

Civil Defence Emergency Management

Activity Management Plan

Long Term Plan 2015–2025
As amended through the Annual Plan 2017/18

1 July 2017

Quality Assurance Statement

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1 Key Issues for the Civil Defence Emergency Management Activity

Central to Civil Defence Emergency Management is:

- An all-hazards, all risks, multi-agency, integrated, and community focused approach following the 4Rs of emergency management (reduction, readiness, response, and recovery).
- Increasing the level of awareness and understanding of the risks from hazards and improving individual, community and business preparedness through public education and community participation.
- Ensuring Council's ability to be prepared for and manage civil defence emergencies through CDEM planning, professional development of staff and our volunteers, working with our partner agencies, and provision of facilities and resources.

1.1 Community Outcomes

Everything that the Council does in its day-to-day work is focused on achieving community outcomes. All activities outlined in this plan aim to deliver the results required to achieve these outcomes, contribute to Council strategies and meet legislative requirements. Likewise, all Council capital and operating expenditure is directed towards a level of service that moves the community closer to these outcomes now or at some future point.

The effective management of Civil Defence Emergency Management for Christchurch means achieving the community outcomes that ensure:

- Risks from hazards, including earthquakes, flooding, tsunamis, rock fall, are minimised
- Injuries and risks to public health are minimised
- People are actively involved in their communities and local issues

Section 4 shows how these outcomes flow down into and influence the Council's activities and levels of service in relation to Civil Defence Emergency Management.

1.2 Effects of growth, demand and sustainability

Describe how our population growth and demand effects the decisions Council will make in delivering services to ensure that they are sustainable and will meet the needs of the people of Christchurch into the future.

Population Growth and Demand:

The Christchurch City population is expected to grow by around 23,000 between 2015 and 2025, and by 60,000 people between 2015 and 2056¹ (Approx 45 years). A larger population means more people at risk from hazards and an increased need for Civil Defence and Emergency Management services before, during and after emergencies.

The most recent forecast of future trends in the ethnicity of the population was in 2008 (related to the availability of census data). The Asian population is expected to increase by 74% between 2006 and 2021, and make up 13% of the population by 2021. At the same time the European component of the city's population is expected to reduce.

Population growth in Culturally and Linguistically Diverse Communities will present new challenges, such as more complex communication requirements for public education. New migrants may not have an understanding of the types of natural hazards Christchurch may encounter, or the actions to take to reduce their risk.

¹ Market Economics Christchurch Household Growth Model March 2014, extended beyond 2041 using the Medium Projection produced by Statistics New Zealand according to assumptions agreed to by Christchurch City Council based SNZ sub-national population projections 2006 base, released October 2012.

The City has had positive net migration for each month over more than the last year. Much of this is driven by the migration of construction workers to participate in the rebuild. Particularly strong inward migration has been seen from the Philippines, the United Kingdom and Ireland. For migrants coming from the United Kingdom and Ireland the general awareness and knowledge about the natural hazards that exist in New Zealand is likely to be low making the role of Civil Defence more difficult.

The number of people over the age of 80 years is expected to double from 16,500 in 2015 to over 30,000 in 2036 and continue to grow to around 50,000 in 2056. As a percentage of the total population this is an increase from 4% to 11%. After 2046 one in 10 people is expected to be over 80 years of age. Older people are generally more vulnerable and less able to take care of themselves in emergencies. The proportion and actual number of younger people will also reduce over the same period. The volunteers suitable for civil defence activities are generally younger and fitter people. The increasing elderly cohort and reducing younger cohort means an increased demand for volunteers but a reduced pool from which to source them.

Demand

In its Climate Smart Strategy, the Council follows New Zealand Government advice about anticipated changes for Christchurch and is meeting legal obligations placed on the Council to consider the impacts of climate change.

Following this advice, our community within the next 90 years must prepare for:

- a. 100 centimetre rise in sea-level;
- b. a temperature increase of 2 degrees Celsius; and
- c. changes in rainfall and extreme weather events.

A warmer atmosphere can hold more moisture (about 8% for every 1 degree Celsius increase in temperature). Therefore, there is likely to be increased rainfall depth and intensity associated with climate change. In addition, the heat that comes from the condensation of this increased moisture will make storms more intense. However, the likely size of this change is currently uncertain. It is likely that through both sea level rise and the increased frequency of adverse weather events the demand for CDEM services will increase.

The number of people in volunteer work in the city has decreased by 5% since 2006, from 102,000 to 97,500 in 2013. This is consistent with a long term trend in reduced volunteerism. The Civil Defence and Emergency Management Activity relies on the participation of volunteers. A continuation of this long-term trend means that recruiting and retaining volunteers for civil defence purposes is likely to continually get more difficult.

Sustainability:

The Local Government Act 2002 requires local authorities to take a sustainable development approach while conducting its business. The Council's policy defines Sustainability as - *a dynamic process of continual improvement that enables all people, now and in the future, to have quality of life, in ways that protect and enhance the Earth's life supporting systems.*

This contains three integral parts:

1. The Earth's life supporting systems;
2. Quality of life; and
3. The process of continual improvement

The Earth's Life Supporting systems are made up of:

- Efficient – doing more, with less
- Cyclic – closed loop society (all materials and substances are reduced, reused and recycled and organic material is returned to the soil).
- Solar - Renewable powered and carbon neutral society
- Safe - No negative impacts on people and the earth's life supporting systems
- Social - All people, now and in the future, are able to meet their needs.

Quality of Life

The Council recognises that quality of life means all people can meet their needs, both now and in the future. Should any one of these human needs not be met then, the society is not sustainable.

Human Need	Meaning	Examples
Subsistence	Physical and mental health.	Access to quality food, water, sanitation, clothing, housing, health care and community support networks.
Security	Peace of mind, free of harm and fear.	Personal and workplace safety, emergency services, insurance, fair legal system, financial independence.
Freedom	Self determination and equal rights.	Participatory and transparent democracy, equal access, opportunity and rights, wheel chair access, public transport.
Understanding	Able to learn, innovate and adapt.	Sciences, life long learning, schools, universities, libraries, internet, competitive advantage and business opportunity.
Identity	Community, belonging, purpose and self-worth.	Community and workplace relationships and responsibilities, culture and heritage, sporting, social and religious groups.
Affection	Love and inspiration.	Family, friends, reverence for nature, family pets, self-expression, beliefs, social and communication networks.
Leisure	Rest and recreation.	Time and access to pursue interests, active and passive recreation, sports, hobbies, arts, entertainment, sleep.

During the response phase of emergency situation sustainability issues remain an important consideration but will at times be of lower priority than the protection of life and property.

1.3 Key Challenges and Opportunities for Civil Defence Emergency Management

In working towards the community outcomes and influenced by population growth and demand, Council faces the challenge of making decisions that prioritise resources to deliver the best mix of services at the right level and in a sustainable way. The key challenges and opportunities that have been priorities by Council are below in Table 1-1.

Table 1-1 Key Issues

Key Issue	Discussion
Christchurch Justice & Emergency Services Precinct (CJESP)	One of the recommendations from the review of the response to the February 2011 Christchurch earthquake was that a single EOC facility be developed for the Canterbury region that could be used by single or all agencies to improve coordination and operational effectiveness. It is proposed that Council's CDEM & Rural Fire personnel be accommodated in the CJESP with staff from the Canterbury CDEM Group, Ministry of CDEM and the emergency services in a modern and integrated facility. But need the necessary resources to be able to capitalise on this opportunity.
100 Resilient Cities	The Rockefeller 100 Resilient Cities gives an increased focus on resilience at the Council and in the community. The development of the city-wide resilience strategy provides an opportunity to leverage a number of resilience based activities, including the provision more resilient infrastructure, and the development of community based emergency plans that will help reduce the impact of emergencies.

Key Issue	Discussion
Closer working relationship with Canterbury CDEM Group Emergency Management Office	There is an opportunity to investigate closer working relationships with staff in the Canterbury CDEM Group's Emergency Management Office. This team and the CCC CDEM team are both located within Christchurch. Given the possibility of both teams being accommodated in the Christchurch Justice and Emergency Services Precinct and nature of work undertaken by both teams it would be prudent to look how the two teams could work closer to increase community resilience and organisational preparedness.
Changing technology	<p>As technology becomes more common place in our community Civil Defence Emergency Management needs to be agile in how we deliver our messaging to the public be it, alerting before and during emergencies, or consistent preparedness messaging. Being agile with technology does require funding to predict the change in technology over the life of the Long Term Plan and in the current council financial climate will be increasingly harder to achieve.</p> <p>Technology can help the Emergency Operations Centre and response to an emergency with intelligence gathering and creating a common operating picture to inform how we manage this response allowing us to help the community in better ways. Also making information available faster so that our community is informed and not kept waiting and wanting for the information. We need to keep up with how the organisation is consuming technology and how in future we can deliver an EOC and associated tasking with the platform that CCC has but also making sure we have backup / fall back systems in place if we have technology failures, this includes power and telco network system failure.</p>
Professional development for staff through training and exercises	Competing demands on staff time often results in staff non-participation in civil defence training and exercising. The CDEM Act requires Council to take all steps necessary to make available suitably trained and competent personnel, including volunteers, for effective civil defence emergency management within our district.
Attracting and recruiting volunteers	<p>CDEM volunteer numbers have experienced a slow but steady decline since the earthquakes. This is partly attributed to population shifts to other areas and significant life changes for many of our volunteers, but also fatigue and a lack of time and/or desire to be involved in voluntary activities.</p> <p>Recruiting and retaining new and existing volunteer for CDEM continues to be a challenge, given the ongoing issues associated with the earthquakes and the recovery.</p> <p>Recruitment and retention of volunteers requires significant resourcing and capacity to ensure volunteer numbers are strong, and provide the necessary response capability for the city in an emergency.</p>
Review of the 2010/11 events	Challenge relates to timeliness which Central Government implements the corrective actions that have been identified as a result of the review into the response of the February 2011 Christchurch earthquake and these flow through to local government. These corrective actions should be acted upon before another event occurs, otherwise inaction could damage CDEM credibility.
Keeping CDEM Response Teams accredited	Our 3 New Zealand Accredited Response Teams have a requirement to keep their national accredited standard to be deployed in the region but also deployed to any emergency in New Zealand. These teams need significant resourcing and training to keep the accreditation. The teams have a proven track record with the work they did during the 2010/2011 earthquakes and this year with the flooding events in Christchurch and Waimakariri, the teams are multi-disciplined and come from the community as well as one team being made up of CCC Staff.
Provision of community facilities in growth areas.	<p>As new areas of the city are developed and become populated, it is important that adequate community facilities are provided that can also be used as civil defence centres in the case of an emergency. The Council has a role as a provider of some community facilities and as a facilitator of the provision of community facilities by other organisations.</p> <p>A similar need for enhanced community facilities will also exist in areas where the concentration of population increases significantly through medium density development within the existing urban area.</p> <p>As Council owned facilities are rebuilt or repaired an opportunity exists to provide input to ensure these facilities are suitable for CDEM purposes, and are able to better meet the needs of the community in the event of any future emergency.</p>

2 Proposed changes to activity

1. Are the things we currently do need to change to reflect the new environment? Earthquake recovery, elected member expectations?
2. How do we propose to address these changes through new ways of working?
3. How are the impacts of these choices going to be reflected in supporting programmes, such as delivery of levels of service, capital projects, budgets, and how will these changes be cascaded to contractors and providers?

Table 2-1 summarises the proposed changes for the management of the Civil Defence Emergency Management activity since the Three Year Plan 2013-16 Activity Management Plan.

In recording these changes also identify what investigations will be needed, highlight the level of significance for the change and identify appropriate options for consultation and engagement.

Table 2-1 Proposed changes to activity

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
The Christchurch Justice & Emergency Services Precinct will accommodate a single multi-agency Emergency Operations Centre with staff from NZ Police, NZ Fire Service, St John, Ministry Of Civil Defence & Emergency Management, Canterbury CDEM Group Emergency Management Office, and City Council Civil Defence Emergency Management and Rural Fire Unit to be accommodated within the Precinct along with staff from the Justice and Corrections Departments.	<p>The review of the Civil Defence Emergency Management response to the 22 February 2011 Christchurch earthquake recommended that a single facility be developed for the Canterbury Region that could be used by a single or multiple agencies to improve coordination and operational effectiveness.</p> <p>The Christchurch Justice & Emergency Services Precinct is one of the Governments 'anchor projects' as part of the City's recovery.</p> <p>NB: The Justice & Emergency Services Precinct is not included within the Cost Shared Agreement between the Council and CERA.</p>	<p>Each of the organisations to be accommodated within the Precinct will be required to pay an annual rental (Opex) and will be responsible for the fittings and fixtures (Capex) within their respective work areas.</p> <p>Estimated costs (commencing in 2016/17) can be breakdown as follows: Opex:</p> <ul style="list-style-type: none"> • EOC share = \$85,000 • Staff work area = \$108,300 • SCADA area = \$26,700 • Cleaning, energy etc = \$30,000 • Total Opex = \$250,000 <ul style="list-style-type: none"> • Current Accommodation cost = \$90,000 • Net Cost = \$160,000 	

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
<p>Readynet, an emergency preparedness and alerting tool, is no longer available for organisations to lodge their emergency response plans.</p> <p>Text alerts will continue to be sent to those organisations which were registered with Readynet.</p> <p>In the future, Text Alerting will be made available to individuals who sign up to receive alerts.</p>	<p>Due to several councils withdrawing from using Readynet it is not economical for the supplier to continue to provide this service.</p>	<p>The level of significance is low as most groups were interested in receiving emergency alerts rather than including their emergency plans in Readynet. Only 25% of the 285 organisations with plans lodged with in Readynet met the required benchmark level as at 30 June 2014.</p>	
<p>There are no other key changes for the CDEM activity.</p>			
<p>Budget cap has been met through savings associated with:</p> <ul style="list-style-type: none"> · Readynet · Volunteer expenses · Sockburn CDEM training facility rental · Communications <p>Meeting the budget cap doesn't take into account accommodation costs associated with the Chch Justice & Emergency Services Precinct.</p> <p>There has been no need to lower the levels of service.</p>			

3 Activity description

3.1 Focusing on what we want to achieve

Council undertakes activities in order to deliver on the community outcomes for Christchurch. The outcomes that relate most directly to the management of the city's Civil Defence Emergency Management are that:

- Risks from hazards, including earthquakes, flooding, tsunami, rock fall, are minimised
- Injuries and risks to public health are minimised

3.2 How we will know we are achieving the outcomes

We will know we are achieving the above outcomes when we see the following results:

- **The city is prepared for**, and can effectively respond to **an emergency** with co-ordinated civil defence readiness, response and recovery planning.
- **Trained Emergency Operations Centre personnel and community volunteers can respond effectively to** and manage the adverse effects and risks of **emergencies**.
- **Individuals and communities are** aware of risks from hazards and their consequences **prepare for such emergencies**.

The activities that follow in section 4 and the levels of service within them are all linked to the above results to ensure Councils stays focused on moving towards the community outcomes. This link aims to confirm why we are doing the activities – that they will realistically move us closer to our goals – and that service delivery remains relevant to strategic direction.

3.3 What services we provide

This activity includes the following services:

- Co-ordinate civil defence readiness, response and recovery.
- Public education to increase community awareness and preparedness.
- Training of Emergency Operations Centre personnel and community volunteers.

A maintenance programme is in place to ensure rescue equipment meets the required national standards.

Communication equipment is regularly checked and any identified faults are rectified as soon as possible. An audit of communications equipment is undertaken on a three yearly cycle by an external contractor to provide an assessment condition report.

A maintenance programme is also in place for the Tsunami Alerting System – remote fault testing of the system is undertaken fortnightly.

Other civil defence equipment replaced on an as needs basis.

Growth of the City could result in the need for additional Civil Defence Centres required which would necessitate the need for additional communication being installed at these Centres.

3.4 4 Benefits and Funding Sources

3.4.1 Who Benefits?

Who benefits?	
Individual	
Identifiable part of the community	
Whole community	

Key:
Full
Majority
Some

3.4.2 Who pays?

Funding - Fees / User Charges	Other revenue Grants & Subsidies	General rate	Targeted rate
4%	0%	96%	0%
		Full	

Note, Funding Split % is derived from the 'Summary of Cost for Activity' (section 13).

Key:		Typically
Full	All or almost all the cost is funded from that source. If the comment is made in the general or targeted rate columns it does not preclude making minor charges for the service but indicates that the charges are a negligible part of the fund.	95%+
Majority	The majority of the activity is funded from this source.	50%+
Some	Some revenue is derived from this source.	<50%

Does this Activity generate surplus funds that can be applied to other areas? **No**

3.5 Our key customers

Customers include members of the public who may be affected by a civil defence emergency, emergency services, government departments, welfare agencies, engineering lifeline utilities (e.g. power), business sector, rural sector, health sector, educational institutes, community volunteers, Canterbury local authorities, Canterbury CDEM Group staff, and the Ministry of Civil Defence & Emergency Management.

3.6 Key legislation and Council strategies

CDEM Act 2002, National CDEM Plan Order 2005, National CDEM Plan Guideline, National CDEM Strategy, Director's Guidelines (Ministry of Civil Defence & Emergency Management), Canterbury CDEM Group Plan, Health & Safety in Employment Act 1992.

4 Levels of service and performance measures

Table 4-1 summarises the levels of service and performance measures for the Civil Defence Emergency Management activity. Shaded rows are the levels of service and performance measures to be included in the Long Term Plan. Non-shaded rows are non-LTP management level measures, agreed with and reported to Council but not included as part of the community consulted document.

Table 4-1 Levels of Service

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if.....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25
					Year 1	Year 2	Year 3	
					2015/16	2016/17	2017/18	

Co-ordinate civil defence readiness, response and recovery

2.5.1	<p>Council is prepared for and maintains an effective response capacity to manage civil defence emergencies</p> <p>(CDEM Plans and procedures covering local response and recovery arrangements and specific contingency plans are in place)</p>	<p>The city is prepared for, and can effectively respond to an emergency with co-ordinated civil defence readiness, response and recovery planning</p>	<p><i>The CDEM Act requires "local authorities, lifeline utilities and govt departments to plan and provide for civil defence emergency management and to respond and manage the adverse effects of emergencies in its district."</i></p> <p><i>The Canterbury CDEM Group Plan, local arrangements, EOCprocedures,, and specific contingency plans set out actions to be undertaken during the readiness, response and recovery phases and provides information for organisations involved with CDEM.</i></p> <p><i>Plans in existence include:</i></p> <ul style="list-style-type: none"> · <i>Local CDEM Arrangements</i> · <i>Welfare</i> · <i>Recovery</i> · <i>Coastal Evacuation</i> · <i>Port Hills Evacuation</i> · <i>Pandemic Plan</i> 	<p><i>2013/14: Plans and procedures were reviewed.</i></p> <p><i>2012/13: Plans and procedures were reviewed.</i></p> <p><i>2011/12 Recovery Plan needs review. All other plans are up to date.</i></p> <p><i>2010/11 Not achieved. Draft Recovery Plan approval process delayed by earthquakes</i></p> <p><i>2009/10 CDEM Plans are in place for local response and recovery arrangements</i></p>	<p><i>All Local Authorities have CDEM Plans.</i></p>	<p>2.5.1.1 CDEM Plans and procedures are reviewed annually.</p>	<p>2.5.1.1 CDEM Plans and procedures are reviewed annually.</p>	<p>2.5.1.1 CDEM Plans and procedures are developed, and/or reviewed annually.</p>	<p>2.5.1.1 CDEM Plans and procedures are reviewed annually.</p>
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2.5.2	<p>Council is prepared for and maintains an effective response capacity to manage civil defence emergencies</p> <p>(Facility for use as an Emergency Operations Centre (EOC) available for the coordination of a multi-agency response in event of an emergency)</p>	<p>The city is prepared for, and can effectively respond to an emergency with co-ordinated civil defence readiness, response and recovery planning</p>	<p><i>The CDEM Act requires the Council to respond to and manage the adverse effects of emergencies within its area.</i></p> <p><i>An EOC provides a facility for partner response organisations to come together to coordinate the response activities in an effective manner.</i></p>	<p><i>2013/14: Primary EOC is located at 53 Hereford Street with Alternate located at Fendalton Service Centre. Both of these sites are operational</i></p> <p><i>2012/13: Primary EOC is located at 53 Hereford Street with Alternate located at 121 Tuam Street. Both of these sites are operational</i></p> <p><i>2011/12 Primary EOC is located at 53 Hereford Street with Alternate located at 121 Tuam Street. Both of these sites are operational</i></p> <p><i>2010/11 Achieved. The EOC primary location is the Function room Hereford Street Civic Offices, Alternate is the Art Gallery.</i></p>	<p><i>Auckland, Hamilton, Wellington and Dunedin cities all have a separate dedicated EOC.</i></p> <p><i>Most territorial authorities utilise their own Council facilities as their EOC.</i></p>	2.5.2.1	2.5.2.1	2.5.2.1	2.5.2.1
						<p>One primary and an alternate facility available to be activated within 60 minutes.</p>	<p>One primary and an alternate facility available to be activated within 60 minutes.</p>	<p>One primary and an alternate facility available to be activated within 60 minutes.</p>	<p>One primary and an alternate facility available to be activated within 60 minutes.</p>
						2.5.2.2	2.5.2.2	2.5.2.2	2.5.2.2
						<p>At least 2 Emergency Operations Centre (EOC) activations undertaken taken per annum (event or exercise).</p>	<p>At least 2 Emergency Operations Centre (EOC) activations undertaken taken per annum (event or exercise).</p>	<p>At least one Emergency Operations Centre (EOC) activation occurs annually (either event or exercise).</p>	<p>At least 2 Emergency Operations Centre (EOC) activations undertaken taken per annum (event or exercise).</p>

2.5.3	<p>Council is prepared for and maintains an effective response capacity to manage civil defence emergencies</p> <p>(Response Teams (Rescue) meet national registered status)</p>	<p>The city is prepared for, and can effectively respond to an emergency with co-ordinated civil defence readiness, response and recovery planning</p>	<p><i>During civil defence emergencies it is likely that emergency services 'business as usual' services will be stretched and nationally it has been recognised that additional support will be required.</i></p> <p><i>The Council's three NZ Response Teams are capable of undertaking Light Urban Search and Rescue, Storm / Salvage / Temporary Repairs, Flood Response (Sandbagging, Flood Pump Operation and associated tasking) providing rapid reconnaissance and early impact assessments around the city, providing triage and pre-hospital emergency care. The teams can also provide support within an emergency welfare centre and participate as part of a rural fire incident management team.</i></p> <p><i>To maintain their NZ accreditation each team must have specific rescue equipment and maintain an equipment register.</i></p>	<p><i>2013/14: All three teams currently meet the national registered standards</i></p> <p><i>2012/13: All three teams currently meet the national registered standards</i></p> <p><i>2011/12 All three teams currently meet the national registered standards</i></p> <p><i>2010/11 3 teams maintained national registered standards and status</i></p> <p><i>2009/10 Three light rescue response teams</i></p>	<p><i>Wellington region three teams</i></p> <p><i>Auckland region two teams</i></p> <p><i>Nelson City one team</i></p> <p><i>Waimak DC one team</i></p> <p><i>Canty CDEM Group Office one team</i></p>	2.5.3.1 Each of the three Response Team's resources meets national annual accreditation.	2.5.3.1 Each of the three Response Team's resources meets national annual accreditation.	2.5.3.1 Each of the three Response Team's resources meets national annual accreditation.	2.5.3.1 Each of the three Response Team's resources meets national annual accreditation.
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2.5.7	Council is prepared for and maintains an effective response capacity to manage civil defence emergencies	The city is prepared for, and can effectively respond to an emergency with co-ordinated civil defence readiness, response and recovery planning	<i>To meet the needs of those displaced or affected by a civil defence emergency community facilities need to be provided.</i> <i>Territorial authorities provide facilities for which those members of the community affected by an emergency can go to.</i>	2013/14: 100% 2012/13: 100% 2011/12 100% of Emergency Welfare Centres. Also 100% of Sector Posts. 2010/11 97% Small number of centres unavailable due to EQ damage or risk 2009/10 100%	<i>All local authorities have pre-determined location for CDEM community welfare facilities.</i>	2.5.7.1	2.5.7.1	2.5.7.1	2.5.7.1
	(Facilities used for CDEM community welfare purposes available following a civil defence emergency)					A schedule of facilities suitable for CDEM community welfare purposes is maintained.	A schedule of facilities suitable for CDEM community welfare purposes is maintained.	CDEM facilities are prepared and resourced.	A schedule of facilities suitable for CDEM community welfare purposes is maintained.
						2.5.7.2	2.5.7.2		2.5.7.2
						CDEM community welfare facilities to be operational within 4 hours (event or exercise).	CDEM community welfare facilities to be operational within 4 hours (event or exercise).		CDEM community welfare facilities to be operational within 4 hours (event or exercise).

2.5.5	<p>Council is prepared for and maintains an effective response capacity to manage civil defence emergencies</p> <p>(Council makes effective use of its alerting systems to inform communities of possible emergencies)</p>	<p>The city is prepared for, and can effectively respond to an emergency with co-ordinated civil defence readiness, response and recovery planning</p>	<p><i>The Ministry of Civil Defence & Emergency Management's technical standard for Tsunami Sirens states:</i></p> <ul style="list-style-type: none"> · <i>Sirens may be used for distant source tsunami events, and where possible, for regional source tsunami events. .</i> · <i>Activation of sirens must not be expected for local source tsunami events – the strong earthquake is the only reliable warning.</i> · <i>Communities should be involved in awareness raising, testing, and decisions on expanding or de-commissioning siren systems. where possible.</i> · <i>Testing must be done on a regular basis.</i> 	<p><i>2013/14: Tsunami Siren and Readynet Testing undertaken twice p.a.</i></p> <p><i>2012/13: Tsunami Siren and Readynet Testing undertaken twice p.a.</i></p> <p><i>2011/12: Tsunami Siren Testing undertaken twice p.a.</i></p>	<p><i>Tsunami Sirens</i></p> <p><i>Auckland Council: Testing undertaken twice per annum.</i></p> <p><i>Hurunui DC: Testing undertaken twice per annum.</i></p> <p><i>Timaru DC: Testing undertaken monthly.</i></p> <p><i>Alerting Platform: Auckland Council: Text Alert, Smartphone Application & PIM Media</i></p> <p><i>WREMO: Text Alert, Social Media, Twitter Alert</i></p>	2.5.5.1	2.5.5.1	2.5.5.1	2.5.5.1
						Each alerting system is tested twice per annum (tsunami sirens, txt, email, & pagers).	Each alerting system is tested twice per annum (tsunami sirens, txt, email, & pagers).	Each alerting system is tested twice per annum (tsunami sirens, txt, email, & pagers).	Each alerting system is tested twice per annum (tsunami sirens, txt, email, & pagers).

2.5.9	<p>Council is prepared for and maintains an effective response capacity to manage civil defence emergencies</p> <p>(Operative radio communications are maintained between the Emergency Operations Centre and specified organisations on a weekly basis)</p>	<p>The city is prepared for, and can effectively respond to an emergency with co-ordinated civil defence readiness, response and recovery planning</p>	<p><i>Landline and mobile phone networks can be vulnerable to the impact of hazards, limited by coverage, overloaded following a major incident. The City's civil defence radio network provides and alternate communications system to landline and mobile phone networks. Nationally an Emergency Service Band exists that provides for inter-agency communication. The City's civil defence radio network allows communication via this Band between the emergency services and other key CDEM Group members.</i></p>	<p>2013/14: 78% of all test calls were successful. (Target not meant due to staffing issues – future testing will be based on a technical polling test).</p> <p>2012/13: 92% of all test calls were successful</p> <p>2011/12 92% of all test calls were successful</p> <p>2010/11 Insufficient data to measure due to EQ involvement</p> <p>2009/10 Average of 91% success rate</p>	<p><i>All Councils have a radio communication back-up system in the event the landline and/or mobile telecom networks fail.</i></p> <p><i>Radio systems are to be tested on a weekly basis at the following locations:</i></p> <p><i>Service Centres Welfare Centres: (Aranui, Burnside, Cashmere, Cowles, Hillmorton, Hornby, Linwood, Mairehau, Papanui, Pioneer, Riccarton) Group ECC and Cauty University.</i></p>	2.5.9.1 At least 90% of weekly and monthly radio tests are successful.	2.5.9.1 At least 90% of weekly and monthly radio tests are successful.	2.5.9.1 Equipment is maintained as per the maintenance programme.	2.5.9.1 At least 90% of weekly and monthly radio tests are successful.
2.5.13	<p>Strengthen our working relationships within CDEM sector.</p>	<p>The city is prepared for, and can effectively respond to an emergency with co-ordinated civil defence readiness, response and recovery planning</p>	<p><i>The CDEM Act requires a risk management based approach to the sustainable management of hazards, both natural and otherwise. This risk management process is applied across risk reduction, readiness, response and recovery, as well as being integrated through the involvement of all sectors within the wider community.</i></p>	<p>2013/14: 100%</p> <p>2012/13: New measure</p>	<p><i>All local authorities within NZ are required by legislation to be a member of a CDEM Group.</i></p>	Council staff attend at least 85% of Canterbury CDEM Group committee meetings.	Council staff attend at least 85% of Canterbury CDEM Group committee meetings.	Council staff attend at least 85% of Canterbury CDEM Group committee meetings.	Council staff attend at least 85% of Canterbury CDEM Group committee meetings.

Public education to increase community awareness and preparedness									
2.5.4	Improve the level of community preparedness and awareness of risks through the roll out of the CDEM education plan	Households and communities are aware of and prepared for disasters and emergencies so that risks from natural hazards can be avoided	<i>The CDEM Act requires territorial authorities to promote and raise public awareness of hazards and risks. To meet the above requirement, CDEM engages with the following groups: vulnerable communities, schools, businesses, local community groups, CALD communities, rest homes, interest groups and others.</i>	<p>2013/14: 81 CDEM public education activities. (Target 50)</p> <p>2012/13: Two major promotions</p> <p>2011/12 One major promotion</p> <p>2010/11 No promotions undertaken due to earthquake response and recovery</p> <p>2009/10 Two major promotions</p>	<i>Auckland: a minimum of 80 CDEM promotions annually.</i>	2.5.4.1 At least 50 CDEM public education activities occur annually. NB: This performance measure links to the delivery of 'Stan's Got a Plan' CDEM education programme included in the Environmental Education Activity Management Plan.	2.5.4.1 At least 50 CDEM public education activities occur annually.	2.5.4.1 At least 50 CDEM public education activities occur annually.	2.5.4.1 At least 50 CDEM public education activities occur annually.
2.5.12	Improve the level of community and business awareness and preparedness of risks from hazards and their consequences (Develop partnerships to increase disaster resilience)		<p><i>Council CDEM staff work with other business units and external organisations to ensure communities are better prepared to cope during and after an emergency.</i></p> <p><i>CDEM staff promotes the development of community owned emergency response plans, and business continuity planning through the web-base 'Business Resilience Tool'.</i></p>	<p>2013/14 23% of residents participated in CDEM meetings (as measured by Opinions Monitor 2014). (Target 17%).</p> <p>2012/13: New measure</p>	<p><i>Ministry of CDEM undertakes an annual survey to measure community preparedness.</i></p> <p><i>Canterbury CDEM Group undertakes a two yearly survey to measure preparedness.</i></p>	2.5.3.2 At least 17% of Christchurch residents participate in CDEM meetings to enable their local community to cope better.	2.5.3.2 At least 17% of Christchurch residents participate in CDEM meetings to enable their local community to cope better.	2.5.3.2 At least 17% of Christchurch residents participate in CDEM meetings to enable their local community to cope better.	2.5.3.2 At least 17% of Christchurch residents participate in CDEM meetings to enable their local community to cope better.

Training of EOC personnel and community volunteers									
2.5.10	<p>Enhance professional development of personnel involved in CDEM through training and exercises.</p> <p>(Council staff with CDEM roles are appropriately trained for their position)</p>	<p>Trained Emergency Operations Centre personnel and community volunteers can respond effectively to and manage the adverse effects and risks of emergencies</p>	<p><i>The CDEM Act requires members of CDEM Groups make available, suitably trained & competent personnel for emergency management response. Most all staff involved with civil defence emergency management are not undertaking these roles regularly and this necessitates the need for regular training and exercising.</i></p>	<p>2013/14: 88% (Target: At least 80% of staff with EOC roles are appropriately trained).</p> <p>2012/13: 84%</p> <p>2011/12 78.7% Council staff with Emergency Operations Centre roles attended the Canterbury CDEM Group's EOC II training course.</p> <p>2010/11 66% due to EQ disruption</p> <p>2009/10 67% staff trained to EOCII</p>	<p>Dunedin CC: EOC positions filled >90%. EOC personnel qualified for their positions >66%.</p> <p>Timaru DC: All EOC staff available for annual exercise, and complete EOC II and III courses</p>	<p>The minimum number of staff trained for EOC roles (or with previous experience) exceeds 200.</p> <p>NB: The recently adopted CDEM Training Strategy sets out the EOC training pathways and optimal numbers (250).</p>	<p>The minimum number of staff trained for EOC roles (or with previous experience) exceeds 200.</p>	<p>2.5.10.1 The minimum number of staff trained for EOC roles (or with previous experience) exceeds 200.</p> <p>2.5.10.2 CDEM Welfare Volunteers are appropriately trained for their position.</p> <p>2.5.10.3 CDEM Response Team Volunteers are appropriately trained for their position.</p> <p>2.5.10.4 Training records are kept up to date.</p> <p>2.5.10.5 At least one exercise per year is held for EOC, response teams and welfare teams.</p>	<p>The minimum number of staff trained for EOC roles (or with previous experience) exceeds 200.</p>

2.5.11	<p>Enhance professional development of personnel involved in CDEM through training and exercises.</p> <p>(CDEM welfare volunteers (core and active) are appropriately trained for their position)</p>	<p>Trained Emergency Operations Centre personnel and community volunteers can respond effectively to and manage the adverse effects and risks of emergencies</p>	<p><i>Volunteers are often among the first responders in an emergency. The continuing use and support of volunteers is critical for providing adequate community response to civil defence emergencies. Volunteers must be trained to undertake various community welfare roles.</i></p>	<p>2013/14: 60.4%</p> <p>2012/13: <i>All welfare volunteers in team leader positions attended the Emergency Welfare Course within 12 months of taking up the team leader role.</i></p> <p>2011/12 <i>38% CDEM welfare volunteers holding a team leader position attain nationally recognised qualification (RAPID) in 'Emergency Welfare'</i></p> <p>2010/11 54%</p> <p>2009/10</p>	<p><i>Timaru DC – Develop an annual training schedule for CDEM Volunteers</i></p> <p><i>Timaru DC – Volunteer numbers do not drop below current levels – numbers of registered and trained volunteers increases</i></p>	2.5.11.1	2.5.11.1	2.5.11.1	2.5.11.1
						At least 60% 'operational' welfare volunteers are appropriately trained as per optimal numbers in the CDEM Training Strategy.	At least 60% 'operational' welfare volunteers are appropriately trained as per optimal numbers in the CDEM Training Strategy.	At least 60% 'operational' welfare volunteers are appropriately trained as per optimal numbers in the CDEM Training Strategy.	At least 60% 'operational' welfare volunteers are appropriately trained as per optimal numbers in the CDEM Training Strategy.

2.5.11 cont'd	Enhance professional development of personnel involved in CDEM through training and exercises. (CDEM welfare volunteers (core and active) are appropriately trained for their position)	Trained Emergency Operations Centre personnel and community volunteers can respond effectively to and manage the adverse effects and risks of emergencies	<i>Volunteers are often among the first responders in an emergency. The continuing use and support of volunteers is critical for providing adequate light rescue response to civil defence emergencies at a time when emergency services are overwhelmed. Volunteers must be trained to undertake various Response Team functions (general rescue, pre-hospital emergency care, storm response, community assurance).</i>	2014/15 New measure		2.5.11.2 Response team members trained to national accreditation requirements with a minimum ratio of 4:1 trained members to members being trained.	2.5.11.2 Response team members trained to national accreditation requirements with a minimum ratio of 4:1 trained members to members being trained.	2.5.11.2 Response team members trained to national accreditation requirements with a minimum ratio of 4:1 trained members to members being trained.	2.5.11.2 Response team members trained to national accreditation requirements with a minimum ratio of 4:1 trained members to members being trained.
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5 Review of cost effectiveness - regulatory functions and service delivery

The Local Government Act requires local authorities to review the cost effectiveness of current arrangements for delivering its services and regulatory functions

A review need not be undertaken if

- Delivery is governed by legislation, contract or other binding agreement that cannot be reasonably altered in the next two years.
- The benefits to be gained do not justify the cost of the review.

A review must be undertaken

- In conjunction with the consideration of any significant change to service levels
- Within two years before the expiry of any legislation, contract or other binding agreement affecting the service
- Not later than 6 years after any previous review.

A review must consider each of options 1 to 9 in the table below. Option 10 is discretionary.

Governance	Funding	Delivery	Option
CCC	CCC	CCC	1
CCC	CCC	CCO (CCC sole shareholder)	2
		CCO (CCC one of several shareholders)	3
		Other local authority	4
		Other person or agency	5
Joint Committee / Shared Governance	Joint Committee / Shared Governance	CCO (CCC sole shareholder)	6
		CCO (CCC one of several shareholders)	7
		Other local authority	8
		Other person or agency	9
Other arrangement	Other arrangement	CCC or other arrangement	10

This section considers reviews for regulatory functions and service delivery. Reviews for infrastructure delivery are considered in Section 7.

Service:

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost

Arrangements that cannot reasonably be changed in next two years			
Governed by Legislation	Contract or binding agreement	Not cost effective to review	Option

Service: Provide on-street parking spaces and infrastructure

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost

Review of options			
Option	Date of Last Review	Findings	Estimated Cost

6 Long Term Infrastructure Strategy

6.1 *Issues, principles and implications*

The CDEM activity does not require an infrastructure strategy.

7 Review of cost-effectiveness - infrastructure delivery

The CDEM activity does not require an infrastructure strategy.

8 Significant Effects

Table 8-1 Significant Negative Effects

Effect	Council's Mitigation Measure
Nil	

Table 8-2 Significant Positive Effects

Effect	Description
Nil	

8.1 Assumptions

Council has made a number of assumptions in preparing the Activity Management Plan. These are discussed in detail in Appendix Q. Table 8-3 lists the most significant assumptions and uncertainties that underline the approach taken for this activity.

Table 8-3 Major Assumptions

Assumption Type	Assumption	Discussion
Nil		

9 Risk Management

This approach includes risk management at an organisational level (Level 1). The treatment measures and outcomes of the organisational level risk management are included within the LTP.

Table 9-1 Significant Risks and Control Measures

Risk Description	Current Control	Proposed Control	Target Risk Level
<p>Attracting and retaining volunteers. Volunteers undertake an important resource for Welfare Centres and Response Teams. There are competing demands on volunteer's time.</p> <p>Many volunteers are suffering from fatigue having been part of the response to the 2010 and 2011 earthquake responses and having to deal with their own issues due to the earthquakes.</p>	<p>Recruitment drives undertaken twice per annum.</p> <p>Engender a positive team environment "one team" approach were volunteers feel valued.</p>	<p>Recruitment drives undertaken twice per annum.</p> <p>Engender a positive team environment "one team" approach were volunteers feel valued.</p>	High
<p>Lack of community facilities suitable for CDEM purposes (e.g. Lyttelton).</p>	<p>As Council owned facilities are rebuilt or repaired an opportunity exists to provide input to ensure these facilities are suitable for CDEM purposes, and are able to better meet the needs of the community in the event of any future emergency.</p>	<p>As Council owned facilities are rebuilt or repaired an opportunity exists to provide input to ensure these facilities are suitable for CDEM purposes, and are able to better meet the needs of the community in the event of any future emergency.</p>	Medium
<p>Another significant emergency. Should the City or Banks Peninsula be impacted by another significant emergency the Council's ability to respond could be compromised due to the demoralising affect on staff and volunteers.</p>	<p>Continue to train and prepare staff, volunteers, and the community for an emergency.</p>	<p>Continue to train and prepare staff, volunteers, and the community for an emergency.</p>	Medium

10 Improvement Plan

The CDEM activity does not require an Improvement Plan.

11 Operations, Maintenance and Renewals Strategy

11.1 Operations and Maintenance

A maintenance programme is in place to ensure rescue equipment meets the required national standards.

Communication equipment is regularly checked and any identified faults are rectified as soon as possible. An audit of communications equipment is undertaken on a three yearly cycle by an external contractor to provide an assessment condition report. Radio communication equipment is replaced on an as needs basis.

A maintenance programme is also in place for the Tsunami Alerting System – remote fault testing of the system is undertaken fortnightly.

11.2 Renewals

Other civil defence equipment replaced on an as needs basis.

Growth of the City could result in the need for additional Civil Defence Centres required which would necessitate the need for additional communication being installed at these Centres.

12 Key Projects

Table 12-1 details the key capital and renewal work programmed for years 2015 to 2025.

Table 12-1 Key Projects

Project Name	Description	Year 1 (\$)	Year 2(\$)	Year 3 (\$)	Years 4-10 (\$)	Project Driver
	For details of the capital works relating to this activity refer to the draft Capital Programme, draft Long Term Plan, volume 1					

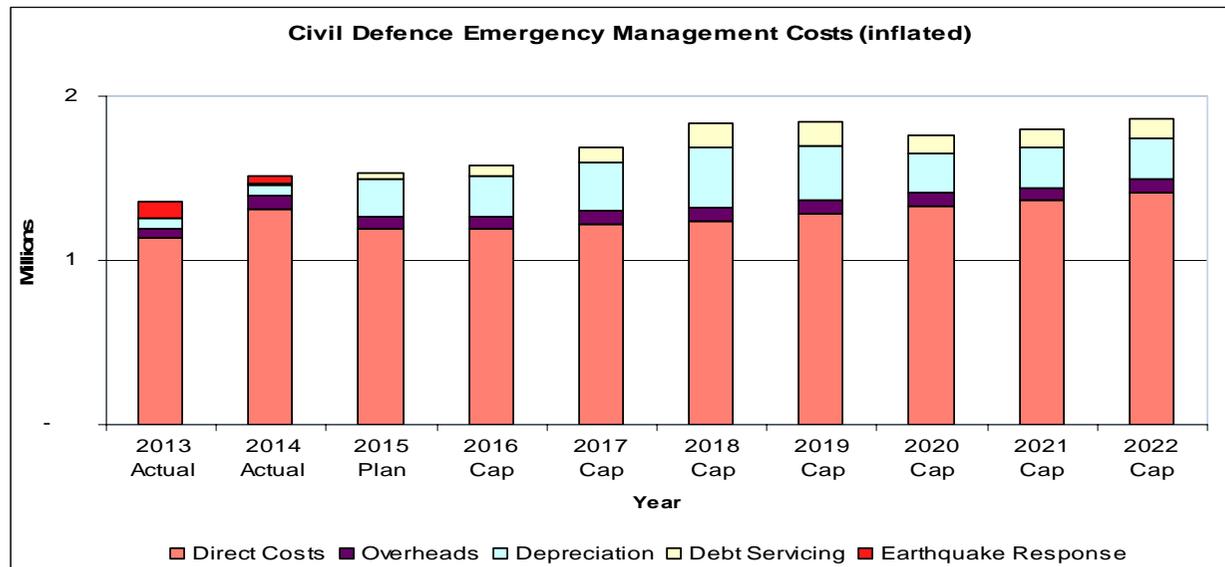
Note: G = Growth, LoS = Levels of Service, R = Renewal

13 Summary of Cost for Activity

Figure 13-1 Cost of Activity

RESILIENT COMMUNITIES - CIVIL DEFENCE EMERGENCY MANAGEMENT	<u>Funding Caps in 2015/16 Dollars</u>				<i>Funding splits exclude EQ Costs from all calculations</i>					
	2014/15 Annual Plan	2015/16	2016/17	2017/18	Funding - User Charges	Other revenue	General rate	Targeted rate	Period of Benefit (years)	Comments
	000's									
Operational Budget										
Readiness, Response and Recovery	687	678	675	667						
Public Education	284	286	286	282						
Training of EOC Personnel and Volunteers	223	225	224	221						
Activity Costs before Overheads	1,194	1,189	1,185	1,170						
Earthquake Response Costs	-	-	-	-						
Corporate Overhead	75	74	75	74						
Depreciation	222	250	286	349						
Interest	42	64	94	134						
Total Activity Cost	1,534	1,577	1,640	1,727	0%	0%	100%	Full		
Funded By:										
Fees and Charges	-	-	-	-						
Grants and Subsidies	-	-	-	-						
Earthquake Recoveries	-	-	-	-						
Total Operational Revenue	-	-	-	-						
Net Cost of Service	1,534	1,577	1,640	1,727						
Funded by:										
Rates	1,534	1,577	1,640	1,727						
Earthquake Borrowing	-	-	-	-						
	1,534	1,577	1,640	1,727						
Capital Expenditure										
Earthquake Rebuild										
Renewals and Replacements										
Improved Levels of Service										
Additional Demand										

Figure 13-2 CDEM Costs (inflated)



Civil Defence Emergency Management Costs (inflated)

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Direct Costs	1,133,184	1,314,457	1,193,638	1,188,768	1,220,682	1,241,242	1,284,824	1,331,175	1,367,107	1,415,382
Overheads	58,384	76,673	75,427	73,972	77,639	78,448	79,492	77,680	76,329	77,765
Depreciation	68,940	71,499	222,114	250,424	294,864	370,374	336,207	242,474	245,498	248,198
Debt Servicing	-	9,669	42,480	64,252	96,485	142,132	139,126	107,311	113,361	120,133
Earthquake Resp	100,636	42,664	-	-	-	-	-	-	-	-
	1,361,143	1,514,962	1,533,658	1,577,416	1,689,671	1,832,195	1,839,649	1,758,640	1,802,296	1,861,477
	-	-	-	-	-	-	-	0	0	0

