


**Long Term Plan 2018-28**  
**Service Plan for Civil Defence & Emergency Management**

As at February 2018

Approvals		
Role	Name	Signature and date of sign-off
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## What does the overall Group of Activities do and why do we do it?

Through the Communities and Citizens Group of Activities the Christchurch City Council enhances the wellbeing and resilience of its citizens and communities.

We contribute to safe, healthy and inclusive communities by providing high-quality library, sports and recreation, arts and cultural, community development and emergency management services.

We provide opportunities for people to express themselves and be challenged by art, music, theatre, dance and other media and to understand and celebrate our many identities and heritage.

Our libraries act as a vehicle for access to knowledge, ideas and information and as a democratic service open and available to anyone. Libraries are a trusted and recognised feature of local communities, but are also part of a network, with branches covering all parts of our city.

We encourage more people to be more active more often through the provision of a range of sport and recreation facilities and programmes.

We provide community centres, halls and houses to encourage participation in local activities and build a sense of community.

We provide information and advice to help citizens and communities. We offer support to community organisations to help them deliver the valuable services they provide.

Our activities aim to ensure all citizens have the opportunity to participate in community and city decision-making.

These activities help communities become stronger, more resilient, and healthy, so that Christchurch becomes a better place to live and provides opportunities for all.

## 1. What does this activity deliver?

The National Civil Defence and Emergency Management Strategy identifies 4Rs of Emergency Management as:

- Reduction: Identifying and analysing the long-term risks to human life and property from hazards.
- Readiness: Developing operational systems and capabilities before a civil defence emergency happens including self-help and response programmes for the general public and specific programmes for emergency services, lifeline utilities and other agencies.
- Response: Actions taken immediately before, during or directly after a civil defence emergency to save lives and protect property and to help communities recover.
- Recovery: The coordinated efforts and processes to bring about immediate, medium term, and long term holistic regeneration of community following a civil defence emergency.

The levels of service shown in this Service Plan focus on readiness, response, and recovery. Risk reduction is considered to be part of the business as usual approach taken by Council's infrastructure units as part of their Asset Management Plans.

The levels of service are in alignment with the statutory requirements for Council as per the CDEM Act, the National CDEM Plan, the National CDEM Strategy, and the Canterbury CDEM Group Plan.

The Civil Defence Emergency Management activity includes the following services:

1. Co-ordinates civil defence readiness, response, and recovery;
  - Operational readiness including facilities and equipment being available prior to an emergency;
  - Plans developed to inform staff, volunteers and agency representatives of how the response and recovery phases should function;
  - Respond to and manage civil defence emergencies within the Council's area.
2. Increase community resilience through public education programmes and community planning and volunteering;
  - Development and delivery of public education programmes;
  - Development of community 'owned' resilience plans;
  - Encourage involvement of community volunteers in CDEM readiness and response;
3. Training of EOC personnel and community volunteers;
  - Development and delivery of local level training for EOC staff and community volunteers;
  - Ensuring adequate staff attend Group and/or National level training to increase the individual's capability;
  - 'Introduction to EOC' for new employees training to be included as part of staff induction training.

## 2. Why do we deliver this activity?

The Civil Defence Emergency Management Act 2002 requires the Council to:

- Respond to and manage the adverse effect of emergencies in its area;
- Provide or make available material, services, information, and any other resources or effective civil defence emergency management in the Council's area.
- Carry out recovery activities;
- In relation to relevant hazards and risks identify, assess, and manage those hazards and risks;
- Consult and communicate about risks;
- Make available suitably trained and competent personnel, including volunteers, for effective civil defence emergency management in the Council's area.

The Canterbury CDEM Group Plan is required under section 48 of the CDEM Act and identifies the principles and objectives of emergency management in Canterbury. The Plan provides guidance for organisations involved in emergency management about what is expected in relation to risk reduction, readiness, response, and recovery. The Council as a member of the CDEM Group is required to adhere to the principles and objectives contained within this Plan. Objectives within the Group Plan include the following:

- Enhance professional development of all personnel involved in CDEM;
- Ensure that local authorities have robust and tested business continuity plans so they can continue to function in an emergency;
- Ensure that political and executive levels of CDEM group members show strong leadership and a commitment to CDEM;
- Strengthen the coordination and cooperation among all relevant CDEM response agencies in planning for and responding to an emergency;
- Enhance the ability of lifeline utilities to prepare for and manage civil defence emergencies;
- Communicate all issues relating to risks effectively to the community and CDEM partners;
- Increase community and business awareness of the risks from hazards and their consequences;
- Improve community and business preparedness through community based planning.

### 3. Specify 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 2027/28	
					Year 1	Year 2	Year 3		
					2018/19	2019/20	2020/21		
<b>Co-ordinate civil defence readiness, response, and recovery</b>									
2.5.1	Christchurch CDEM plans covering local response and recovery arrangements are in place	The city is prepared for and can effectively respond to an emergency with coordinated civil defence readiness, response and recovery planning	Plans are in place which outline the following: <ul style="list-style-type: none"> <li>Christchurch hazards and risks</li> <li>How CCC is to carry out its roles and responsibilities during response and recovery</li> <li>Communication protocols</li> <li>Activation triggers and levels of response (including deactivation criteria)</li> <li>Plans in place that outline each CCC business unit's BCP arrangements.</li> </ul>	<p>2015/16: All Plans were reviewed.</p> <p>2014/15: All Plans reviewed, however, Local CDEM Arrangements require further work.</p> <p>2013/14: Plans and procedures were reviewed.</p> <p>2012/13: Plans and procedures were reviewed.</p>	<p>The CDEM Act requires;</p> <p>"Local authorities, lifelines utilities and government departments to plan for civil defence emergency management and to respond and manage the adverse effects of emergencies in its Council's district."</p> <p>The Canterbury CDEM Group plan sets out actions to be undertaken during readiness, response &amp; recovery for those organisations with a CDEM responsibility.</p>	<p>2.5.1.1 CDEM Plans are reviewed annually.</p> <p>2.5.1.2 New CDEM plans are developed within 12 months of initiation.</p> <p>New (2.5.1.3)</p> <p>At least 33% of Unit Business Continuity Plans have been updated.</p>	<p>2.5.1.1 CDEM Plans are reviewed annually.</p> <p>2.5.1.2 New CDEM plans are developed within 12 months of initiation.</p> <p>New (2.5.1.3)</p> <p>At least 67% of Unit Business Continuity Plans have been updated.</p>	<p>2.5.1.1 CDEM Plans are reviewed annually.</p> <p>2.5.1.2 New CDEM plans are developed within 12 months of initiation.</p> <p>New (2.5.1.3)</p> <p>100% of Unit Business Continuity Plans have been updated.</p>	<p>2.5.1.1 CDEM Plans are reviewed annually.</p> <p>2.5.1.2 New CDEM plans are developed within 12 months of initiation.</p> <p>New (2.5.1.3)</p> <p>Unit Business Continuity Plans remain up to date.</p>

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 2027/28
						Year 1	Year 2	Year 3	
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<b>Public education to increase community awareness and preparedness</b>									
2.5.4	Build resilience through public education and community engagement programmes	Households and communities are aware of their surrounding hazards and better prepared to cope when an emergency occurs.	The number of public education programmes delivered to the following types of groups: Vulnerable communities, schools, businesses, community groups, CALD communities etc. improves community resilience.  The number of community resilience plans that are in place.	2015/16: 86 CDEM public education activities occurred.  2014/15: 140 CDEM public education activities occurred.  2013/14: 81 CDEM public education activities. (Target 50)	<i>The CDEM Act requires Council to promote and raise public awareness of hazards and risks.</i>	2.5.4.1  At least 60 CDEM public education activities occur annually, including tsunami public education and Stan's Got a Plan school programmes.  New 2.5.4.2  At least 20 communities have developed community resilience planning documentation, resources, or activities.	2.5.4.1  At least 60 CDEM public education activities occur annually, including tsunami public education and Stan's Got a Plan school programmes.  New 2.5.4.2  At least 25 communities have developed community resilience planning documentation, resources, or activities	2.5.4.1  At least 60 CDEM public education activities occur annually, including tsunami public education and Stan's Got a Plan school programmes.  New 2.5.4.2  At least 30 communities have developed community resilience planning documentation, resources, or activities	2.5.4.1  At least 60 CDEM public education activities occur annually, including tsunami public education and Stan's Got a Plan school programmes.  New 2.5.4.2  At least 50 communities have developed community resilience planning documentation, resources, or activities
<b>Training of EOC personnel and community volunteers</b>									



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 2027/28
						Year 1	Year 2	Year 3	
						2018/19	2019/20	2020/21	
2.5.10	Enhance professionalism of EOC personnel and community volunteers through training and exercises	Trained EOC personnel and community volunteers can respond effectively to and manage the adverse effects of emergencies	A comprehensive system will be maintained recording the levels of training undertaken and competencies of staff and volunteers with CDEM roles.	<p>2015/16: 322 staff suitably trained (Target: A minimum of 200 staff suitably trained)</p> <p>2014/15: 75% (Target: At least 80% of staff with EOC roles are appropriately trained).</p> <p>2013/14: 88% (Target: At least 80% of staff with EOC roles are appropriately trained).</p>	<i>The CDEM Act requires members of CDEM Groups make available, suitably trained &amp; competent personnel for emergency management response.</i>	<p>2.5.10.1 A minimum of 200 staff suitably trained for EOC roles.</p> <p>2.5.10.2 At least 80% welfare volunteers have completed the Emergency Preparedness and Intro to CD Centres training.</p> <p>2.5.10.3 At least 80% of Response Team members trained to national standards.</p>	<p>2.5.10.1 A minimum of 200 staff suitably trained for EOC roles.</p> <p>2.5.10.2 At least 80% welfare volunteers have completed the Emergency Preparedness and Intro to CD Centres training.</p> <p>2.5.10.3 At least 80% of Response Team members trained to national standards.</p>	<p>2.5.10.1 A minimum of 200 staff suitably trained for EOC roles.</p> <p>2.5.10.2 At least 80% welfare volunteers have completed the Emergency Preparedness and Intro to CD Centres training.</p> <p>2.5.10.3 At least 80% of Response Team members trained to national standards.</p>	<p>2.5.10.1 A minimum of 200 staff suitably trained for EOC roles.</p> <p>2.5.10.2 At least 80% welfare volunteers have completed the Emergency Preparedness and Intro to CD Centres training.</p> <p>2.5.10.3 At least 80% of Response Team members trained to national standards.</p>

#### 4. What levels of service do we propose to change from the current LTP and why?

The following is a summary of level of service changes.

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
2.5.1 LTP	Council is prepared for and maintains an effective response capacity to manage civil defence emergencies (CDEM Plans and procedures covering local response and recovery arrangements and specific contingency plans are in place)	2.5.1.1 CDEM Plans and procedures are developed, and/or reviewed annually.	2.5.1 non-LTP	Christchurch CDEM plans covering local response and recovery arrangements are in place	2.5.1.1 CDEM Plans are reviewed annually. 2.5.1.2 New CDEM plans are developed within 12 months of initiation. 2.5.1.3 At least 33% of Unit Business Continuity Plans have been updated	The LoS description has been amended to incorporate the holistic approach to Council's Plans along with the additional target of BCP plans for the organisation.
2.5.5 Non-LTP	Council is prepared for and maintains an effective response capacity to manage civil defence emergencies (Council makes effective use of its alerting systems to inform communities of possible emergencies)	2.5.5.1 Each alerting system is tested twice per annum (tsunami sirens, txt, email, & pagers).	N/A	N/A	N/A	Whilst removed from the service plan, this continues to be covered under the CDEM activity via the requirement for operational readiness of facilities and equipment.
2.5.9 Non-LTP	Council is prepared for and maintains an effective response capacity to manage civil defence emergencies (Operative radio communications are maintained between the Emergency Operations Centre and specified organisations on a weekly basis)	2.5.9.1 Equipment is maintained as per the maintenance programme.	N/A	N/A	N/A	Whilst removed from the service plan, this continues to be covered under the CDEM activity via the requirement for operational readiness of facilities and equipment.

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
2.5.3 Non-LTP	Council is prepared for and maintains an effective response capacity to manage civil defence emergencies (Response Teams (Rescue) meet national registered status)	2.5.3.1 Each of the three Response Team's resources meets national annual accreditation.	N/A	N/A	N/A	Whilst removed from the service plan, this continues to be covered under the CDEM activity via LoS 2.5.10.3
2.5.7 Non-LTP	Council is prepared for and maintains an effective response capacity to manage civil defence emergencies (Facilities used for CDEM community welfare purposes available following a civil defence emergency)	2.5.7.1 CDEM facilities are prepared and resourced.	N/A	N/A	N/A	Whilst removed from the service plan, this continues to be covered under the CDEM activity via the requirement for operational readiness of facilities and equipment.
2.5.11 non-LTP	Enhance professional development of personnel involved in CDEM through training and exercises. (CDEM welfare volunteers (core and active) are appropriately trained for their position)	2.5.11.1 At least 60% 'operational' welfare volunteers are appropriately trained as per optimal numbers in the CDEM Training Strategy. 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.	N/A	N/A	N/A	Whilst removed from the service plan, this largely continues to be covered under the CDEM activity via LoS 2.5.10.
2.5.13 Non-LTP	Strengthen our working relationships within CDEM sector.	Council staff attend at least 85% of Canterbury CDEM Group committee meetings.	N/A	N/A	N/A	Whilst removed from the service plan, this largely continues to be covered under the CDEM activity via LoS 2.5.10.
2.5.12 LTP	Improve the level of community and business awareness and preparedness of risks from hazards and their consequences (Develop partnerships to increase disaster resilience)	2.5.3.2 At least 17% of Christchurch residents participate in CDEM meetings to enable their local community to cope better.	N/A	N/A	N/A	Whilst removed from the service plan, this largely continues to be covered under the CDEM activity via LoS 2.5.4

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
2.5.2 LTP	Council is prepared for and maintains an effective response capacity to manage civil defence emergencies (Facility for use as an Emergency Operations Centre (EOC) available for the coordination of a multi-agency response in event of an emergency)	2.5.2.1 One primary and an alternate facility available to be activated within 60 minutes. 2.5.2.2 At least one Emergency Operations Centre (EOC) activation occurs annually (either event or exercise).	N/A	N/A	N/A	Whilst removed from the service plan, this largely continues to be covered under the CDEM activity via LoS 2.5.1.  In addition this is also covered under the CDEM activity via the requirement for operational readiness of facilities and equipment.  Council's shared arrangement within the Justice and Emergency Precinct also addresses the EOC requirement from previous LTP.
2.5.4 LTP	Improve the level of community preparedness and awareness of risks through the roll out of the CDEM education plan	2.5.4.1 At least 50 CDEM public education activities occur annually.	2.5.4 LTP	Build resilience through public education and community engagement programmes	2.5.4.1 At least 60 CDEM public education activities occur annually, including tsunami public education and Stan's Got Plan school programmes. New 2.5.4.2 At least 20 communities have developed community resilience planning documentation, resources, or activities.	The LoS description has been amended to incorporate the wider approach to Council's community engagement, education and resilience plans with the community.  Resilience work is at the core of CDEM services.
2.5.10 non-LTP	Enhance professional development of personnel involved in CDEM through training and exercises. (Council staff with CDEM roles are appropriately trained for their position)	2.5.10.1 The minimum number of staff trained for EOC roles (or with previous experience) exceeds 200. 2.5.10.2 CDEM Welfare Volunteers are appropriately trained for their position. 2.5.10.3 CDEM Response Team Volunteers are appropriately trained for their position.	2.5.10 non-LTP	Enhance professionalism of EOC personnel and community volunteers through training and exercises	2.5.10.1 A minimum of 200 staff suitably trained for EOC roles. 2.5.10.2 At least 80% welfare volunteers have completed the Emergency Preparedness and Intro to CD Centres training. 2.5.10.3 At least 80% of Response Team members trained to national standards.	The LoS description has been amended to specify minimum numbers of trained personnel required, as well as encompassing the volunteer training target of 80%.

Amended LTP 2016-25			LTP 2018-28			Rationale
LOS ID	LOS Description	Target (FY17/18)	LOS ID	LOS Description	Target (FY18/19)	
		2.5.10.4 Training records are kept up to date. 2.5.10.5 At least one exercise per year is held for EOC, response teams and welfare teams.				

## 5. How will the assets be managed to deliver the services?

The CDEM Unit is responsible for ensuring the following assets are maintained in good operational condition:

- Tsunami Warning System
- Radio-telephone network hardware (radios, portable repeaters etc.)
- Mobile Emergency Command Unit
- Rescue trailers and rescue equipment
- Welfare trailers and welfare equipment

## 6. What financial resources are needed?

COMMUNITIES & CITIZENS - CIVIL DEFENCE EMERGENCY MANAGEMENT	2017/18	2018/19	2019/20	2020/21
	Annual Plan			
	000's			
<b>Operational Budget</b>				
Co-Ordinate Civil Defence Readiness, Res	846	971	961	984
Training of Emergency Ops Centre Personn	190	424	412	421
Public Education to Increase Public Awar	254	222	219	224
<b>Activity Costs before Overheads</b>	<b>1,290</b>	<b>1,617</b>	<b>1,591</b>	<b>1,629</b>
Corporate Overhead	64	82	83	77
Depreciation	138	186	204	228
Interest	12	16	20	28
<b>Total Activity Cost</b>	<b>1,505</b>	<b>1,901</b>	<b>1,898</b>	<b>1,962</b>
<b>Funded By:</b>				
Fees and Charges	-	-	-	-
Grants and Subsidies	-	-	-	-
<b>Total Operational Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Cost of Service</b>	<b>1,505</b>	<b>1,901</b>	<b>1,898</b>	<b>1,962</b>
<b>Funding Percentages:</b>				
Rates	100.0%	100.0%	100.0%	100.0%
Fees and Charges	0.0%	0.0%	0.0%	0.0%
Grants and Subsidies	0.0%	0.0%	0.0%	0.0%
<b>Capital Expenditure</b>				
Improved Levels of Service	182	-	-	-
Renewals and Replacements	123	112	145	134
<b>Total Activity Capital</b>	<b>305</b>	<b>112</b>	<b>145</b>	<b>134</b>

**7. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?**

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Civil Defence										
CDEM Rolling Package - Renewal & Replacement Purchases	105	138	0	0	0	0	0	0	0	0
CDEM Renewal & Replacement Programme	0	0	125	128	131	134	138	141	145	149
Rural Fire - Fire Fighting Equipment Programme	7	7	9	9	10	10	10	0	0	0
	112	145	134	137	141	144	147	141	145	149

**Key capital projects for this activity include:**

1. Christchurch Justice & Emergency Services Precinct Joint Agency EOC.
2. Response and Welfare Teams equipment and trailer replacements & renewals.
3. Tsunami Warning System improvements due to MCDEM Technical Specification update.
4. Radios and portable repeaters replacement & renewals.
5. Replacement of pagers with Smartphones/Tablets.

**8. Are there any significant negative effects that this activity will create?**

Effect	Mitigation