency who are separated from their caregivers; and
- ii. Housing New Zealand Corporation to identify available houses that could be used for short-term accommodation. [s. 50 NCDEMP]

5.12 Royal NZ Society for the Prevention of Cruelty to Animals (RNZSPCA)

The Royal New Zealand Society for the Prevention of Cruelty to Animals supports the Ministry for Primary Industries in the care of domestic animals in an emergency, and will support territorial authorities if possible. [s. 50 NCDEMP]

5.13 Salvation Army

The Salvation Army which:

- i. Offers a variety of welfare support services across New Zealand, including:
 - a. Stand-alone catering units,
 - b. Pastoral welfare support units,
 - c. Welfare needs assessment (clothing and furnishings),
 - d. Meet and greet reception, and
 - e. Critical incident stress support (trained) teams.
- ii. May provide other welfare services as skills and personnel are identified; and
- iii. May enter into a memorandum of understanding with local emergency groups using a service agreement to document the services that can be provided.

5.14 St John

St John offers welfare support services across New Zealand including:

- i. First aid,
- ii. Meet, greet, and advocacy for patients at hospital and welfare centres,
- iii. Some psychosocial support, and
- iv. Caring activities provided by a large number of people across the country.

5.15 Te Puni Kokiri

Te Puni Kokiri will:

- i. Provide staff for recovery centres; and
- ii. Work with local iwi to assess the need for mobile welfare services; and
- iii. Link to iwi providers who can give welfare support.

Furthermore, Te Puni Kokiri will engage with Māori communities to ensure that their needs are met in emergency situations, and work as required with relevant government agencies and CDEM Groups to facilitate and coordinate support to Māori requiring assistance.

5.16 Victim Support

Victim Support, which provides ongoing emotional and practical support, information, and personal advocacy to ensure that the needs, rights, and entitlements of those affected are met. [s. 50 NCDEMP].

Furthermore, Victim Support also provides support to those people who have been severely distressed and want to speak to a trained person with whom they can discuss the incident and its aftermath. Victim Support has volunteers who are trained to provide constructive support and will refer to other services where needed including assistance to provide counselling.

5.17 Police

The Police, as well as maintaining law and order have involvement in welfare activities by providing:

- (i) Assistance with evacuation of people.
- (ii) Provide police liaison staff to EOC and emergency welfare centres as required.
- (iii) Assist with enquiries and dealing with missing and/or distressed people.
- (iv) Assist with support and notifications for NOK of deceased persons
- (v) Provide reassurance patrols to assist and reassure neighbourhoods and communities during and following an emergency.

5.18 Neighbourhood Support

Neighbourhood Support provides for a network of local residents to share information and support each other during times of emergency. Where Neighbourhood Support is active in an area, every effort should be made to engage with the coordinator as this provides an easy mechanism for street level communications to be undertaken.

5.19 Citizen Advise Bureau

Local Bureaux can play a significant role in civil defence and emergency management in their own areas, and the Dunedin bureau can assist with many matters of information for areas in Otago.

Bureau workers have training and skills in listening to and communicating with people under stress, knowledge of local services, and an ability to access information databases, and to give advice and make appropriate referrals.

5.20 Other community groups

Within each community there will be other community groups that can support and provide for the emergency management response. Local welfare arrangements should consider the best use of local groups and describe these arrangements in the local welfare plan. Groups may include:

- Disability support groups
- Migrant and ethnic support groups
- Sports organisations
- Local iwi and hapu groups
- Service clubs
- Business groups

6. Job descriptions

6.1 Group Welfare Manager

Reports to	Group Controller
Key contacts	ECC staff and managers Chair of the Welfare Co-ordinating Group Regional welfare agency representatives Local Welfare Managers NCMC Welfare Manager

Primary tasks

1. Liaise with all regional welfare agencies, especially the Chair of the Welfare Co-ordinating Group.
2. Ensure that Group level welfare coordination arrangements are in place.
3. Coordinate the overall welfare function during an emergency.
4. Assist in strategic and recovery planning at the Group level.
5. Keep the Group Controller informed throughout the response
6. Provide advice and support to the Group Recovery Manager throughout recovery.
7. Liaise with the NCMC Welfare Manager.

Prior to an emergency

- Actively participate in the Group's Welfare Co-ordinating Group.
- Participate in the selection and training of staff to coordinate welfare responses.
- Ensure the Group ECC is trained and resourced to coordinate a regional welfare response.
- Maintain regular contact with the National Welfare Emergency Management Advisor.

During an emergency

- Activate members of the WCG to assist with coordination of the local response.
- Monitor local EOC welfare activities and assist and support where required.
- Liaise with the NCMC Welfare Desk.
- Brief the Group Controller and participate in welfare related decisions.

6.2 Welfare Co-ordinating Group Chair

Reports to	Coordinating Executive Group (routinely)
Liaises with	Group Welfare Manager (routinely and during an emergency)
Key contacts	Members of the Welfare Co-ordinating Group

Primary tasks

1. Chairs and administers the Group's Welfare Co-ordinating Group.
2. Liaise with all regional welfare agencies.
3. Assist the Group Welfare Manager to ensure that Group level welfare coordination arrangements are in place.

Prior to an emergency

- Actively participate in, chair and administer the Group's Welfare Co-ordinating Group.
- Maintain relationships with regional level agencies

During an emergency

- Support the Group Welfare Manager in the ECC.
- Convene and chair WCG meetings for operational purposes.
- Manage Group welfare conference calls as required.

6.3 Local Emergency Welfare Manager

This position falls outside the Groups responsibilities. The job description for this position is shown to highlight the differences with the other two Group positions and to also encourage local welfare manager roles to adopt a more uniform role description where possible.

Reports to Local Controller
Key contacts EOC staff and managers
 Community Emergency/Welfare Centre Supervisors
 Local social service agency representatives
 Group Welfare Manager
 Welfare Centre facility owners

Primary tasks

1. Liaise with and supervise all local agencies providing emergency welfare support.
2. Ensure that appropriate emergency welfare planning arrangements are in place.
3. Manage the overall emergency welfare function during an emergency.
4. Maintain records and logs for financial accountability.
5. Assist in the strategic response and recovery planning.
6. Keep the Local Controller informed throughout the response.

Prior to an emergency

- Arrange for the establishment and management of emergency welfare facilities.
- Participate in the selection, training and exercising of emergency welfare personnel.
- Maintain a register of local voluntary agencies with a role in emergency welfare delivery.
- Integrate relevant agencies into emergency welfare planning arrangements.
- Ensure that emergency welfare agencies within the district are informed of the local emergency welfare response arrangements.
- Convene the Local Emergency Welfare Committee (or participate in the Local Emergency Management Committee).

During an emergency to coordinate

- Provisions to relief workers and the affected community.
- Emergency shelter.
- Emergency clothing.
- Personal support to all people affected by the emergency.
- Registration of evacuees including displaced people or anyone requiring assistance.
- Collection of emergency welfare data.
- Support the flow of information to the community.
- Support Emergency Welfare Centre Supervisors in their response
- Development of welfare centre rosters.

In coordinating the welfare response during an emergency, the Emergency Welfare Manager is to maintain liaison with:

- All senior local emergency welfare personnel (e.g. Red Cross, Salvation Army, Welfare Committee members),

- Designated lead agency liaison officers and staff of the emergency welfare section,
- The Local Public Information Manager,
- The Group Welfare Manager,
- The Local Controller.

7. Response costs

Section 26 of the Guide to the National Civil Defence Emergency Management Plan outlines the provisions for government financial support.

Broadly speaking, the costs associated with emergency response expense claims to MCDEM can be divided into three categories:

- Caring for the displaced
- Other response costs
- Essential infrastructure recovery repairs (not described here in detail)

Other forms of financial support from government are provided directly to individuals and organisations in the form of:

- Income support and assistance to evacuees
- Assistance to households and individuals
- Housing assistance
- Road and bridge repair subsidies
- On-farm assistance
- Taskforce Green and Enhanced Taskforce Green through Work and Income
- Assistance to rünunga, iwi and other Māori organisations and community service organisations
- Assistance to businesses
- Special policies
- Inland Revenue assistance

7.1 Caring for the displaced

The territorial authority coordinating the emergency response carries the initial response costs associated with the emergency and makes a claim for reimbursement to MCDEM. Costs associated with caring for the displaced are fully reimbursed to the council. Eligible costs include the full direct costs of accommodating, transporting, feeding and clothing people who cannot continue to live in their usual place of residence as a result of an emergency. This applies while displaced people are en route to or in emergency accommodation such as halls or marae.

Helicopter drops to people isolated in their homes that cannot be evacuated and are lacking supplies of essential items such as food, fuel and medicines may be reimbursed.

Costs that are not eligible for claiming include:

- Territorial authority overheads
- Indirect costs such as territorial authority staff time, EOC activation costs, office space and the use of vehicles, and
- The costs of supporting people in longer term temporary accommodation.

7.2 Other response costs

Other eligible response costs may be partially reimbursed by government. The eligibility of a cost is not determined by the nature of the good or service purchased but by whether it contributed to the precautions or preventive actions described in the National CDEM Plan (89(1)).

Current government policy is to reimburse 60% of other eligible response costs, combined with essential infrastructure recovery repair costs, above a threshold of:

- 0.0075% of the net capital value of the city council, district council or unitary authority involved
- 0.002% of the net capital value of a unitary authority where the assets in question are of a type that ordinarily are managed by regional councils, or
- 0.002% of net capital value in the case of regional councils.

8. Emergency welfare support during significant human epidemic

In a significant epidemic or a pandemic situation the response period differs from other emergency situations. Unlike the response period normally associated with an emergency, an epidemic/pandemic response may last for an extended period of time and may occur in a series of waves. The response period for an epidemic/pandemic will be characterised by uncertainty and changing risk and it may be of a long duration. Community welfare needs may be concentrated in specific locations while leaving other areas relatively unaffected. It is also possible during a epidemic/pandemic that another emergency situation may occur simultaneously. If this occurs, the uncertainty and changing risk, and welfare needs will again vary and require reassessment.

Health is the designated lead agency for epidemic/pandemic. Welfare issues will be evident from a number of sources. A probable source could be people situations that are conveyed to medical staff at Community Based Assessment Centres (CBACS) and/or via information received through the Primary Health Organisations (PHO's) from General Practices. CDEM provide the liaison role in the DHB/regional-level Health Emergency Operations Centres to enhance communication and assist in the identification of community welfare requirements.

Local CDEM will coordinate emergency welfare support by government and non-government organisations in communities as and when required during an epidemic/pandemic. Emergency welfare provision will follow the same guidelines as for any other emergency response and involve, where required, supporting people with:

- Food and shelter.
- Support to those unable to care for themselves.
 - People who have influenza and no support network.
 - People whose caregiver is sick and so is unable to care for them.
 - People who depend on external help.
- Financial assistance.
- Psychosocial support to promote recovery.

The following basic principles apply:

- Individuals, families, and communities are expected to undertake appropriate planning and provisioning in order to support themselves during an epidemic/ pandemic.
- When agencies with welfare responsibilities are unable to cope with their core business, due to increased demand during an epidemic/pandemic, then that agency should activate business continuity plans to ensure the continuation of essential services.
- When all other means of providing emergency welfare assistance have been exhausted at local and regional level, then national assistance may be sought.
- Agencies responsible for social service support in 'business as usual' and in any emergency, including an epidemic or pandemic, do not change.

Consolidated pandemic influenza emergency welfare material was produced by the Ministry of Health, the Ministry of Social Development and MCDEM in April 2010 and published as 'Administrative arrangements for welfare support during an influenza pandemic.'

For further information see the Otago CDEMG Pandemic Plan.

9. A structure for local emergency welfare plans

The following structure for local emergency welfare plans reflects the structure of the Group Welfare Plan in a manner that is likely to address all the local needs for emergency welfare response.

1. Introduction
 - a. Purpose
 - b. Context (including a description of the district)
 - c. Assumptions
2. Welfare coordination
 - a. Local emergency welfare coordination
 - b. Group welfare coordination
 - c. National welfare coordination
3. Emergency Welfare functions in the Emergency Operations Centre
 - a. EOC Structure
 - b. Role of the Local Emergency Welfare Manager
4. Other emergency welfare functions
 - i. Emergency welfare planning
 - ii. Reception
 - iii. Registration and inquiry
 - iv. Catering
 - v. Clothing
 - vi. Accommodation
 - vii. Public information
 - viii. Social services
 - ix. First aid
 - x. Companion animal welfare
 - xi. Communications – including tele-communications
 - xii. Volunteer coordination
 - xiii. Security
 - xiv. Financial assistance
 - xv. Donated goods and money
 - xvi. Impact assessments and surveys
5. Functions in Community Emergency/Welfare Centres
 - a. Community Emergency/Welfare centre structure
 - b. Role of the Community Emergency/Welfare Centre Supervisor
 - c. Possible functions of Community Emergency/Welfare centres
6. Local agency roles and responsibilities
7. Job descriptions
8. General information

The Local Emergency Welfare Plan should be supported by a more detailed Emergency Welfare Centre Guide and a Companion Animal Emergency Welfare Plan. Other local supporting plans to consider: Public Information Management, Communications, Spontaneous Volunteer Management, and Donated Goods Management.

10. Terms of Reference - Welfare Co-ordinating Group

Purpose

The Welfare Co-ordinating Group supports the delivery of emergency welfare services by the territorial authorities prior to, and during an emergency event. The WCG ensures that welfare service delivery is pre-planned, organised, integrated, coordinated and that welfare agencies and bodies understand their role and responsibilities during any significant emergency.

Reporting

The Welfare Co-ordinating Group is a formal committee of the Co-ordinating Executive Group (CEG) of the Otago CDEM Group

Meetings

The Welfare Co-ordinating Group will meet four times per year and otherwise as required. During an emergency the WCG may be required to meet regularly. The frequency of meetings will be decided by the Chair and/or the Group Welfare Manager and will be influenced by the scale of the emergency.

Membership

- Regional Commissioner MSD (Chair)
- Southern District Health Board
- New Zealand Red Cross
- Housing New Zealand
- Group Welfare Manager
- SPCA
- Local EOC Welfare Committee representatives (5)
- Ministry of Civil Defence and Emergency Management

(Note: This membership is reduced from that outlined in the Directors Guideline for Welfare. Those organisations not actively involved will be included in workshops and activities.)

The quorum of the group will be five with the proviso that at least two local EOC welfare committee representatives are present. It is also noted that the EOC welfare committee representative is not to be an Emergency Management Officer (EMO). The expectation is that (due to distance and costs) not all local EOC welfare committee representatives will be able to attend all meetings. However their receiving the agenda, minutes and communications to members will assist with communication and understandings over the group and local welfare activities.

Two meeting (within each 12 month period) between the WCG members representatives from the Local Welfare Committees, and relevant welfare organisations will be held to further built relationships and strengthen communications with local CDEM welfare committees and the wider welfare sector.

Key Responsibilities

- Review and update the current Otago CDEM Group Welfare Plan.
- Liaise with all agencies that have a role in providing welfare services during response and recovery to ensure they have the capacity, capability and mandate to support community lead responses and to enhance community resilience.
- Provide information and advice to the CEG on welfare planning, capability and capacity
- Support, oversee and promote community wellbeing during the recovery phase of an emergency.

- Ensure that the annual Group Work Plan has a welfare component which includes training, exercising and a programme for monitoring progress.
- Maintains an overview of all welfare arrangements, across the Group including plans, arrangements, standard operating procedures and Group and local activities
- Maintain liaison with the National Welfare Coordination Group (NWCG) based in Wellington and ensure that Local Welfare Managers are party to relevant communications

Costs

Each organisation represented on the Welfare Co-ordinating Group shall be responsible for any costs incurred by its representative as a result of that organisation and person's participation in the Welfare Co-ordinating Group.