TIMARU DISTRICT COUNCIL
Te Kaunihera ā-Rohe o Te Tihi o Maru

Civil Defence & Emergency Management

Activity Management Plan

2027-37

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Contents

Part 1: Strategic Management

About this Activity

What does it deliver to our community?

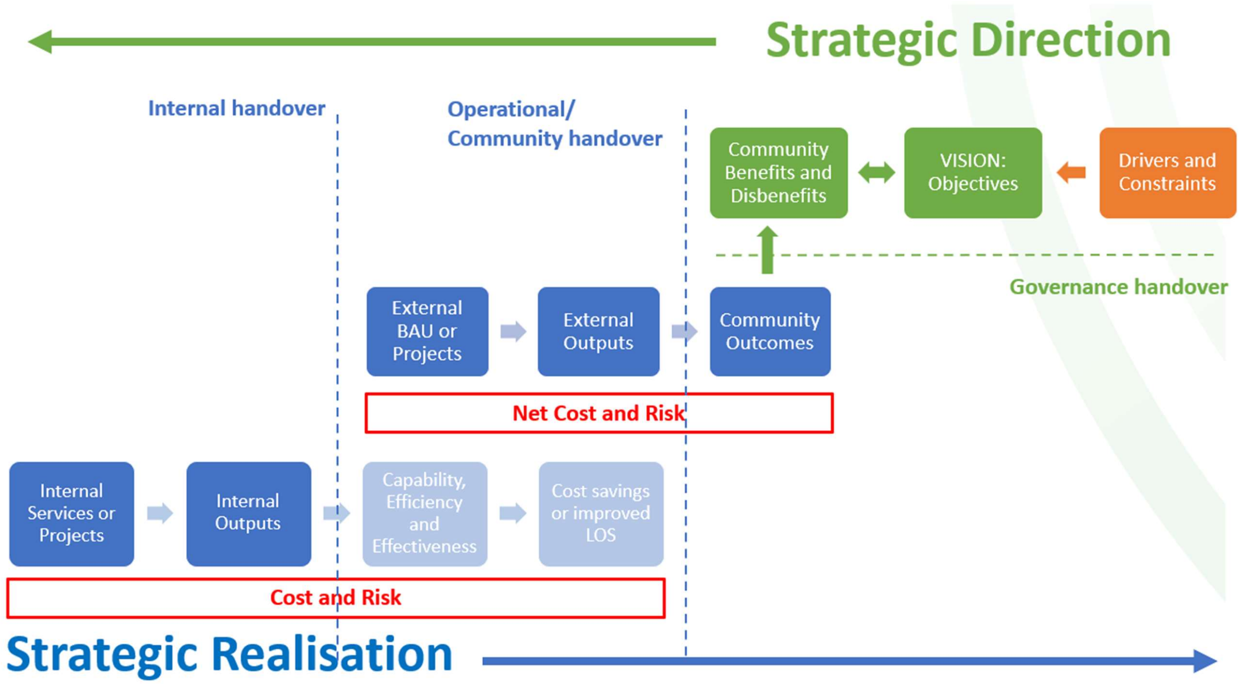
General statement about the activity (the promotion bit).

Snapshot of the provision/use of this activity for 2026/27 (i.e. stats).

Civil Defence and Emergency Management (CDEM) supports the Timaru District to reduce risk, build readiness, respond to emergencies, and support recovery. The activity is delivered through planning, public education, community engagement, volunteer development, emergency response capability, and recovery coordination. The activity enables Council, partner agencies and communities to work together to reduce the impacts of emergencies and enhance community resilience.

The activity currently maintains a trained Emergency Operations Centre (EOC) workforce, volunteer response teams, a district-wide radio network, public alerting sirens, and a shared South Canterbury Duty Officer system. Ongoing delivery includes public education, emergency planning, exercising, response readiness, volunteer capability development, and regional collaboration.

Strategic Alignment



NB Note that Outcomes and Benefits for *internal* services or projects will *also* be internal in the form of enabling capability, efficiency or effectiveness in *other* business units who can then improve or maintain a LOS or realise cost savings. Outcomes and Benefits for internal services or projects should therefore describe the opportunities they enable *across other business units.*

How does this activity contribute towards Council/your key stakeholders' stated strategic priorities for 2027-37?

Emergency Management BAU Activities: Strategic Alignment Map

BAU Activities →	Outputs →	Outcomes →	Benefits →
Community preparedness, engagement and resilience building	Public education, community engagement, relationship development, community response planning and local resilience initiatives. This includes work with community response groups, local networks, isolated communities, schools, marae and community resilience projects.	Communities have a better understanding of local hazards, stronger local networks, and increased ability to prepare for, respond to and recover from emergencies.	Increased community resilience, stronger local partnerships, and reduced reliance on emergency services during emergencies.
Volunteer capability development	Recruitment, training, exercising and support of volunteer teams and community responders.	Increased local emergency management capability and surge capacity.	A larger, more capable volunteer workforce that can support an adaptive response and recovery activities.
Emergency planning, exercising and continuous improvement	Development and maintenance of emergency plans, standard operating procedures, response arrangements and exercises.	Council staff, volunteers and partner agencies understand their roles and have confidence in emergency arrangements.	Improved readiness and more effective response and recovery operations.
EOC readiness and operational capability	Trained EOC staff, duty officer arrangements, emergency management systems, communications capability and operational procedures.	Council can effectively coordinate and support emergency response and recovery activities when required.	Faster, more coordinated emergency management operations and reduced impacts on communities.
Multi-agency coordination and operational partnerships	Coordinated planning, information sharing and relationship management through forums such as the South Canterbury Coordinating Committee, Canterbury CDEM Group structures and regional emergency management networks.	Strong operational relationships and improved understanding of agency roles, responsibilities and capabilities.	More effective and coordinated emergency response and recovery across agencies and jurisdictions.
Welfare and community resilience partnerships	Collaborative planning and engagement with welfare agencies, community organisations and support services through forums such as the Community Partnership Committee and welfare coordination arrangements.	Improved welfare coordination, stronger support networks, alignment and consistency of effort and increased community support capability.	Communities are better supported before, during and after emergencies, resulting in stronger resilience and recovery outcomes.

← Strategic Priorities
Connected Citizens – Enabling Community
Enhanced Lifestyles – Facilities & Services
Diverse Economy – Leveraging Local Strength
Climate Resilience – Adaptation & Emissions Reduction

← Drivers
Emergency management legislative and policy reform (under review)
NEMA legislative direction, policy guidance and assurance
Canterbury CDEM Group Plan, governance and regional capability requirements
Treaty partnership obligations – Te Rūnanga o Ngāi Tahu and Papatipu Rūnanga o Arowhenua
Increasing frequency and complexity of emergency events, including climate-related hazards
Climate change adaptation and emissions reduction expectations
South Canterbury and Canterbury-wide shared service and mutual aid arrangements

What are the key constraints, dependencies and assumptions for this activity for the next ten years?

Constraints	What are the implications?	How is this being managed?
Legislative and policy change	Emergency management legislation is currently under review and future reforms may introduce additional responsibilities, capability requirements, reporting obligations or service expectations for local authorities.	Active participation in regional and national emergency management networks, monitoring legislative reform and maintaining flexible planning arrangements.
Affordability and funding constraints	Emergency management is primarily funded through rates and does not generate significant revenue. Future funding constraints, including potential rates capping or affordability pressures, may limit the ability to expand services, invest in resilience initiatives, or absorb response and recovery costs.	Prioritisation of activities, regional collaboration, seeking efficiencies through partnerships, and advocating for sustainable emergency management funding arrangements.
Limited staffing and organisational capacity	Emergency management relies on a small specialist team and support from staff across Council. Increasing organisational workloads and competing priorities may reduce the capacity available for emergency management activities, training and response functions.	Shared South Canterbury arrangements, volunteer programmes, prioritisation of work programmes and maintaining Executive and leadership support for emergency management capability.
Volunteer recruitment and retention	Recruiting and retaining volunteers is becoming increasingly challenging due to changing demographics, competing commitments and reduced volunteer availability.	Ongoing volunteer engagement, flexible training approaches, community-based recruitment and strengthening relationships with community groups and response teams.

Dependencies	What are the implications?	How is this being managed?
Canterbury CDEM Group and partner agencies	Many emergency management outcomes rely on coordinated action across multiple agencies, councils and sectors. Changes to regional arrangements or service delivery models could alter how emergency management functions are delivered.	Active participation in Canterbury CDEM governance, coordination and operational forums and maintaining strong inter-agency relationships.
Community organisations, volunteers and welfare agencies	Community resilience, local response capability and welfare support cannot be delivered by Council alone. Effective outcomes depend on strong relationships with partners and communities.	Ongoing engagement through community resilience initiatives, welfare planning, volunteer programmes and relationship-building activities.
Internal Council business units	Emergency management depends on support from communications, customer services, infrastructure, IT, finance, facilities and other business units.	EOC training, exercising, planning and maintaining organisational awareness of emergency management responsibilities.
Regional and local service delivery arrangements	Future changes to local government structures, emergency management delivery models or shared service arrangements may influence how services are organised and delivered.	Maintaining adaptable systems, strong regional relationships and monitoring organisational and sector developments.
Assumptions	**What are the implications?**	**How is this being managed?**

The frequency and impact of emergency events will continue to increase	Increased demand for preparedness, response, recovery and resilience-building activities.	Continued investment in planning, readiness, volunteer capability and community resilience initiatives.
Communities will continue to play an active role in preparedness and resilience	Effective emergency management relies on individuals, households and communities taking some responsibility for preparedness and local response.	Supporting community-led resilience initiatives, preparedness education and local partnerships.
Regional collaboration arrangements will continue	Current delivery models rely on mutual aid, shared expertise and coordinated regional planning.	Maintaining active participation in South Canterbury and Canterbury-wide emergency management arrangements.
Government agencies, welfare partners and community organisations will continue to contribute during emergencies	Effective response and recovery outcomes rely on coordinated multi-agency support.	Maintaining strong relationships, exercising arrangements and collaborative planning processes.

Who are the key stakeholders for this activity?

This activity has a significant or strategic relationship with the following:

Group / Organisation	Nature of Relationship
Papatipu Rūnanga o Arowhenua	Mana whenua partner for the Timaru District, providing cultural leadership, local knowledge, and participation in emergency management planning and coordination.
Te Rūnanga o Ngāi Tahu	Treaty partner and strategic stakeholder with interests across risk reduction, readiness, response and recovery activities.

National Emergency Management Agency (NEMA)	National lead agency for emergency management, providing legislative direction, policy guidance, assurance and support.
Canterbury CDEM Group	Regional emergency management partnership responsible for strategic direction, regional planning, coordination and capability development.
Environment Canterbury (ECan)	Key regional partner providing hazard information, flood management expertise, regional coordination and surge support to the Canterbury CDEM Group.
Canterbury Territorial Authorities	Partner councils within the Canterbury CDEM Group working collaboratively to deliver emergency management activities across the region.
Emergency Response Agencies	Operational partners including Fire and Emergency NZ, Police, Ambulance and other response agencies involved in emergency preparedness, response and recovery.
Health New Zealand	Health sector partner responsible for public health, healthcare system resilience and health-related emergency response activities.
Government Agencies	National and regional agencies that contribute specialist expertise, resources, regulatory functions and support during emergencies and recovery. Key partners may include agencies such as the Ministry for Primary Industries (MPI), Ministry of Social Development (MSD), Ministry of Education (including local schools and education sector coordination), Waka Kotahi NZ Transport Agency, Ministry of Business, Innovation and Employment (MBIE), Department of Conservation (DOC), and other agencies as required depending on the nature of an emergency.
Community Groups	Community-based organisations and local networks that support resilience building, preparedness activities and community-led response and recovery initiatives. Examples may include community response groups, neighbourhood networks, schools, sports and service clubs, faith-based organisations, and other locally organised community networks.
Volunteer Teams	Community Response Teams and EOC volunteers who provide essential operational capability, local knowledge and surge capacity during emergencies.
Non-Government Organisations (NGOs)	Organisations providing welfare, recovery, community support and specialist services before, during and after emergencies. Key partners may include organisations such as Te Aitarakihi Trust, New Zealand Red Cross,

	Salvation Army, Victim Support and other community-based support agencies involved in welfare and recovery activities.
South Canterbury Neighbourhood Support	Community resilience partner supporting public education, preparedness initiatives, local networks and community connectedness.

Part 2: Performance Management (Levels of Service)

Levels of service for 2027-37

Commented [SF1]: Pause on this for now - we will likely be getting set measures through reform

Performance Measure	Levels Of Service	Community or Technical LOS (C/T)	Benchmarks (Targets)	Future Performance Targets				Method of Measurement (where & how)
				Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Years 4-10 2027/34	
Improve individual and community awareness of the consequences from hazards and assist them to build resilience to emergency events.	Presentations by the Emergency Management team to audiences within the District.	T		20	20	20	20	OPAL reporting Staff records
	How well prepared for a disaster do residents feel.	C		50% or more feel prepared	50% or more feel prepared	60% or more feel prepared	60% or more feel prepared	Community TDC survey
Improve Council capability and capacity to respond to and recover from emergencies, while maintaining positive relationships with our partner agencies.	Recruit and train EOC staff to enable a 24/7 capability for a 3 -day response	T		60	60	60	60	OPAL reporting Staff records
	Conduct a full day EOC exercise annually.	T		1	1	1	1	OPAL reporting Staff records
	Recruit and train volunteers to maintain team capacity and capability	T		80	80	80	80	OPAL reporting Staff records

Levels of service are measurable qualities or attributes of an activity that relate to the way people experience the service.

Performance measures are the indicators that are used to determine whether levels of service are being delivered.

Benchmarks relate to your performance measures – for example, are there benchmarks set by industry standards for your activity?

Performance targets are the desired levels of performance against the performance measures.

Proposed Changes to Activities, Projects and Levels of Service

(Note for any changes that the Investment Summary in Part 7 must be completed for EACH proposed change)

What changes are being proposed for this activity for the LTP 2027-37 (cf LTP 2024-34 LTP)?

Proposed Activity Change or Project	Change from 2024/34 LTP (New or Amended)	Impact on Level of Service (Start, Stop, Change higher/lower)	Reason/Rationale	Options for consultation	Project Brief or Business Case Completed?
Reduce EOC staffing requirement	from 5 days to 3	Lower	More realistic target.		No

Part 3: Activity Management

Overall Management

How is the activity managed, including roles, staffing levels, accountabilities, monitoring, evaluation, and reporting processes including key delegations?

Insert general text and unit/team structure diagrams as appropriate for (1) BAU and (2) Project Activities.

Insert explanation of whether/when/how officer time is capitalised to projects.

Overall Management

The Civil Defence and Emergency Management (CDEM) activity is delivered by the Emergency Management Team within Timaru District Council. The team consists of the Emergency Management Lead and Emergency Management Officer and is responsible for emergency planning, community resilience initiatives, volunteer management, public education, training and exercising, emergency response coordination and recovery planning. The team works across all four phases of emergency management – reduction, readiness, response and recovery – to support a resilient and prepared district.

The activity is highly collaborative and relies on strong relationships with Council business units, partner agencies, volunteers, community organisations and regional emergency management structures. While the Emergency Management Team provides specialist leadership and coordination, many emergency management outcomes are delivered through partnerships, shared responsibilities and coordinated action across multiple organisations.

A key component of the Council's emergency management capability is the wider Emergency Operations Centre (EOC) workforce. During emergencies, staff from across Council may be required to undertake EOC roles in addition to their normal business responsibilities. This enables the Council to sustain response and recovery operations while continuing to provide critical services to the community. The Emergency Management Team is responsible for recruiting, training, exercising and supporting this workforce capability, ensuring staff understand their emergency management responsibilities and are prepared to respond when required.

Governance and Accountability

Governance of the activity is provided through Timaru District Council and relevant Council committees. Strategic direction is influenced by national emergency management legislation, policy and planning frameworks, together with the Canterbury Civil Defence Emergency Management Group and associated regional governance and coordination structures.

Operational accountability for the activity sits with the Emergency Management Lead. Statutory emergency management functions are exercised through appointed Controllers, Recovery Managers and other delegated positions as required under emergency management legislation and Council delegations.

Monitoring, Evaluation and Continuous Improvement

Performance is monitored through delivery of annual work programmes, volunteer development activities, training, exercises, community engagement initiatives and operational readiness measures. Following significant emergency responses or exercises, structured debriefs and after-action reviews are undertaken to identify lessons and opportunities for improvement. These findings are incorporated into plans, procedures, training programmes and future work activities to support continuous improvement.

The Emergency Management Team also participates in regional planning, exercising and capability development programmes to maintain alignment with Canterbury-wide and national emergency management arrangements and to ensure emerging risks, lessons and best practice are incorporated into local delivery.

Regional and Shared Service Arrangements

The activity forms part of the wider Canterbury emergency management system and participates in a shared South Canterbury Duty Officer arrangement with neighbouring councils. This arrangement supports 24/7 monitoring capability, mutual aid, shared expertise and improved resilience across the South Canterbury district councils.

Capitalisation of Officer Time

Emergency management activities are primarily operational in nature and officer time is generally funded through operating expenditure. Where staff are directly involved in approved capital projects, officer time may be capitalised in accordance with Council financial policies and project-specific funding arrangements. Capitalisation decisions are made on a case-by-case basis and must meet Council's financial management requirements.

Workflow Management

How does the activity intersect with other activities and workflows across the business?

Other business unit	Other business activity	Point of intersection	Workflow solution	Relationship owner this unit (role)	Relationship owner other unit (role)
			Eg Flowingly		

Other Business Unit	Other Business Activity	Point of Intersection	Workflow Solution	Relationship Owner (EM)	Relationship Owner (Other Unit)
Customer Services	Customer contact and service delivery	Public enquiries, warnings, incident information and community support during emergencies	Standard operating procedures, EOC processes, customer service escalation pathways	Emergency Management Lead	Customer Services Team Leader
Communications	Internal and external communications	Public Information Management (PIM), community engagement, media management and emergency communications	Communication plans, EOC procedures and coordinated messaging arrangements	Emergency Management Lead	Communications Manager
Infrastructure Services	Three Waters, roading and community infrastructure	Response to infrastructure disruptions, recovery planning and resilience initiatives	Business continuity planning, EOC coordination and infrastructure reporting processes	Emergency Management Lead	Group Manager Infrastructure Services
Information Services	Technology and information systems	EOC systems, communications systems, records management and operational technology support	ICT support arrangements, system administration and business continuity planning	Emergency Management Lead	Information Services Manager

People and Capability	Workforce development and wellbeing	EOC staffing, volunteer management, training, emergency response capability and staff wellbeing	Recruitment, training programmes, EOC staffing arrangements and personnel policies	Emergency Management Lead	People and Capability Manager
Finance	Financial management and reporting	Emergency response expenditure, recovery costs, reserves management and external funding claims	Council financial processes, emergency expenditure delegations and recovery funding arrangements	Emergency Management Lead	Finance Manager
Regulatory Services	Building control, environmental health and regulatory functions	Emergency response and recovery activities requiring regulatory advice, inspections or statutory powers	EOC coordination, response plans and regulatory support arrangements	Emergency Management Lead	Group Manager Regulatory Services
Community Services	Community facilities, welfare and community development	Welfare centres, community resilience initiatives, recovery programmes and vulnerable communities	Community partnership arrangements, welfare planning and emergency facility activation procedures	Emergency Management Lead	Group Manager Community Services
Property and Facilities	Facilities management	Emergency Operations Centre facilities, alternate EOC locations and	Facility management plans and activation procedures	Emergency Management Lead	Property and Facilities Manager

		emergency accommodation requirements			
Executive Leadership Team	Strategic leadership and organisational governance	Strategic decision-making, emergency declarations, organisational priorities and recovery governance	Council delegations, response governance arrangements and senior leadership reporting	Emergency Management Lead	Chief Executive / Relevant Group Managers

Systems Management

What different management systems are used for this activity?

Include accounting or financial systems, any IT licensed software or specified hardware for this activity, and customer service support systems for the activity.

The Civil Defence and Emergency Management activity uses a combination of Council corporate systems and specialist emergency management systems to support preparedness, response and recovery activities.

A key operational system is D4H, which is used for incident management, operational coordination, task management, resource tracking, situational awareness and reporting during emergency events. D4H is also used by agencies across the Canterbury Civil Defence Emergency Management Group, providing a common operating platform that supports coordination, information sharing and interoperability during emergencies.

The activity also utilises the South Canterbury Neighbourhood Support (SCNS) CommBase platform to support community resilience, preparedness initiatives and engagement with households and communities.

Specialist operational systems and equipment include:

System / Equipment	Purpose

D4H Incident Management System	Emergency response and recovery management
SCNS CommBase Platform	Community preparedness and resilience programme delivery
VHF Radio Network	Emergency communications and interoperability
Public Alerting Siren System	Public warning capability
Dedicated Duty Officer communications systems	24/7 monitoring and activation arrangements
Emergency Management vehicles, generators and operational equipment	Response and operational support capability

Corporate systems such as Microsoft 365, Teams, Content Manager, financial management systems and customer service platforms also support delivery of the activity and provide the organisational systems required to support emergency management operations

Information Management

What are the key information sources used for decision making in this activity, including for asset management/replacement/renewals (as appropriate), and for determining priorities for this activity?

Include how the information is collected, monitored, used, kept up-to-date, and stored.

Effective emergency management decision-making relies on a combination of historical information, real-time monitoring, predictive risk intelligence and information provided by local, regional and national agencies.

Key information sources used to support planning, operational readiness, response and recovery activities include:

- Hazard and risk assessments.
- Weather forecasts, watches and warnings issued by relevant agencies.
- River, flood, environmental and lifeline utility monitoring information.

- Predictive risk intelligence and long-range forecasting products used to identify emerging risks and support strategic planning, preparedness and resilience activities.
- National, regional and local emergency management plans, strategies and guidance.
- Information provided by emergency services, government agencies, welfare providers, lifeline utilities and partner organisations.
- Community resilience and preparedness information collected through engagement programmes, community response groups and partner networks.
- Lessons identified through emergency responses, exercises, after-action reviews and continuous improvement programmes.
- Asset, equipment and maintenance records supporting emergency management capability and operational readiness.

Information is collected from both internal and external sources and is monitored on an ongoing basis to support planning, operational readiness and emergency response activities. During incidents, situational awareness information is gathered from multiple sources and incorporated into operational decision-making processes using established emergency management systems and reporting arrangements.

Information is maintained within Council record management systems, operational plans, procedures, emergency management databases and incident management systems. Specialist emergency management information systems, including D4H, support operational coordination, record keeping and post-event analysis. Information generated through emergency events, exercises and reviews is used to update plans, procedures and work programmes, ensuring emergency management arrangements remain current, evidence-based and fit for purpose.

The activity also utilises community preparedness and resilience information generated through programmes such as the South Canterbury Neighbourhood Support (SCNS) platform, helping to identify community needs, support preparedness initiatives and inform future resilience activities.

Commercial Management

What are the key considerations for procurement and contract management in this activity?

Include any parameters or constraints eg legislative or industry imposed and alignment to the Procurement and Contracts Policy and Manual. For example, standard contract types and terms, typical cost structure/types used, typical approach to risk sharing, usual delegations (eg GM vs Engineer to Contract vs Project Manager etc). Link to any related documents eg approved/preferred contractors register etc

Emergency management procurement activities are generally focused on maintaining specialist operational capability rather than delivering large capital projects. Expenditure is typically associated with communications systems, emergency management software, public alerting infrastructure, emergency response equipment, volunteer capability, training services and specialist technical support.

The activity relies on a range of ongoing contractual and service arrangements, including emergency management software licensing, radio communications infrastructure, repeater site agreements, public alerting system maintenance, equipment servicing and specialist communications support. These arrangements are essential to maintaining operational readiness and ensuring emergency management systems remain functional and available during emergencies.

Procurement activities are undertaken in accordance with Council procurement policies, financial delegations and contract management procedures. During emergencies, procurement may occur under emergency response provisions where the rapid acquisition of goods or services is necessary to support response or recovery objectives.

Cost estimates for operational activities and projects are typically developed using supplier quotations, contract pricing, historical expenditure, regional procurement information, specialist advice and known asset replacement requirements. Budget forecasting also considers software licensing, infrastructure maintenance, lease arrangements, equipment replacement cycles, training requirements and operational readiness needs.

What are the key estimation and forecasting tools/methodologies relevant to this activity?

Describe how this activity estimates/forecasts budgets or price envelopes for BAU activities and projects (both internal resource and external costs)? For example QS, Engineer's Estimate, Quotes, Proposal/s, Comparison projects, industry rates and estimated measures, schedule of quantities etc

Estimation and forecasting for the Civil Defence and Emergency Management activity are generally based on historical expenditure, known contractual commitments, asset replacement programmes, supplier quotations and anticipated work programmes.

Budget forecasting considers both operational and capital expenditure requirements, including:

- Emergency management software licensing and support costs.
- Communications infrastructure maintenance and lease arrangements.
- Public alerting system maintenance and replacement programmes.
- Radio network maintenance, repeater site costs and equipment replacement schedules.
- Volunteer capability development, training and exercise programmes.
- Emergency response equipment, vehicles and operational readiness requirements.
- Community resilience and preparedness initiatives.
- Specialist consultancy, technical advice and contractor support where required.

Cost estimates are typically developed using supplier quotations, market pricing, contract schedules, previous project costs, regional benchmarking and known equipment replacement cycles. Where specialist equipment or infrastructure is involved, estimates may also be informed by advice from suppliers, contractors and technical specialists.

Forecasting assumptions are regularly reviewed to reflect inflation, technology changes, asset condition, legislative requirements, service expectations and emerging risks. Response and recovery costs associated with emergency events are inherently difficult to predict and are typically managed through emergency expenditure provisions, reserve funds and any available external funding mechanisms.

Communication Management

How does this activity ensure effective communication and engagement with governance and the community?

Describe how this activity typically identifies, plans for and implements opportunities for communication and engagement with key stakeholders (internal and external), clearly outlining roles and responsibilities and key documents, processes or channels in use.

Effective communication and engagement are essential to building community resilience, supporting emergency preparedness and enabling effective response and recovery activities.

The Civil Defence and Emergency Management activity maintains communication and engagement with a wide range of stakeholders including elected members, Council staff, emergency services, government agencies, iwi, community organisations, welfare providers, volunteer teams and the wider community. These relationships are developed and maintained through ongoing engagement activities, training, exercises, planning processes and partnership forums.

Community engagement focuses on increasing awareness of local hazards, encouraging household preparedness and supporting community-led resilience initiatives. This includes preparedness presentations, community meetings, engagement with community response groups, schools, marae, volunteer organisations and other locally based networks that contribute to resilience and emergency preparedness outcomes.

Community preparedness and resilience activities are also supported through the South Canterbury Neighbourhood Support (SCNS) Gets Ready platform, the Timaru Gets Ready preparedness guide, and associated community engagement initiatives. Together, these programmes provide opportunities to increase household preparedness, strengthen awareness of local hazards and risks, support resilience-building activities and maintain connections with communities across the district. Information generated through these initiatives assists in identifying emerging community needs and informs future emergency management planning, engagement and resilience activities.

Governance communication is delivered through reporting, workshops, briefings and planning processes that support elected members and senior leadership to understand emergency management risks, priorities and emerging issues.

Operational communication is supported through established relationships with partner agencies, welfare organisations and regional emergency management networks. These relationships provide trusted communication pathways that support coordinated planning, information sharing and joint decision-making before, during and after emergencies.

During emergency events, communication activities are undertaken through established Public Information Management (PIM) arrangements and coordinated emergency management processes. These arrangements ensure information provided to decision-makers, partner agencies and the community is timely, accurate, consistent and based on the best available information.

Communication channels commonly used by the activity include community meetings, presentations, training events, volunteer networks, welfare and community partnership forums, Canterbury CDEM Group structures, Council communication channels, social media, websites and emergency management systems.

Part 4: Asset Management

Asset Management Overview

Commented [SF2]: Ignore this section if you do not have any assets in your activity.

How will the assets be managed to deliver the service?

Brief overview of high level approach to asset management, identifying the main assets and overall values, key points about valuations, renewals, replacements etc. Bullet points of key projects/programmes.

For those activities without major assets, a brief description of what assets are used for your activity and/or for intended project work (i.e. computers, building space, specific IT programmes, vehicles – indicating who manages those – i.e. what unit/team).

The Civil Defence and Emergency Management activity manages a relatively small asset portfolio that supports emergency preparedness, response and recovery operations across the district. The focus of asset management is maintaining operational readiness, ensuring critical equipment remains fit for purpose and replacing assets before they become unreliable or obsolete.

Key assets supporting the activity include:

- District VHF radio communications network.
- Public Alerting Siren System (PASS).
- Emergency Management response vehicle.
- Community Response Team trailers.

- Volunteer team equipment and personal protective equipment (PPE).
- Emergency Operations Centre (EOC) technology and operational equipment.
- Emergency generators and specialist response equipment where applicable.

Assets are maintained through planned inspection, testing, servicing and replacement programmes. Specialist communications assets, including the radio network and PASS infrastructure, rely on a combination of Council-owned equipment, maintenance contracts, software systems and site lease arrangements to ensure continued functionality and district-wide coverage.

Asset replacement decisions are informed by operational requirements, asset condition, supplier supportability, technology changes, maintenance costs and lessons identified through emergency responses, exercises and operational use.

The Emergency Management Team works closely with Council support services and specialist contractors to ensure assets remain operationally ready and capable of supporting emergency response and recovery activities. Asset management priorities focus on maintaining resilient communications, effective public warning capability, volunteer response capability and operational coordination systems.

Asset Management Plan (if relevant)

Please refer to the Asset Management Plan here. (hyperlink to Asset Management Plan if activity has one)

While the activity maintains a number of operational assets, it does not currently have a standalone Asset Management Plan. Asset information, replacement programmes, maintenance schedules and renewal requirements are managed through Council asset management, financial and operational planning processes. XXXwhere are the PASS incorprated into this?XXX

Part 5: Financial Management

Commented [SF3]: Pause on this for now until we get the layout and prior years info from Finance

Ten Year Operating and Capital Budget

What financial resources are needed?

(Insert Magiq table here of whole budget summary)

Identify the changes to any financial line items and explain the rationale for this change.

Planned Capital Expenditure for Key Capital Projects

How much capital expenditure will be spent, on what asset, and what are the key capital projects for this activity for the next ten years?

(Insert Magiq table here of capex projects. Include whole of Life costs/future operating projections if different from above, and consider NPV. Remember to include officer resource requirements where time will be capitalized, and assets that will be created with corresponding depreciation values). **TABLE TO COME or INSERT FROM Asset Management Plan**

How much capital expenditure will be spent, on what asset, and what are the key capital projects beyond the next ten years?

(Insert Magiq table here of capex projects. Include whole of Life costs/future operating projections if different from above, and consider NPV. Remember to include officer resource requirements where time will be capitalized, and assets that will be created with corresponding depreciation values). **TABLE TO COME or INSERT FROM Asset Management Plan**

Funding Considerations

LGA s101 Funding Considerations

Funding Policy

Funding Principles

User-pays	Exacerbator-pays	Inter-generational equity	Separate funding
Low/Med/Hi	Low/Med/Hi	Low/Med/Hi	Low/Med/Hi

This table shows how Council has considered the funding in relation to the activity, using a simple high to low scale. The categories are:

- User-pays – the degree to which the activity can be attributed to individuals or identifiable groups rather than the community as a whole;
- Excerbator-pays – the degree to which the activity is required as a result of the action (or inaction) of individuals or identifiable groups;
- Inter-generational equity – the degree to which benefits can be attributed to future periods, and;
- Separate funding – the degree to which the costs and benefits justify separate funding for this activity.

When an activity is paid for through a number of funding mechanisms, Council's practice is to meet its operating costs in the first instance through fees & charges and grants & subsidies (subject to the considerations outlined above). If the activity requires further operational funding, this remainder is funded through rates.

Capital Cost Funding Policy

This capital programme will be funded in accordance with the following principles: (example below)

Investment type	Initial funding	Serviced and/or repaid by
• Renewal/replacement • Service improvement and other assets • growth	• rates and debt • debt • debt	• rates • rates • rates

Rates	Borrowing	Financial Contributions	Grants and other funds
Low/Medium/High/Not Applicable	Low/Medium/High/ Not Applicable	Low/Medium/High/ Not Applicable	Low/Medium/High/ Not Applicable

Operating Cost Funding Policy

This table below shows Council's broad funding target for the activity (i.e. how much is paid by individuals/groups versus the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges etc.). Because there are variations in the balance between individual/group and community funding, the funding target is expressed in broad terms rather than specific percentages. These broad ranges are:

- Low = this source provides 0%-25% of the funding for this activity;
- Medium = this source provides between 26% and 75% of the funding for this activity, and;
- High = this source provides between 76% and 100% of the funding for this activity.

	Funding Target	Funding Mechanisms
Individual/Group	Low/Medium/High	Fees & Charges/Targeted rates

		(Low, Medium, High)
Community	Low/Medium/High	General rates/Grants & Other (Low, Medium, High)

Part 6: Risk and Opportunity Management

What specific risks are identified for this activity, and what controls and mitigations are planned or in place to address these? Consider impacts on climate change/community outcomes in addition to the risk categories signaled below.

Description	**Triggered by**	**Resulting in**	**Risk Level***		**Controls and/or Mitigations**	**Residual Score**
			Likelihood	**Consequence**		
Incl climate-related risks						
Incl emissions production	**Incl emissions sources**	**Incl emissions levels**				

Description	Triggered by	Resulting in	Likelihood	Consequence	Controls and/or Mitigations	Residual Score
Increasing demand for emergency management services	More frequent and complex emergency events, recovery programmes and resilience activities, including climate-related hazards	Reduced ability to deliver preparedness, planning, response and recovery activities across all four Rs	4	4	Regional collaboration, prioritisation of work programmes, volunteer capability development, shared South Canterbury arrangements and community resilience initiatives	Medium

Legislative reform increases obligations and service expectations	Introduction of new Emergency Management legislation and associated requirements	Increased compliance obligations, capability requirements, reporting requirements and resource demands	4	3	Active participation in national and regional work programmes, monitoring legislative change and maintaining adaptable emergency management arrangements	Medium
Workforce and volunteer sustainability	Increasing organisational workloads, competing priorities, recruitment challenges and reduced volunteer availability	Reduced response capability, difficulty maintaining EOC staffing, volunteer capability and organisational resilience	4	4	Recruitment and retention programmes, training and exercising, volunteer support programmes and organisational awareness of EOC responsibilities	Medium
Failure of critical communications and warning systems	Asset failure, technology obsolescence, natural hazard impacts or insufficient renewal investment	Reduced communication capability, situational awareness, interoperability and public warning capability	2	5	Planned maintenance programmes, asset renewal planning, redundancy within communications systems, testing and exercising	Low
Funding constraints reduce capability and resilience investment	Affordability pressures, rates constraints, increasing operating costs and response expenditure	Reduced ability to maintain capability, replace assets, undertake resilience initiatives and respond	3	4	Long-term planning, lifecycle asset management, regional collaboration and	Medium

		to emerging requirements			prioritisation of available resources	
Changes to future service delivery arrangements	Changes to regional delivery models, shared service arrangements, emergency management structures or local government structures	Uncertainty regarding future service delivery, capability, governance and resourcing arrangements	2	3	Maintaining flexible delivery arrangements, strong regional relationships and active participation in sector planning and discussions	Low
Emergency management activities contribute to greenhouse gas emissions	Use of vehicles, generators, travel and operational response activities	Increased emissions associated with emergency management operations	3	2	Use of technology for remote engagement where appropriate, efficient deployment of resources and consideration of lower-emission options where operationally feasible	Low

What specific opportunities are identified for this activity, and what measures are planned or in place to exploit these? Consider climate change and community outcome opportunities in addition to the categories signaled below.

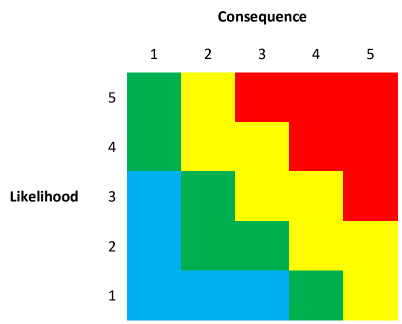
Description	Triggered by	Resulting in	Risk Level*		Controls and/or Exploitation (incl climate adaptation and mitigation)	Residual Score
			Likelihood	Consequence		

Incl climate-related opportunities						
Incl emissions production	**Incl emissions sources**	**Incl emissions levels**				

Description	Triggered by	Resulting in	Likelihood	Consequence	Controls and/or Exploitation (including climate adaptation and mitigation)	Residual Score
Improved community resilience and preparedness	Increased community engagement, preparedness initiatives and resilience programmes	Better prepared communities, reduced impacts from emergencies and improved recovery outcomes	4	5	Support community-led preparedness initiatives, Community Response Groups, SCNS Gets Ready, Timaru Gets Ready and resilience programmes	High
Enhanced regional collaboration and shared capability	Continued collaboration through the Canterbury CDEM Group and South Canterbury arrangements	Improved efficiency, capability, interoperability and resilience across the region	4	4	Active participation in regional planning, training, exercises, operational coordination and shared service initiatives	High
Greater use of predictive	Improvements in hazard forecasting,	Better situational awareness, preparedness,	4	4	Investment in forecasting capability, risk intelligence	Medium

intelligence and forecasting tools	risk intelligence and decision-support systems	risk reduction and decision-making			products and monitoring systems to support planning and operational readiness	
Strengthened volunteer and community response capability	Ongoing investment in volunteers, community partnerships and local preparedness initiatives	Increased local response capacity, stronger community ownership of resilience and reduced dependence on external resources	3	4	Volunteer recruitment, training, exercising and support programmes, together with community engagement initiatives	Medium
Climate adaptation and resilience planning	Increased organisational and community focus on climate adaptation and long-term resilience	Reduced exposure to future hazards, stronger community outcomes and improved sustainability of services	4	4	Integration of climate risk information into planning, community resilience activities, risk reduction initiatives and long-term investment decisions	High
Reduction of emissions through technology and modern asset replacement	Adoption of newer technologies, virtual engagement tools and asset renewal programmes	Reduced operational emissions and more efficient use of resources	3	3	Consider lower-emission technologies and vehicles where operationally appropriate, and maximise use of virtual engagement and training methods	Medium

Risk Matrix



Key (as per Risk Management Policy):

Likelihood

1. Rare
2. Unlikely
3. Possible
4. Likely
5. Almost Certain

Consequences

1. Less than minor
2. Minor
3. Moderate
4. Major
5. Extreme

Risk Categories

- Political
- Environmental
- Social
- Reputational
- Financial
- Operational
- Health & Safety
- Legislative/Regulatory
- Levels of Service

(USE PROMPTS TO COMPLETE ALL FIELDS)

Part 7: New Projects or Programmes Investment Summary

Business Justification and Scope	
Project/Programme	• Name • Scope (what will be delivered, what won't be delivered)
Purpose	• Purpose (drivers, problem or opportunity statement)?
Level of Service	• Impact per Activity Management Plan ie Achieve compliance, Maintain LOS, Improve LOS, Meet demand/growth (select all that apply)
Business Justification	• Implications of Current State/Status Quo Option • Options Considered and Preferred Option, reasons • Outcomes (what changes – business or community) - will successful delivery enable? (per above section, Strategic Alignment) • Benefits (what advantages – internal or community) – are enabled by the outcomes? (per above section, Strategic Alignment) • Evidence to support the case for investment – attach Project Brief, Business Case or Optioneering Assessment if completed
Risks, Opportunities	• Most relevant only, describe key risks/opportunities and mitigations/exploitations – attach supporting evidence if available
Assumptions, Constraints and Dependencies	• Statutory and Regulatory context (compliance parameters, requirements or conditions) • External decision makers or approvals required • Affordability and funding availability • Sustainability, climate change impacts • Coordination with other agencies/projects/activities (internal or external, public or private) • Previous consultation/stakeholder perspectives • User Acceptance Criteria (UACs) or stakeholder requirements • Minimum Viable Product (MVP) for technical parameters

Cost Summary	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Internal Resource to be capitalised	$									
CAPEX (excl internal resource)	$									
OPEX	$									
Revenue	$									
Project Total (excluding GST)	$									
Detailed cost breakdown attached Y/N?										

Investment Summary – Critical Success Factor evaluation

Notes for users

- These criteria are intentionally generic. The terms in **bold** — such as 'compliance', 'strategic priorities', 'LOS', 'growth/demand', and 'other strategies, programmes and projects' — are placeholders. You will need to define these terms for your activity (using the details populated in Parts 1 and 2 of your Activity Management Plan above) before evaluating the investment proposal. Level of Service' (LOS) refers to the agreed performance standard for a given activity per Part 2 above.
- Scoring by the activity/project manager should be reviewed by at least one other person (eg Team Lead, Manager or PMO) to reduce subjectivity. Supporting reasons should be provided.
- This tool operates within Council's Procurement Policy and Procurement Manual and the Procurement Lead must be engaged if/when progressing to formal procurement planning.
- Scoring does not determine funding priority but is one input into decision making to be read alongside the relevant Investment Summary above and any supporting evidence (Project Brief, Business Case, or Optioneering Assessment).

Critical Success Factor (CSF)	Rating	Does Not Meet/Poorly Meets (DNM/PM)	Partially Meets/Mostly Meets (PM/MM)	Fully Meets/Exceeds (FM/E)
Strategic fit and business needs		Non-compliant, poor **compliance**, medium compliance risk Not at all aligned to **strategic priorities** Not required to maintain **LOS or for growth/demand** Disrupts **other strategies, programmes and projects** No/limited **stakeholder** or community support	Not required for **compliance**/low compliance risk Somewhat aligned to **strategic priorities** Not required to maintain **LOS** but may improve **LOS** or meet **growth/demand** Doesn't disrupt other **strategies, programmes and projects** Some **stakeholder**/community support	Required for **compliance**, fully compliant Fully aligns with agreed **strategic priorities** Required to maintain **LOS** or will improve **LOS** or meet **demand** Fits well with other **strategies, programmes and projects** Considerable **stakeholder**/community support
Potential value-for-money		Low value/improbable benefits, insufficient evidence High costs or costs unknown, insufficient evidence High risk or risks unknown, insufficient evidence	Moderate value/possible benefits, limited supporting evidence Moderate costs and reasonable cost confidence Moderate risk and reasonable confidence in risk analysis	Compelling evidence supports investment, high benefits probability and value Low cost and/or costs well understood and acceptable Low risk and/or risks well understood and manageable
Supplier capacity and capability		No suppliers available to deliver required services Risk of diminishing value for money or unsustainable terms	Non-local suppliers can deliver required services Acceptable contract terms/value for money anticipated	Local suppliers can deliver required services Value-for-money arrangement over contract term is anticipated
Potential affordability		Cannot be met from likely available funding, does not align with activity or corporate priorities Funding gap/other funding constraints Other funding opportunities are more appropriate	Can be met from likely available funding, aligns with either but not both activity and corporate priorities Matches/no other funding constraints Does not leverage any other funding opportunities	Can be met from likely available funding, aligns with both activity and corporate priorities Matches/no other funding constraints Leverages other funding opportunities
Potential achievability		Skills and resource required for successful delivery cannot be prioritised without unacceptable impact on BAU delivery	Skills and resource required for successful delivery constrained, resourcing costs or impact on BAU delivery requires consideration	Sufficient skills and resource available to support successful delivery in parallel with BAU delivery
Overall Rating		Comments:		

At the time of preparing this Activity Management Plan, no significant new projects or programmes have been identified that require a separate investment summary. The primary focus of the activity over the planning period is maintaining and renewing existing emergency management capability, communications infrastructure, public warning systems, volunteer capability and community resilience programmes.

However, the emergency management sector is currently undergoing significant legislative and policy reform. Future changes to emergency management legislation, National Emergency Management Agency (NEMA) requirements, national standards, capability frameworks and assurance requirements may create a need for additional projects, capability enhancements, infrastructure investment or organisational change during the life of this plan.

Emerging programmes such as the Emergency Management System of Systems (EM-SOS) and Emergency Management System Improvement Programme (EM-SIP), together with any future nationally mandated capability, technology or reporting requirements, may require additional investment and programme development over the planning period. As the scope and requirements of these initiatives become clearer, separate investment summaries and business cases will be developed in accordance with Council planning and investment processes.

Where significant new projects, programmes or service improvements are identified, individual investment summaries and supporting business cases will be completed as required.