

Civil Defence Emergency Management Plan 2015-2025

Incorporating the Civil Defence Strategy, Activity Management Plan 2015-2025 and Work Programme

‘To foster partnerships and cooperation in emergency management to reduce the impact of emergencies in the Timaru district.’

Plan Status/Document Control

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Glossary of Terms

Commonly used terms and abbreviations used throughout the Plan include:

4Rs: Four areas of emergency management: Reduction, Readiness, Response and Recovery.

The Act: The Civil Defence Emergency Management Act 2002

AMP: Activity Management Plan, part of the Long Term Plan documentation process.

CD: Civil Defence

CD: Consultation Document – part of the Long Term Plan process for Councils.

CDEM: Civil Defence Emergency Management. Sometimes shortened to CD, however EM covers all agencies in the sector, including CD.

CDEM Act: The Civil Defence Emergency Management Act 2002

CDEM Group: Established under section 12 of the Civil Defence Emergency Management Act 2002. Unless otherwise stated in the Plan, it refers to the Canterbury CDEM Group, a joint standing committee with membership comprising the Mayors/Chairperson (or delegated Councillors) from Kaikoura, Hurunui, Waimakariri, Selwyn, Ashburton, Mackenzie, Timaru and Waimate District Councils, Christchurch City Council and Environment Canterbury.

CEG: Co-ordinating Executive Group Established under Section 20 of the Act. Functions include providing advice to the CDEM Group and any sub-groups of the CDEM Group; co-ordinating and overseeing as appropriate the implementation of decisions of the Group by the Group CDEM Office or by individual members; and overseeing the implementation, development, maintenance, monitoring and evaluation of this Plan. Its membership includes Chief Executives (or delegates) of CDEM Group plus senior managers from Emergency Services, Health, welfare and Lifelines as outlined in the Canterbury CDEM Group Plan.

CIMS: Co-ordinated Incident Management System. Establishes a framework to assist in effective, efficient and consistent response to an incident/emergency management.

Declaration: A Declaration allows the Controller and others access to statutory powers with the purpose to grant people the necessary authority to protect life and property in extraordinary emergency events. The rationale for declaring a state of emergency is:

- an emergency event has occurred or may occur;
- the safety of the public or property is endangered;
- loss of life, injury, illness, or distress may be caused; or,
- usual services are inadequate to deal with the emergency.

Emergency: As defined under the Act: 1. Is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and 2. Causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand and 3. Cannot be dealt with by emergency services, or otherwise requires a significant and co-ordinated response under the Act.

Emergency Services: The New Zealand Police, New Zealand Fire Service, National Rural Fire Authority and Rural Fire Authorities.

EOP: Emergency Operating Procedure refers to a document describing a formally established set of operational procedures that are the commonly accepted method for performing certain emergency management tasks. Also referred to as a Standard Operating Procedure (SOP).

ESCC: Emergency Services Coordinating Committee. Convened by NZ Police for South Canterbury here in Timaru.

GECC/EOC: Group Emergency Coordination Centre / Emergency Operations Centre. An established facility, from where the response to an event may be managed and supported.

ICP: Incident Control Point. A facility where site response to an incident is managed and controlled.

JC: The Joint Committee is the Governance body of the Canterbury CDEM Group. It comprises the Mayors/Chairs of all the local authorities in Canterbury.

Lead Agency: The organisation with the legislative authority; or because of its expertise and resources, agreed authority; primarily responsible for control of an incident.

Lifeline Utility: An entity named in or described in section 1 of the Act. Within Canterbury, these include Radio New Zealand, Television New Zealand, airports, port companies, gas, electricity, water, waste water, sewerage, telecommunications, roads, fuel, and rail industries.

Local Authority: Means a Regional Council or District/City Council.

LTP: A Council's Long Term Plan

MCDEM: Ministry of Civil Defence and Emergency Management

NZTA: New Zealand Transport Agency



Executive Summary

The purpose of this plan is to provide a strategic and high level operational framework for the continued delivery of emergency management over the next ten years. It incorporates a Civil Defence Strategy, an Activity Management Plan and a Work Programme for the Emergency Management Unit. It also highlights the relationships that exist between Timaru District Council and our partner agencies in Emergency Management, as well as the valuable integration and commitment of community volunteers in delivering emergency response.

This plan will provide direction to maintain sustainable levels of service in Emergency Management and acknowledges requirements for continuous improvement in relation to changes in current best practice for both Civil Defence and Local Government. These changes may result from lessons learned during and after emergency events, or at the direction of either the Canterbury Civil Defence Emergency Management Group Joint Committee, Corporate direction from within Timaru District Council or from feedback and suggestions from CD volunteers or our communities themselves.

Part 1 is the Civil Defence Strategy and covers the strategic direction and higher level operational arrangements that link what we deliver locally with our obligations outlined in the Canterbury CDEM Group Plan and as such is also defined by the four 'R's of emergency management; Reduction, Readiness, Response and Recovery.

Part 2 is the Activity Management Plan and describes what activities are going to be undertaken to comply with the relevant legislation¹ and provide a specific Level of Service (LoS) for their delivery. It includes overall objectives, targets to be achieved, monitoring, evaluation and financial breakdown to achieve those targets².

Part 3 is the Civil Defence Work Programme that is designed to deliver on those activities described in Part 2 and incorporates the objectives and targets from the Canterbury CDEM Group Plan. As such it becomes the one-stop-shop for CDEM delivery in our district.

Ideally there will be a correlation between the Long Term Plan (LTP) deliverables and those determined by the Canterbury CDEM Plan, identifying the gaps that do exist between mandated requirements for emergency response and the services that are currently being delivered from staffed and volunteer networks. As such it also provides an opportunity to review community (and legislative) requirements and structure the delivery according to the risk, the need and the available resource.

As this plan is primarily a strategic framework it does not include lower level operational (day to day) activities unless significant funding is required for maintaining the mandated level of service, in which case the details are provided in Part 2 as part of the justification for additional funding. Action Points identified during

¹ Legislation includes Civil Defence Emergency Management Act 2002 and Local Government Act 2002. Other legislation that should be considered in some aspects of Civil Defence reduction (planning) are the Resource Management Act 1991, the Building Act 2004 and the Local Government and Official Information and Meetings Act 1987.

² This portion of the Plan replaces the previous Emergency Management – Civil Defence and Rural Fire: Activity Management Plan.

the development of this plan are highlighted and are added to the Action Points from the CDEM Group Plan (if not already covered) in Appendix D.

Due to the confidential nature of community response, CD Team arrangements and contact details are not included in this document, but are detailed in Special Operating Procedures held by each CD Team and/or in the Timaru District Council offices. However, as determined by the CDEM Act 2002 and the LG Act 2002, this Plan is a public document.

The intention is to update this plan every three years as part of the Long Term Plan (LTP) process, at which time full public consultation occurs. Additional changes may be required as a result of changes in either legislation or the Canterbury CDEM Group Plan, at which time additional public consultation may occur if the change is considered significant.

Additional feedback is always welcomed from volunteers and partner agencies within the CDEM sector in a 'business as usual' sense, and is most likely to occur following event response or emergency exercising with partner agencies. These changes are also incorporated into both strategic and operational planning documents where appropriate.



Part 1 – Civil Defence Strategy

Overview – Civil Defence Strategy

This Plan provides direction on the delivery of comprehensive risk-based emergency management within the Timaru District. While it is not an operational document it does allude to the variety of human and physical resources we are able to bring to a response within our district. It highlights the breadth of networks utilised in planning for that response and in educating communities of the risks they may face from hazards. It also emphasises the fact that everyone has a role to play when disaster strikes and that we all contribute to the emergency capacity of ourselves, our families, businesses and communities. The fact we strive to recovery and rebuild proves that we aspire to fulfil our desire for “Safe, vibrant and growing communities”³.

Our Communities

Our District covers 2,602 square kilometres and provides a safe and healthy place for 45,400 people to live and bring up their families, run their businesses from and retire to. Many of those same features that make it such a great place to live also provide the triggers for disasters that could affect us and our communities. Whether it's a coastal outlook, a flat building site with views to the hills or a prime piece of real estate overlooking a park and the main highway, each site may have the potential to force us from our homes, destroy our possessions and leave us feeling vulnerable and confused.

This doesn't mean we shouldn't live here, but it does mean that each of us should learn about the hazards in our communities, what residual risks will affect us⁴ and how we can all prepare to survive the disasters they may create. With this in mind our Mission Statement becomes **'To foster partnerships and cooperation in emergency management to reduce the impact of emergencies in the Timaru district.'** (taken from the 2012-2022 Timaru Long Term Plan - CDEM Activity Management Plan).

Our Drivers

The mandate for providing emergency management services to our communities comes from the Civil Defence Emergency Management (CDEM) Act 2002. This is translated to the regional context in the Canterbury CDEM Plan and the resulting Objectives and Actions are what we base our local CDEM work programme upon. That programme is developed to encompass as many of those Actions as we can resource and enable us to sustain them at a level that is appropriate for our communities and our Council.

³ The primary LTP Community Outcome for CDEM is to create Safe, vibrant and growing communities.

⁴ Residual risk is the level of risk that remains when the perceived (identified) risk from a hazard is remediated or mitigated to a level acceptable to the community, the ratepayer and/or the general public. An example would be flood protection works designed to a specific flood level funded by the community via their rates at a level they can afford. A bigger flood may compromise the protection works but the higher risk has been accepted by the community in what they are willing (and able) to pay for.

As our response force is primarily volunteer and volunteer agency sourced this has an implication for availability of human resource, which also impacts on what we can sustainably deliver. CD management and coordination is provided from within the Timaru District Council, with resourcing that considers business continuity planning (BCP) based on identified risk⁵. It is also noted that lack of appropriate business continuity management is in itself a risk.

Action Point 1 - Recognising the importance of Business Continuity Planning, it is recommended to develop a corporate approach and use the BCP template recently provided by Canterbury CDEM Group Office.

Additional drivers are enshrined in legislation and associated guidelines (see **Appendix A**). The most important one for the development of this plan would be the Local Government Act 2002 (schedule 10); which is why the CD Activity Management Plan is included in the Timaru District Long Term Plan.

A good explanation of the main legislative linkages is shown in **Figure 1** below.

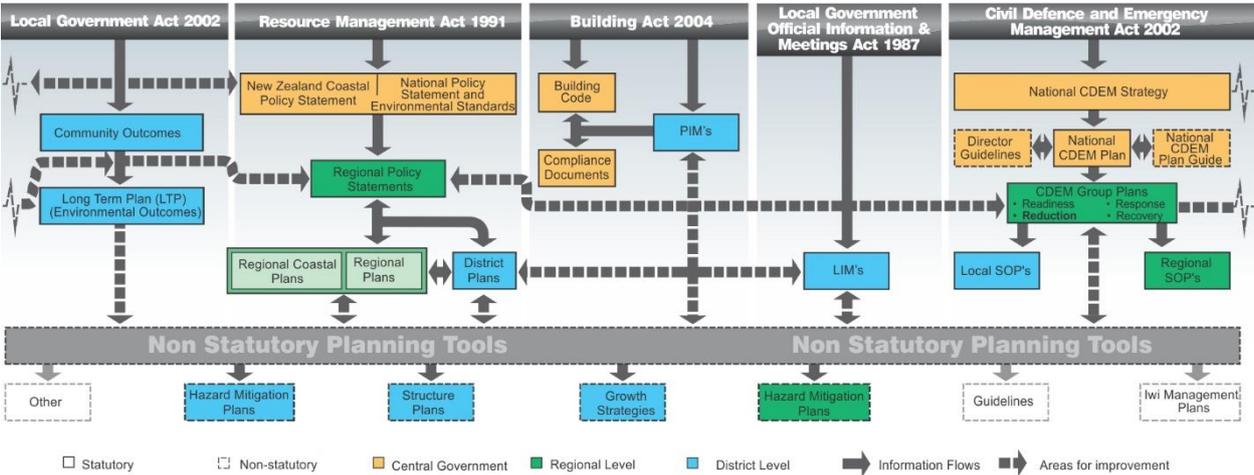


Figure 1. Showing the five main pieces of legislation that ‘manage’ hazard. Orange boxes are national arrangements, green are regional and blue are local (*Risk/Land Use Planning Forum, 2014: from Wendy Saunders, GNS.*)

In some areas there is a lack of understanding of these linkages, which is due to the way each piece of legislation defines hazard – they are all different. A toolbox that can be used to provide a risk-based approach to hazard and emergency management can be found at <http://www.gns.cri.nz/Home/RBP/Risk-based-planning/A-toolbox>. This is discussed further in ‘Our Risks’ section to come. Ironically, it is the last two ‘R’s of emergency management (response and recovery) that are needed when other legislative planning processes fall short in their delivery of risk identification and treatment⁶.

⁵ This project is being managed in-house and will be undertaken by each Unit Manager in relation to the activities and assets within their Unit, the relational aspects of shared resources and services between Units and shared resourcing with other partner agencies in the CDEM Sector.

⁶ For example the failure to understand and plan for the cumulative effects of subdivision development and land use change can increase down-catchment risk in severe storm events. These events are, in

Governance and Management

As a Member of the Canterbury CDEM Group Joint Committee (JC), which is set up in accordance with Section 12 of the CDEM Act 2002, Timaru District Council is represented in Governance by the Mayor. The Group JC is responsible for setting the regional strategic direction in emergency management. The CDEM Group JC exercises governance and determines CDEM policy for member authorities in relation to risk analysis, reduction, readiness, response and recovery from emergencies.

Our representation on the Coordinating Executive Group (CEG) is through our Chief Executive and the CEG is established and maintained under Section 20 of the CDEM Act 2002. This body is responsible for management of CDEM within the Canterbury Region and for supporting and directing the delivery of emergency management services at the local level and within each partner agency. A full breakdown of CEG membership and functions can be found on page 17 of the Canterbury CDEM Group Plan.

The CEG is also responsible for directing other sub-groups that provide additional specialist advice to the CEG and a link with regional service and utility providers not represented at the CEG. These include the Response Planning Group (RPG), the Welfare Coordination Group (WCG) and the Lifeline Utility Group. South Canterbury has a single representative on each sub-group, with South Canterbury being Ashburton, Timaru Mackenzie and Waimate Districts.

The CEG may also require additional subcommittees to be set up as and when required. These may include a recovery advisory group, public information forum, rescue committee, risk reduction group, communications group or community resilience group.

In addition, the Emergency managers within Canterbury meet quarterly at the EMO Forum to discuss issues and projects not generally covered by the other sub-committees, including day-to-day operational matters.

Our Risk Profile

A very thorough risk analysis was undertaken in 2013 during the development of the latest Canterbury CDEM Plan. This resulted in a priority listing of hazards based on likelihood and consequence as well as impact and manageability. In general the hazards considered would require multiple agency intervention, with a likely occurrence in the next 20 to 50 years.

For Timaru the top hazards in order of priority are:

- Electricity Failure
- Dam Failure

turn affected by climate change and engineered works within catchments, while reduction of the risks may be as simple as public education on local hazards and self-preparedness options, all of which increase community resilience.

- Disruption of Fuel Supply
- Earthquake Alpine Fault
- Earthquake (Local)
- Port Incident
- Flooding – eastern/foothill rivers
- Heavy Rainfall
- Human Disease Pandemic
- Air Accident
- High Winds
- Rail Accident
- Snow (Ice)

The full list can be viewed on the CDEM Group website as part of the Group Plan at <http://www.cdemcanterbury.govt.nz/document-library/cdem-plans/>. The bulk of our emergency response will cater for any hazard (i.e. the same agencies and processes apply in the response to an event across a variety of hazards). However, some hazards, such as tsunamis, require additional techniques and advice, such as providing safe evacuation zones and public information bulletin boards on the risks. Additional risk identification is shown in Table 6 of Part 2 – Long Term Plan.

Risk Reduction

Risk reduction is identifying and analysing long-term risk to human life and property from hazards, taking steps to eliminate (avoid) if practicable and if not reduce (mitigate) the magnitude of their impact and the likelihood that they will occur. The Canterbury Regional Policy Statement (RPS) places responsibility for natural hazard risk management on local authorities. Local authority plans must give effect to the RPS. The RPS prefers to reduce risk through avoidance of the risk rather than strategies to mitigate the hazard. Communicating information on risk and mitigation to communities and partner agencies in an effective manner is also important.

For Timaru District Council this means we must not only work with other agencies to identify risks from known hazards but we must also work collaboratively with those agencies and our communities to reduce the levels of risk. This may include specific community education around the risks, developing plans to increase resilience through community-driven response and including pre-planning and networking with community groups who wish to be part of the response mechanism within their community.

Collaborative planning processes include (but are not limited to) the development of the Timaru District Welfare Plan and the Timaru District Tsunami Response Plan

Action Point 2 - Pre-planning for welfare response is critical. The current Welfare Plan was written as a draft document in 2002. It is recommended that the Welfare Plan be re-written as soon as is practicable and that it be updated once the Group Welfare Plan is completed.

This collaborative process includes membership of Neighbourhood Support South Canterbury, South Canterbury Rural Support Trust and the South Canterbury Emergency Services Coordinating Committee⁷.

It is also important that as a lead agency in emergency management we are utilising all internal staff and planning processes to give us a better chance of sustaining our response to an event and being able to continue providing services to our communities in recovery.

Readiness

When our communities experience a flood or any other event their ability to respond depends on the level of readiness they have as well as the level of readiness the responding agencies and volunteers have. Community education can increase the likelihood that people will know what is happening when disaster strikes but effective operational response depends on having sufficient trained staff within TDC and partner agencies, trained CD volunteers and networked community groups to provide an adequate response for the event. It also requires an understanding of everyone's roles and responsibilities and when additional resources may be required.

Consistent networking within the CDEM sector is critical, especially in developing operational and strategic plans, as it identifies shortfalls in resourcing for various events, critical primary networks (such as communication and infrastructure). This pre-planning also reduces the likelihood of assumptions being made by either the community (in what they expect in terms of response) or by partner agencies (in what they might be able to deliver).

Operational readiness is also enhanced by exercises that involve as many CDEM agencies as possible in realistic scenarios. Involving community response groups in those exercises provides additional benefits to our communities as they can see what response is likely to occur in reality. It gives them the opportunities to increase their own personal and collective preparedness when the level of response delivered is not as much as they expect.

Action Point 3: Discussions with CD coordinators in our district indicates that they prefer exercise participation rather than extensive unit standard courses. From 2016 this experiential training will be increased, while a selection of 'useful' topics will be extracted from current unit standard material and amalgamated into a couple of evening sessions.

As most of the responders come from an ever dwindling pool of volunteers this is especially significant, as it is a risk in itself to effective and timely response. Within TDC this is supported by an EOC Staff Recruitment, Training and Retention Strategy⁸ and an annual CD Volunteer Training Programme. Having dedicated and

⁷ There was additional representation on the Hazardous Substances Technical Liaison Committee until the end of 2014, at which time NZ Fire Service disestablished the forum in Timaru.

⁸ Aligning a staff members business as usual (BAU) role with that in an Emergency Operations Centre (EOC) is not always possible. While some TDC staff are contractually obliged to participate in Emergency Response, many choose to be involved, so supporting them with training is important as it leaves them less vulnerable when they need to be wearing their EOC hat rather than their BAU one.

motivated Coordinators within communities is a huge asset and we have Welfare Coordinators in Temuka, Geraldine and Timaru as well as Area Headquarters Coordinators in Temuka, Geraldine and Pleasant Point.

Identifying critical buildings for use by CD Teams in our communities is an important aspect of readiness, as it gives them the opportunity to exercise their Teams within facilities they can become familiar with and develop their own local arrangements and resources. **Appendix B** lists facilities currently identified and used by our CD Teams in response.

Additional and updated public information is an important aspect of community readiness. This may be in the form of tsunami education billboards in use throughout our coastal zones, or it may be with public education in newspapers and on local radio stations. The 'Surviving a Disaster in the Timaru District' booklet is available free of charge from any TDC Library/Service Centre. It is also handed out at every community education evening and is an important aspect of focusing people's attention on being self-prepared.

Having a consistent and accurate web presence is important, as it means that anyone who has internet access can help themselves to information on risks in their communities, ways in which they can reduce their risks and help their families, businesses and communities to be more resilient in a disaster.

Action Point 4 – Our CDEM web presence is seriously under-rated and requires significant redevelopment. It should align with the MCDEM site, the Canterbury CDEM Group site and also provide relevant links and information for local communities based on our risk-scape. Development of a CDEM website is required.

During the Christchurch and Canterbury earthquakes of 2010-11 businesses that had planned for adversity and were adaptable in response were able to continue their business easier than those who had no forward planning. Timaru CDEM supports businesses to develop and test their own Business Continuity Plans. If businesses can pick up the pieces following a disaster they end up supporting themselves, their employees and the wider community and are critical in communities becoming more resilient.

Same applies with schools that have workable emergency plans, understand their responsibilities in taking care of their charges and can provide Parent Reunification Sites. Timaru CDEM provides an advisory service for assisting with reviewing response plans, evacuation plans (in conjunction with NZFS) and follow-up to the MCDEM 'What's the Plan Stan' programme in schools.

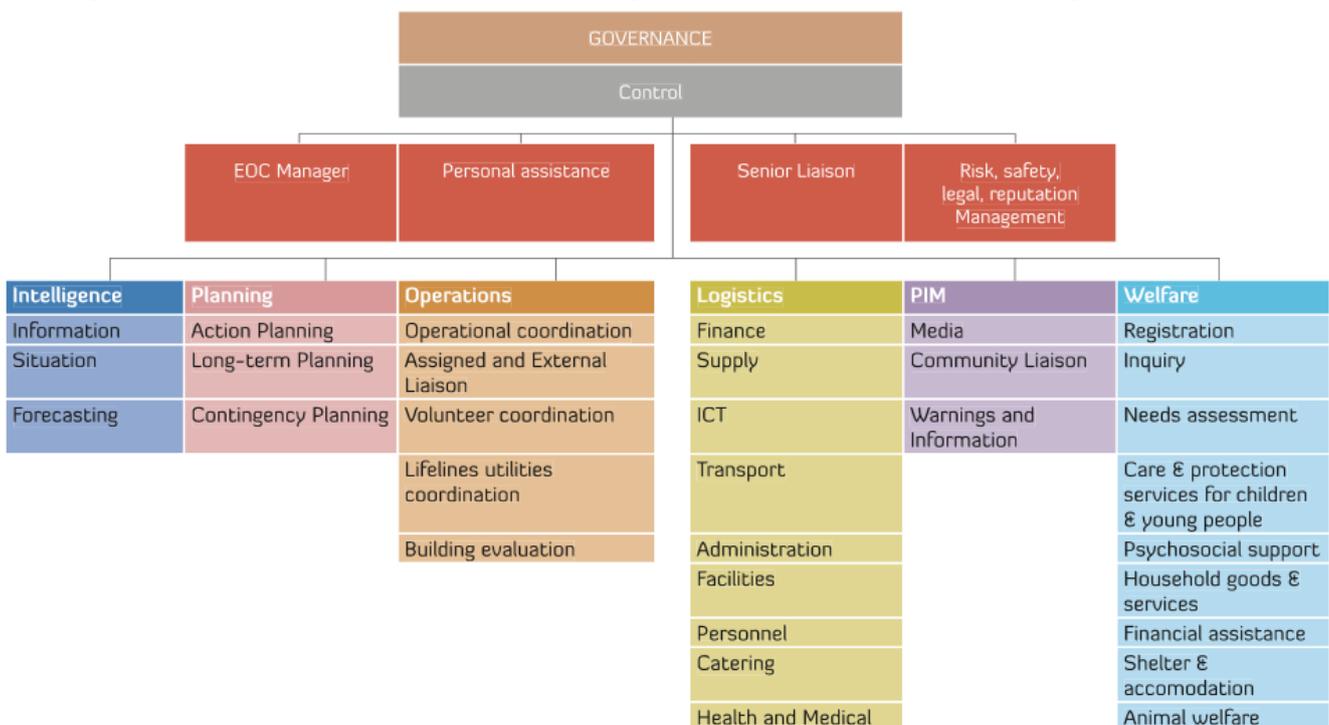
There is additional public education and outreach provided to support the MCDEM 'Disaster Awareness Week' in October, specific event-based advertising campaigns in local papers (such as anniversaries of specific disasters) and Public Alerting Siren System (PASS) education in newspaper and radio media. Community events such as A & P shows, swap-meets and school fayres are seen as opportunities to reach out for more volunteers and encourage self-preparedness in those attending. Local media is also used to extend invitations for people to apply to join one of our CD Response, Welfare or Area Headquarters Teams as introductory/registration events are held as required through the year.

Response

Response occurs during or immediately after an emergency and includes actions that are taken to save lives and property and to help communities recover. For Timaru, this means Activation of our Emergency Operations Centre (EOC) in Timaru and/or one of our many volunteer-staffed facilities in our communities.

Regional coordination for geographically or economically larger events occurs in Christchurch at the Canterbury CDEM Group Emergency Coordination Centre (ECC). Local coordination occurs via the Timaru Emergency Operations Centre (EOC) in the main Council Office. Both are staffed by employees of Councils that have been trained in use of the Coordinated Incident Management System (CIMS), which is used for control and command and selected escalation of the emergency response to the level required to manage it sustainably. This includes provision for sharing human and physical resources. The CIMS Structure used is shown in Figure 2 below.

Figure 2. Coordinated Incident Management System (CIMS) showing allocation of



core functions (taken from the Canterbury CDEM Group Plan). Note that Timaru EOC has a combined Planning/Intelligence Team to suit available resourcing. Note also that we do not currently have individual Senior Liaison or Risk/Safety/Legal as these are covered by the Operations and Logistics Teams respectively.

Additionally in the initial stages of EOC setup and response the Welfare Manager sits alongside the Operations Team. This ensures situational awareness across the TDC Operational Team, reps from Police, Fire, St John and engineering lifelines as it relates to planning for welfare response.

Response priorities are⁹:

⁹ These priorities are taken from the Canterbury CDEM Group Plan R14/59 and are adapted from the national emergency response objectives for the Canterbury CDEM Group.

- Save lives
- Prevent escalation of the emergency
- Maintain law and order
- Reduce suffering
- Protect public health
- Protect critical infrastructure
- Protect property
- Protect the environment and
- Reduce economic and social losses

The response management occurring through both the ECC and the EOC is assisted by use of the MCDEM Emergency Management Information System (EMIS), which can provide support for situational awareness, provide a register for displaced persons, integrate the development of Action Plans and deliver timely Situation Reports.

This system (EMIS) is also available remotely for Area and Welfare Coordinators to use¹⁰. For even larger events additional coordination occurs via the MCDEM National Crisis Management Centre in Wellington.

Table 1: There are 5 levels of emergency events¹¹

Level	Event Type	Event Status/Procedures
Level 1	Single agency incident with onsite co-ordination.	No Declaration <ul style="list-style-type: none"> • The incident is dealt with using CIMS structures and processes. • Nature of the incident will usually determine the Lead Agency.
Level 2	Multi-agency incident with on-site, local coordination at an Incident Control Point (ICP) These are managed by the Incident Controller reporting to the relevant lead agency	No Declaration. The incident is dealt with using CIMS and joint coordination through Lead Agency ICP or EOC: <ul style="list-style-type: none"> • Nature of the incident will dictate the Lead Agency. • CDEM Welfare needs the likely driver for CDEM involvement. • Territorial Authority may become a key support agency in terms of coordinating support/management functions designated on the day.
Level 3	A multi-agency emergency led by the CDEM Group, or a State of Local Emergency at district or	Declaration of a State of Local Emergency is being considered, or has been deemed necessary involving a

¹⁰ Access by volunteers occurs through computers at Service Centres in Temuka and Geraldine, and (progressively from 2015) through remote tablets provided to Coordinators for EMIS use. Additional access for partner agencies is available as and when required to assist in SitRep and Action Plan preparation and the deployment and use of human and physical resources.

¹¹ As per the Canterbury CDEM Group Plan.

Level	Event Type	Event Status/Procedures
	ward level. At this level CDEM Group support and co-ordination may be required and the incident may be monitored by the National Controller.	single TA. Declaration can be for an entire district or one or more wards. Plan and manage transition from Lead Agency EOC coordination to Local EOC coordination.
Level 4	A multi-agency emergency with more significant consequences than in level 3; co-ordination may be required between agencies or areas or both; CDEM Group ECC level support and coordination is required.	Declaration of a State of Local Emergency in the Canterbury region is being considered, or has been deemed necessary, that involves the entire Canterbury region, or one or more districts require external assistance, or adjacent or partner CDEM Group(s) require assistance.
Level 5	A State of National Emergency exists or the local emergency is of national significance. At this level, coordination by the National Controller will be required.	Declaration of State of National Emergency is being considered, or has been deemed necessary.

It should also be noted that monitoring in the build-up to many events occurs without the need for an Activation of a local EOC, in fact it is considered business as usual (BAU) until such time as escalation or predicted escalation occurs and the involvement of other agencies and/or EOC staff (Including Public Information Managers) becomes necessary.

There is provision within the Timaru EOC for the inclusion of partner agency representatives and includes any response, welfare, health or engineering lifeline agency. Liaison is managed through the Operations Team.

Within the community the response is coordinated by Area Headquarters and Welfare Coordinators, assisted by volunteers that have undertaken training so they are comfortable in response mode. Facilities are identified by the Teams, as are their set-up resourcing requirements. The Area HQ and Welfare Teams are able to liaise with the Timaru EOC via landlines, cell-phones, internet and/or the VHF radio network. The Welfare Teams have mobile VHF Radio base-sets and the Area HQ Teams have fixed base-sets with sets of handheld VHF radios.

In the past the Activation of these Teams has occurred following requests from the Timaru EOC. Current practice is for additional Activation to occur from within the community Teams as they become aware of event escalation. They are familiar with their communities, have a handle on event development at the local level and are able to mobilise members of their Teams as they see fit. They are also able to adapt the use of facilities as events change, which means they can make use of being mobile and not being tied to a specific facility that may become compromised during an event. This set-up occurs in Temuka, Geraldine and Pleasant Point, while

the primary response in Timaru is via partner agencies and the Welfare Management Committee. The primary function of the Timaru Area HQ Team is to support the Welfare response within Timaru and provide field intelligence to the EOC via the Response Team Headquarters at the Timaru Botanic Gardens.

Recovery

Regeneration of communities following disasters is a complex issue and provides for the re-establishment of social, natural, built and economic wellbeing by¹²:

- Minimising the escalation of the consequences of the emergency
- Rehabilitating the emotional, social and physical well-being of individuals and communities
- Taking opportunities to adapt to meet the physical, environmental, economic and psychological future needs and
- Reducing future exposure to hazards and their associated risks.

The recovery effort in Timaru begins with planning and the development of a Recovery Plan and continues through reduction with advice for businesses and schools in continuity and response planning, thus reducing the level of recovery function needed after an event. Integrating recovery management into EOC activation and annual training assists with a better understanding of processes in response that can be followed up by recovery tasking. This means the recovery phase of CD is no longer the ambulance at the bottom of the cliff.

The responsibility for recovery within the Timaru District lies with the Recovery Manager, currently appointed from within the Executive Management level of TDC and they work towards:

- Building effective relationships with partner agencies across all task groups and EOC staff pre-event,
- Working with businesses, community leaders and welfare agencies in planning pre-event and during Recovery
- Managing the development and updating of the Timaru Recovery Plan
- Representing Timaru District on the Canterbury CDEM Group Recovery Advisory Group¹³.

Where an event has a larger geographical or economic footprint the recovery process will involve the Canterbury CDEM Group Recovery Advisory Group and they will provide upper level direction and advice as well as liaison with regional and national agencies.

All partner agencies are expected to have their own recovery plans, so they can continue normal business and support the recovery effort. Businesses are encouraged to enact their business continuity plan, returning their staff to work as

¹² Taken from the Canterbury CDEM Group Plan. While the recovery phase has traditionally been seen as the 'after-response' it is actually closely linked to reduction, in that a lack of planning for community resilience and re-growth after adversity directly impacts on the ability of a community to actually respond and to comfortably recover.

¹³ The Canterbury Recovery Advisory Group is responsible for the strategic direction of the recovery in Canterbury and provides guidance to local Recovery Managers and the local recovery process in general. Terms of Reference for this particular group are yet to be developed (as per Canterbury CDEM Group Plan).

quickly as possible and ensuring that the wider community is supported with continued employment and delivery of goods and services. In adversity there is also opportunity, new businesses set up where gaps in the market are identified by disasters and in response to requests for other services and goods to assist with recovery.

Action Point 5 – One item identified following the Canterbury and Christchurch earthquakes was how successful some businesses were at recovering. Some regions (such as Northland) actively encourage Business Continuity Planning by making it a pre-requisite for businesses being nominated for business excellence awards. This is something that could be encouraged through Aoraki Business Development and Tourism and would include planning for relocation of the business, provision of staff for CD response activities during events and support of staff during the recovery phase.

Schools are encouraged to develop workable response and evacuation plans by both the Ministry of Education (a requirement by statute) and by Timaru CDEM and in order to assist the return to business as usual (BAU) for communities schools are also encouraged to recommence classes when safe to do so. This has a trickle-on effect in that with children being managed via schools their parents can return to work and/or begin the rebuilding process at home. For this reason the CD Teams do not use school facilities as CD Centres unless there are clear and pre-determined reasons. The last thing you need is for displaced and vulnerable people to be managed in an area where young children (also vulnerable) are returning to school.

Table 2: The task groups within each of the four recovery environments:

Social	Economic	Natural	Built
Safety & Wellbeing	Individuals	Natural Resources	Residential Housing
Health	Businesses	Waste Pollution	Commercial/Industrial Property
Welfare	Infrastructure	Amenity Values	Public Building & Assets
Vulnerable Groups	Government	Biodiversity & Ecosystems	Rural Farmland
Cultural			Lifeline Utilities

Action Point 6 - Pre-planning for recovery is identified as a critical but under-resourced aspect. A draft copy of the Timaru Recovery Plan was developed in 2010. Following the 2010-11 earthquakes it was acknowledged that all aspects of recovery planning needed to be re-visited to provide consistency across the Canterbury Region. It is recommended that the Draft Recovery Plan be reviewed once the Group Recovery Plan is completed.

Wherever possible local resources, community groups, volunteer organisations, agencies and local businesses will be consulted and involved in implementing recovery.

Monitoring and Evaluation

Monitoring and evaluation determines compliance with legislation, achievement of Group and agency objectives and ensures evolutionary change and improvement in an industry where lives and property are at risk. It is the critical link which ensures feedback and follow-up from event response is acted upon where appropriate and recommendations from working groups and project teams are factored into future planning.

There are opportunities for Timaru CDEM to participate in a number of monitoring and evaluation processes and they are:

Timaru District Council Activity Management Plan and Long Term Plan reporting

The deliverables identified in the CDEM Activity Management Plan are taken from the CDEM Group Plan. They are reported on via the local government Annual and Long Term Planning process.

MCDEM Monitoring and Evaluation

Evaluation of performance and a gap analysis is undertaken by MCDEM at least every 5 years. The next one is due in May 2015. This provides an additional opportunity to identify areas that require additional resourcing, are exceeding expectations and can be used by other agencies to improve overall sector performance. Note this is a light overview of regional capacity and is not agency-specific.

Canterbury CDEM Group 2-yearly public survey

The 2-yearly Canterbury CDEM Group Preparedness Survey (last undertaken in 2013) survey looks at aspects of preparedness like water, food and cooking facilities in the event of a disaster. However, given the small segment of the Timaru District that is surveyed and the margin of error in the survey, the results are nominally useful at best.

TDC public perceptions survey

The Timaru District Council 'Public Perceptions and Interpretations of Council Services and Representation' survey undertaken in March/April 2014 did not cover any aspects of Civil Defence. However, this may provide opportunity for surveying perception in the future.

Training course evaluations

At the end of every course run for volunteers and for EOC staff a course completion form is filled out. This provides feedback on the content, quality, delivery and appropriateness of the course and allows Timaru CDEM and the training

establishments to improve the course based on the feedback. It also means if a course is totally left field it can be removed from the training schedule. Additional feedback occurs as a result of hot and cold debriefing following an event and/or exercise. Corrective action planning occurs as part of that process.

Community Presentations

There are also opportunities for ad hoc feedback via community meetings on response planning, service agency meetings, CD Team training sessions and other community group discussions. Regular interaction with clients and volunteers means that feedback occurs as part of daily business, while any corrective actions are factored into operational planning.

Action Point 7 - Recognising much of this feedback/review process is not formalised, one recommendation from this planning process is that a standardised survey, such as Monkey Survey™ or a consultancy-led option is undertaken in a more defined manner than currently done.

Our Objectives and Actions

Previously objectives were loosely set based on those contained in the Canterbury CDEM Plan. This was problematic as it was a higher level document with very little tie-in with what was being delivered within communities. The 2014 version of the plan has provided an opportunity for better alignment across all CDEM activities.

The full list of Objectives and Actions is listed in Appendix C. Additional narrative is provided showing whether the Objectives and Actions can be delivered locally, regionally or not able to be managed with current resourcing. Where there is a requirement for local delivery, this is then compared with the current deliverables from the TDC Long Term Plan (i.e. those items reported on during the Annual Plan reporting process) as well as the current Timaru CDEM Work Programme. These become the new deliverables for the TDC LTP and annual Plan reporting. Any further items that are critical to CDEM service delivery but require additional resourcing are also included and noted as such. This aspect is discussed further in this Plan in Part 2 – Activity Management Plan.

Canterbury CDEM Group Objectives are:

1. Provide collaborative leadership in hazard research initiation, delivery and application
2. Proactively identify, understand and manage the risks that Canterbury's communities face
3. Ensure planning and management of risk is based on relevant risk assessments
4. Communicate all issues relating to risks effectively to the community and partners
5. Increasing community and business awareness of the risks from hazards and their consequences

6. Improve community and business preparedness through community based planning
7. Local Authorities have robust and tested business continuity plans to ensure they can continue to function in an emergency
8. Political and executive levels of the Canterbury CDEM Group demonstrate strong leadership and a commitment to CDEM
9. Enhance professional development of all personnel involved in CDEM
10. Exercises are an integral part of the Canterbury CDEM Group work programme
11. Strengthen the coordination and cooperation amongst all relevant CDEM response agencies in planning for and responding to an emergency
12. Enhancing the ability of the Canterbury CDEM Group to prepare for and manage civil defence emergencies
13. Enhancing the ability of emergency services to prepare for and manage civil defence emergencies
14. Enhancing the ability of Lifelines to prepare for and manage civil defence emergencies
15. Establish and maintain comprehensive emergency recovery (governance and management) capabilities and processes
16. Enable Canterbury's communities to sustainably rebuild and regenerate after emergencies

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Part 2 – Long Term Plan

Overview – Activity Management Plan

Activity Management Plans provide detail about each of the separate activities Council undertakes and are used as the basis of work programmes and budgets included in the Long Term Plan. They provide a description of the activity and the assets needed to undertake the activity, the levels of service Council will provide to the community over the ten-year period from when the Plan was prepared, performance measures used to monitor whether it is delivering on those levels of service, funding sources, details of any new project or expenditure planned during the ten years and assumptions used in preparing the Plan and the uncertainties and risks involved in undertaking the activity. For the Civil Defence Activity the discussion is primarily around the delivery of the Activity with some discussion and explanation of additional asset funding and lifecycle.

Plan Purpose and Format

This Activity Management Plan (AMP) provides a platform for the delivery of the District Civil Defence activity over the next 10 years. It also informs how this activity is funded over the Long Term Plan (LTP) period. It forms part of the Timaru Civil Defence Plan (Part 2) and should be read in conjunction with the Civil Defence Strategy (Part 1) and the Civil Defence Work Programme (Part 3) and accompanying Appendices.

This plan is based on a standardised format in line with Local Government NZ guidelines that shows connections between our legislative mandate for Civil Defence within a Local Government framework and how delivery of that service looks to our communities. The feedback loop within that strategic framework is shown below:

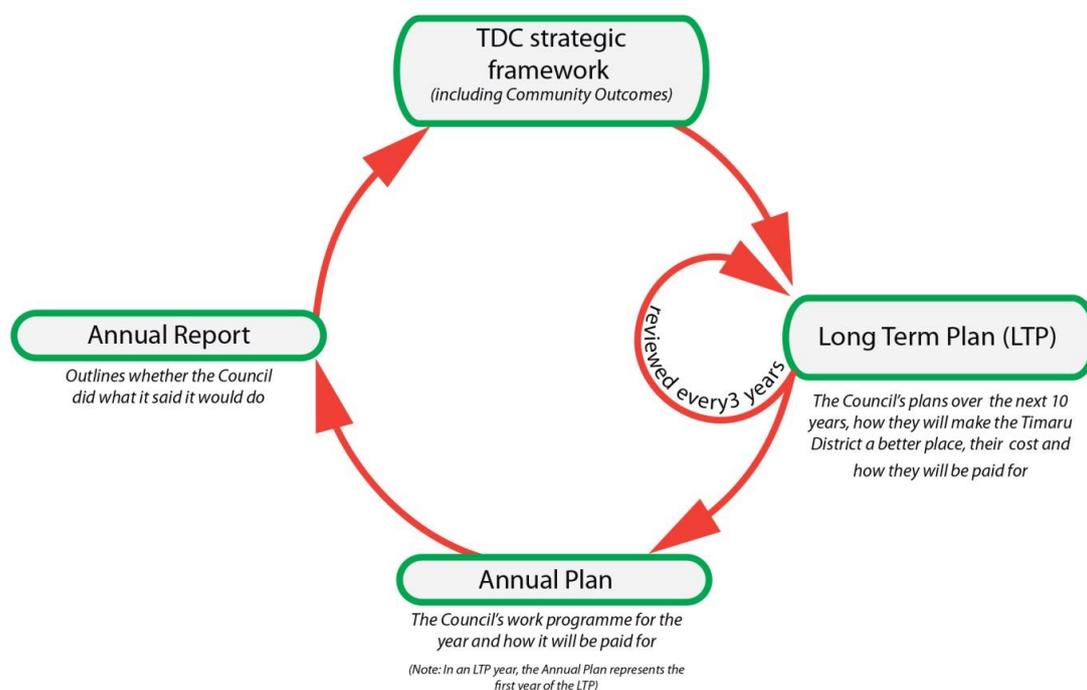


Figure 3: Relationship of Council's strategic planning documents

The focus of this plan is to:

- describe the activities of the local authority;
- describe the community outcomes of the local authority's district or region; and
- provide integrated decision-making and co-ordination of the resources of the local authority;
- provide a long-term focus for the decisions and activities of the local authority;
- provide a basis for accountability of the local authority to the community; and
- provide an opportunity for participation by the public in decision - making processes on activities to be undertaken by the local authority (LGA, s93:6)

Although funding will be fixed for the LTP period (i.e. 10 year budgetting), it is intended that this plan is a living document as it is used as a tool to manage the delivery of the activity. This is because the activity is subject to almost constant change and there is a need to review any changes in the context of how the activity is being managed as a whole. Secondly, and related to the first matter is that the AMP, along with the Strategic Plan, is the major repository of information about the management of the activity. Therefore, combining them in one document means any changes can be recorded and considered in respect of the complete package and so the AMP will be updated during the LTP period.

Councils Commitment

The Council is required to consult on its activities under Section 93 of the Local Government Act 2002 and to report back to the community on those activities. It is also responsible for monitoring and evaluating its performance under the Civil Defence Emergency Management Act 2002 (CDEM Act).

Additionally, in relation to staffing and volunteers:

- Section 17 (1) (b) of the Civil Defence Emergency Management Act 2002, determines that a function of the Group is to 'take all steps necessary on an ongoing basis to maintain and provide, or to arrange the provision of, or to otherwise make available suitably trained and competent personnel, including volunteers, and an appropriate organisational structure for those personnel, for effective civil defence emergency management in its area' and for Canterbury that means two full shifts of staffing both trained and made available for work
- Section 18 (2) (a) of the Civil Defence Emergency Management Act 2002 specifies that a Group may 'recruit and train volunteers for civil defence emergency management tasks'. For the Group EOC to be effective Timaru District Council has a responsibility to ensure that their volunteers receive the appropriate training to allow them to carry out the functions effectively. Resourcing supports them in this role.

Additional commitment is with regard to delivery of service identified in the Canterbury CDEM Group Plan, which is directed by the CDEM Act. This is covered in detail in Part 1- CD Strategy, and Appendix C and sets the scene for encouraging and supporting community resilience in a manner that is both adaptable and sustainable. It also outlines provision for resourcing and staffing levels to support delivery, or identifies where that is not possible.

Based on the type of service delivered to the community the most significant outcome contributed to be “Communities that are safe, vibrant and growing” while the secondary outcome is “People enjoying a high quality of life”.

Reporting Officer Accountability

This plan has been prepared by Lamorna Louise Cooper, Emergency Management Advisor, Timaru District Council. I hold a Bachelor of Science (Geology) from Canterbury University; a Master's of Science (Eng. Geol.) (First Class Honours) from Canterbury University, currently studying towards a Post Grad Dip. EM with Massey University. I have 4 years' experience in engineering geology, 9 years' experience as a hazards analyst and flood manager with regional councils and further 7 years emergency management experience at the regional and district levels and have contributed to district, regional and national EM policy and planning.

Activity and Asset Description

Overview

The activity is managed by the Emergency Management Unit, which sits within the Community Support Group of activities (see Figure 4), but line management is from the District Planning and Regulatory Services Group.



Figure 4: Timaru District Council activity structure

The activity delivers Council's statutory responsibilities under the Civil Defence Emergency Management Act 2002 and is about developing resilient communities in an effective, adaptable and sustainable way. This occurs through the four 'R's of Reduction, Readiness, Response and Recovery.

'Communities that are safe, vibrant and growing' is at the cornerstone of emergency management. Communities will grow and prosper when their residents feel secure and safe in their homes and businesses.

Within emergency management the concept of Reduction requires an understanding of the dynamics of the community as well as the risks it faces. It also predisposes linkages with other agencies or Units within the Council, that are involved in land use, community and infrastructure development, in a way that informs change processes to reduce or modify community risk.

Readiness identifies methods to reduce that risk, in the form of public education, volunteer and staff training and setting up communications networks that will function in adverse conditions. It is all about the relationships that are built between events that allow them to function well during extreme conditions in Response mode.

Involving communities in all aspects of emergency management gives all involved a stronger desire to adopt useful management practices that are realistic and adaptable for each community. If communities care about their future then this reduces the extent of damage to those communities, allowing quicker economic, social and psychosocial Recovery.

These concepts are discussed in more detail in Part 1 of this Timaru CD Plan.

Significance of the Activity

Civil Defence is a key statutory responsibility of Council and provides a public service that has potential to save lives, property and businesses and to provide economic and social wellbeing. By encouraging self-reliance and connectedness within communities it also has additional benefits for other agencies, where social responsibility and neighbourliness are encouraged.

For Civil Defence significant negative effects generally only occur because of insufficient pre-event support i.e. if this activity is not managed as core business and resourced accordingly. Funding for appropriate training, public education, volunteer and staff resourcing according to current best practice permits adequate protocols and processes to be developed and tested before they are needed in an emergency.

During an emergency the response may necessitate actions that could have an impact on the environment. Later remediation of these effects is provided for in the current legislation.

Adequate business continuity planning is important as other core functions within the Timaru District Council must continue during and after an event. This assists returning our communities to normal as quickly and easily as possible. For this reason business continuity planning, and building on networks and relationships within the CDEM sector, should be undertaken by all Units within Council.

Administration and Finance

All aspects of Civil Defence service delivery are undertaken by the CDEM Unit. This includes updating mailing and contact databases, letter drops for siren tests, training, specific public education and copies of 'Surviving a Disaster in the Timaru District'¹⁴.

Budgeting is also managed within the CDEM Unit, with the current annual budget of approximately \$5.80 per person, which includes siren and VHF radio system maintenance, support for 7 community-based Teams, a Response Team and overheads, all sourced from General Rates.

Additional (CAPEX) funding is also taken from General rates and covers things like additional VHF radios, portable generators and new siren array installations.

Reporting on budgets and budget forecasting is as per Local Government timeframes, which is important given all funding is derived from General Rates.

Core Activities

The core activities for the CDEM Unit are:

- Governance and Management
- Reduction
- Readiness
- Response
- Recovery
- Monitoring and Evaluation

The bulk of expense within this activity occurs through:

- Asset Management (VHF radios, sirens, Team resources)
- Public Education and advice
- Training (EOC staff and CD Volunteers)
- Management of volunteer CD Teams
- Management of EOC staff

Governance and Management is concerned with the higher-level strategic direction of CDEM within the Timaru District and representation on the Canterbury CDEM Group Joint Committee and Coordinating Executive Group (CEG).

Reduction is about identifying the risks that communities and response agencies face, augmenting reduction and response provisions to reduce that risk as much as possible, thus reducing the residual risk that still requires preparing for. The bulk of this phase of CDEM is about multi-agency planning, public education and research.

Readiness is primarily concerned with training for EOC staff, partner agencies and community and CDEM volunteers. Additional public education, media updating and community outreach ensures the preparedness messages get to as many

¹⁴ By utilising local advertisers we have been able to produce a self-help guide for the community called 'Surviving a Disaster in the Timaru District'. Over the past 4 years there have been 30,000 copies distributed within the Timaru District, via letterbox drop, rural delivery, community meetings, South Canterbury Neighbourhood Support and roadshows at various A & P and seasonal shows. A fourth revision of 10, 000 copies has just been produced for delivery during 2015.

sectors within our communities as possible, thus reducing the residual risk even further.

Local Response is delivered by Timaru District CDEM as well as partner agencies as determined by the Canterbury CDEM Group Plan and the arrangements detailed in Part 1 of the CDEM Plan. It assumes a level of understanding between agencies that is founded in a common use of CIMS as well as having opportunities to train together, plan together and have a common understanding of the identified risks within (and external to) our communities.

Recovery is often thought of as the phase of CDEM that kicks in after an event occurs. However, it begins with planning for recovery as part of the Reduction phase. This is explained in more detail in the Timaru CDEM Recovery Plan (Draft in Progress). The primary focus of recovery is about returning communities to normal, in whatever form that is determined to be, following an event. It also deals with having arrangements in place so the next similar event can be managed better and with lesser consequences. It covers arrangements for social, economic, natural and built task groups.

Monitoring and evaluation is about keeping tabs on how we are delivering and performing across all of our mandated objectives. Specifically for Timaru District Council this is the delivery on the objectives from the Canterbury CDEM Group Plan, as defined in Part 1 of the Timaru CD Plan. Additional monitoring and evaluation occurs through the MCDEM Monitoring and Evaluation Project, undertaken every 5 years, the 2-yearly Group survey on preparedness within Canterbury and any additional surveying of EOC staff and CD volunteers following training and/or exercises.

Further details on these phases can be found in Part 1 of the Timaru CD Plan.

Resource and Structure

Human Resource

Not counting the Chief Executive and the Group Manager Regulatory Services, the activity is undertaken by one staff member. Additional support in response mode comes from TDC staff that are trained in EOC operations, with numbers currently sitting at approximately 50. There are approximately 200 CD volunteers that have been active on our contact lists and in training within the last 10 years. This includes people who regularly attend training (3+ sessions annually), to those who may have attended training in the previous 5 years. Approximately 30% of those on the books have been through the registration process. All management of these volunteers and EOC staff, including CD Health and Safety, training, admin and resourcing support is undertaken by the EM Advisor.

Summary of Financial Resources

The 2014-15 budget for the activity predicts expenditure of \$247.1k, with the main Operating Costs (excl. Labour, Corp. O/H & Depreciation) being \$119.6k. There is also Capital expenditure (VHF Radios, generators and Pareora Sirens) of \$47.1k. Additional breakdown of future years is covered under the Funding and Financial Forecast section.

Key Activity Drivers

The key drivers for the CDEM activity include legislation, statutory policy documents, community demand (i.e. installation of sirens), and volunteer requirements for support, event-driven improvements and public demand (as driven by perception). Additional changes in demographics, community make-up, climate and economy also impact on the level of response expected, the voluntary resource available to cover that delivery and the businesses/dwellings likely to be affected by various events.

Additionally an effective response to disasters happens because of strong networking and planning and it:

- Gives the community the opportunity to consider its issues systematically and comprehensively
- Provides a natural focal point between public interests and proposed policies
- Educates the community about hazards and what can be done to deal with them
- Allows participants to reach consensus on goals, actions, priorities and methods and to build commitment
- Coordinates the multiple issues, goals and policies of a community, across different dimensions
- Documents all this information and communicates it to citizens and interested stakeholders and
- Through this Plan, provides a means of implementing policy as a guide towards coordinating the community's actions¹⁵.

Strategic Direction

As previously explained in Part 1 of the Timaru CD Plan, the mandate for providing emergency management services to our communities comes from the Civil Defence Emergency Management Act 2002. Additional drivers would be the Local Government Act 2002 (schedule 10), as well as the Resource Management Act 2002.

From the 2012-2022 Long Term Plan Activity Management Plan for CDEM in Timaru our Mission Statement is ***'To foster partnerships and cooperation in emergency management to reduce the impact of emergencies in Timaru.'***

At the local (Timaru District) level this occurs via operational actions that deliver on Canterbury CDEM Group Objectives, which are listed on Pages 22-23 (Part 1 – Civil Defence Strategy).

Achievement of Community Outcomes

The LTP community outcomes represent the outcomes that the Council aims to achieve in order to promote the social, economic, environmental and cultural

¹⁵ Taken from Godschalk, Kaiser et al (1998). Integrating Hazard Mitigation and Local Land Use Planning in Burby, R.J. (ed) Cooperating with Nature.

wellbeing of the district in the present and for the future. Other agencies, such as our partner agencies in CDEM, may also contribute to these outcomes through the activities and services they provide.

The LTP outcomes are:

- High quality infrastructure to meet community and business needs.
- Smart economic success supported and enabled.
- Safe, vibrant and growing communities.
- People enjoying a high quality of life.
- A strong identity forged and promoted.
- A valued, healthy and accessible environment.

The most significant outcome contributed to being “Communities that are safe, vibrant and growing” while the secondary outcome is “People enjoying a high quality of life”. While there is no direct relationship between this activity and the infrastructure outcome, it is important to note that any disaster that affects our communities is also likely to involve impacts for infrastructure. Likewise having an accessible environment is likely to provide safer egress for emergency services in response and evacuation paths for communities in events such as tsunami and flooding. This means that activities such as infrastructure management and district planning must consider aspects of community safety in response when future-proofing for identified residual risks. Spatial planning in the district plan is also a major determinant in the location of future infrastructure and hence, recovery of communities following disasters.

Levels of Service

Who We Serve

This activity serves the District's whole community. It does this by encouraging people to understand the environment they live in, recognise the risks that exist there and plan for what they will do when disaster strikes. It provides for networking between community, response, health and welfare agencies in delivering an appropriate and sustainable response.

However, due to the integrated nature of Civil Defence there is also a level of commitment to Canterbury Region in planning for disasters and to our district neighbours in delivering the response. This comes about as we are a member agency of the Canterbury CDEM Group and many of our partner agencies that cover South Canterbury are domiciled in Timaru.

Levels of Service

There are two aspects of service levels for this activity. One is related to the activity itself and how that is delivered, while the other relates to the assets that we need to use to deliver the service. The discussion on assets and financial requests for improvements is discussed later in this document.

Delivery of the activity relies on staff, volunteers and partner agencies and the Levels of Service for this activity are those transferred across from the Canterbury CDEM Group Objectives.

One discussion that is often heard is why we have an expectation that our communities 'get ready' themselves when they already pay rates and taxes for emergency services and CD to help them when disaster strikes. This is contrary to a reducing level of service (LoS) we are providing, which in turn is due to volunteer attrition and increased demand for higher levels of service. This is due to retired people being more active and 'occupied', a younger population that doesn't engage in volunteerism as it has previously, despite being more engaged via technology (and thus knowing more about hazards, risks and updates via social media). This means expectations are still high, but delivery of service reduces as volunteer numbers reduces.

If we fill the gap with spontaneous volunteers then we use our trained and registered volunteers to supervise them, thus reducing effective delivery of response at community level. This is where utilising existing community networks helps some, as agencies like Lions already have their own hierarchy and reporting structure, are well versed in their own community needs and resource availability and are able to step in to service positions a lot easier, unlike spontaneous volunteers who require more immediate training, supervision and on-going guidance.

In short, sustaining the current levels of service is difficult due to:

- Increased public awareness and expectations around levels of response
- Reduced numbers of volunteers (across the sector)
- Increased expectations and demands from MCDEM and the Canterbury CDEM Group on what is planned for and delivered and how that is done.
- Higher expectations as a result of post-event reporting and analysis
- The availability of information to the public via media and social media on what is done elsewhere
- Changes in the peri-urban environment where an understanding of the natural (local) environment is not always present in either the community or the planners tasked with implementing policy that manages residual risk.

To accommodate increased expectation and demand, some Canterbury Councils (Christchurch City, Waimakariri District, and Selwyn District) have increased their CD staffing, while others (Waimate District and Mackenzie District) have increased the number of hours their current CD staff can devote to CD duties.

Looking at the Timaru District, in the last 5 years the number of trained EOC staff has risen from 20 to 50, while CD volunteers have also increased, from approximately 80 to around 200. This has increased training management, administration and delivery levels significantly. There is additional commitment to support Group activities and programmes, provide feedback and input into national strategies and offer advice and peer support to newer EM staff within Canterbury. This requires additional training, resourcing, administration and management, while CD staff commitment has remained static.

Council is comfortable with the current level of service delivery from this Activity, so the emphasis is on looking at other options for service delivery that are smarter and less time intensive. A few options are:

- Utilising volunteer team coordinators to run their own exercises

- Making EOC Team leaders responsible for their Teams set-up and EOC familiarity
- Utilising PIM for more media releases and immediate media liaison as an event develops
- Getting higher numbers of staff trained in CIMS and EOC familiarisation
- Spreading the load for administration of datasets and team admin to CD Volunteer Team Coordinators and EOC Team Leaders
- Ensuring the Staff at Group Office lead their projects and provide advisory services when required (i.e. especially for aspects of reduction and readiness that are regional in flavour)
- Utilising modern technology to increase productivity (such as mobile Wi-Fi, tablets and smartphones)
- Improving reliability and capacity of volunteer Area HQ and CD (Welfare) Teams with newer digital VHF radios, portable base-sets, robust tablets and generators
- Increasing coverage of Public Alerting Siren System arrays to communities with identified higher risks, thus reducing residual risk.

We also need to be realistic about what the community can afford, which means that wish-lists that are imposed (such as digital radio, siren signal upgrading) may not be feasible. If we take the Objectives from the Canterbury CDEM Group Plan, they become our Levels of Service. The delivery available from TDC become the Performance Measures (on which the 3 and 10 year targets are based) and any gaps in delivery can be highlighted as a discrete project within the work programme, or a CAPEX project requiring additional funding/resourcing.

Table 3: Levels of Service (LoS) for this Activity

Levels of Service	Performance Measure to Achieve this LoS	Targets
Provide collaborative leadership in hazard research initiation, delivery and application	Planning Unit, PIM & CDEM Unit: Participate in regional planning and risk workshops.	Participation at planning and research workshops occurs ¹⁶ .
Proactively identify, understand and manage the risks that Canterbury's communities face	Support the release of reviewed and validated research reports	We support timely media releases being provided for our communities when validated/verified research is released by partner agencies.
Ensure planning and management of risk is based on relevant risk assessments		
Communicate all issues relating to risks effectively to the community and partners	CDEM and PIM Units: Participate in developing the CDEM Group Public Education and Group Community Resilience Strategies (via teleconferencing or email lists).	Provide input into resilience and public education projects within the Canterbury Region (via teleconferencing or email lists).
Increasing community and business awareness of the risks from hazards and their consequences	CDEM Unit: Continue to develop Community Response Plans and identify vulnerable communities	Coordinate production of community response plans for: Rangitata Huts (2015), Butlers Huts (2015/2016), Waipopo/Pattersons Park (2016), Stratheona Huts (2017), Pleasant Point (2017-2018).
Improve community and business preparedness through community based planning	Continue to provide a volunteer training schedule Encourage participation in CDEM as a volunteer through advertising, community outreach and discussion. Assist Group in developing/implementing a community readiness/resilience measuring and reporting system (via teleconferencing or email lists). Advocate for business continuity planning CDEM, PIM and IT Units:	Annual Volunteer Training Schedule is produced.

¹⁶ Note that commitment to attend all meetings has eased as other South Canterbury Councils increase their CDEM resourcing. This means we roster attendance at meetings between Waimate, Mackenzie, Ashburton and Timaru Districts for all but the EMO Forums.

Levels of Service	Performance Measure to Achieve this LoS	Targets
	Design a CDEM website that matches and aligns with the rest of Canterbury CDEM sector.	Have a draft CD website by the end of 2016 (dependant on IT resourcing).
Local Authorities have robust and tested business continuity plans to ensure they can continue to function in an emergency	<p>All TDC Unit Managers: Participate in a review of Unit capacity to remain sustainable during initial 72 hours of disaster event.</p> <p>Develop and test Unit business continuity plans.</p> <p>Ensure staff availability to maintain business as usual coverage and identify staff that will be available for other critical units following a disaster.</p>	This project is being managed by Regulatory Services Manager as a corporate project.
Political and executive levels of the Canterbury CDEM Group demonstrate strong leadership and a commitment to CDEM	<p>CDEM Unit: Brief incoming Council on CDEM responsibilities</p> <p>Provide training opportunities for senior EOC staff appointments (Controllers, Recovery Manager, Welfare Manager).</p> <p>Mayor and CE: Attend Joint Committee and CEG meetings</p>	<p>Incoming Councillors are briefed on CDEM.</p> <p>Training opportunities are provided for:</p> <ul style="list-style-type: none"> • Controllers • Welfare Managers • Recovery Manager <p>The CE is briefed prior to CEG attendance.</p>
Enhance professional development of all personnel involved in CDEM	<p>CDEM Unit (and other EOC Staff if Required) to assist in:</p> <ul style="list-style-type: none"> • Group professional development needs analysis • Developing a Group Training Plan • EMTC Review • Exercise programme development • Attending Professional development training opportunities 	<p>Contribute to the Group (via teleconferencing or email lists):</p> <ul style="list-style-type: none"> • training needs analysis • Training Plan • EMTC review • Exercise programme development <p>Undertake professional development as required for currency</p>
Exercises are an	All EOC Staff:	Participate in annual

Levels of Service	Performance Measure to Achieve this LoS	Targets
integral part of the Canterbury CDEM Group work programme	Participate in annual exercise Provide feedback as part of the exercise debriefing process	exercise as an organisation Undertake debriefing and provide exercise feedback to Group Office.
Strengthen the coordination and cooperation amongst all relevant CDEM response agencies in planning for and responding to an emergency	All EOC Staff: Use CIMS in EOC Activation and Response as resourcing permits ¹⁷ CDEM Unit: Participate in sub-committees of Group as required Develop Plans and SOPs for local arrangements as required in line with Canterbury CDEM Group Plans.	All EOC Staff: Participate in Annual Exercise (as per previous LoS). CDEM Unit: Setup attendance roster for South Canterbury Emergency Managers. Attend rostered meetings. Develop SOPs for local activities as the need is identified (on-going).
Enhancing the ability of the Canterbury CDEM Group to prepare for and manage civil defence emergencies	All Timaru EOC Staff: Use response assistance (for other Districts EOCs) as training opportunities. CDEM Unit: Provide training opportunities to Controllers and EOC staff. Controllers: Attend Controller Training as required PIM Unit: Provide appropriate and timely media releases to support community response.	All EOC Staff – attend training as and when directed. Manage TDC participation in regional and/or annual exercise. Controllers – attend training as directed and participate in annual exercise. PIM – provide timely media releases
Enhancing the ability of emergency services to prepare for and manage civil defence emergencies	CDEM Unit: Attend rostered RPG meetings Update Multi-Agency Plan Matrix annually.	Attend rostered meetings. Update Multi-Agency Plan Matrix annually.
Enhancing the ability	Lifelines Coordinator:	

¹⁷ Current EOC staffing/resourcing requires Planning and Intelligence Teams to be managed as one Team.

Levels of Service	Performance Measure to Achieve this LoS	Targets
of Lifelines to prepare for and manage civil defence emergencies	Participate in Lifelines workshops and development of plans	Attend Group Lifelines meetings. Provide input into Group Lifelines Plans.
Establish and maintain comprehensive emergency recovery (governance and management) capabilities and processes	Recovery Manager: Attend Recovery Forum Participate in Recovery Advisory Group Undertake Recovery training as required by Group Recovery Plan.	Attend Recovery Forum Contribute to Recovery Advisory Group Attend Recovery Manager Training
Enable Canterbury's communities to sustainably rebuild and regenerate after emergencies	CDEM Unit: Attend Group Community Resilience Forums Assist in developing a Group Community Resilience Strategy Continue to work with community groups in resilience building Advocate for business continuity planning	Attend Group Resilience Forums Assist in developing Group Resilience Strategy (via teleconferencing or email lists). Continue working on individual community response plans and other resilience projects as identified. Continue pushing BCP via local business networks and public education.

Activity Statement

From the Levels of Service, we can determine the deliverables that are measured within the Council's Activity Statement and reported on (to Council) every quarter. Listed within the Community Support group of activities the Civil Defence Activity is reported on collectively with Rural Fire under Emergency Management as follows:

Emergency Management is concerned with communities being prepared, responding to and recovering from emergencies when they happen. Two key activities – Civil Defence and Rural Fire – are involved, whose role is summarised by the '4Rs': Readiness, Reduction, Response and Recovery. Civil Defence is about developing resilient communities in an effective, adaptable and sustainable way. Creating community and agency response plans, forming strong communication networks and maximising coverage occurs within the '4Rs' framework. Planning and education means people can better understand the risks

in their communities. Volunteer training and resourcing increases a community's readiness to respond. By coordinating partner emergency, health and welfare agencies, emergency events can be managed more effectively and in a manner that the community can support. TDC is an active member of the Canterbury Civil Defence Emergency Management Group (CDEM) and closely coordinates with neighbouring local authorities and other agencies to deliver services.

The Timaru District Council is a member of the South Canterbury Rural Fire District, whose role is to protect rural property and vegetation from the threat of fire. The Authority is a CCO created by Mackenzie, Waimate and Timaru District Councils, Forest Owners Group, the Department of Conservation and the New Zealand Fire Service. The South Canterbury Rural Fire District Committee was formed to meet and administer the Authority's obligations. Rural Fire provides services such as volunteer training, hazard assessment, coordination, response to and recovery from incidents.

Table 4: Negative effects that may impact on delivery of CDEM services and sustainable mitigation measures to redress the effects.

Effect	Type of effect	How Council intends to mitigate effect
Lack of volunteer base or adequate resourcing could put effective emergency response at risk	Cultural Social Economic	Volunteers are actively recruited and training is provided. Partnerships are formed and fostered with other agencies. The community is kept aware via education, development of community response plans and regular advertising.
Response to emergencies can have potential negative short term effects on the environment	Cultural Social Environmental	Environmental impacts will be mitigated where possible

Table 5: Delivery and performance measures used for Annual Plan quarterly review.

What we do	Improve individual, community and business awareness of the risks from hazards and assist them to build resilience to emergency events
How we do it	Educate and inform the public and businesses about the risks their communities face from hazards via presentations, media campaigns and printed material to Improve community resilience. Review Civil Defence Plan/Rural Fire Plan Identify hazards that require research for risk reduction and assist in the delivery of results from research as part of on-going community education. Assist communities in understanding the hazardscape in

	<p>South Canterbury to enable them to develop appropriate and useful response plans for their communities. Provide training for volunteers and staff so they can respond to emergency events in a manner that supports our communities. Monitor hazard information (e.g. Rural Fire weather station) and events as they progress</p>		
Measure(s) of performance/Targets	Community Response Plans (CRP)	Year 1 – 3 (2015/16 – 2018/19)	Year 4 – 10 (2019/20 – 2024/25)
		<p>Year 1: Rangitata Huts and Butlers Huts CRP's completed Year 2: Waipopo/Pattersons Park CRP's completed Year 3: Stratheona Huts CRP completed</p>	Pleasant Point CRP completed
	Emergency responders and volunteers are prepared for emergencies	Year 1 – 3 (2015/16 – 2018/19)	Year 4 – 10 (2019/20 – 2024/25)
		Annual volunteer training schedule prepared and implemented	Annual volunteer training schedule prepared and implemented
	Annual Group Exercise	Year 1 – 3 (2015/16 – 2018/19)	Year 4 – 10 (2019/20 – 2024/25)
		Council, staff and partner agencies participate in annual group exercise	Council, staff and partner agencies participate in annual group exercise

Managing Demand

The goal in managing demand is to deliver the agreed Levels of Service through strategies that are appropriate to the requirements of the CDEM Act, the Canterbury CDEM Group Plan and the expectations of our communities. The major drivers on CDEM delivery are:

- Population and Demographic changes
- Legislation Changes
- Group Plan Changes
- Land Use Change
- Tourism
- Climate Change

All are external to the activity itself, as is the nature of the triggers for disasters. There are complex linkages between all of these items that result in changes in the make-up of our communities. This in turn influences volunteer numbers and geographical spread, use of marginal land for dwellings, or recreational land by (transient) tourists. Indirectly it affects what messages we give to the public to educate them of hazards and risks, how we inform and engage them during an event and how the recovery of a community develops after an event.

Additionally, changes in expectations and legislation place a greater load on CDEM staff and also volunteers, all of which are finite. With one staff member responsible for ~90% of the delivery of this activity, that resourcing may be the pinch point if additional service delivery and increased LoS may not be accommodated.

Note that for this activity an aging population creates an issue with increased demand for services during a response phase and also a decrease in availability of volunteers due to improvements in lifestyle and activity for that segment of our community. This will result in a reduced LoS are required in the future.

Risk Management

Risks affecting organizations and communities have economic consequences, as well as environmental, safety and societal outcomes. Therefore, managing risk effectively helps organizations and communities to perform well in an environment full of uncertainty. Two standard frameworks can be used for this Activity to determine risk, however ISO 3100:2009 is used as it is an international standard, it covers all major aspects from AS/NZS 4360 (2004, 2009) and most emergency and health management agencies have migrated to using ISO 31000, including the Canterbury CDEM Group¹⁸.

Associated with this activity are those risks:

- which cause this activity to exist (hazards and residual risk)
- that result from the activity itself
- resulting from not resourcing or undertaking this activity and
- that are generated by external influences that moderate the successfulness (or otherwise) of the activity.

Note that the issues around hazard, risk and remediation are covered previously in this Plan (Part 1 – Civil Defence Strategy). The last item has been discussed in the previous section but is included for overall risk perspective. Table 6 sets out the remaining risks, their likelihood of occurring, the potential consequences and how the risk can be managed.

¹⁸ ISO 31000:2009, Risk management – Principles and guidelines, provides principles, framework and a process for managing risk and is used when allocating residual risk from known hazards in the Canterbury CDEM Group Plan. It is recognised internationally as the prime framework to help organizations increase the likelihood of achieving objectives, improve the identification of opportunities and threats and effectively allocate and use resources for risk treatment. It also provides a set of principles for effective management and corporate governance. For more information see: www.safa.sa.gov.au/documents/ins_ISO_3100.pps

Table 6: Risk management assessment for this activity

Activity area	Description of Risk	Likelihood of Risk Occurring	Consequence of Risk Occurring	Score Combining Likelihood & Consequence	Tolerance of Stakeholders to Risk	Action to Avoid or Mitigate Risk from Occurring	Action if Risk Occurs
Management and Governance	Legislation Changes	Likely	Low	Low	Moderate	Participate in feedback via Group Office.	Modify Strategic and Operational plans as required. Assess resourcing.
Management and Governance	Group Plan Changes	Likely	Low	Low	Moderate	Participate in feedback via Group Office.	Modify Strategic and Operational plans as required. Assess resourcing.
Management and Governance	District Plan Review	Unlikely	Low	Low	Moderate	Involvement of CDEM Sector in consultation process.	Modify Strategic and Operational plans as required. Assess resourcing.
Risks from Hazards	See Part 1 – CD Strategic Plan (Risk Reduction)	-	-	-	-	-	-
Response	Environmental damage	Likely	Low	Low	Moderate	Involvement of community liaison and ECan through response phase.	Remediation as required.
Response	Insufficient volunteer numbers (trained) for managed response	Very likely	Moderate	Moderate	Moderate	Resource volunteer training and public education.	Use of spontaneous volunteers.
Response	Loss of Volunteers due to heavy levels of H & S protocols/controls under proposed legislative changes (2015)	Likely	Moderate	Moderate	Moderate	Support LGNZ submission on volunteer Legislation. Request training and support for H & S policy/protocol development.	Request assistance in setting up a H & S regime for pre-registered as well as spontaneous volunteers. Increased funding for recruiting (advertising, induction training).

Activity area	Description of Risk	Likelihood of Risk Occurring	Consequence of Risk Occurring	Score Combining Likelihood & Consequence	Tolerance of Stakeholders to Risk	Action to Avoid or Mitigate Risk from Occurring	Action if Risk Occurs
Response	Equipment Failure	Unlikely	Low	Low	Low	Regular Maintenance Programme	Get Equipment fixed or replaced.
Response	Event of National Significance. Disaster that is beyond the scope of Local arrangements or regional response.	Likely	Moderate	Moderate	Moderate	Support Regional planning efforts	Provide access to any National response/recovery effort as directed.
Response	Public liability for volunteers	Unlikely	Moderate	Moderate	Low	H & S training as part of Induction. Insuring liability in Riskpool (register volunteers, give direction).	Use of Riskpool. For liability coverage.
Reduction	Greater change in Demographics than that identified by Statistics NZ surveys.	Unlikely	Low	Low	Low	Community involvement in event response planning	Reassess risk and response against changes.
Reduction	Land-Use Change	Likely	Low	Low	Moderate	Involvement in District Plan Review Process.	Reassess risk and response against changes.
All 'R's	Technology failure (cumulative)	Unlikely	Moderate	Low	Moderate	Ensure we have multiple communication networks and old-school solutions.	Use another communications network
All 'R's	Infrastructure failure	Likely	Moderate	Moderate	Moderate	Contingency and BCP planning by Lifeline Utility agencies.	Activate contingency and BCPs
Customer enquiries	Not dealt with in a timely fashion	Likely	Moderate	Moderate	Moderate	Encourage more TDC staff to become familiar with CDEM	Address immediately and apologise

Activity area	Description of Risk	Likelihood of Risk Occurring	Consequence of Risk Occurring	Score Combining Likelihood & Consequence	Tolerance of Stakeholders to Risk	Action to Avoid or Mitigate Risk from Occurring	Action if Risk Occurs
						activities; include Customer Services in Public Education.	
Tourism	Additional numbers to add in during response phase	Unlikely	Low	Low	Low	Incorporate ethnic diversity in both planning and response.	Consult with agencies such as the Aoraki Multi-cultural Committee.
Climate Change	Adaptation is dealt with as a risk within the CDEM Group Plan Risk Matrix	-	-	-	-	-	-

Assumptions and Confidence Levels

Table 7: Assumptions and confidence levels for this Activity

Assumption	Level of Certainty	Significance of Assumption
<p>Legislative Change.</p> <p>Legislative changes will place additional demands on the activity: reform proposals for the Health and Safety in Employment Amendment Act 2002.</p>	<p>Medium (Potentially).</p> <p>H & S increases duty of care for employers and could make them as liable and responsible for volunteers as they are for staff.</p>	<p>Moderate</p> <p>Recruitment and retention of volunteers is difficult and becomes more so as the level of command and control increases. Some (volunteers) may see additional precautions and protocols as too much and leave. Numbers are already falling, so this is a critical mass item for continuation of CD volunteerism.</p>
<p>Policy Change</p> <p>New Guidelines and/or Standards created by MCDEM have a flow-on effect to our delivery of CDEM services. Increases workload and requirements for additional protocols.</p>	<p>Certain</p> <p>The roll out of Welfare Plan, Recovery Plan, Public Education and Volunteer Management Guidelines are expected in the next 2 years.</p> <p>Changes to the National Siren Standard is also expected in the next 2 years.</p>	<p>Moderate</p> <p>Additional workload for current staff and additional protocols for volunteers.</p> <p>Major (potentially)</p> <p>Siren array design may change as a national standard kicks the old siren 'sound' out the door. Note that if the tone is changed we will have to remove all of our (20) mechanical siren arrays and replace them with electronic ones¹⁹.</p>
<p>Economy</p> <p>The District's economy will maintain its recent high performance, which will likely maintain the current demands on the activity.</p>	<p>Certain</p> <p>Due to intensification of agricultural activities, the district has prospered over recent years, despite the recessionary environment at national and international level. New irrigation schemes, increased port activity and advances in farm intensification will likely strengthen this trend. This leads on to intensification of industrial estates, increases in population (including tourists and freedom campers).</p>	<p>Moderate</p> <p>Generally, increased levels of economic activity, increase demands on the activity in the form of advisory services, school visits, public education, BCP advice, increased demand for development of community response plans.</p>

¹⁹ There are significant cost implications to cover SCADA, new electronic siren arrays, new public education, review of 'throw' of existing siren arrays, all protocols/SOPs updating; potentially this could mean an investment of ~\$500k. Due to those figures it is not discussed within the context of normal 10 year planning and is excluded from this AMP.

Assumption	Level of Certainty	Significance of Assumption
<p>Demographics The District's population is forecasted to change by between 2.2% - 4.4% to 2026 and 3.5% to 5.1% to 2031.</p> <p>Population is aging.</p> <p>More single people living alone.</p>	<p>Medium</p> <p>There is never complete certainty about demographic changes. However, this can be mitigated by Council continuing to monitor population change in the District. Generally, small increases in population can be managed within the existing level of service, but the change in age-based demographics has implications for volunteer numbers and service delivery in an event.</p>	<p>Minor</p> <p>A rise in population will increase the work of staff and increase the demand for volunteers.</p> <p>With an aging population that is more active they may not be available as potential CD volunteers, leaving community response in the hands of service agencies and existing community networks and organisations.</p> <p>More single people living alone means they will either be self-reliant or reliant on others – the latter has implications for demands in response capacity.</p>
<p>Customer Expectations Customer expectations will increase slowly, with additional increases due to events.</p>	<p>Certain</p> <p>Customer expectations generally increase, more so when they experience disaster and hear media reviews of what could/should have been done..</p>	<p>Moderate</p> <p>Increased customer expectations create additional work for the activity. This includes taking a more customer focused approach and having more information on the internet, all of which takes time. It also includes more robust assessments following events, which also take time.</p>
<p>Technology Changes in technology will increase demand in some respects, but provide efficiencies and cost saving in other respects.</p>	<p>Certain</p> <p>Technology is now available that can increase access to information, but also increase a perception about the risk, the event timeframes and the outcomes and delivery of services.</p> <p>EMIS will be used in our EOCs for easier SITREP and Action Planning.</p> <p>Use of EMIS for Welfare registration demands more from volunteers in entering data.</p>	<p>Moderate</p> <p>More information will need to be placed on the internet. It could also mean that a policy on Social Media is needed, as well as a corporate Public Information and Media Liaison person. While the public can access information easier they can also make assumptions on how we will deliver a service to them during an event based on non-verified information and rumour on social media sites. This requires management by a corporate communications and media specialist, which we do not have.</p> <p>More EMIS training is required, as well as a reminder that situational awareness must remain front and centre (in the present) , not via a PC monitor and EMIS data entry.</p>

Assumption	Level of Certainty	Significance of Assumption
		Welfare volunteers will be provided with iPads or similar tablets for data entry to register displaced persons in their communities. This requires additional IT support, EMIS training, exercising with other agencies and EOC staff.
Funding Revenue source(s) will remain similar	Certain	No change expected.
Staffing Demand continues to increase as public expectations increases.	Certain It is likely that statutory functions may not be covered as demand increases and expectations grow. Additional expectations generated after the Canterbury/Christchurch earthquakes.	Moderate
Climate Change Affects every aspect as it demand adaptation.	Certain Will result in longer events, more intense events and greater geographical spread.	Moderate Adaptation to climate change involves every Council Activity, as integrated management is required.
Note that the following assumptions apply specifically to this Activity from sector-specific sources not related to statistical information or corporate policy/legislation.		
Tsunami Source	Certain Recent modelling shows an increased inundation area for Washdyke, Caroline Bay and Port areas ²⁰	Minor Adaptation of existing inundation maps on GIS and updating billboards with map overlay. Messages are the same as are evacuation planning protocols.
Radio Standards Requirements for move from analogue to digital channels on Emergency Services Band.	Certain Has been determined as part of 'Whole of Government Plan for Public Protection and Disaster Relief Radio Communications APCO P25' project.	Moderate Current system works well on analogue within South Canterbury. Regional (Canterbury CDEM Group) channel is a different system and we only host one base-set radio. ²¹

²⁰ ECan Report R14/78, 2014. Updated inundation modelling in Canterbury from a South American tsunami. Released 10-12-14.

²¹ Note that interoperability between Group Office and Local TAs relies on their base-set and so upgrading is their responsibility, however we also need to remember the costs for that upgrade are covered by regional rates, so increases in budget are still borne by our ratepayers.

Lifecycle Decision Making

A lifecycle approach applies to this Activity, in the maintenance and purchase of assets, as well as the future-proofing of the Plan itself. In both cases lifecycle decision making considers the following:

- Planning for the long term of the activity
- Within a Defined Levels of Service
- That Monitors performance and
- Manages the impact of growth as well as
- Managing Risk
- Considers Sustainability of the Activity and
- Uses Cost effective management strategies determined by
- Effective financial management

The life and review of the Plan is determined by the CDEM Act as well as the LGA. Both require the Plan to be updated regularly within a specific framework and to allow provision for consultation where significant changes are made. This Plan complies with the requirements legislation and is also designed around the Objectives found in the Canterbury CDEM Plan. Additional Plans, such as the Welfare Plan, Recovery Plan and operational Plans support this document and as they are also living documents they are updated as changes occur or as part of an annual review process. As most of them are operational in nature they have to work, which means the updating process is designed to also meet the needs of the volunteers and staff that use the documents.

The assets are purchased to ensure delivery of the service by volunteers and staff can be supported in all identified events. Current assets are listed in **Appendix E**. Requests for additional assets are determined by the needs of volunteer Teams, following consultation with communities (such as previous siren installation in Pareora), or to fill an identified gap in capability or coverage within a community, as risk profiles are identified.

Funding and Financial Forecasts

Current Funding

The funding for this Activity is provided through General Rates. It does not have an income stream, nor does it rely on funding from external agencies, with the following exceptions:

- CAPEX funding for larger assets, such as VHF radio kits, generators and Public Alerting Siren System (PASS) arrays.
- Contestable Grants funding - applications by CD Teams, such as RT application for PHEC kits via Fonterra Grassroots.

Any annual review of funding will consider such things as changes in community expectation/requests, central government (legislative and standard changes) driven demand, maintenance requirements, event-driven demand and residual risk identification.

One important aspect is that a larger CAPEX project, such as Pareora PASS project was funded by all ratepayers rather than according to benefit. However, there is a benefit to the entire community when an event is pre-empted in a community and does not load the response across the rest of the community due to having adequate readiness capability (sirens and a community response plan).

Additional funding for the regional aspect of CDEM is funded through regional rates.

Recommended Funding Policy

It is recommended that this funding policy continue as community readiness benefits all within our district and gives us the ability to respond in kind when our South Canterbury neighbours ask for assistance. It also means that when additional capital expenditure is requested it undergoes a robust analysis and several rounds of Council sign-off before being approved, all of which requires community consultation and development of community response plans.

Financial Forecast

The predicted actual 2014/2015 budget is set at \$277.9k.

The budget requested for 2015/2016 is \$264.9k, which includes CAPEX funding of \$8k for a Welfare Team Base-set Radio and an increase in communications costs to cover EMIS iPads and MCDEM training for a Controller.

Costs for CAPEX projects can be evenly split between Growth Changes and LoS Changes.

A rise in maintenance costs for sirens is expected for 2019/2020 for replacement of the Jellicoe Road Public Alerting Siren array (due to pole deterioration) of \$6k.

Additional CAPEX funding requests include:

2016/2017	Washdyke Siren (PASS) Array Installation Stage 1	\$43k
2017/2018	Washdyke Siren (PASS) Array Installation Stage 2	\$24k
2018/2019	Waipopo/Patterson Park Siren (PASS) Array Installation	\$38k
	Annual costs for communications upgrades to VHF handheld units	\$5k

Current Asset Summary

Table 8: This table summarises current asset levels and expectations for maintenance and useable life.

Assets	Item	Current Condition	Estimated Useful Life (incl. underlying assumptions)	Current Book value	Maintenance/Replacement Programme
Comms Equipment	Handheld VHF Radios	As New - Most New last 5 years.	10 years (if maintained)	19,278	On-going annually
	Base-set VHF Radios (Analogue)and Repeater	As New	20 years	25,807	Will Review Beginning 2016 (dependant on digital network changes and future-proofing requirements)
	Base-set VHF Radios (Digital)	As New	20 years	1,185	Will Review Beginning 2016 (dependant on digital network changes and future-proofing requirements)
	Mobile Base-set VHF Radios	New	10 years – used in the field by Welfare and/or Area HQ Teams during Response	4,148	Will Review Beginning 2016 (dependant on digital network changes and future-proofing requirements).
	BEGAN Unit	New	10 years	Nil	Replacement value ~\$10,000. Originally funded from ECan regional rates via CDEM Group Office.
RT and Team Set-up Kits	Various (stationary/first aid kits/PPE/ropes etc)	Various (in use)	Most is 12 to 24 months	2,634	To be removed as expired – should be listed as disposables.
Signage and Vests		Good. Welfare Signs New.	10 years	5,205	
Generators	Kipor 5.5kVA (RTHQ),	Good (no	10 years	Nil	Kipor & Yamaha bought in

Assets	Item	Current Condition	Estimated Useful Life (incl. underlying assumptions)	Current Book value	Maintenance/Replacement Programme
	Kipor 5.5kVA (NZFSWashD) Yamaha 1.6kVA (RTHQ)	circuit protection/regulation)			2006 snow. No inverter. Run-up 6-monthly by RT and NZFS during exercises/training and maintenance schedule.
	Honda EU20i 2kVA (RTHQ)	Very Good	10 years +	485	Run-up 6-monthly by RT during exercises/training.
	Honda EU30iH 3kVA (GHS) Honda EU30iH 3kVA (TemW) Honda EU30iH 3kVA (PP)	Like New	10 years +	7,783	Run-up by volunteers 6-monthly.
	Honda EU30iH 3kVA Honda EU30iH 3kVA	New (unallocated)	10 years +	7,000	Will be run-up by volunteers 6-monthly.
Sirens	Various around Timaru CBD and township (circa 1950s)	Average	20 years + (if maintained)		Maintained as identified during monthly siren tests. Will be replaced when no longer maintainable – replacements will be electronic.
	Butlers Huts (2006) Milford Huts (2007) Rangitata Huts (2008) Caroline Bay (2013)	Mechanical – Very Good Electronic – Excellent	30 years + (if maintained)	31,994	Maintained as identified during monthly siren tests.
	Pareora (2014)	New	30 years + (if maintained)	38,000	Maintained as identified during monthly siren tests.

Maintenance Programme

Regular maintenance is currently undertaken on CAPEX-funded assets as well as specific operational equipment. This is to ensure maximum lifecycle for all equipment and to keep a check on safety equipment to reduce risks to volunteers and staff alike.

Current maintenance is undertaken as follows:

- Maintenance of Set-Up Kits for volunteers for CD (Welfare) Centres, Area HQ, Community Emergency Centres, occurs regularly via planned exercises, Team debriefs, and as items are identified by Team members for replacement or renewal.
- Shortfalls in resourcing the Set-Up Kits are identified at the same time.
- Maintenance of sirens is managed through a regular monthly testing schedule and an annual maintenance budget. Previous testing was quarterly but this meant that maintenance was always required as salt corrosion of sirens occurred during the interim and mechanical units seized up.
- Maintenance of the Response Team Trailers and Emergency Response vehicle are managed through TDC Fleet Management.
- VHF radios and other communications gear is regularly used and tested to determine maintenance requirements. As this is critical (for emergency response and capacity during response) maintenance of this equipment takes precedence.

Currently Alpine Energy provide access to their utility (poles and power) for the Public Alerting Siren System (PASS) as well as registering the ICPs, which they undertake to support community safety and for public good²².

Disposals

Disposal of assets are traditionally by Tender, as per Timaru District Council Tender Policy, however it may be advantageous to investigate the use of TradeMe as an alternative method.

The bulk of assets continue to be used past their life expectancy due to their robust and reliable nature i.e. VHF radios. Those items with a limited life (such as safety equipment, ropes and PPE) are disposed of via dumping. The main reason for this is because if we deem them to be unsafe for use by our staff and volunteers then they will pose a threat to other people if ownership changes. That is not a risk we are willing to take.

Note that set-up kits and support gear (including PPE) were previously shown as Assets when in actual fact they are disposables (see **Appendix E**). Overall value

²² Installation Control Point (ICP) is used to identify individual electricity connections for operational and account charging purposes. There is normally a admin cost associated with registering ICPs and for our PASS this could be approximately \$8k.

would be <\$4,000. Sundry equipment is an unknown quantity (not specified) and uniform is also disposable. Overall value would be <\$3,000.

Improvement Programme

The improvement programme is a combination of action points to correct gaps in service identified during this plan development process, additional upgrades in normal operating processes/costs and any additional items identified that ensure a full coverage of all aspects of Local Government activity management planning. The full Improvement Programme can be found in **Appendix D**.

Note that if an Activity is in high demand, then trying to deliver a higher or wider level of service may not be possible, as failure to deliver may result. Where that may be the case it has been included in the notations for that item.

Sustainability

The primary purpose of the CDEM Act 2002 is to 'improve and promote the sustainable management of hazards in a way that contributes to the social, economic, cultural and environmental well-being and safety of the public and the protection of property".

There are several moderators to how successful sustainable management can be, within the context of emergency management and they are:

- Consideration of carbon footprint (climate change and SLR as they exacerbate event intensity/duration)
- Effects on the economy, society and social structure of our communities
- Having businesses that are sustainable during and after disasters (looking at how we encourage BCP)
- Considering proactive strategies to improve the quality of sustainable communities and planning
- Availability and willingness of volunteers
- Availability and willingness of EOC-trained staff

If planning processes are coordinated, inclusive and risk-based then sustainability of this activity will be adequately catered for, as it will encourage a positive and enhanced customer response. Monitoring the success of this aspect can occur through The Timaru District Council 'Public Perceptions and Interpretations of Council Services and Representation' survey, if additional questions on CDEM delivery/perception are asked. This also links back to Action Point 7.



Part 3 – Civil Defence Work Programme

Overview – Work Programme

This Work Programme is based on Objectives and Actions from the Canterbury CDEM Group Plan (2014) where delivery lies with Local Government. Additional current projects and work programmes are also included, as are corporate activities undertaken by the EM Unit and CD projects undertaken by other business units. Note also that several of the Group Plan Objectives apply to several functions. Note also that the Action Points identified in Part 1 of this Plan have also been included for follow-up under Projects – Current LTP Round (2015-2017).

Objectives	Operational Activities (Business as Usual)	Projects - Current LTP Round (2015-2018)	Projects - Long Term (2019-2025)
Management and Governance			
Political and executive levels of the Canterbury CDEM Group demonstrate strong leadership and a commitment to CDEM	<p>CDEM Unit:</p> <ul style="list-style-type: none"> Brief incoming Council on CDEM responsibilities Provide training opportunities for senior EOC staff appointments (Controllers, Recovery Manager, Welfare Manager) Brief CE prior to CEG attendance. <p>Mayor and CE: Attend Joint Committee and CEG meetings</p>	<p>Massey Controller Training: One Controller per year from 2015/2016 onwards (funding dependant).</p>	
Reduction			
Provide collaborative leadership in hazard research initiation, delivery and application	<p>CDEM Unit:</p> <ul style="list-style-type: none"> Network with other scientists to stay conversant with current knowledge of hazard and risk. Ensure there are opportunities for feedback from events/exercises to be incorporated into planning processes in a way that reduces residual risk for communities. Undertake Monthly testing of Public Alerting Siren System (PASS) in conjunction with pre and post-test advertising and community feedback. 	<p>Tsunami Bulletin Boards: Update the Tsunami Bulletin Board Maps as per Dec 2014 Report as required.</p> <p>Tsunami Evacuation Plan: Coordinate development of Tsunami Evacuation Plan based on known tsunami risk and inundation modelling.</p>	Jellicoe Road PASS pole replacement (2019/2020).
Proactively identify, understand and manage the risks that Canterbury's communities face			

Objectives	Operational Activities (Business as Usual)	Projects - Current LTP Round (2015-2018)	Projects - Long Term (2019-2025)
Ensure planning and management of risk is based on relevant risk assessments	Planning & CDEM Units: <ul style="list-style-type: none"> Participate in regional planning and risk workshops and assist them in understanding how local hazards affect (our) specific communities. Support the release of reviewed and validated research reports. 	Action Point 9 - PASS Arrays: Based on identified risk install siren arrays in Washdyke (Stage 1) 2016-2017; Washdyke (Stage 2) 2017-2018; and Waipopo/Patterson Park 2018-2019. Note these are all CAPEX funding dependant projects.	
Communicate all issues relating to risks effectively to the community and partners	CDEM and PIM Units: <ul style="list-style-type: none"> Participate in developing the CDEM Group Public Education and Group Community Resilience Strategies 		
Increasing community and business awareness of the risks from hazards and their consequences Improve community and business preparedness through community based planning	CDEM Unit: <ul style="list-style-type: none"> Continue to develop Community Response Plans and identify vulnerable communities Continue to provide a volunteer training schedule Encourage participation in CDEM as a volunteer through advertising, community outreach and discussion. Assist Group in developing/implementing a community readiness/resilience measuring and reporting system. Advocate for business continuity planning Client contact – front counter, phone and community meetings Support the use of 'Whats the Plan Stan' in schools. Provide CD Advisory service for community groups, schools, homecare/education facilities for emergency response planning. 	Action Point 4 – CD Website: Coordinate development of CDEM website that matches and aligns with the rest of Canterbury CDEM sector (funding dependant). Action Point 5 – BCP for Businesses: Encourage Business Continuity Planning through Aoraki Business Development and Tourism - a pre-requisite for businesses being nominated for business excellence awards. Community Response Plans: Coordinate development of community response plans: <ul style="list-style-type: none"> Rangitata Huts (2015), Butlers Huts (2016), Pleasant Point 2016/2017). Waipopo/Pattersons Park (2017), Stratheona Huts (2018) 	

Objectives	Operational Activities (Business as Usual)	Projects - Current LTP Round (2015-2018)	Projects - Long Term (2019-2025)
Enhancing the ability of Lifelines to prepare for and manage CD emergencies	Lifelines Coordinator: <ul style="list-style-type: none"> Participate in Lifelines workshops and development of plans Update CDEM Unit on issues raised and actions required to complete tasks allocated by Lifelines Group. 		
Readiness			
Local Authorities have robust and tested business continuity plans to ensure they can continue to function in an emergency	Continue to encourage BCP work be undertaken as a core corporate function by all Units within Council, and by Partner agencies as they support us in readiness for event management.	Action Point 1 - BCP: Participate in BCP project (corporately coordinated across all TDC Units by Manager – Regulatory Services).	
Enhance professional development of all personnel involved in CDEM	CDEM Unit (& other EOC Staff if Required) to assist in: <ul style="list-style-type: none"> Group professional development needs analysis Exercise programme development (annual). Attending Professional development training opportunities Participate in any EMTC Review. Develop and manage an annual volunteer training schedule. Attend South Canterbury EMO Forums. 	Group Training Plan: Participate in the development of a Group Training Plan.	
Exercises are an integral part of the Canterbury CDEM Group work programme	All EOC Staff: <ul style="list-style-type: none"> Participate in annual Group Exercises Provide feedback as part of the exercise debriefing process Volunteers: <ul style="list-style-type: none"> Participate in Annual Training, especially the Team exercise. Retain currency in First Aid, VHF radio use and other competencies as determined by roles undertaken in response. 	Action Point 7 – Training Survey: Use a standardised survey, such as Monkey Survey™ or a consultancy-led option to gauge effectiveness of current training for both staff (EOC) and volunteers. Action Point 3 – Volunteer Training: Refocus volunteer training on exercising, as determined by feedback from volunteers.	

Objectives	Operational Activities (Business as Usual)	Projects - Current LTP Round (2015-2018)	Projects - Long Term (2019-2025)
Response			
Strengthen the coordination and cooperation amongst all relevant CDEM response agencies in planning for and responding to an emergency	<p>All EOC Staff:</p> <ul style="list-style-type: none"> Use CIMS in EOC Activation and Response as resourcing permits²³ <p>CDEM Unit:</p> <ul style="list-style-type: none"> Set up an attendance roster for Group sub-committees for South Canterbury EMOs. Participate in sub-committees of Group on a rostered basis. 	<p>Action Point 2 – Welfare Plan: Rewrite of Timaru Welfare Plan once Group Welfare Plan is completed.</p> <p>Local SOPs: Update/create SOPs as a follow-up to the release of the current Canterbury CDEM Group Plan.</p>	
Enhancing the ability of the Canterbury CDEM Group to prepare for and manage civil defence emergencies	<p>All Timaru EOC Staff:</p> <ul style="list-style-type: none"> Use response assistance (for other Districts EOCs) as training opportunities. Attend CDEM training as directed <p>Controllers:</p> <ul style="list-style-type: none"> Attend Controller Training as required <p>PIM Unit:</p> <ul style="list-style-type: none"> Provide appropriate and timely media releases to support community response. <p>CDEM Unit:</p> <ul style="list-style-type: none"> Provide training opportunities to Controllers Manage Timaru RT, including recruitment, training and equipment. Arrange training for EOC staff Provide Induction training for all new TDC staff Keep a staff training register for H & S purposes. Arranging upgrading, servicing and repairs (equipment, vehicles, set-up kits). Annual checks of Team set-up kits to occur in 	<p>M & E Survey: Participate in MCDEM Monitoring and Evaluation Survey in 2015.</p> <p>RT Registration: Work towards registration for Timaru Response Team (RT), including SOP development, equipment and training strategies and registers.</p> <p>Radio Test Roster: Due to the retirement of the radio operator (volunteer) develop a staff roster to test the VHF radio network.</p> <p>Action Point 8 – Milford VHF Radio: Provide a base-set radio for Milford Huts for additional capability.</p> <p>Action Point 10 – Controller Course: MCDEM has increased the formal professional development</p>	

²³ Current EOC staffing/resourcing requires Planning and Intelligence Teams to be managed as one Team.

Objectives	Operational Activities (Business as Usual)	Projects - Current LTP Round (2015-2018)	Projects - Long Term (2019-2025)
	conjunction with annual Team Exercise schedule. <ul style="list-style-type: none"> • Keep updated on current CDEM events as they progress i.e. monitoring and pre-event comms. • Undertake research on current best practice – for CDEM in general, hazard identification and risk analysis. • Undertake weekly tests of VHF radio network when staff/volunteer operators are available and facilities are staffed. 	requirements for Controllers. Recommendation is to upskill one Controller per year to the new standard. Action Point 11 – Response Forum: In response to NZFS disbanding the SC HSTLC, investigate forming a South Canterbury Technical Advisory Group for strategic planning for specific (identified and current) local multi-agency issues and events.	
Enhancing the ability of emergency services to prepare for and manage civil defence emergencies	CDEM Unit: <ul style="list-style-type: none"> • Attend rostered Group sub-committee meetings • Update Multi-Agency Plan Matrix annually • Keep agencies abreast of event development in the monitoring phase. • Attend Emergency Services Coordination Committee • Attend Waitaki ESCC • Attend Neighbourhood Support SC meetings and community outreach gatherings. 		
Recovery			
Establish and maintain comprehensive emergency recovery (governance and management) capabilities and processes	Recovery Manager: <ul style="list-style-type: none"> • Attend Recovery Forum • Participate in Recovery Advisory Group • Undertake Recovery training as required by Group Recovery Plan • Lead review of Timaru Recovery Plan. 	Action Point 6 – Recovery Plan: Review and update Timaru's Recovery Plan once the Group Recovery Plan is completed.	
Enable Canterbury's communities to sustainably rebuild and regenerate after emergencies	CDEM Unit: <ul style="list-style-type: none"> • Attend Group Community Resilience Forums • Assist in developing a Group Community Resilience Strategy • Continue to work with community groups in resilience 		

Objectives	Operational Activities (Business as Usual)	Projects - Current LTP Round (2015-2018)	Projects - Long Term (2019-2025)
	building <ul style="list-style-type: none"> • Continue to advocate for business continuity planning in the private (business) sector. 		
	CDEM Unit: Monitor results from 2-yearly CDEM Group Office Survey. Consistency or improvement across all categories of preparedness is the aim and is supported by: <ul style="list-style-type: none"> • Public education & media • Community group presentations • Advisory service via front desk, email and phone. • Volunteer training • Volunteer Recruitment 	Public Education Messages: Review results from survey with respect to recent events and include results in 'messages' in advisory, education and recruitment roles.	
Administration			
	CDEM Unit: <ul style="list-style-type: none"> • Budgeting, Quarterly Reviews and LTP processes, Plan production and updating. • Invoicing purchasing & receipting. • H & S 6-monthly reviews and updates for Plan & resource list. • Data entry for databases, contact/mail merge lists etc. • Servicing, maintenance and repairs for equipment including sirens, communications network, set-up kits and RT gear. 	The CD Plan: Completion of 'The Plan', a strategy for delivery of CDEM in Timaru District. H & S Review: Review of Health and Safety arrangements and protocols in light of legislative changes expected in late 2015.	Request administrative assistance.
Non-CDEM Functions			
	TDC Building Warden Training	To be transferred to HR and Facilities Management.	

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Appendices

Appendix A – Legislation and other Drivers

As well as the CDEM Act 2002, Local Government Act 2002 and other legislation (covered in Part 1) there are guidelines, strategies and reports define the risk, the management mechanisms and the capacity that may be used when dealing with emergencies. They include (but are not limited to):

BPG 4/10 Community Engagement in the CDEM context
BPG 5/10 Development Needs Analysis (pdf 1.5MB)
BPG 6/11 Early Childhood Education (ECE) Services Emergency Planning Guidance
Building Safety Evaluation During a Declared State of Emergency - Guidelines for Territorial Authorities
CDEM Capability Assessment Report 2012 - Part 1
CDEM Capability Assessment Report 2012 - Part 2
CDEM Resilience Fund [IS 11/10]
Coordinated Incident Management System (CIMS), 2nd Edition
DGL 11/10 Welfare in an Emergency
DGL 12/12 Guidance for Establishing and Operating New Zealand Response Teams
DGL 13/12 Declarations
DGL 14/13 Public Information Management: Director's Guideline for Civil Defence Emergency Management Groups
DGL 15/13 Volunteer Coordination in CDEM: Director's Guideline for Civil Defence Emergency Management Groups
DGL 16/14 Director's Guideline for Lifeline Utilities and Civil Defence Emergency Management Groups
Development Needs Analysis, BPG 5/10
Guidance for Establishing and Operating New Zealand Response Teams Including Culturally and Linguistically Diverse (CALD) Communities IS 12/13
Including People with Disabilities 13/13
IS 11/10 CDEM Resilience Fund
IS 12/13 Including Culturally and Linguistically Diverse (CALD) Communities
IS 13/13 Including People with Disabilities
National CDEM Strategy
National Civil Defence Emergency Management Fuel Plan [SP 03/12]
National Civil Defence Emergency Management Plan
National Tsunami Advisory and Warning Plan
New Zealand Coordinated Incident Management System (CIMS), 2nd Edition
Public Information Management: Director's Guideline 14/13
Rapid Impact Assessment: Information for the CDEM sector [IS 14/13]
Recognising Disability Assist Dogs in emergencies
Review of the Civil Defence Emergency Management Response to the 22 February Christchurch Earthquake
Response Teams: Guidance for Establishing and Operating N Z Response Teams
Review of Tsunami Hazard in New Zealand (2013 Update)
Tsunami Evacuation: Lessons from the Great East Japan Tsunami, March 11 2011
Tsunami: Review of Hazard in New Zealand (2013 Update)
Tsunami Seminars 2010 and 2013
Tsunami Vulnerability of Buildings: a scoping study GNS Science Report [2011/36]
Volunteer Coordination in CDEM: Director's Guideline for Civil Defence Emergency Management Groups [DGL 15/13]
Welfare in an Emergency: Director's Guideline DGL 11/10

Appendix B – Facilities in our Communities

These are identified as potentially suitable for emergency events that would involve our CD Volunteer Teams in monitoring before events and response during events. Other facilities may be used as the need arises, but having mobile and adaptable Teams to manage them is the core focus.

CD (Welfare) Centres

Set-up will be initiated by the Welfare Coordinator, Area Coordinator or Local Incident Controller in Temuka and Geraldine. In Pleasant Point the set-up is initiated by the Area Coordinator as there is no Welfare Coordinator. The set-up for Timaru is initiated by the Welfare Manager, the Timaru Local Controller or the Incident Controller from the Lead Agency via the Duty Local Controller.

Westend Hall	Maltby Avenue Timaru
Southern Trust Events Centre	Morgans Road Timaru
Caroline Bay Hall	Caroline Bay Timaru
Wilson Street Baptist Church (To be confirmed)	Wilson Street Timaru
Trinity Church Hall	College Road Timaru
Temuka Stadium	Off Domain Avenue Temuka
St Joseph's Hall	Denmark Street Temuka
Temuka RSA (To be confirmed)	130 King Street Temuka
St Andrews Church Hall	10 Cox Street Geraldine
Geraldine High School Hall	Mackenzie Street Geraldine
Community Hall, Waihi Lodge	Shaw Street Geraldine
St Joseph School	29 Afghan St Pleasant Point
Kerry Hall (To be confirmed)	Kabul Street Pleasant Point

Area Headquarters

Set-up will be initiated by either the Local Area Coordinator or by the Timaru Local Controller. In Geraldine and Temuka the Area HQ is the Timaru District Council Service Centre/Library, while Pleasant Point will use St Joseph School. Timaru will utilise the Response Team HQ at the Timaru Botanic Gardens.

St Joseph School	29 Afghan St Pleasant Point
Kerry Hall (To be confirmed)	Kabul Street Pleasant Point
TDC Service Centre	74 King Street Temuka
TDC Service Centre	78 Talbot Street Geraldine
Geraldine High School Hall	Mackenzie Street Geraldine

Response Team Headquarters

The Headquarters for the Timaru Community Response Team is at the Botanic Gardens.

Timaru Response Team Headquarters	Botanic Gardens Queen Street Timaru
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Community Emergency Centre (CEC)

These have been identified by community members in Winchester, Pareora, Rangitata and Woodbury. Other communities may set them up as required, most likely in a community hall.

Winchester Rural School	State Highway 1 Winchester
Rangitata SCRFA Station	State Highway 1 Rangitata
Woodbury Hall	538 Woodbury Road Woodbury
Pareora Campus (Timaru South School)	15 Elworthy Street Pareora

Appendix C – Group Plan Objectives and Actions

The following is the Objectives and Actions from the Canterbury CDEM Plan and the Work Programme has been modified to suit, where TDC delivery is resourced and sustainable. Note that a number of the actions are projects that are managed/delivered by the Canterbury CDEM Group Office, or by a sub-committee of Group as a whole. Unless there are specific activities required locally they are not included in the Timaru CDEM Work Programme.

CDEM Plan Section	Objectives	Actions
4.5.1 Hazard Research	Provide collaborative leadership in hazard research initiation, delivery and application	<ul style="list-style-type: none"> a) Using risk assessment analysis, identify areas for future research b) Ensure research outcomes are applied across the integrated hazard management framework
4.5.2 Risk Identification	Proactively identify, understand and manage the risks that Canterbury's communities face	<ul style="list-style-type: none"> a) Ensure an accurate risk assessment for the Canterbury region is completed and is regularly updated and communicated to the communities of Canterbury b) Develop the Risk Reduction Strategy collaboratively with CDEM Group members and partner agencies
4.5.3 Risk Management	Ensure planning and management of risk is based on relevant risk assessments	<ul style="list-style-type: none"> a) Establish a Canterbury Risk Reduction Forum to act as a forum for collaborative work on risk reduction b) Assist with ensuring that hazards and risks be taken into account in land-use planning practices
4.5.4 Risk Communication	Communicate all issues relating to risks effectively to the community and partners	<ul style="list-style-type: none"> a) Develop a stakeholder analysis that identifies key communities and partners to communicate with b) Articulate how risk reduction information will be communicated in the CDEM Group Public Education and Community Resilience Strategies c) Initiate, coordinate and promote activities that assist communities to build resilience to the effects of hazards
5.4.1 Community Readiness	Increasing community and business awareness of the risks from hazards and their consequences	<p>Encourage and foster involvement by:</p> <ul style="list-style-type: none"> a) Establishing a Community Resilience Forum b) Developing and implementing a CDEM Group Public Education Strategy c) Reviewing the use of Canterbury CDEM-related websites and other social media d) Developing and implementing a system for measuring and reporting on community readiness and resilience

CDEM Plan Section	Objectives	Actions
5.4.1 Community Participation	Improve community and business preparedness through community based planning	Encourage and foster involvement by: a) Supporting and advocating community response planning b) Supporting and advocating the initiatives of community-based groups that are related to CDEM c) Supporting and encouraging trained volunteer involvement in CDEM d) Establishing a Community Resilience Strategy e) Identifying vulnerable communities and working with them to develop their ability to plan for an emergency f) Supporting and advocating business continuity planning
5.4.2 Local Authority Readiness	Local Authorities have robust and tested business continuity plans to ensure they can continue to function in an emergency	a) Local Authorities have identified their risks and hazards b) Local Authorities have developed business continuity plans and test them on a regular basis c) Local Authorities have identified and trained staff to ensure business continuity is maintained
5.4.3 Leadership	Political and executive levels of the Canterbury CDEM Group demonstrate strong leadership and a commitment to CDEM	a) Providing an annual briefing on CDEM work programmes to senior management teams at each local authority and other key CDEM partner agencies b) Encouraging political and executive attendance at meetings and annual forums c) Providing professional development opportunities, such as training, at a level appropriate for senior executives and elected members
5.4.3 Professional Development	Enhance professional development of all personnel involved in CDEM	a) Completing an emergency management professional development needs analysis b) Developing and implementing a Canterbury CDEM Group professional development strategy c) Developing the Group Training Plan with the objective of accelerating the on-going enhancement of emergency management training in Canterbury d) Reviewing the role of the Emergency Management Training Centre (EMTC) e) Developing a long-term CDEM Group exercise programme f) Developing a recruitment and appointment guideline to assist with

CDEM Plan Section	Objectives	Actions
		<p>the appointment of key emergency management personnel²⁴</p> <p>g) Pursuing opportunities for Canterbury emergency management personnel to gain professional development experience by attending conferences, workshops and training</p> <p>h) Supporting emergency responses in the Canterbury CDEM Group area, New Zealand, or internationally</p> <p>i) Pursuing operational experience, training or other professional development opportunities that may arise at the local, national or international level</p>
5.4.3 Exercises	Exercises are an integral part of the Canterbury CDEM Group work programme	<p>a) A regional exercise programme is developed as an information sharing tool and to offer opportunities for joint or shared training events and ideas</p> <p>b) Lessons learnt from training, exercises and real emergencies will be incorporated into reviews of the Group Plan and other operational arrangements in an open, timely and systematic manner.</p>
5.4.5 Organisational Planning & Operational Readiness	Strengthen the coordination and cooperation amongst all relevant CDEM response agencies in planning for and responding to an emergency	<p>a) The approach to operational coordination suggested in CIMS will provide the basis for operational planning in response to potential or actual emergencies in Canterbury</p> <p>b) Cooperative development of Canterbury Group wide risk based plans, local CDEM plans and functional procedures will be achieved through the sub committees of CEG</p> <p>c) Maintain and develop documents and plans that describe key activities, functional responses, SOPs and protocols in support of the CDEM Group Plan</p>
6.6.1 CDEM Group Response	Enhancing the ability of the Canterbury CDEM Group to prepare for and manage civil defence emergencies	<p>a) Enhance and further develop the Emergency Support Team concept</p> <p>b) To establish robust procedures for the appointment and training of Controllers and upkeep of their professional development</p> <p>c) Structure the welfare response to identify and respond quickly to the needs of the community</p> <p>d) Ensure public information in an emergency is meeting the</p>

²⁴ Controllers, Recovery Managers, Welfare Managers, Emergency Management Officers/Managers, and EOC/ECC function managers.

CDEM Plan Section	Objectives	Actions
		community's needs.
6.6.2 Emergency Services Response	Enhancing the ability of emergency services to prepare for and manage civil defence emergencies	<ul style="list-style-type: none"> a) The Response Planning Group and local Emergency Services Co-ordinating Committees (ESCC) are established as a mechanism for local liaison b) Review arrangements and procedures for multi-agency coordination of emergencies across the region
6.6.3 Lifeline Response	Enhancing the ability of Lifelines to prepare for and manage civil defence emergencies	<ul style="list-style-type: none"> a) Develop a Canterbury CDEM Group overview of the vulnerabilities of lifelines
7.5.1 Recovery Management	Establish and maintain comprehensive emergency recovery (governance and management) capabilities and processes	<ul style="list-style-type: none"> a) Holding a recovery forum b) Establishing a Recovery Advisory Group c) Maintaining the Canterbury CDEM Group Recovery Plan d) Appointing and training local Recovery Managers and a Group Recovery Coordinator
7.5.2 Community Recovery	Enable Canterbury's communities to sustainably rebuild and regenerate after emergencies	<ul style="list-style-type: none"> a) Holding a Community Resilience Forum b) Establishing a Community Resilience Strategy c) Supporting and advocating the initiatives of community-based groups that are related to CDEM d) Supporting and advocating business continuity planning

Appendix D – Corrective Action Plan and Improvement Programme

This Appendix details the Action Points identified throughout this document and provides some discussion around possible corrective actions to address the gaps. Not all of those fixes are available but identifying them can help in evaluating future projects and whether the overall levels of service are being maintained. Throughout the text these Action Points are identified in text boxes.

Additional items are added as part of an on-going Improvement Programme as identified through Part 2 – Activity Management Plan.

Action Point	Issue Description	Corrective Action	Resources Required
1	Recognising the importance of Business Continuity Planning, it is recommended to develop a corporate approach and use the BCP template recently provided by Canterbury CDEM Group Office	BCP is not a CDEM-specific issue as it relates to business as usual planning for all TDC Units. Because of this it will be managed as a discrete corporate project by the Manager – Regulatory Services.	All Unit Managers
2	Pre-planning for welfare response is critical. The current Welfare Plan was written as a draft document in 2002. It is recommended that the Welfare Plan be re-written as soon as is practicable and that it be updated once the Group Welfare Plan is completed.	Undertake a Welfare Plan Review Project in 2015-2016 in anticipation of the development and release of a Canterbury CDEM Group Welfare Plan and changes nation-wide in roles and responsibilities for some agencies.	In-house
3	Discussions with CD coordinators in our district indicates that they prefer exercise participation rather than extensive unit standard courses. From 2016 this experiential training will be increased, while a selection of 'useful' topics will be extracted from current unit standard material and amalgamated into a couple of evening sessions	Develop a training schedule to reflect feedback for 2015/2016 year.	In-house
4	Our CDEM website should align with the MCDEM site, the Canterbury CDEM Group site and also provide relevant links and information for local communities based on our risk-scape. Development of an updated	IT Unit to create an appropriate web presence for our communities to utilise before, during and after a disaster.	In-house

Action Point	Issue Description	Corrective Action	Resources Required
	CDEM website is recommended.		
5	One item identified following the Canterbury and Christchurch earthquakes was how successful some businesses were at recovering. Some regions (such as Northland) actively encourage Business Continuity Planning by making it a pre-requisite for businesses being nominated for business excellence awards.	Undertake to discuss and recommend Business Continuity Planning as a pre-requisite for businesses being nominated for business excellence awards via Aoraki Business Development and Tourism, including plans for relocation of the business, provision of staff for CD and support of staff during recovery phase.	In consult. with ABDT
6	Pre-planning for recovery is identified as a critical but under-resourced aspect. A draft copy of the Timaru Recovery Plan was developed in 2010. Following the 2010-11 earthquakes it was acknowledged that all aspects of recovery planning needed to be re-visited to provide consistency across the Canterbury Region.	It is recommended that the Draft Timaru Recovery Plan be reviewed once the Group Recovery Plan is completed.	Led by Recovery Manager.
7	Recognising much of the feedback/review process with both staff and volunteers is not formalised, look at options for reviewing training.	Consider reviewing Monkey Survey™ or a consultancy-led option to provide a more defined method of gauging delivery and performance.	In-House
8	Milford Huts VHF radios do not work (i.e. they will not connect to the CDEM network as they are not powered enough to pick up the repeater signal). This leaves that community vulnerable when communications is lost	Purchase a VHF base-set radio so that Milford CDEM can set up their own base of communications. This will ensure they are not isolated (especially) during a flood event.	\$5k
9	Washdyke Industrial estate is expanding with new businesses, additional transportation of goods and increased worker numbers. The current siren array does not cover the entire area, so additional arrays are required to reduce risk to this area.	Installation of siren arrays in two phases is recommended, spreading the installation costs and project management across two years; with Phase 1 in 2016-2017 and Phase 2 in 2017-2018.	\$43k (P1) \$24k (P2)
10	MCDEM has increased the formal professional development requirements for Controllers. Recommendation is to upskill one	Send one Controllers on the new Controllers course through Massey/AUT in 2015/2016 and review	\$4.2k PA

Action Point	Issue Description	Corrective Action	Resources Required
	Controller per year to the new standard.	suitability for other controllers.	
11	South Canterbury HSTLC has been disbanded as NZFS (conveners) has restructured this function. The need for an ESCC or other response forum still exists.	Form a South Canterbury Technical Advisory Group for strategic planning for specific/current local multi-agency issues and events.	In-house

Appendix E – Asset Register

This register shows all items currently listed on the TDC asset register attributed to the CDEM Unit.

If the item is marked ‘*’, it shows resources that are disposable and should be removed from the register.

Those marked ‘#’ can be removed from the list as they are exceeded their expiration date for safety purposes and have been decommissioned (thrown out).

Items	Book Value
RT Base Set	98.03
35IKatabatic Packs (X20)	132.46
Civil Defence Radio Response Kit	8,255.09
Tait Equip. & Modifications	32.78
Communications equip.	36.55
Portable Multicharger	40.21
Radio Harness (10)	46.62
18 x2006 VHF handheld radios	66.44
ICOMIC-F35 H/held VHF radio batteries	78.58
ICOMIC-F35 handheld radio	100.13
ICOMF35 radios with nicad batteries *	133.66
Radio battery chargers	83.49
T2008 Power Supply (9)	231.65
TaitT2020 Radio-3	249.38
Radios,batteries,chargers *	254.83
Repeater Station	345.76
Aerials and Siren Install	374.01
Orca16 Channel (X6)	450.98
TaitT2015 Radios-7	484.53
Synthesizer Receive Units	515.93
Tait Orca Portable (15)	771.11
Sirens @ Rangitata Huts	4,229.44
Sirens @ Butlers Huts	3,002.00
Communications Equipment	23,812.39
Honda EU201 2.0kVa Genera	485.63
Tait VHF Handheld	124.22
Tait3010 hand held radio	472.24
Rotary Siren	1,309.76
Siren unit	6,039.90
Sundry safety equip and Ferno	32.95
Pretzel Zoom Headlamps *	71.18
Abloy disklock system	45.72
First Aid Kits (22) *	85.91
Edel11mm StaticEverdry #	112.09

Items	Book Value
iGuage analyser (x3)	78.26
DuoHeadlamps (X6) *	153.26
Handheld radios* 6	89.96
HB Olympus Helmets-White #	233.62
6 way battery charge & ad	275.48
Rescue Tower # Dismantled due to H & S issues	473.36
sundry equip.	774.88
6 Handheld Radios	857.01
Rescue Equipment-8 #	882.67
Vests/Vehicle Decals *	1,601.52
Embroidered Bib &Brace	1,648.45
Communications Equipment	1,185.36
Public Alert Siren Caroline Bay	17,039.02
Base Radio Response Kit	2,962.91
Honda EU301H Generator Geraldine	2,323.20
Honda EU301H Portable Generator Pleasant Point	2,323.20
Handheld Kit VHF RRK	4,480.91
Portable Generator EU30ih	3,137.44
Hytera PD602Digital Handheld Radio	4,192.00
Civil Defence Total Assets	97,318.16
Revised Total Assets	93,316.06