



DUNEDIN CITY

CIVIL DEFENCE EMERGENCY MANAGEMENT PLAN

PREPARED UNDER SECTION 64(1) OF THE CIVIL DEFENCE
EMERGENCY MANAGEMENT ACT 2002

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1 INTRODUCTION

Last revision date for this section – January 2016

The Dunedin City Council, recognising its responsibility under Section 64(1) of the Civil Defence Emergency Management Act 2002 to plan and provide for civil defence emergency management within its district, carries out and promotes to be carried out effective and integrated emergency and risk management which covers all phases of emergencies:

- Reduction
- Readiness
- Response
- Recovery

1.1 PRIORITIES

Priorities for reduction and preparedness for emergencies are:

- The identification and increased awareness of risks and their consequences
- Elimination, avoidance or minimising the consequences of risk
- Integrated response planning for remaining risks

Priorities for response to emergencies are:

- Preservation of life and safety
- Preservation of governance
- Maintenance of law and order
- Care of sick and injured and provision of welfare services
- Protection of property
- Inspection of damage
- Maintenance and restoration of essential services

Priorities for recovery from emergencies are:

- Social recovery
- Economic recovery
- Physical recovery

1.2 BACKGROUND

The Civil Defence Emergency Management Act requires each local authority to plan and provide for civil defence emergency management in its area (section 64(1)) and to ensure that is able to function to fullest possible extent during and after an emergency (section 64(2)). This plan defines the planning and arrangements for meeting this responsibility.

In addition to specific responsibilities under the Civil Defence Emergency Management Act, local authorities have many other statutory functions that contribute to civil defence emergency management outcomes. The Dunedin City Council has a number of planning instruments that ensure integration of these activities.

Risk management within the Dunedin City Council is guided by the principles of the Australian New Zealand International Standard AS/NZ ISO 3100:2009, Risk Management – Principles and Guidelines.

1.3 INTEGRATED RISK MANAGEMENT

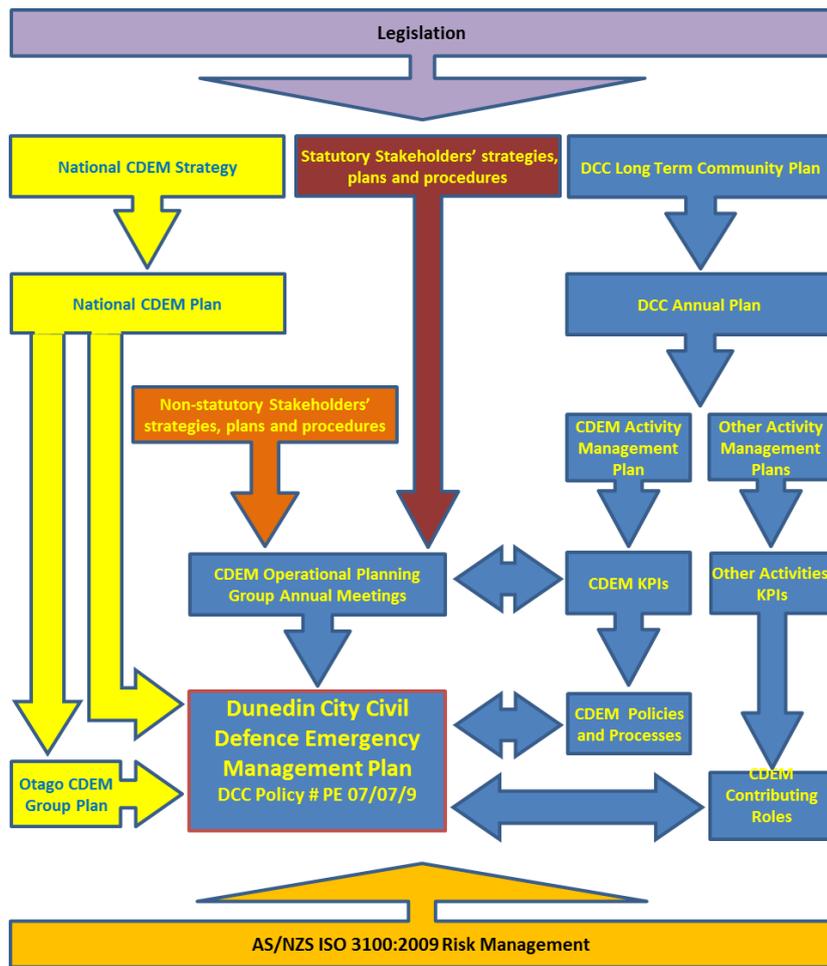
The Dunedin City Council adopts and promotes a policy of integrated emergency and risk planning and management within Council and with other emergency response agencies in the community.

Council promotes integration of all aspects of its own risk management responsibilities to ensure consistency and completeness of planning. These include (but are not limited to):

- | | |
|--------------------------------------|---------------------------------|
| Business continuity planning | Building Control |
| Civil Defence Emergency Management | Community-Based Emergency Plans |
| District Plan | Financial Risk Management |
| Hazardous Substances & New Organisms | Hazard Records |
| Health & Safety in Employment | Lifelines asset management |

The publicly consulted Council Long Term Plan and Annual Plan, the Strategic Framework and the activity management plans of departments are the Council’s tools for setting and performance managing such work.

There are many other contributing inputs to this plan from the national and group civil defence emergency management planning processes and the statutory and corporate functions of key stakeholders in Dunedin City Civil Defence Emergency Management. The following diagram indicates some of these inputs.



Recognising that in an emergency the highest levels of expertise will be required to manage and implement the response, the Dunedin City Council pursues a policy of integrating into the City's emergency response structure those organisations that possess or are able to obtain the most appropriately skilled managers, personnel and resources in their respective fields of expertise. This minimises the need for training and maximises the level of expertise in the response structure.

As elected representatives, Councillors and Community Board Members are recognised as the most appropriate interface between the community and its local agencies and have defined roles in all phases of civil defence emergency management.

Conditions of appointment for Dunedin City Council permanent staff include provision for being trained in and performing civil defence emergency management functions that no other organisation is in a position to accept

responsibility for. The expertise and attributes required for many Council positions relate well to those required in the response and recovery structures.

As part of integrated emergency management, Council makes available its civil defence emergency management resources to plan with and assist other agencies having emergency management responsibilities. It should be noted that the agencies concerned are the lead authorities in certain events and have legal and financial responsibility for the emergency response.

1.4 THE LOCAL SETTING

Dunedin City has the second-largest land area (3,340 square kilometres) of any New Zealand city, ranging from intensive urban development around the Otago Harbour to sparsely populated high country in the Strath Taieri.

Much of the City's land area is hilly, resulting in geographical separation of the many communities and the possibility of their isolation in emergencies.

A significant portion of the City's building stock, including the many historic buildings may not meet modern earthquakes design standards.

Much of the industrial area of Dunedin is built on land reclaimed from the harbour and the most densely developed residential area is on the low-lying soft soils of South Dunedin.

The population of approximately 120,000 resides primarily in the metropolitan area, coastal communities, and on the Taieri Plain.

The active Akatore/Takapu earthquake fault system runs parallel to the coastline on the seabed east of the City and this; the Hyde fault and the main Alpine fault have caused a number of earthquakes of moderate intensity in recent years.

The soft soils of South Dunedin, the Taieri Plain and the reclaimed land around the harbour edge perform poorly in earthquakes, yielding higher intensity felt effects than those experienced in other parts of the City and a higher probability of liquefaction. There is also a history of land instability in many parts of the City.

The Dunedin coastline is a combination of sandy beaches, lagoons and inlets separated by areas of rocky headlands and cliffs. The Otago Harbour has a relatively narrow entrance, from which it runs southwest for around 20km, ending less than 2km from the coast across the flat area of South Dunedin. The continental shelf extends to a distance of around 20 - 40km offshore and in the deeper waters to the east is the Bounty Trench. Coastal erosion impacts the Brighton coast and some harbour-side settlements and undercuts some large landslides in the Seacliff-Karitane area.

Two large river systems, the Taieri and the Waikouaiti, have their catchments in, and flow through, the City as do many minor river systems, most of which eventually feed into one of the two large rivers. The Taieri flows across the Taieri floodplain to the narrow neck of the Taieri Gorge, where the Waipori River joins it. It has a history of flooding the plain. The Waikouaiti has a history of flooding near its effluence at Karitane.

Two streams, the Water of Leith and Lindsay Creek have extremely steep catchments and flow through residential and commercial parts of the metropolitan area and have a history of flooding.



On the Taieri Plain, two streams, the Silver Stream and Owhiro Creek have extremely steep catchments and flow through or past residential parts of Mosgiel and have a history of flooding.

Storm water flooding in Mosgiel occurs during heavy rain events and the flat area of South Dunedin suffers surface flooding in heavy coastal rainfalls.

National road and rail links run north-to-south through the City, negotiating the steep topography to the north and south of the metropolitan area. These links are vulnerable to physical disruption and heavy snowfalls.

The Port of Otago has wharves at Port Chalmers and Dunedin. The harbour entrance is narrow and the harbour itself relies on a dredged channel to afford sufficient draught for large vessels. The container terminal and the log wharf at Port Chalmers are serviced by somewhat tenuous road and rail links.

Dunedin's international airport, on the Taieri Plain, is some distance by road from the metropolitan area and is vulnerable to flooding.

1.5 GOVERNANCE

The Dunedin City Council is required by Section 64(1) of the Civil Defence Emergency Management Act to plan and provide for civil defence emergency management within its district.

The Council has delegated oversight of its civil defence emergency management functions to the Planning and Regulatory Committee.

The Chief Executive Officer is responsible to the Council for the achievement of its civil defence emergency management responsibilities.

The Manager Civil Defence Emergency Management has responsibility for planning and delivery of civil defence emergency management functions and the running of the emergency management office.

Funding for civil defence emergency management functions of the Council is provided through the Civil Defence Emergency Management activity in the Council's Annual Plan and Long Term Plan.

The Council funds its costs of membership of and on-going functions in relation to the Otago Civil Defence Emergency Management Group. Funding requests for special projects proposed for the Otago Civil Defence Emergency Management Group are subject to the Council's project approval and funding processes.

The Council's delegations authorise special arrangements for governance during major events that may preclude normal meeting requirements of the Council being achieved.

Emergency costs for declared emergencies will be met or recovered in accordance with national policy.

Emergency costs for supporting another lead agency will be recovered in accordance with the appropriate support agreement.

Provision for disaster recovery costs is provided by a combination of insurance and access to investment funds. Further details are in the Recovery Section of this plan.

1.6 OTAGO CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP

The Dunedin City Council is a member of the Otago Civil Defence Emergency Management Group, which covers the areas of the Central Otago District Council, Clutha District Council, Dunedin City Council, Queenstown-Lakes District Council and Waitaki District Council.

The Otago Civil Defence Emergency Management Group is governed by a joint committee consisting of the Mayor or elected representative of each member territorial authority and the Chair or elected representative of the Otago Regional Council. The Mayor of Dunedin City is the City's representative on the joint standing committee (The Group).

The Chief Executive Officer is a member of the Co-ordinating Executive Group, which includes the Chief Executive Officer or their representative from each local authority and appointees from New Zealand Police, New Zealand Fire Service, St John Ambulance, Otago District Health Board and Ministry of Social Development.

Staff members of various Council activities are representatives on sub-committees and working groups of the Co-ordinating Executive Group and Dunedin City plays a full part in group work programmes.

Full details of Group arrangements are in the Otago Civil Defence Emergency Management Group Plan.

1.7 APPOINTMENT OF DECLARERS, CONTROLLERS, RECOVERY MANAGERS

Key civil defence emergency management positions are linked to Council appointments as follows:

Position	Held by
Declarers	Mayor Deputy Mayor Chairperson Planning and Regulatory Committee Chairperson Hearings Committee Chairperson Infrastructure Services Committee Chairperson Finance Committee Chairperson Economic Development Committee Chairperson Community and Environment Committee
Local Controllers	Chief Executive Officer General Manager Infrastructure and Networks General Manager Services and Development Group Chief Financial Officer Manager Civil Defence Emergency Management
Recovery Managers	Chief Executive Officer General Manager Infrastructure and Networks General Manager Services and Development Group Chief Financial Officer Manager Civil Defence Emergency Management

1.8 AUTHORISATIONS AND DELEGATIONS

These authorisations and delegations, made under the Civil Defence Emergency Management Act 2002, are complementary to those identified in the Otago Civil Defence Emergency Management Group Plan:

Position	Authorisation/Delegation (limitations or conditions)	Section(s)
Mayor	Declaration of local emergency for any ward(s) or the whole of Dunedin City (subject to no other declaration currently covering Dunedin City).	25(5) 68
	Extension of a state of local emergency for any ward(s) or the whole of Dunedin City.	25(5) 71
	Termination of a state of local emergency for any ward(s) or the whole of Dunedin City.	25(5) 72
Deputy Mayor	Declaration of local emergency for any ward(s) or the whole of Dunedin City (subject to no other declaration currently covering Dunedin City; subject to absence of Mayor)	25(5) 68
	Extension of a state of local emergency for any ward(s) or the whole of Dunedin City (subject to absence of Mayor)	25(5) 71
	Termination of a state of local emergency for any ward(s) or the whole of Dunedin City (subject to absence of Mayor)	25(5) 72
	Alternate representative on Otago Civil Defence Emergency Management Group, with delegated authority to act for the Mayor.	13(4)
Chairpersons of standing committees (generally in order listed above)	Declaration of local emergency for any ward(s) or the whole of Dunedin City (subject to no other declaration currently covering Dunedin City; subject to absence of Mayor and Deputy Mayor)	25(5) 68
	Extension of a state of local emergency for any ward(s) or the whole of Dunedin City (subject to absence of Mayor and Deputy Mayor)	25(5) 71
	Termination of a state of local emergency for any ward(s) or the whole of Dunedin City (subject to absence of Mayor and Deputy Mayor)	25(5) 72
Controller	All of the powers, duties and responsibilities of a local controller within Dunedin City (subject to any direction of the Group Controller)	27; 78; 85 – 92
Constable	Emergency powers (subject to conditions imposed by the Act)	86 – 92
Rescue and Public Safety Managers	Emergency powers under the authority of the Controller (subject to conditions imposed by the Act; subject to any direction by the Controller)	86; 87; 88; 89; 91; 92
Engineering Manager		86; 87; 88; 89; 91; 92
Medical Manager		87; 90;
Welfare Manager		87

Position	Authorisation/Delegation (limitations or conditions)	Section(s)
Public Health Manager		86; 87; 91; 92
Community Assessment Manager		87; 91
Logistics Manager		90
Community Co-ordination Centre (Community board members)	Emergency powers under the authority of the Controller (subject to conditions imposed by the Act; subject to consultation with Controller in each case except in urgent circumstances; subject to any direction by the Controller)	87; 88; 91
	Emergency powers under the authority of the Controller (subject to conditions imposed by the Act; subject to specific approval by the Controller in each case)	86; 89

1.9 PERSONAL SAFETY AND PLANNING

While placing reliance on the availability and co-operation of a wide range of personnel responding under the civil defence emergency management structure provided for in this plan, Council recognises the priority for personnel to ensure their own safety and that of their family and dependants before making themselves available for their emergency role.

Insofar as it may be required to ensure the availability of essential personnel for operational roles, the families and dependants of those personnel may be afforded priority for evacuation or other emergency assistance.

All personnel and agencies carrying out civil defence emergency management duties must take all reasonable steps in the circumstances to ensure their own safety, that of any personnel acting under their command and the safety of others at locations where they are carrying out duties.

In tasking personnel or agencies for civil defence emergency management functions, care must be taken to ensure that the tasking or instruction does not appear to override the requirement for reasonable health and safety procedures.

2 DUNEDIN'S RISK PROFILE

Last revision date for this section – January 2016

To ensure that planning is based on the most accurate information available, the Dunedin City Council sources research and analysis of demographics and hazards from appropriate agencies.

2.1 RISK CONTEXT

The risk management context for Dunedin City is determined by the relationship between the people, the land, the built environment and the economy. Analysing these elements helps to understand the unique combination of factors that influence emergency planning.

DEMOGRAPHY

POPULATION (STATISTICS NEW ZEALAND 2013)

Dunedin City has a population of approximately 120,250 residing in over 50,000 dwellings, primarily in the metropolitan area, in coastal communities, and on the Taieri Plain. There is a small but steady upward trend in population.

The median age within the City is 36.7 years, lower than the national median age of 38.0 years. There is a greater than national percentage of the population in the 15 - 25 years age group, due to the number of young people in the City for educational opportunities.

ETHNICITY

Dunedin's population is almost 90% European in origin, with Maori making up 7.7% and those of Asian origin around 6%.

EMPLOYMENT

The main employment (30%) in the City is based on tertiary education and the health sector, with some large manufacturers such as Cadbury and Speight's and an increasing presence of world-leading biomedical and technological enterprises.

TOURISM

At any time the City is likely to have a significant number of tourists, attracted by the ready access to wildlife viewing and its built and cultural attractions. Cruise ship visits can result in 5,000 visitors taking part in tourist activities in and around the City.

GEOGRAPHY

Dunedin City has a land area of 3,340 square kilometres and is centred on an ancient volcano, the origin of the ring of hills surrounding the metropolitan area.

Land within Dunedin City is highly developed, with a combination of flat to rolling farmland and forestry in coastal areas and high country farming in the Strath Taieri.

The City has two large river systems, the Taieri and the Waikouaiti and a number of smaller streams and rivers with steep, rapidly reacting catchments, a number of which run through urban areas.

The Dunedin coastline is a combination of sandy beaches, lagoons and inlets separated by areas of rocky headlands and cliffs. The Otago Harbour has a relatively narrow entrance, from which it runs southwest for around 20km, ending less than 2km from the coast across the flat area of South Dunedin. The continental shelf extends to a distance of around 20 - 40km offshore and in the deeper waters to the east is the Bounty Trench.

The underlying geology and land slope makes many parts of the City prone to land instability.

The weather is predominantly temperate, with relatively low annual rainfall (500 - 900mm) and average monthly temperatures ranging from 6°C - 15°C. The City experiences annual snowfalls and frosts as well as summer days as warm as 35°C. There is an increasing trend towards short duration intense rainfall events, which is predicted to continue due to climate change.

BUILT ENVIRONMENT

HOUSING

The 45,000 dwellings in the City are predominantly stand-alone structures on individual land plots. There is relatively little high-rise or multiple-unit housing.

Building locations vary between the steeply sloping hill suburbs and the flat areas of South Dunedin and the Taieri Plain.

Construction is generally timber frame with timber or masonry cladding, although there are a number of older unreinforced masonry homes. Roofing is predominantly steel or tile.

COMMERCIAL BUILDINGS

A high proportion of the commercial building stock is older and, unless their use has changed, generally will not have been upgraded for seismic resistance.

Facade decoration is a feature of many older buildings and those on George and Princes Streets have verandas that are cantilevered off the building frontages, with no outer supporting posts.

ELECTRICITY

Electricity is delivered to the Dunedin City from the National Grid via substations at Three-Mile Hill and South Dunedin.

Local electricity distribution is primarily by the Aurora network, with PowerNet servicing some of the rural areas.

TELECOMMUNICATIONS

Telecommunications in Dunedin City consist of both fixed line and cellular telecommunications. Cellular telecommunications are still somewhat dependant on the fixed line network and the connections made through a national fibre optic cabling network. Cables come into the City from multiple routes and are provided by three companies.

The high speed fibre network being progressively installed will improve internet services to many areas.

Satellite voice and data services are accessible from the City.

TRANSPORT

The Dunedin City is traversed by three State Highways – SH1 which runs north to south through the City, SH88 which serves Port Chalmers and SH87 running through Mosgiel to the Strath Taieri. The City also has an extensive local roading network.

The main trunk rail line runs north-south through the City and the Taieri Gorge Rail serves both commercial customers on the Taieri and tourist train operations up the Taieri Gorge as far as Middlemarch.

There is an international airport as well as a light aircraft and helicopter airfield on the Taieri Plain.

Port Otago has wharf facilities at both Dunedin and Port Chalmers and significant 'land port' facilities in multiple locations. Freight is predominantly exported food products and logs and imported fuels. Around 70 cruise ships visit the port each year.

WATER, WASTEWATER AND STORMWATER

The Dunedin City Council operates a number of water supply, treatment and distribution schemes, and both trade waste and domestic sewage networks and treatment sites, with treated discharge outfalls to the sea at Green Island and St Kilda.

Storm water is managed through piped networks in urban areas and natural water courses, discharging to natural waterways, the harbour and the sea. Pumping is required to drain storm water from the low lying South Dunedin area.

SOLID WASTE

Most of the City is served with weekly rubbish/recycling collection.

Council and commercial landfill sites are located between Green Island and Fairfield and there is a commercial transfer station in the harbour-side industrial area.

ECONOMY

The Dunedin City's economy is strongly based on education as well as servicing the rural sector, especially dairy, sheep and beef farming, and forestry, along with their downstream processing and port operations.

Manufacturing has moved from heavy engineering and production to innovative manufacturing, often based on intellectual developments at the University of Otago.

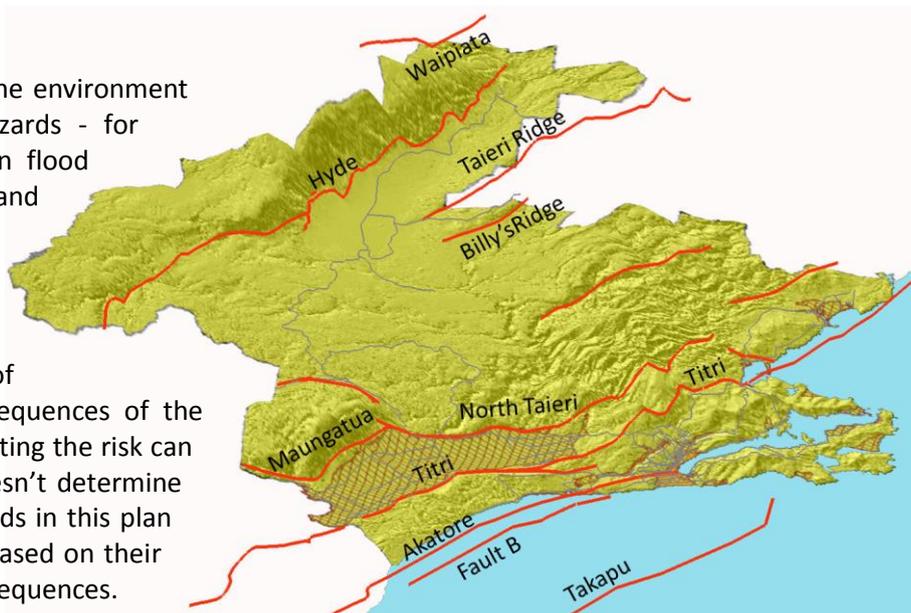
Tourism is based on both the ready access to view a range of wildlife and the heritage character remaining in parts of the City. Cruise ship visits are now an important component of local tourism.

2.2 HAZARDS TO DUNEDIN CITY

Dunedin City is vulnerable to a wide range of significant hazards including floods, earthquakes (see map below), severe weather, tsunami, storm surge, rural fire, pandemics, infrastructure failures and industrial or transportation accidents.

Hazards can have many effects on the environment and can also trigger additional hazards - for example an earthquake can weaken flood banks, and flooding can lead to land subsidence. Additional hazards such as these are dealt with as part of the response to the primary hazard.

Risks are defined by the likelihood of the hazard occurring and the consequences of the hazard if it does occur. While evaluating the risk can provide priorities for planning it doesn't determine which disaster will occur next. Hazards in this plan are therefore assessed individually based on their likelihood of occurring and their consequences.



The main hazards to Dunedin City are:

Hazard Type	Cause	Commentary
Flood	Rivers and Streams	<p>In most years there is a likelihood of some minor flooding from natural waterways such as streams, rivers and estuaries.</p> <p>Waterways that most frequently experience potentially hazardous flood levels are the Water of Leith, Lindsay Creek, Silver Stream, Waitati Stream and Waikouaiti River. All of these are fed from steep catchments that react rapidly to heavy rainfall.</p> <p>Flooding of longer duration and greater impact can occur on the Taieri Plain as a result of heavy rainfall in the large catchments of the Taieri River and its tributaries. This can be exacerbated by high flows in the Waipori River and high tides in the lower Taieri River through the Taieri Gorge.</p>
	Overland flow paths	In many areas there are normally dry land features that become flow paths in heavy rainfall events.
	Urban storm-water surcharge	<p>Annual events, where heavy rainfall overwhelms the capacity of urban storm-water systems, are expected in all parts of the City.</p> <p>Parts of South Dunedin are particularly prone to surface flooding due to high groundwater levels and being the lowest point for both natural run-off and reticulated storm-water systems.</p> <p>Parts of Mosgiel are also prone to surface flooding due to the flat terrain and overwhelming of reticulated storm-water capacity.</p> <p>Failure of storm-water pumping systems during heavy rainfall events would increase the severity of such flooding.</p>
	Dam break	There is a relatively low probability of catastrophic failure of water supply dams in the City, although the failure of Ross Creek dam, would pose a risk to the community of Leith Valley.
Coastal inundation	Tsunami	<p>Local source tsunami, generated from the Akatore/Takapu fault system are not expected to impact beyond beaches. Coastal effects will occur within 20 minutes of the earthquake.</p> <p>Tsunami from a major earthquake on the Puysegur Fault (south-west of Fiordland) may produce tsunami of up to 3 metres that will arrive within two hours of the event and could cause inundation in some coastal communities.</p> <p>Tsunami generated by a major earthquake on the coast of South America have a travel time of around 13 hours to the Dunedin coast, may be up to 3 metres in height and could cause inundation in some coastal communities.</p>
	Storm surge	<p>Some impact on coastal areas from storm surge can be expected on an annual basis.</p> <p>In severe events storm surge could produce up to 3m waves that could cause inundation in some coastal communities.</p>
	Projected sea level rise	While not an immediate threat, long-term sea level rise will exacerbate other coastal hazards.
Land stability	Landslip	<p>The geology of many parts of Dunedin makes them prone to landslip due to the potential for failure of an underlying layer.</p> <p>There are a number of known and monitored landslips within the city.</p> <p>Landslips may be triggered or accelerated by prolonged periods of wet weather or seismic events.</p>
	Debris flow	Heavy rainfall events frequently trigger debris flows that can block roads, impact on properties and disrupt utility services.
	Erosion	Coastal and riverbank erosion tends to be a slow process but can render coastal or riverside areas more at risk of damage during extreme events.
	Retaining structure failure	Because of its areas of steep topography, there is a high reliance of retaining walls to support properties and roadways. Heavy rainfall or earthquake events could cause rapid failure of such structures.
	Subsidence	Parts of the Brighton coast and Fairfield are known to have old coalmine workings beneath them and there are likely to be mined areas that have not been identified. Collapse of tunnels and mined cavities can cause subsidence of structures and services above them, as can the failure of piped waterways.
Fire	Urban	<p>Major fires are infrequent and usually well contained to the property where the fire started.</p> <p>Fires following earthquake may have more serious consequences due to the possibility of impeded access and disrupted water supplies.</p>
	Rural	The majority of rural fires pose little risk to populated areas, but can occasionally be a threat to properties and utilities at the urban/rural interface.
Hazardous substances	Explosive or flammable	Bulk transport and storage of liquid and gaseous fuels, while highly regulated, can pose a risk of

Hazard Type	Cause	Commentary
		explosion, particularly as a result of accident, fire or earthquake.
	Toxic	Toxic substance storage is widespread in the city, particularly bulk ammonia for cooling plant operation. Accidental release from bulk storage or transport accidents is the most likely scenarios.
Seismic	Background Risk	All parts of the city are exposed to the risk of damaging earthquake shaking from either a local (known or unknown) fault line or the Alpine Fault.
	Enhanced shaking	Areas of soft soils such as South Dunedin, the Taieri Plain, close to estuaries and the crests of ridgelines may experience significantly more severe shaking than other areas of the city.
	Liquefaction	South Dunedin, the Taieri Plain, areas close to estuaries and reclaimed land may all be subject to liquefaction in larger magnitude earthquakes
Meteorological	Snow	Snowfall causes disruption within the city in most winters. A significantly larger snowfall event could affect utility services and transport over much of the city.
	Wind	Severe winds regularly cause disruption to roading and overhead power and telephone cables and can cause damage to building roofs and outbuildings. Strong winds can exacerbate other events such as fires and high coastal water levels.
	Hail	Hail is a regular occurrence that generally causes short term disruption only. A more severe event could cause widespread property damage and injure people who are caught outdoors.
	Lightning	There are around 300 lightning strikes per year in Dunedin. There is no discernible concentration of strikes so, unless a strike causes a widespread failure in a utility service, this is more of an individual risk.
Health	Pandemic	There has been a regular occurrence of worldwide pandemic in the past. While early identification, containment and vaccination can reduce impacts, there is still a risk of widespread deaths and community disruption as a result of a pandemic.
	Agricultural disease	Plant or animal diseases or incursions may not present a direct threat to populations but may result in sever disruption of normal community activities and the economy.
Infrastructure failure		Network failures can be expected as a regular occurrence but are generally of short duration or limited effect. A widespread or long term network failure is much less likely. Most utility networks have been shown to remain operational or be reinstated to a high percentage of users within relatively short timeframes after a major disruptive event.

The Council holds risk information on:

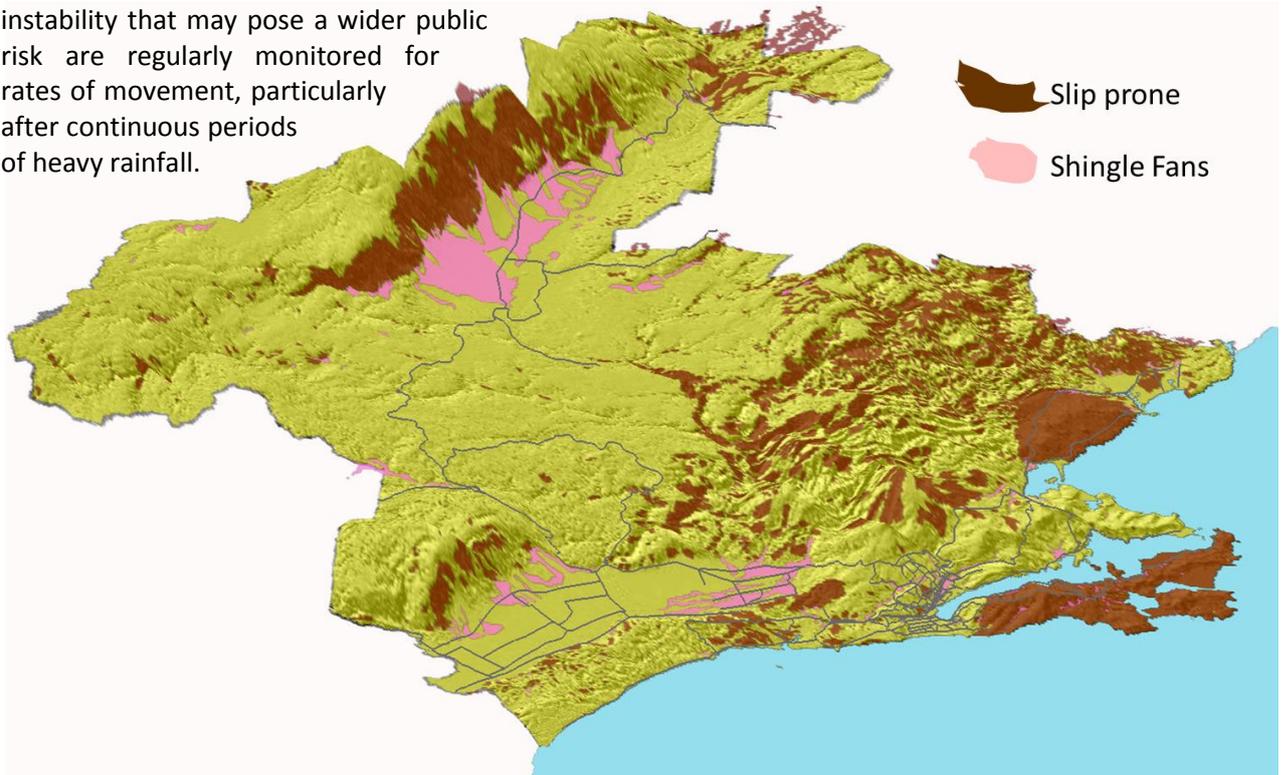
- The Council’s comprehensive electronic Hazard Information Management System, from which may be generated:
 - Hazard maps
 - Land Information Memoranda
 - Project Information Memoranda
- Quick reference hazard files at Dunedin Emergency Operations Centre
- Community hazard analyses in Community Plans
- Hazardous substances licensing records

2.3 IMPLICATIONS FOR DUNEDIN CITY

Given the nature of the City and its hazards it is noted that:

- A large percentage of the population lives in proximity to an earthquake fault line and some of the most densely populated and lowest socio-economic areas are on land that will perform poorly in large earthquakes.
- The City has a high proportion of older and historic buildings which are likely to be prone to greater earthquake damage than more modern structures unless seismic strengthening has been completed.
- The many tertiary students in the City are less likely to have carried out emergency preparedness activities but are likely to be both personally adaptable and willing to assist in emergency events.
- Economic impacts on tourism, education, primary production and manufacturing may be significant factors for recovery.
- A number of the outlying communities of Dunedin may be physically isolated by emergency events and therefore need to be as self-sufficient as possible.

- Urban rivers and streams in the City have steep catchments and can rise (and fall) rapidly in periods of heavy rainfall, while the Taieri catchment is extensive and can result in slower onset but longer-duration flooding.
- Changing climate patterns are expected to produce higher intensity rainfall conditions that may exacerbate both river and urban flooding frequency and severity.
- Minor land instability events are relatively common in the City and some larger areas of known land instability that may pose a wider public risk are regularly monitored for rates of movement, particularly after continuous periods of heavy rainfall.



- The modelling of tsunami inundation indicates a relatively small number of vulnerable properties, although a precautionary approach is taken to areas to be alerted and possibly evacuated during a tsunami warning.
- While disruptive snowfalls are a regular occurrence, an event of the scale of the 1939 snow would have serious implications for safety and well-being of residents, particularly the elderly and less physically capable.

3 RISK REDUCTION

Last revision date for this section – January 2016

The Dunedin City Council is committed to the avoidance, elimination or minimisation of risk wherever practicable.

3.1 RISK REDUCTION PRINCIPLES

Council takes an all-hazards approach to risk mitigation and bases actions on the consequences of events, rather than the events themselves. Risks are not, therefore, ranked in order of priority for treatment.

While a variety of mitigation strategies are available to communities, assessment will be required to determine which of these will be most appropriate in the circumstances. Factors will include such issues as:

- the cost involved compared to the potential loss to be avoided;
- whether a strategy will be acceptable to the community concerned (high concrete walls along river banks, while effective, would probably not find favour as a flood protection measure);
- whether there is legal authority to implement a strategy; and
- the time a strategy will take to implement, particularly in relation to the likely return period of the hazard.

HAZARD INFORMATION

Maintenance of accurate hazard information guides risk reduction actions in all facets of the Council's activities, including asset management, district planning, building control and emergency planning.

The Council makes hazard information available in a range of formats so it is accessible and useful to different elements of the community, such as developers, property purchasers, lifeline owners, other emergency agencies and members of the public. Knowledge of hazards informs decisions and enables appropriate risk reduction measures to be considered and implemented.

REGULATORY MEASURES

The Council uses a number of regulatory tools to help avoid or mitigate hazard consequences to communities including:

- Resource Management Act 1991 (District Plan)
- Building Act 2004 and the Building Code
- Local Government Act 2002
- Hazardous Substances and New Organisms Act 1996
- Biosecurity Act 1993
- Health Act 1956

STRENGTHENING OF STRUCTURES AND SERVICES

The Council has implemented an earthquake-prone buildings programme to ensure that building owners identify and rectify buildings that fail to meet satisfactory seismic performance standards.

Lifeline utility owners have the on-going function of mitigating risk to critical infrastructure through identification of lifeline services' vulnerability to hazards and mitigating this vulnerability through asset management plans. Many lifelines have statutory responsibilities for such planning under Section 60 of the Civil Defence Emergency Management Act.

Lifeline owners are incorporated in operational groups (defined in the Response section of this plan) and report on their status as part of the annual planning reviews of their operational group.

MODIFICATION OF THE ENVIRONMENT

This can include such works as retaining walls, clearance of flood flow channels, drainage or forestation of unstable land or other modifications to the natural environment.

EMERGENCY PLANNING

For residual risks and those not yet identified, the planning arrangements defined in the Response part of this plan are designed to enable rapid assessment of and intervention in an event to minimise the severity of its consequences.

Contingency plans are developed in co-operation with emergency services where a clearly defined risk with a high probability of occurrence becomes apparent.

The six Community Boards each have community emergency plans as part of their Community Plan. These include annual consideration of public education activities in their areas as well as readiness planning.

PUBLIC EDUCATION

Public education promotes risk awareness, avoidance and emergency preparedness to minimise the consequences of hazards to the community.

BUSINESS CONTINUITY PLANNING

Business continuity planning is promoted both within and outside the Council as an effective means of mitigating some of the consequences of emergency event.

FINANCIAL PROTECTION

Where it is not practicable or possible to control or eliminate a hazard, Council uses funding mechanisms such as insurances, lines of credit and reserve funds to minimise the consequences of emergency events on its assets.

4 READINESS

Last revision date for this section – January 2016

The Dunedin City Council maintains a level of readiness for emergency response based on:

- Comprehensive operational planning and procedures
- Skilled and trained personnel
- Effective inter-agency relationships
- Effective warning and communication systems
- An aware public

4.1 OPERATIONAL PLANNING & PROCEDURES

OPERATIONAL GROUPS

Operational groups (see Response section) consist of representatives of expert organisations in relevant emergency management disciplines. Each group meets annually to review its planning, its resource inventories and to undertake and plan training activities.

OPERATIONAL PROCEDURES

Operational procedures for the Dunedin Emergency Operations Centre, operational groups and co-ordination centres are developed and reviewed in response to events, exercises and planning meetings.

COMMUNITY EMERGENCY PLANS

Each of the City's six community boards has a community emergency plan as part of its over-all Community Plan. These plans are reviewed by the community boards annually. The community emergency plans include annual consideration of both training requirements and public education activities for the board and its communities.

CONTINGENCY PLANNING

Should a clearly defined risk with a high probability of occurrence develop, there is a formal procedure for developing a contingency plan in co-operation with other agencies to ensure readiness for its occurrence.

4.2 SKILLED & TRAINED PERSONNEL

INCORPORATION OF SKILLED ORGANISATIONS

Through its policy of integrating specialist organisations into the City's emergency response structure, access is gained to the most appropriately skilled managers, personnel and resources in their respective fields of expertise. Briefings, training and exercises are then used to ensure these personnel are conversant with the emergency management context within which they may be required to operate.

EMERGENCY OPERATIONS CENTRE STAFFING

To ensure fully trained support personnel for functions in the emergency operations centre and wider response, permanent staff of the Council are required, as part of their employment, to undertake civil defence emergency management training as:

- Incident Management Team
- Task Co-ordinators
- Planning and Intelligence Staff
- Support Staff

TRAINING POLICY & PROGRAMME

A comprehensive training and exercise programme ensures that personnel with civil defence emergency management responsibilities have the necessary skills and knowledge.

The training and exercise programme is developed and implemented in accordance with the Dunedin City Civil Defence Emergency Management Training Policy.

4.3 INTER-AGENCY SUPPORT

As part of integrated emergency management, Council will make available its civil defence emergency management resources and personnel to plan with and assist other agencies having emergency management responsibilities. It should be noted that the agencies listed are the lead authorities in these events and have legal and financial responsibility for the emergency response. The events and agencies are:

- Adjacent civil defence emergency management organisations (Otago Group members; members of other civil defence emergency management groups).
- Adverse Climatic Events (Federated Farmers/Ministry of Primary Industries).
- Agricultural Disease Emergencies Support (Ministry of Primary Industries /AsureQuality)
- Hazardous Substance Incidents (NZ Fire Service)
- Health Emergencies including pandemic (Public Health South/Southern District Health Board)
- Mass casualty situations (St John Ambulance)
- Oil Pollution Response (Otago Regional Council/Dunedin City Council Water & Waste)
- Rural Fires (Otago Rural Fire Authority)
- Search & Rescue (NZ Police)

Council contributes to emergency management functions of other agencies, including:

- Dunedin Emergency Services Co-ordinating Committee (New Zealand Police)
- Hazardous Substances Technical Liaison Committee (New Zealand Fire Service)
- Port Otago Safety Committee

4.4 COMMUNITY PREPAREDNESS

Emergency planning carried out by the private sector, educational institutions and by householders will minimise the level of support that will need to be provided through civil defence emergency management during and after an emergency. Providing assistance with emergency planning and promoting widespread public education on emergency preparedness will therefore pay dividends through the community's resilience in responding to and recovering from emergency events.

Targets of civil defence public education are therefore:

- Promoting and supporting emergency planning in the public and commercial sectors.
- Community hazard and risk awareness and education programmes.
- Responding to requests for information and planning assistance.

Dunedin Civil Defence Emergency Management promotes emergency preparedness and response planning for both households and businesses through working with community groups; other agencies in the public safety sector such as the NZ Fire Service, NZ Police, ACC; Neighbourhood Support and others to improve the community's knowledge of:

- Hazards in the community
- Consequences of the hazards
- Mitigation measures to reduce the risks
- Preparedness and response measures

Based on the Group Public Education Strategy, an annual programme of public education is undertaken and monitored.

Dunedin City Council Community Boards play a significant role in promoting public education events for their communities. Their community emergency plans include annual consideration of such activities, which are supported by Dunedin City Civil Defence Emergency Management staff.

Neighbourhood Support promotes emergency preparedness as a significant role of its neighbourhood support groups. Dunedin City Civil Defence Emergency Management supports this through the provision of emergency planning resources and regular training events for street coordinators.

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5 RESPONSE

Last revision date for this section – January 2016

The Dunedin City Council has arrangements and facilities in place to co-ordinate response to an emergency in Dunedin City or to provide support to an emergency elsewhere.

5.1 WARNING SYSTEMS

WARNINGS AND MONITORING

Systems are maintained to enable the receipt of warnings and hazard information at all times. Recognised sources of warnings and hazard information are:

Potential source	Nature of event
Council Departments / Business Units	Dam failure Land movement Urban flooding Utility failure
Geological & Nuclear Sciences	Land stability Post-earthquake information
Lifeline operators	Utility failure
Maritime New Zealand/NZ Police	Passenger ship incident
Met Service	Heavy Rainfall Strong Wind Hail Snow
Ministry of Civil Defence Emergency Management	Space debris Tsunami
Ministry of Health	Public health epidemic/pandemic
Ministry of Primary Industries	Adverse Climatic Events Animal disease outbreak Plant disease outbreak Pest incursion
NIWA	Storm surge Tidal events
NZ Fire Service	Hazardous substance incident Major fire Structure failure
NZ Police	Land movement Major transport accident
Otago Regional Council	Flood Oil spill
Otago Rural Fire Authority	Rural fires threatening communities
St John Ambulance	Major injury incident

Procedures for action on receipt of a range of warnings are held at the Dunedin Emergency Operations Centre and by on-call personnel.

5.2 ACTIVATION

A call-out system is maintained to enable key personnel and organisations to be rapidly activated in response to a warning or event. The system is tested twice each year and performance measures are:

- Working hours - 45 minutes from initiation
- After hours - 60 minutes from initiation

A roster of key personnel and alternates is produced each year to cover the Christmas/New Year holiday period.

Personnel authorised to activate the Dunedin Emergency Operations Centre are:

- Controllers
- Manager Civil Defence Emergency Management
- The Duty Emergency Management Officer

Keys to gain access to the Dunedin Emergency Operations Centre are held by:

Civil Defence Emergency Management permanent staff
Police Operations Centre (SAR key locker)

Once the key personnel are assembled an operations briefing will achieve:

- Sharing of known information on the event and the status of response to it
- Assessing the need for a co-ordinated approach to managing the event
- Considering the need or benefits of declaring a state of local emergency
- Activation of agency and community networks to gather information and promote communication
- Agreed response priorities and functions
- A communication strategy

5.3 DECLARING, EXTENDING AND TERMINATING A STATE OF LOCAL EMERGENCY

These provisions are complementary to the provisions for declaration provided for in the Otago Civil Defence Emergency Management Group Plan.

DECLARING A STATE OF LOCAL EMERGENCY

If at any time it appears to the Mayor of Dunedin City that a state of local emergency has occurred or may occur within the City or any ward or wards of the City, and no state of emergency is already in force over the City, then the Mayor may declare that a state of local emergency exists in all of the area of the City or in any ward or wards of the City.

This power to declare may be exercised by the Deputy Mayor if the Mayor is unable to act.

This power to declare may be exercised by the Chairperson of the Planning and Regulatory Committee if the Mayor and Deputy Mayor are unable to act or by any other chairperson of a standing committee of Council if the Chairperson of the Planning and Regulatory Committee is unable to act.

Any decision to make a declaration will be made by the person declaring in consultation with appropriate available personnel, particularly:

- The Controller
- The senior available police officer
- The senior available fire officer
- Relevant members of the Advisory Group (see 5.7)

A declaration of a state of local emergency may also be made if Dunedin is not affected by the emergency but resources of the City are required to assist another area where a state of emergency is in force.

The declaration will be made in writing and signed by the person declaring the emergency. Public notification of the declaration must be given as soon as possible by the best means available at the time and be published in the Gazette as soon as possible.

The fact that a person declares a state of local emergency is, in the absence of proof to the contrary, conclusive evidence of their authority to do so (Section 68(4) Civil Defence Emergency Management Act 2002).

A declaration will come into force as soon as it is made or at the time and date specified in the declaration and will expire after seven days unless extended or terminated prior to that time (Section 70 Civil Defence Emergency Management Act 2002).

EXTENDING A STATE OF LOCAL EMERGENCY

The persons authorised to declare a state of local emergency may declare an extension to a state of local emergency for a further period of up to seven days (Section 71, Civil Defence Emergency Management Act 2002).

TERMINATING A STATE OF LOCAL EMERGENCY

The persons authorised to declare a state of local emergency within Dunedin, whether or not they declared or extended the state of emergency, may declare the termination of a state of local emergency within Dunedin (Section 72, Civil Defence Emergency Management Act 2002)

FORMS

Forms for the declaration, extension and termination of a state of local emergency in Dunedin City are held in the Declaration folder, in the operational forms cabinet and on electronic files at the Dunedin Emergency Operations Centre.

A copy of any forms used for declaration, extension or termination of a state of local emergency must be sent as soon as practicable to the New Zealand Gazette Office for publication in the Gazette.

5.4 PUBLIC WARNING

Public warnings are promulgated through a wide range of methods, some or all of which will be used, depending upon the circumstances. Methods include:

- Broadcast media announcements
- Web page notifications
- Social media releases
- Smart device applications
- Sirens (fixed and/or mobile)
- Direct communication with affected people

Media broadcasts may be arranged with individual media organisations or be made by simultaneous broadcasts over Dunedin radio stations and Dunedin Television using the remote broadcast facility in the Dunedin Emergency Operations Centre.

Warnings may be prominently displayed on the home page of the Dunedin City Council website.

Social media releases will be made on both the Dunedin Civil Defence Emergency Management accounts and the Dunedin City Council accounts.

A number of hazard notification applications (apps) for smart devices are available to the public, including for weather and flood warnings and earthquake notifications. Dunedin City Civil Defence Emergency Management can promulgate warnings and hazard information through the Red Cross Hazard app.

As an adjunct to other methods, siren warning may be delivered by emergency service vehicle sirens, trailer-mounted portable sirens, New Zealand Fire Service volunteer fire station sirens and helicopter sirens, as required to achieve the necessary coverage.

In events of a concentrated nature, personal communication with potentially affected persons may be made by emergency services personnel or suitably identified civil defence emergency management personnel.

Those authorised to initiate warnings are:

- Controllers
- The Manager Civil Defence Emergency Management
- The Duty Emergency Management Officer, in conjunction with the senior available officer of either the New Zealand Police or the New Zealand Fire Service

The detailed procedure for activating public warnings is in the Public Warning Folder and electronic files at the Dunedin Emergency Operations Centre.

5.5 MOBILISATION OF RESOURCES

Comprehensive personnel and resource listings are in resource folders and in various electronic formats held at the Dunedin Emergency Operations Centre. These are updated as new or changed information comes to hand and each operational group's resource listing is reviewed at its annual planning meeting.

5.6 EMERGENCY OPERATIONS CENTRES

DUNEDIN EMERGENCY OPERATIONS CENTRE

The Dunedin Emergency Operations Centre is a 700m² dedicated facility located at Level C, 54 Moray Place, Dunedin, within close walking distance of all emergency services premises and the Council administration building.

The premises are designed for resistance to earthquake and to be operational under other emergency conditions and all the necessary facilities are provided for a control centre, including dedicated telephone, data, radio and satellite telecommunication systems, full electricity generation and back-up water and waste arrangements.

Should there be a need to control access to the vicinity of the Emergency Operations Centre or expand operations into proximate premises, a detailed Emergency Operations Centre Access and Controlled Precinct Plan provides for this.

Should the Emergency Operations Centre be unusable for any reason, portable equipment can be used to establish at any other site, including the Forsyth Barr Stadium.

COMMUNITY CO-ORDINATION CENTRES

To enable control to be extended to the community level, there are twelve Community Co-ordination Centres. Councillors and Community Board Members are responsible for the co-ordination of emergency response activities at the co-ordination centres. During a declared state of emergency they may exercise their delegated functions and powers for this purpose under the overall direction of the Controller.

Community Co-ordination Centre locations are:

Area	Community Co-ordination Centre(s)
Central City (no community boards)	Balmacewen Intermediate School Kings High School Mornington School
Peninsula Community Board	Portobello School
Saddle Hill Community Board	Brighton Surf Lifesaving Club Green Island Civic Hall/Sunnyvale Sports Centre
Waikouaiti Coast Community Board	East Otago Events Centre & Waitati Community Centre
Mosgiel/Taieri Community Board	Mosgiel Service Centre
Strath Taieri Community Board	Strath Taieri Community Hall
Chalmers Community Board	Port Chalmers Town Hall

Community Co-ordination Centres will activate on:

- Any self-evident emergency situation affecting the area
- Telephone advice from Dunedin Emergency Operations Centre to co-ordination centre personnel
- Broadcast radio message of a public warning affecting the area

A register of key-holders for Community Co-ordination Centre facilities is maintained at the Dunedin Emergency Operations Centre. In the absence of a key-holder and where there is urgent need for a co-ordination centre to operate, forced entry to the premises is authorised by Section 87 of the Civil Defence Emergency Management Act 2002.

COMMUNITY ASSISTANCE

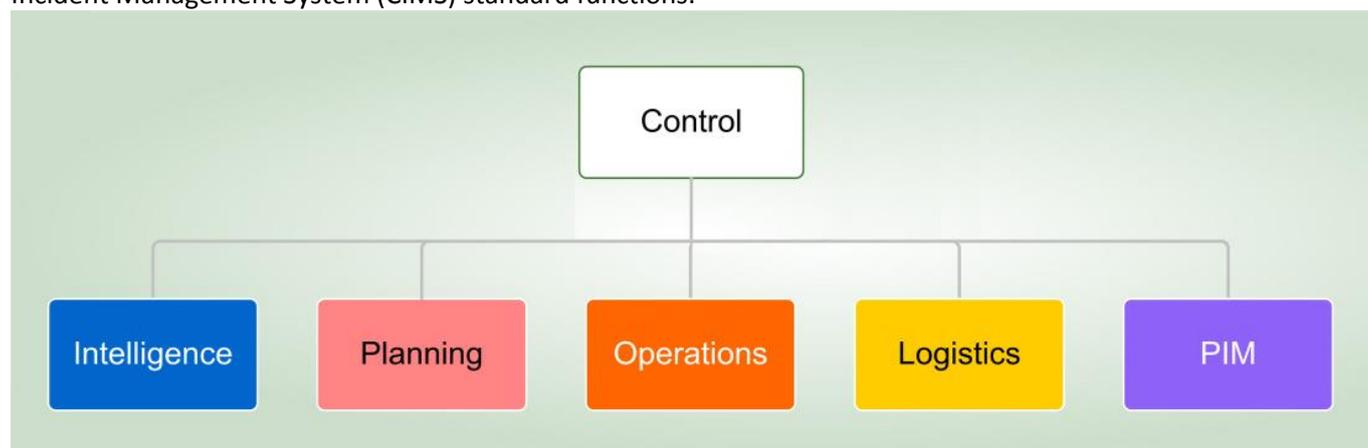
In addition to the designated Community Co-ordination Centres, members of the public may be advised to seek assistance through their local Police, Fire or Ambulance station. In some communities, halls and other community facilities may be used as the focal point for local self-help.

Neighbourhood Support Groups are encouraged to form and are supported to carry out neighbourhood emergency planning and response as a key function.

5.7 OPERATIONAL STRUCTURE

CO-ORDINATED INCIDENT MANAGEMENT SYSTEM

The Civil Defence Emergency Management control structure is derived from the New Zealand Co-ordinated Incident Management System (CIMS) standard functions:



CONTROL AND CO-ORDINATION

The control function is delivered by appointed Local Controllers and the Controller's Advisory Group.

LOCAL CONTROLLERS

It will be determined at the time of a warning or the occurrence of an event which of the appointed controllers should exercise that function and, during the course of an event the controllers will be rostered to ensure no individual becomes over-extended in the role.

CONTROLLER'S ADVISORY GROUP

The Controller's Advisory Group will provide advice and support to the Controller. Core members are:

- Controllers/Disaster Recovery Managers
- CDEM Telecommunications Manager
- CDEM Community Assessment Manager
- CDEM Engineering Manager
- CDEM Logistics Manager
- CDEM Medical Manager
- CDEM News Media Liaison Manager
- CDEM Planning and Intelligence Manager
- CDEM Public Health Manager
- CDEM Public Information Manager
- CDEM Rescue and Public Safety Managers
- CDEM Rural Liaison Manager
- CDEM Welfare Manager
- District Operations Manager, St John Ambulance
- Manager Civil Defence Emergency Management

COMMAND STRUCTURES

Control is the strategic direction of response activities under the provisions of the Civil Defence Emergency Management Act. This does not supplant the command structures for tactical direction of members and resources of agencies in the performance of their roles and tasks. Personnel of Emergency Services, Government Departments and community agencies retain their normal authority and operate within their normal command structures under the direction of their senior officers who work within the civil defence emergency management operational environment.

Emergency service organisations will maintain a liaison officer at the Emergency Operations Centre, with direct communications facilities to their parent organisations, to advise on current status and to accept operational taskings. For this purpose the liaison officer requires sufficient authority to commit the organisation's resources.

CONTROL EXTENDED TO COMMUNITY

Control will be extended to the community through the provision of Community Co-ordination Centres, based on community board areas and under the direction of the councillors and community board members for the area.

Task Co-ordinators are Council personnel trained in civil defence emergency management functions. They may be deployed to assist with the conduct of operations at a Community Co-ordination Centre or be given responsibility for co-ordinating a specific response task.

PLANNING AND INTELLIGENCE

Full details of the functions of planning and intelligence are in the Planning and Intelligence Group Plan later in this section.

OPERATIONS

Details of how agency resources are co-ordinated and directed are in the operations groups' plans later in this section.

LOGISTICS

A description of the logistics functions is in the Logistics Group Plan later in this section

PUBLIC INFORMATION MANAGEMENT

Details of public information management are in the Public Information and News Media Liaison Group plan later in this section.

5.8 RESOURCES

A Personnel Database and a Resource Database are maintained, with both electronic and hard copy back-ups regularly produced.

Each civil defence operational group has a resource list at the Dunedin Emergency Operations Centre to facilitate mobilising operational personnel, equipment and supplies it has determined may be required for its operational purposes. Where resources are inadequate or unavailable, the Logistics Group is responsible for sourcing and securing additional resources.

Key agencies are expected to have planned for their own resource and logistical support requirements and should seek assistance from the Logistics Group only if their own systems are unable to provide adequate support.

Any situation arising in the community should, wherever possible, be dealt with by the appropriate Community Co-ordination Centre, utilising locally available resources. Requests for further resources or assistance and information on the situation in the area will be escalated to the Dunedin Emergency Operations Centre.

Community Co-ordination Centre operations kits, containing basic operational equipment and supplies are held at the co-ordination centre or Dunedin Emergency Operations Centre. Those held at the Emergency Operations Centre will be dispatched to Community Co-ordination Centres as they are activated.

Additional resources requested by a Co-ordination Centre, including welfare, medical, communications and rescue and public safety will be deployed through the Emergency Operations Centre as required. Control of these additional resources remains with the providing organisation or operations group but the Co-ordination Centre is responsible for liaising with them to maximise the effectiveness of their use while in their area.

Public information support is supplied directly from Dunedin Emergency Operations Centre, with all information releases being made under the authority of the Controller. Requests for information to be broadcast relating to Community Co-ordination Centre operations should be made to Dunedin Emergency Operations Centre and any information made available at the Co-ordination Centres should not be inconsistent with information releases being made by Dunedin Emergency Operations Centre.

5.9 OPERATIONAL TELECOMMUNICATIONS POLICY

Telecommunication links for civil defence emergency management purposes are rated on their criticality:

Level	Description	Links required
1	Essential to the conduct of effective civil defence emergency management. The failure or absence of this link could lead to loss of life, safety or property. No interruption to this link should be envisaged.	A minimum of separate primary, secondary and tertiary methods of link. Each method utilised must be fully independent of any of the others.
2	Of significant value in the conduct of effective civil defence emergency management. The failure or absence of this link could reduce the effectiveness and timeliness of civil defence emergency management operations but will not normally be expected to jeopardise life and safety. Interruption to this link is not desirable but may not be critical in the short term.	A minimum of separate primary and secondary methods of link. Each method utilised must be fully independent of the other.
3	Of benefit to the conduct of effective civil defence emergency management. The failure or absence of this link will have no material impact on civil defence emergency management operations. Interruption to this link can be tolerated.	At least a primary method of link.

Full details of telecommunication systems are in the Telecommunications Group part later in this section.

5.10 SUPPORTING SERVICES

OTAGO CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP

If sufficient resources are not available within Dunedin City during a state of local emergency, the Controller may request (through the Group Controller) that other members of the Otago Civil Defence Emergency Management Group mobilise and deploy resources available from within the group area to support the City.

NEIGHBOURING CIVIL DEFENCE EMERGENCY MANAGEMENT GROUPS

If sufficient resources are not available within the Otago Civil Defence Emergency Management Group area during a state of local emergency, the Controller may request (through the Group Controller) that neighbouring civil defence emergency management groups mobilise and deploy resources to support the City.

MINISTRY OF CIVIL DEFENCE AND EMERGENCY MANAGEMENT

The Ministry of Civil Defence and Emergency Management is responsible for co-ordinating national and international support (as required and appropriate) to an affected area during a state of local emergency.

5.11 PLANNING AND INTELLIGENCE GROUP

Last Revision date for this section – February 2016

PURPOSE AND OUTCOMES

The Planning and Intelligence Group is responsible for the collection, compilation, analysis and dissemination of operational information during events and for providing projections and forward planning for the event.

ROLES AND RESPONSIBILITIES

PLANNING AND INTELLIGENCE MANAGER

The Group Manager Community and Planning Dunedin City Council is the Planning and Intelligence Manager.

The Planning and Intelligence Manager is responsible to the Controller for the effective operation of the Planning and Intelligence Group and is a member of the Incident Management Team.

INTELLIGENCE OFFICER

The Resource Consents Manager, Dunedin City Council (or designate) is the Intelligence Officer, responsible to the Planning and Intelligence Manager for the effective collection, analysis and dissemination of operational information.

INTELLIGENCE FUNCTIONS

Intelligence functions are:

- Active intelligence gathering
- Data collection and confirmation
- Situation analysis including hazard, environmental, demographic and infrastructure information
- Information display and dissemination, including Situation Reports

The relationship with the Community Assessment Group is critical to the collection and verification of operational intelligence. The Intelligence Officer will work with the Community Assessment Manager to ensure field intelligence activities are directed to gathering the highest priority data.

PLANNING OFFICER

The City Development Officer, Dunedin City Council (or designate) is the Planning Officer, responsible to the Planning and Intelligence Manager for the development of action and long-term planning

PLANNING FUNCTIONS

Planning functions are:

- Analysing projected event progression
- Alerting and reporting of critical information
- Development of forward planning, including Action Plans, Contingency Plans, and Long-Term Plans

GIS OFFICER

The Team Leader Land Information, Dunedin City Council (or designate) is the GIS Officer.

GIS FUNCTIONS

GIS functions include:

- Provision of mapping in appropriate formats to support emergency management
- Extraction of datasets for defined areas
- Analysis of hazard consequences on populations and assets
- Display of operational information

PLANNING AND INTELLIGENCE STAFF

Planning and Intelligence staffing includes all staff from:

- The Resource Consents activity of the Dunedin City Council.
- The City Development activity of the Dunedin City Council.
- The GIS team of the Dunedin City Council.

Planning and Intelligence personnel are trained in their civil defence emergency management functions in accordance with the Training Policy and Training Plan.

CONTROL POINT AND OPERATING LOCATIONS

The control point for the Planning and Intelligence Manager is the Emergency Operations Centre, with the Intelligence and GIS functions based in the Operations Room and the Planning function in the Controller’s Office.

Planning and intelligence functions may also be required at co-ordination centres or at an incident control point.

ACTIVATION AND REPORTING

The Planning and Intelligence Manager will be activated as part of the Controller’s Advisory Group as an initial response.

The Planning and Intelligence Manager will activate Planning and Intelligence staff as required to support the operation.

All Planning and Intelligence staff should activate if they become aware that a major event has occurred or if they hear the public warning system and/or broadcast radio messages advising or warning of an event that indicates they should activate.

RESOURCES

The likely resources required by the Planning and Intelligence Group are:

Function	Resource	Location / Source
Intelligence gathering	Field Intelligence sources	Emergency Services Co-ordination Centres Community Assessment teams Operational groups DCC Customer Service Agency
	Hazard data	Hazard Advisor Hazard files (Operations Room) DCC Hazards register
	Monitoring (internet)	ORC Water Info Port Otago – tides, wind Met Service - weather
Analysis	Verification of information	Emergency Services Co-ordination Centres Community Assessment teams Operational groups
	Operational / environmental factors	Tide charts Daylight hours Community Profiles Community events GIS Maps (EOC and online)
Situation Display and Reporting	Map boards Projected maps Printed maps Status boards Operation Objectives/Breaking events Operations Briefing Agenda Situation Summary Forms	Operations map boards Data projectors A0 and A3 colour printers. Topographical maps Operations whiteboards Electronic display screens)-Operations Room Stationery cabinets)
Strategic Planning	Operational / environmental factors	Hazard files Community Profiles GIS mapping of utilities and key facilities Maps (EOC and online) Internet monitoring

The GIS Unit will relocate equipment from the Civic Centre to the Emergency Operations Centre to enable mapping and analysis to be carried out. An A0 colour printer, A3 colour printers and data projectors are available to provide the outputs of GIS mapping.

A list of planning and intelligence resources is held electronically and in hard copy at the Dunedin Emergency Operations Centre.

TELECOMMUNICATIONS

The primary means of telecommunication for Planning and Intelligence is the public telephone system (landline, cellular and data).

A VHF radio link is available for telecommunications between Community Assessment Mobile teams and the Dunedin Emergency Operations Centre.

Full details of telecommunications systems are found in the Telecommunications Group Plan.

SUPPORTING SERVICES

Emergency Operations Centre Support staff may be available through the Logistics Group.

RECOVERY

Planning and intelligence functions will need to continue in any formal recovery phase of an emergency, which may last from days to years depending on the needs arising from the event.

In the transition from response to recovery, the planning team will be responsible for the co-ordination and preparation of any report on the need for formal recovery. This report will include a current situation report prepared by the intelligence team.

Planning and Intelligence staff will be required to support formal recovery management and may be drawn from operational planning and intelligence teams. This will need to be balanced against the recovery tasks that such personnel may have in their permanent roles.

City Development may have functions in recovery that include:

- Land-use planning advice.
- Urban re-design.
- Heritage building issues.

Resource Consents may have functions in recovery that include:

- Rapid consenting processes for repairs and reconstruction.
- Consenting of temporary land-use for recovery purposes (eg waste storage, housing)
- Consenting processes for new developments to facilitate recovery.

The GIS team may have functions in recovery that include:

- Systems to manage recovery survey information and analysis
- Geospatial modelling of proposed changes in land-use patterns
- Hazard analysis of proposed alternative development locations

Regardless of the level of input required for community recovery, the Planning and Intelligence Group will conduct or participate in debriefs to review its response to and learning from any emergency activation.

PLANNING

The Planning and Intelligence Group comprises:

- Planning and Intelligence Manager (Chairperson)
- Intelligence Officer
- Planning Officer
- GIS Officer

and their appointed alternates

5.12 LOGISTICS GROUP

Last revision date for this section – March 2016

PURPOSE AND OUTCOMES

To provide for the personnel, resources and facilities required to support response operations during a state of emergency.

ROLES AND RESPONSIBILITIES

LOGISTICS MANAGER

The Group Manager Corporate Services, Dunedin City Council is the Civil Defence Logistics Manager, responsible to the Controller as a member of the Incident Management Team for the effective functioning of logistic support.

The Group Manager, Organisation Development and Performance, Dunedin City Council is the Alternate Logistics Manager.

LOGISTICS FUNCTIONS

Logistics functions and those responsible are:

Function	Provided by
Personnel and Facilities	Dunedin City Council Human Resources Volunteering Otago Civil Defence Emergency Management Support Staff
Finance and Procurement	Dunedin City Council Finance
Information Technology	Dunedin City Council Business Information Services
Essential Suppliers	Petroleum Industry Road and Passenger Transport Associations Fast Moving Consumer Goods companies

PERSONNEL AND FACILITIES

Rostering and monitoring the health and safety of operational personnel and the functionality of the Emergency Operations Centre:

- Contacting and rostering Emergency Operations Centre personnel to meet staffing requirements.
- Monitoring the health and safety of Emergency Operations Centre personnel including their work hours.
- Assigning support personnel to assist operations groups.
- Keeping records of attendance of personnel at the Emergency Operations Centre
- Maintaining links between Civil Defence Emergency Management and volunteer groups active in communities, with an emphasis on safety and mutual awareness.
- Assessing and directing volunteers to appropriate volunteer groups.
- Taking and producing minutes of operational briefings.
- Organising catering for Emergency Operations Centre personnel.
- Keeping Emergency Operations Centre facilities clean and functional.

FINANCE & PROCUREMENT

Supporting the acquisition of goods and services required for emergency operations and managing financial processes and records:

- Facilitating the procurement of goods and services as requested, using normal Council suppliers and processes wherever possible and noting that responding agencies have the primary responsibility for the acquisition of goods and services to carry out their functions.
- Monitoring and recording emergency expenditure, using normal Council processes wherever possible to:
 - Provide and manage the use of purchase cards for emergency expenditure.
 - Manage the process for requisitioning goods and services in accordance with Section 90 of the Civil Defence Emergency Management Act 2002.
 - Advise on the establishment and operation of emergency relief funds.

INFORMATION TECHNOLOGY

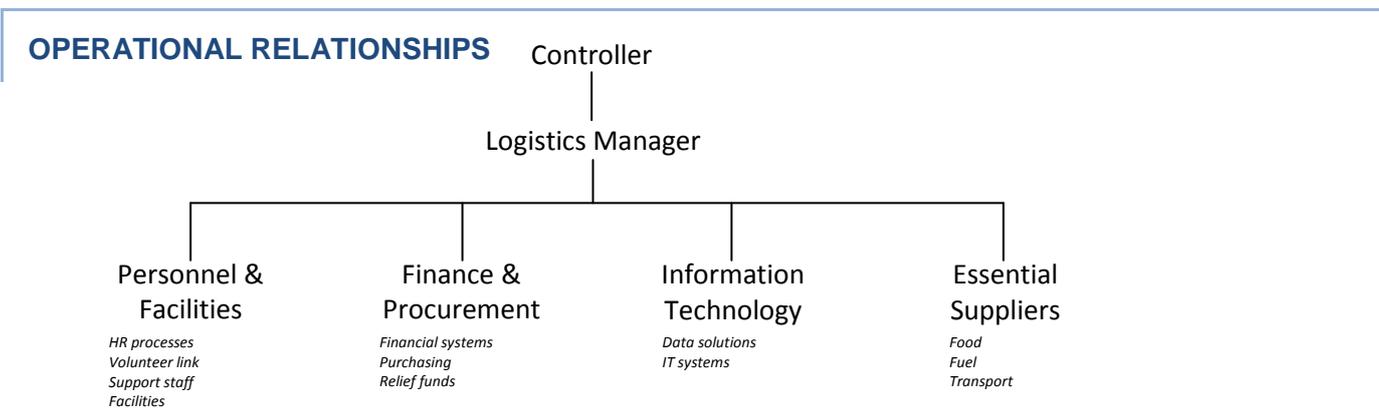
Assist in the effective operation of emergency functions by:

- Monitoring and supporting continued access to data services in the Emergency Operations Centre.
- Providing advice and support on connecting equipment and accessing necessary data sites for operational purposes.
- Facilitating the acquisition of equipment required to enhance or maintain IT services in the Emergency Operations Centre.
- Advise on and support operational data storage and retrieval.

ESSENTIAL SUPPLIERS

Advise on and maintain the continued supply and movement of essential supplies through:

- Co-ordination of emergency transport for operational personnel and evacuees.
- Co-ordination of road transport for essential supplies.
- Monitoring and forecasting the status of essential supply networks and facilities.
- Developing strategies for re-establishing disrupted supply of essential goods.
- Assisting with the implementation of conservation of essential supplies as appropriate



CONTROL POINT AND OPERATING LOCATIONS

Logistics management will be effected from the Dunedin Emergency Operations Centre.

As appropriate, the other logistics functions will operate from premises suitable to their tasks while maintaining effective liaison with the Logistics Manager.

ACTIVATION AND REPORTING

Key personnel are activated through the Dunedin Emergency Operations Centre activation system and will report to Dunedin Emergency Operations Centre.

Other logistics personnel and services will be activated as required by the circumstances of the event.

All personnel will activate if they become aware that a major event has occurred or if they hear the public warning system and broadcast radio messages advising or warning of an event that indicates that they should activate.

RESOURCES

A list of logistics resources is held electronically and in hard copy at the Dunedin Emergency Operations Centre.

TELECOMMUNICATIONS

Logistics telecommunications will rely primarily on public systems.

Transport operators' radio networks will be used to co-ordinate the movement of personnel and goods.

Where telecommunications is not available, face-to-face contact with suppliers may need to be established.

RECOVERY

Logistics functions will need to continue in managed recovery from an emergency, which may last from days to years depending on the needs arising from the event.

In the transition from response to recovery, the Logistics Group will contribute to any report on the need for managed recovery, identifying probable logistics issues continuing beyond the response phase.

Logistics issues to be considered may include:

PERSONNEL & FACILITIES

- Ensuring appropriate breaks for response personnel prior to assuming recovery tasks.
- Identifying and arranging critical stress management interventions as required.
- Support the provision of staff for recovery management, including secondment of Council staff as required.
- Identify and arrange appropriate premises and facilities for recovery activities.
- Maintain links with volunteer organisations supporting recovery functions

FINANCE & PROCUREMENT

- Consolidating all records of emergency expenditure.
- Reconciliation of goods and purchases.
- Appropriate disposal of surplus goods and stores (including donated goods).
- Preparing claims for insurance and central government subsidies.
- Management of emergency relief funds.
- Financial support services for recovery management.

INFORMATION TECHNOLOGY

- Assist in the establishment and support of IT systems required for the recovery office.
- Support the consolidation and electronic storage of records from the response phase.

ESSENTIAL SUPPLIERS

- Re-establishment of business-as-usual supply systems and capacity.
- Identifying the needs of essential supply systems in recovery strategies.

Regardless of the level of input required for community recovery, members of the Logistics Group will conduct or participate in debriefs to review its response to and learning from any emergency activation.

PLANNING

The Logistics Planning Group will comprise:

- Logistics Manager (Chairperson)
- Alternate Logistics Manager
- Senior Human Resources Officer
- Administrative Support Officer
- Dunedin City Council Financial Controller
- Dunedin City Council Expenditure Manager
- Dunedin City Council Chief Information Officer
- Dunedin City Council Project Office Manager (BIS)
- Bus and Coach Association representative and alternate
- Road Transport Association and alternate
- Petroleum Supply Industry representative and alternate

Fast Moving Consumer Goods Industry representatives

Advisers may be co-opted to the Logistics Planning Group as and when required.

5.13 PUBLIC INFORMATION & NEWS MEDIA LIAISON GROUP

Last revision date for this section – June 2015

PURPOSE AND OUTCOMES

To specify the arrangements for the provision of emergency information to the public and liaison with the news media during an emergency in Dunedin City, with the objectives of:

- Making the most effective use of all means to convey to the public timely and accurate information, warnings, and advice both prior to, and during, a state of emergency.
- Facilitating public understanding of, and active support for, the immediate civil defence emergency management objectives and requirements.
- Assisting the news media in the accurate and comprehensive coverage of news relating to the emergency.
- Facilitating and co-ordinating safe news media access to any emergency area where free access is not possible.
- Satisfying, as far as practicable, all inquiries about people who may be affected by an emergency.

Authority for the dissemination of public information and advice related to a local emergency is derived from (Section 85(1)(h) Civil Defence Emergency Management Act 2002 and all general announcements and public releases relating to civil defence operations must be made by, or under the authority of, the Controller.

All releases of information regarding individuals will be made in accordance with the requirements of the Privacy Act and all information regarding deceased persons will be released by or under the authority of the NZ Police.

ROLES AND RESPONSIBILITIES

Delivery of the civil defence public information and news media liaison functions is divided into two elements:

Public Information - the provision of advice, instructions and information for the guidance of the public in the affected area.

News Media Liaison - the provision of news information to the various news media and assistance to news media representatives to the extent that conditions will permit.

PUBLIC INFORMATION MANAGER

The Manager Communications and Marketing Dunedin City Council is the Civil Defence Public Information Manager, responsible to the Controller as a member of the Incident Management Team for the effective delivery of public information services.

The Customer Services Agency Manager of the Dunedin City Council, Dunedin City Council is the Alternate Public Information Manager.

NEWS MEDIA LIAISON MANAGER

The Communications and Public Relations Team Leader, Dunedin City Council is the Civil Defence News Media Liaison Manager.

The Communications Adviser, Dunedin City Council is the Alternate News Media Liaison Manager

PUBLIC INFORMATION FUNCTIONS

The Public Information Manager is responsible to the Controller for:

- Arranging the issue of public instructions and advice from the Controller and operations groups (e.g. on matters affecting evacuation, health, sources of assistance etc.) through available news media outlets.
- Operation of an effective public information call centre (primarily through the Dunedin City Council Customer Service Agency).
- Effective use of the Dunedin City Council web site and social media.
- Establishment and maintenance of Public Information points at appropriate community locations.
- Arrangements to meet and escort Government officials and other VIP's inspecting the emergency area.
- Ensuring the News Media Liaison Manager is briefed where practicable on the content of all public information releases.

A remote radio broadcasting unit is maintained in the Dunedin Emergency Operations Centre. The Radio Network, MediaWorks Radio and Dunedin Television have receiving equipment that allows public information broadcasts to go to air simultaneously on their stations.

These stations will jointly arrange to continuously staff the unit with an announcer and scriptwriter to assist the Public Information Manager in preparing civil defence warning messages and directions to the public. The unit is not a 'news' broadcasting facility.

NEWS MEDIA LIAISON FUNCTIONS

The News Media Liaison Manager is responsible for:

- Arranging media releases and briefings and answering media inquiries on behalf of the Controller.
- Arranging for access by the news media to restricted areas, where this is safe and possible.
- Controlling the issue and retrieval of all civil defence passes for news media access to restricted areas.
- Ensuring that news releases are compatible with public information released by the Public Information Manager.

News media passes will be issued to local news media organisations as appropriate for authorising access for their personnel to Dunedin Emergency Operations Centre and restricted areas.

Whilst every endeavour will be made to meet the reasonable requirements of the news media, the number of passes issued and the areas these authorise access to will be at the discretion of civil defence and may be withdrawn at any time.

A pass issued to a local media organisation and still valid may be used by various personnel as determined by that organisation, provided that:

- It can only be used by one person at a time.
- The organisation keeps a record of to whom it is currently issued and their location (this is for safety reasons).

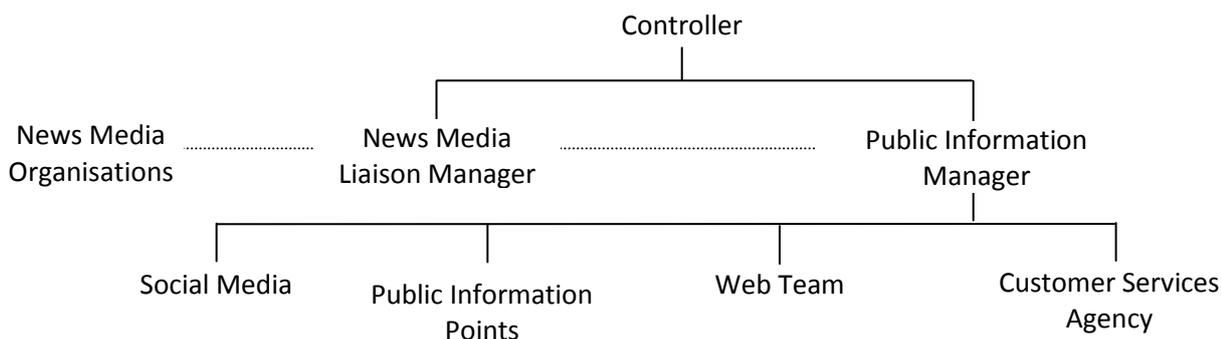
Where access to an emergency area is restricted, a news pooling system will operate, with priority for access generally being in the order:

- Video camera operator
- Broadcast journalist
- Print photographer
- Print/web journalist

On condition that:

- Those having had priority access to a limited area make all material obtained immediately available to other media organisations and Civil Defence Emergency Management.
- Those having had priority access to a limited area make themselves immediately available after their return for interview by other media.
- The priority for access may be altered by agreement due to pressure of deadlines, light conditions for filming/photography or unavailability of personnel and equipment.

OPERATIONAL RELATIONSHIPS



CONTROL POINT AND OPERATING LOCATIONS

The Public Information Manager will operate from the Dunedin Emergency Operations Centre during an emergency.

The prime site for answering public inquiries will be the Customer Services Agency of the Dunedin City Council.

Public information points may be established in appropriate community facilities, most likely in association with welfare emergency assistance centres or community co-ordination centres.

The News Media Liaison Manager will operate from the Dunedin Emergency Operations Centre during an emergency.

A room is set aside in the Dunedin Emergency Operations Centre for the use of accredited local media representatives.

A media briefing centre may need to be established in one of the Octagon Cinemas' theatres adjacent to the Dunedin Emergency Operations Centre if required.

ACTIVATION AND REPORTING

Key personnel are activated through the Dunedin Emergency Operations Centre activation system and will report to Dunedin Emergency Operations Centre.

News media organisations will activate their own personnel, who will report to their normal place of work or as otherwise directed.

Public Information Centre staff will be activated by telephone call and will report to the Customer Services Centre or as otherwise directed.

All personnel will activate if they become aware that a major event has occurred or if they hear the public warning system and broadcast radio messages advising or warning of an event that indicates that they should activate.

RESOURCES

A list of resources for public information and news media functions is held electronically and in hard copy at the Dunedin Emergency Operations Centre.

TELECOMMUNICATIONS

Public information telecommunications will be via the public telephone system and the private fibre-optic data cable connecting the Dunedin Emergency Operations Centre and the Civic Centre.

The Dunedin City Council's prime telephone number is the main number for public inquiry calls and calls received by the Customer Services agency can be transferred the Dunedin Emergency Operations Centre and vice-versa.

News media organisations are responsible for their own communications.

SUPPORTING SERVICES

Additional support to the Public Information and News Media Liaison Group may be accessed with the assistance of other civil defence operational groups as follows:

Support	Request from
Alternate telecommunications where public telephone telecommunications is not operating	Telecommunications Group
Transport for VIPs	Logistics Group

PLANNING

Planning for Public Information and News Media liaison is under the guidance of a chairperson appointed by the Public Information and News Media Liaison Committee. This person must not be currently employed by a news media organisation.

The Public Information and News Media Liaison Committee appoints an alternate chairperson.

The Public Information and News Media Liaison Committee determines appropriate policies for:

- The continuation of news media services immediately before and during an emergency, with particular emphasis on the ability to promulgate warning messages and advice to the public.
- The desirable arrangements for the support of the news gathering activities of the news media.
- Liaison arrangements, including after-hours activation.
- Accreditation and identification of news media representatives for civil defence purposes.

The Public Information and News Media Liaison Committee includes:

Chairperson and Alternate
Editor, Otago Daily Times
Editorial Manager, Otago Daily Times
Editor, Star Community Newspapers
Station Manager, The Radio Network
News Editor, The Radio Network
Operations Manager, MediaWorks Radio
News Editor, MediaWorks Radio
Journalist, Radio New Zealand
Senior Journalist, Television New Zealand
Senior Journalist, Television 3
Manager, Dunedin Television
Journalist, Fairfax Media
Head of Communications, University of Otago
Otago University Students' Association
Civil Defence News Media Liaison Manager
Alternate Civil Defence News Media Liaison Manager
Civil Defence Public Information Manager
Alternate Civil Defence Public Information Manager

Other members may be co-opted by determination of the committee.

5.14 COMMUNITY ASSESSMENT GROUP

Last revision date for this section – April 2016

PURPOSE AND OUTCOMES

To gather and disseminate information and identify the needs in affected communities of Dunedin City.

ROLES AND RESPONSIBILITIES

MANAGER

The Community Assessment Manager and the Alternate Community Assessment Manager are the Manager Civic and Legal, Dunedin City Council and a Governance Support Officer nominated by the Manager Civic and Legal.

MOBILE ASSESSMENT

To provide a visible and continuous presence in affected communities, vehicle-based assessment teams from the Dunedin Voluntary Rural Fire Force, New Zealand Red Cross and The Land Rover Owners Club Otago Inc will be deployed to assess and report on the situation.

COMMUNITY CO-ORDINATION CENTRE LIAISON

This team is responsible for maintaining contact with all operating Community Co-ordination Centres in order to ascertain the situation and community needs in these areas.

NEIGHBOURHOOD SUPPORT

Through use of the Neighbourhood Support Area Co-ordinator, street and group contacts, information will be gathered and disseminated at a neighbourhood level.

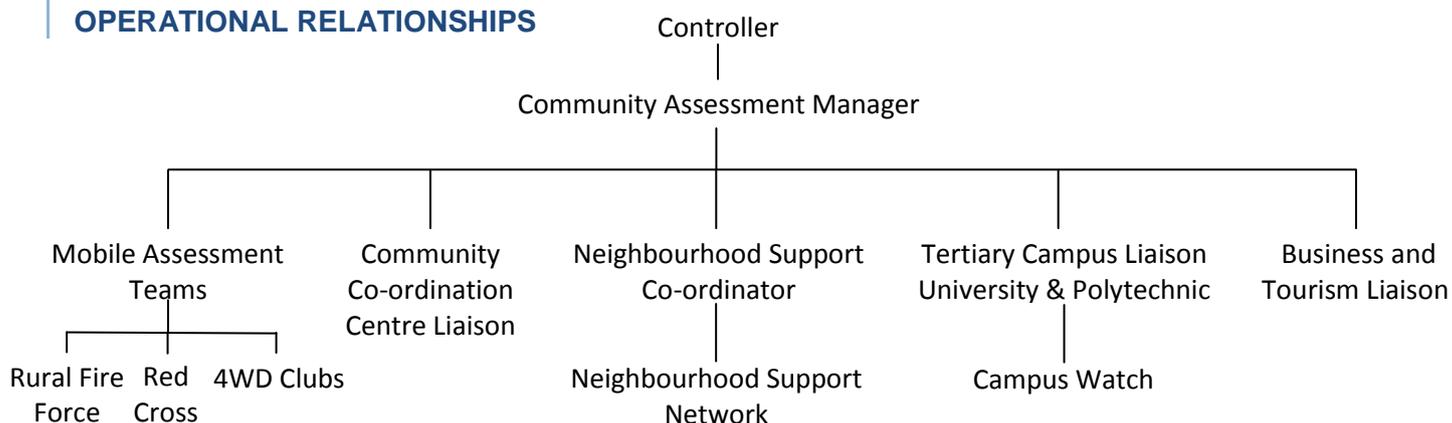
TERTIARY CAMPUS LIAISON

Through the Proctor, Campus Watch and the Otago Polytechnic, information will be gathered and disseminated in the tertiary campus area.

BUSINESS AND TOURISM LIAISON

Links to business and tourism organisations will be made through Enterprise Dunedin.

OPERATIONAL RELATIONSHIPS



CONTROL POINT AND OPERATING LOCATIONS

Community Assessment will be managed from the Dunedin Emergency Operations Centre.

Community Assessment functions will operate from premises suitable to their tasks while maintaining effective liaison with the Community Assessment Manager.

ACTIVATION AND REPORTING

Key personnel are activated through the Dunedin Emergency Operations Centre activation system and will report to Dunedin Emergency Operations Centre.

Other Community Assessment personnel and services will be activated as required by the circumstances of the event.

All personnel will activate if they become aware that a major event has occurred or if they hear the public warning system and broadcast radio messages advising or warning of an event that indicates that they should activate.

RESOURCES

A list of community assessment resources is held electronically and in hard copy at the Dunedin Emergency Operations Centre.

TELECOMMUNICATIONS

Telecommunication with Community Co-ordination Centres will be by public telecommunications and the Dunedin City Civil Defence Emergency Management VHF radio system.

Mobile assessment teams will operate on the Civil Defence Emergency Management VHF radio system and mobile phones.

Communication with neighbourhood support groups will be by public telecommunications.

Tertiary liaison will be by public telecommunications or the Campus Watch radio system.

Contact with business and tourism industries will be by public telecommunications and face-to-face.

SUPPORTING SERVICES

Additional support to the Community Assessment Group may be accessed with the assistance of other civil defence operational groups as follows:

Support	Request from
Rental vehicles to augment those already available to the Mobile Assessment Teams	Logistics Group
Communications support for Mobile Assessment Teams	Telecommunications Group

RECOVERY

Elements of the Community Assessment Group are likely to be involved in the recovery phase of an emergency, which may last from days to years depending on the needs arising from the event.

Consideration of potential community recovery issues will commence as soon as is practicable in the response phase to facilitate a smooth transition from response to recovery. This information will guide the need for and nature of formal recovery processes (see the Recovery Section of this Plan).

Initial input to recovery could include:

- Reporting on unresolved community needs.
- Status of tertiary sector, business and tourism.
- Facilitation of community engagement.

Longer-term community input to recovery may include:

- Input to infrastructure reinstatement priorities.
- Co-ordination of community involvement in recovery processes.
- Marketing Dunedin as viable for tourism, business, education and a good place to live.

- Advising on economic drivers/opportunities for and in recovery.
- Small business support programmes.

Regardless of the level of input required for recovery, members of the Community Assessment Group will conduct or participate in debriefs to review its response to and learning from any emergency activation.

PLANNING

The Community Assessment Planning Group will comprise:

- Community Assessment Manager (Chairperson)
- Alternate Community Assessment Manager
- Representative of each community board
- Principal Rural Fire Officer, Otago Rural Fire Authority
- Red Cross Emergency Management Liaison
- Landrover Owners Club representative
- Neighbourhood Support Co-ordinator
- University Proctor
- Enterprise Dunedin representative

Alternates for all positions are encouraged to attend as members of the Community Assessment Planning Group and advisers may be co-opted as and when required.

5.15 RURAL LIAISON GROUP

Last revision date for this section – March 2016

PURPOSE AND OUTCOMES

To represent and support the special interests of those in the rural sector, including agricultural, forestry and horticultural businesses and to promote emergency planning in high-risk rural areas.

ROLES AND RESPONSIBILITIES

The Rural Liaison Manager and Alternate Rural Liaison Manager are elected from the membership of the Rural Liaison Group on the occurrence of a vacancy in either position arising from the holder resigning the position, ceasing to be a representative of a member organisation or becoming unable to continue to perform the duties of the position.

The Rural Liaison Manager is responsible to the Controller for providing advice on the needs and priorities of the rural sector, recognising that these are likely to be different to those of urban communities.

The Rural Liaison Manager in conjunction with the Rural Liaison Group will carry out assessments of rural issues and will identify and co-ordinate the actions of appropriate support agencies and resources.

Rural liaison representatives, while operating as a management group, have the following specific functions:

Agency	Function
AsureQuality	Information and advice
Farmlands	Information and advice
Federated Farmers	Information gathering through Federated Farmers networks. Co-ordinating delivery of farm support (e.g. donated feed, stock movement or re-location, snow raking)
Ministry for Primary Industry	Assessment of impact and recommendations to Central Government on appropriate support
Otago Rural Support Trust	Management of relief funds for rural purposes
PGG Wrightson	Information and advice
Rural Women New Zealand	Information gathering through Rural Women NZ networks.
West Taieri Drainage Committee	Advising on possible risks associated with Taieri flood control systems. Assessing the impact on Taieri flood control systems.

CONTROL POINT AND OPERATING LOCATIONS

The Rural Liaison Manager will initially operate from the Dunedin Emergency Operations Centre.

The Rural Liaison Group may establish an alternate operating point at Federated Farmers, 1 Birch Street, Jade Quay, Dunedin or the PGG Wrightson boardroom, 149 Vogel St Dunedin.

Should such an operating point be established, the Rural Liaison Manager will arrange for a Rural Liaison Officer to be present at the Dunedin Emergency Operations Centre.

ACTIVATION AND REPORTING

Key personnel are activated through the Dunedin Emergency Operations Centre activation system and will report to Dunedin Emergency Operations Centre.

The primary rural liaison organisations will activate appropriate personnel and resources through their normal communications channels.

All personnel will activate if they become aware that a major event has occurred or if they hear the public warning system and broadcast radio messages advising or warning of an event that indicates that they should activate.

RESOURCES

The primary resources of the Rural Liaison Group are people and networks throughout rural communities. Details of these resources are held electronically and in hard copy at the Dunedin Emergency Operations Centre.

TELECOMMUNICATIONS

The primary means of telecommunication for the Rural Liaison Group will be the public telephone network, augmented and backed up by radio networks operated by the rural service sector.

Additional telecommunication support may be available through the Telecommunications Group.

SUPPORTING SERVICES

Additional support to the rural sector may be accessed with the assistance of other civil defence operational groups as follows:

Support	Request from
Access to isolated properties (air or land)	Rescue and Public Safety Group
Telecommunications	Telecommunications Group
Stock/Hay cartage	Logistics Group
Work & Income / Task Force Green	Welfare Group

RECOVERY

Rural support organisations are likely to be involved in the recovery phase of an emergency, which may last from days to years depending on the needs arising from the event.

Consideration of potential rural recovery issues will commence as soon as is practicable in the response phase to facilitate a smooth transition from response to recovery. This information will guide the need for and nature of formal recovery processes (see the Recovery Section of this Plan).

Rural input to recovery could include immediate issues such as:

- Advising on the status and needs of all rural residents.
- On-farm assessments and support.
- Access to central government for labour and financial support.
- Facilitating recovery meetings in rural communities.
- Transferring unresolved issues to appropriate agencies.

Longer-term rural input to recovery may include:

- Co-ordinating the engagement of rural communities in recovery planning.
- Advocating for infrastructure reinstatement priorities appropriate to rural needs.
- Ongoing assessment and reporting on rural issues.
- Facilitating solutions through rural networks and agencies.

Regardless of the level of input required for community recovery, the Rural Liaison Group will conduct or participate in debriefs to review its response to and learning from any emergency activation.

PLANNING

The Rural Liaison Management Group will comprise:

- Rural Liaison Manager
- Alternate Rural Liaison Manager
- Representative, Ministry for Primary Industry
- Representative, Federated Farmers, Otago
- Representative, Rural Women New Zealand
- Co-ordinator, Otago Rural Support Trust
- Representative, West Taieri Drainage Committee
- Representative, PGG Wrightson
- Representative, Farmlands Dunedin

Manager Civil Defence Emergency Management
Farming Representative, East Otago
Farming Representative, Strath Taieri
Farming Representative, Pukerangi

Advisers may be co-opted to the Rural Liaison Group as and when required.

5.16 RESCUE AND PUBLIC SAFETY GROUP

Last revision date for this section – May 2015

PURPOSE AND OUTCOMES

To provide co-ordinated action by the New Zealand Police and the New Zealand Fire Service for:

- Promulgation of public warnings
- Evacuation support
- Community contact points
- Information gathering
- Police emergency functions
- Fire and Rescue emergency functions

If a situation arises which endangers or may endanger the safety of the public and which is beyond the resources of the New Zealand Police or the New Zealand Fire Service, the New Zealand Police or the New Zealand Fire Service will recommend the declaration of a state of local emergency by the City.

During a state of emergency, the New Zealand Police and the New Zealand Fire Service will continue to exercise their statutory functions and powers and will operate under their normal command structures, subject to the overall direction of the Controller.

ROLES AND RESPONSIBILITIES

ADVISERS

The Rescue and Public Safety Group will be jointly managed by the Police Adviser and the Fire Services Adviser or their appointed alternates.

POLICE ADVISER

The Dunedin Area Commander, New Zealand Police is the Police Adviser, responsible to the Controller for the mobilisation and co-ordination of police resources in the City in the imminence of and during a state of emergency.

In the absence of the Dunedin Area Commander, the senior New Zealand Police officer available to respond immediately to the Dunedin Emergency Operations Centre will assume the role of Police Adviser.

The Police Adviser will keep the Controller advised of the Police response in the City and of the status of Police services.

The Police Adviser will make recommendations to the Controller on priorities for the use of New Zealand Police resources, including search and rescue.

FIRE SERVICES ADVISER

The East Otago Area Manager, NZ Fire Service is the Fire Services Adviser, responsible to the Controller for the mobilisation and co-ordination of all firefighting services in the City in the imminence of and during a state of emergency.

In the absence of the East Otago Area Manager, the senior NZ Fire Service officer available to respond immediately to the Dunedin Emergency Operations Centre will assume the role of Fire Services Adviser.

The Fire Services Adviser will keep the Controller advised of the fire situation in the City, the status of all firefighting services and will make recommendations to the Controller on priorities for the use of firefighting resources, including water supplies.

GENERAL FUNCTIONS

General functions of the New Zealand Police and the NZ Fire Service prior to and during a local emergency are:

- Informing Civil Defence Emergency Management of escalating situations that may require co-ordination or the declaration of a state of emergency.
- Advice in determining the need for a declaration of local emergency within the City.
- Assisting in the promulgation of public warning of an impending emergency, including sounding fixed and/or mobile sirens.
- Facilitating the warning and movement of people being evacuated from at-risk areas.
- Providing local contact points at community police and fire stations for people seeking emergency assistance.
- Information gathering and provision for planning and intelligence purposes.

FUNCTIONS OF NEW ZEALAND POLICE

During a state of emergency the New Zealand Police will continue its normal functions including:

- Protection of life and property
- Maintenance of law and order within the City.
- Co-ordination of non-structural rescue on land (Land SAR)
- Co-ordination of rescue from water (Marine SAR)
- Disaster victim identification, including processes required at rescue sites
- Area control, including traffic management and security of evacuated areas

The powers of sections 86 – 92 of the Civil Defence Emergency Management Act 2002 may be exercised by a constable (see Policy Section of this plan).

FUNCTIONS OF NEW ZEALAND FIRE SERVICE

During a state of emergency the New Zealand Fire Service will continue its normal functions and carry out emergency functions including:

- Protection of life and property
- Fire protection and control
- Structural rescue, including vehicle extractions
- Co-ordination of Urban Search and Rescue operations (national and international teams)
- Hazardous substances containment
- Water distribution for critical functions
- Co-ordination of resources of rural and airport fire authorities as required.
- Supporting Medical Group by providing medial co-response in support of Ambulance.

CONTROL POINT AND OPERATING LOCATIONS

The Rescue and Public Safety co-ordination function will be based at the Dunedin Emergency Operations Centre, with the minimum of a Police liaison officer and a Fire liaison officer present at all times.

Police functions will be controlled from the premises of the New Zealand Police.

Fire Service functions will be controlled from the premises of the New Zealand Fire Service.

ACTIVATION AND REPORTING

Key personnel are activated through the Dunedin Emergency Operations Centre activation system and will report to Dunedin Emergency Operations Centre.

The New Zealand Police and the New Zealand Fire Service will activate their resources through their normal call-out systems.

All personnel will activate if they become aware that a major event has occurred or if they hear the public warning system and broadcast radio messages advising or warning of an event that indicates that they should activate.

RESOURCES

NEW ZEALAND POLICE

Police stations within the City are:

Dunedin Central	Dunedin North
Dunedin South	Green Island
Kaikorai Valley	Middlemarch
Mosgiel	Port Chalmers
Portobello	Waikouaiti

The New Zealand Police has a range of appropriately equipped vehicles to enable it to carry out its functions.

Should local Police resources be insufficient, the New Zealand Police has a national back-up procedure to move further resources to areas of need.

Security companies or armed forces personnel may be used under Police control for assisting with Police functions.

NZ FIRE SERVICE

Fire stations within the City are:

Dunedin Central	Brighton
Lookout Point	Middlemarch
Mosgiel	Outram
Port Chalmers	Portobello
Ravensbourne	Roslyn
St Kilda	Waikouaiti
Waitati	Willowbank

The New Zealand Fire Service has a range of fire appliances equipped for firefighting and rescue functions.

A mobile Hazmat/Command unit with a wide range of telecommunications capabilities is based at Dunedin Central Station.

Should local resources be insufficient the New Zealand Fire Service has a national back-up procedure to deploy further resources to areas of need.

RURAL FIRE SERVICES

Rural fire is delivered by the Otago Rural Fire Authority. While it will give priority to the control of any vegetation fires, its firefighting resources may be made available to assist the New Zealand Fire Service during an emergency.

AIRPORT RESCUE FIRE SERVICE

Dunedin Airport Ltd operates a dedicated Airport Rescue Fire Service. Its emergency priority will be on-airport operations, but firefighting resources of the Airport Fire and Rescue Service may be placed under the control of the New Zealand Fire Service if the airport is no longer operational.

RESOURCE LIST

A list of rescue and public safety resources is held electronically and in hard copy at the Dunedin Emergency Operations Centre.

TELECOMMUNICATIONS

POLICE

A distant extension telephone link connects Dunedin Central Police Station and Dunedin Emergency Operations Centre telephone systems.

A Police VHF radio and connection to a tuned Police UHF radio aerial are maintained at the Police liaison desk at the Dunedin Emergency Operations Centre.

Police search and rescue radios have frequencies compatible with civil defence emergency management VHF radios.

The Emergency Communications Unit is equipped with a Police VHF radio and has equipment capable of operating on Police UHF frequencies.

FIRE SERVICES

A NZ Fire Service VHF radio is maintained at the Fire Service liaison desk at the Dunedin Emergency Operations Centre.

NZ Fire Service appliances carry VHF hand-held equipment to enable communication on the Emergency Services Band. Within the City, appliances have UHF hand-held radios for fire-ground control.

The New Zealand Fire Service has a Hazmat/Command Unit with a wide range of telecommunication capabilities, including satellite.

Dunedin City Council rural fire vehicles are equipped with both civil defence emergency management VHF radio and Fire Service VHF radio.

Department of Conservation, City Forests Ltd and Wenita Forest Products Ltd rural fire teams each have VHF radio networks that can be accessed from the Dunedin Emergency Operations Centre and all have the ability to operate in the Emergency Services Band.

The Airport Rescue Fire Service is linked to the Fire Service radio network, the Dunedin City Civil Defence Emergency Management VHF network and has air-to-ground radio for on-airport use.

The Civil Defence Emergency Communications Unit is equipped to communicate with the New Zealand Police, NZ Fire Service and all rural fire services as well as a wide range of other telecommunication links, including satellite phone.

SUPPORTING SERVICES

Where difficulty is experienced by the Rescue and Public Safety Group in obtaining essential supplies or services, a request for assistance should be lodged through the Logistics Group.

RECOVERY

Rescue and Public Safety Group agencies are likely to be involved in the recovery phase of an emergency, which may last from days to years depending on the needs arising from the event.

Consideration of potential public safety recovery issues will commence as soon as is practicable in the response phase to facilitate a smooth transition from response to recovery. This information will guide the need for and nature of formal recovery processes (see the Recovery Section of this Plan).

Rescue and Public Safety Group input to recovery could include immediate issues such as:

- Advising on residual public safety issues requiring intervention beyond business- as-usual processes.
- Disaster victim identification processes.
- Advising on priorities for reinstatement of utilities, including critical routes for emergency response and reticulated water mains.
- Maintaining security and safety of residential or business areas that remain unoccupied.
- Managing incoming relief personnel.
- Critical incident stress management processes for personnel and ongoing staff welfare.
- Providing visible community presence for reassurance.

Longer-term public safety input to recovery may include:

- Repair, relocation or reconstruction of emergency response facilities.
- Monitoring the impact of ongoing recovery on community safety parameters.
- Considering the impact of changed occupancy of residential and business districts on public safety management.

Regardless of the level of public safety input required for community recovery, public safety agencies will conduct or participate in debriefs to review their response to and learning from any emergency activation.

PLANNING

The Rescue and Public Safety Management Group will comprise:

- Dunedin Area Commander, New Zealand Police (Co-chair)
- East Otago Area Manager, NZ Fire Service (Co-chair)
- Dunedin Area Response Manager, New Zealand Police
- Assistant East Otago Area Manager, NZ Fire Service
- Dunedin Area Prevention Manager, New Zealand Police

Advisers may be co-opted to the Rescue and Public Safety Management Group as and when required.

5.17 WELFARE GROUP

Last revision date for this section – May 2015

PURPOSE AND OUTCOMES

To support individuals, families and communities in meeting their urgent welfare needs and assisting them to retain or restore their self-reliance.

ROLES AND RESPONSIBILITIES

WELFARE MANAGER

The Welfare Manager is elected by the members of the Welfare Group on the occurrence of a vacancy in the position arising from the holder resigning the position, ceasing to be a representative of a member organisation or becoming unable to continue to perform the duties of the position.

The Alternate Welfare Manager is the representative of Work and Income New Zealand, unless that person is elected as Welfare Manager, in which case the position will be filled under the same process as the appointment of the Welfare Manager.

EMERGENCY ASSISTANCE CENTRES TEAM

This team is responsible for establishing and managing emergency assistance centres as required.

EMERGENCY ACCOMMODATION CENTRES TEAM

This team is responsible for establishing and managing emergency accommodation centres as required.

REGISTRATION/INQUIRY TEAM

This team is responsible for managing the collection, storage and analysis of information on displaced persons as required.

WELFARE FUNCTIONS

The Civil Defence Welfare Manager is responsible to the Controller for the planning and conduct of all emergency welfare activities.

Elements of welfare provision include:

Function	Location	Managed by
Management, including: - Strategic planning - Referral to providers - Special task groups	Emergency Operations Centre	Welfare Manager Work & Income representative Council of Social Services representative
Emergency Assistance Centres - Agency representation - Referrals - Information - Basic catering	As required by circumstances - Work & Income Centres - Community facilities	Work & Income Housing New Zealand Victim Support Red Cross Otago Polytechnic
Emergency Accommodation Centre - Bedding - Catering	Close to Emergency Assistance Centre Dedicated accommodation providers where possible	Red Cross Otago Polytechnic
Registration & Inquiry - Local registration processing - National/international inquiries	Welfare locations DCC Civic Centre	Welfare Centre personnel DCC Business Information Services New Zealand Police

WELFARE MANAGEMENT

Overall management of welfare functions, including:

- Strategic planning for welfare needs and welfare input to operational briefings.
- Liaison with other civil defence emergency management functions and welfare providers.
- Determining and referring welfare delivery needs to appropriate service delivery agencies.
- Establishing and deploying welfare task groups to deliver specific services where required.

EMERGENCY ASSISTANCE CENTRES

Emergency assistance centres will be established based on assessed needs and may include any or all of:

- Representatives of welfare and other agencies that can provide information and support to persons seeking to resolve issues.
- Referral to assistance agencies that are not represented at the Centre. This may require access to telecommunications and internet services.
- Displayed information on the situation as known and likely developments that may affect people in the locality.
- Basic food and beverages for visitors and staff at the Centres.

EMERGENCY ACCOMMODATION

In circumstances where displaced people cannot find their own accommodation and commercial accommodation is not available to refer them to, emergency accommodation may be required.

This should ideally be in premises designed for bulk accommodation, such as hostels and camps.

Full catering support is likely to be required at such facilities.

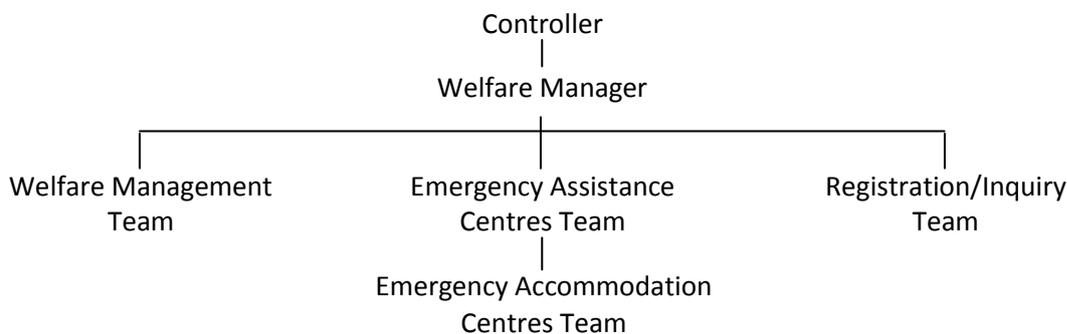
REGISTRATION AND INQUIRY

Displaced people may be registered in order to facilitate better assessment and management of welfare needs.

The Dunedin City Council web-based registration system allows self-registration, registration by a Customer Service Agency operator and on-line registration of an inquiry about a person.

The New Zealand Police may set up a national inquiry centre in Wellington to manage national and international inquiries. Data may be transferred from local systems to the national inquiry centre.

OPERATIONAL RELATIONSHIPS



CONTROL POINT AND OPERATING LOCATIONS

Welfare management will be effected from the Dunedin Emergency Operations Centre.

Management of the establishment and support of emergency assistance centres and temporary accommodation centres will be based at Work and Income Link.

The location of emergency assistance centres will be determined by proximity to communities at need and using the most appropriate premises for the task. Among those to consider are:

- Work and Income Link
- Work and Income branches
- Community facilities such as East Otago Events Centre, Mosgiel Senior Citizens Hall, Edgar Centre and Forsyth Barr Stadium.

ACTIVATION AND REPORTING

Key personnel are activated through the Dunedin Emergency Operations Centre activation system and will report to Dunedin Emergency Operations Centre.

Other welfare personnel and services will be activated as required by the circumstances of the event.

All personnel will activate if they become aware that a major event has occurred or if they hear the public warning system and broadcast radio messages advising or warning of an event that indicates that they should activate.

RESOURCES

A list of welfare resources is held electronically and in hard copy at the Dunedin Emergency Operations Centre.

TELECOMMUNICATIONS

Welfare telecommunications will be carried out via the public telephone system or, if this has failed by passing messages through the civil defence radio network from the nearest Civil Defence Co-ordination Centre.

SUPPORTING SERVICES

Additional support to the Welfare Group may be accessed with the assistance of other civil defence operational groups as follows:

Support	Request from
Monitoring public health at welfare locations	Public Health Group
Alternate telecommunications to welfare locations where public telephone telecommunications is not operating	Telecommunications Group
Accessing goods and services	Logistics Group

RECOVERY

Elements of the Welfare Group are likely to be involved in the recovery phase of an emergency, which may last from days to years depending on the needs arising from the event.

Consideration of potential community recovery issues will commence as soon as is practicable in the response phase to facilitate a smooth transition from response to recovery. This information will guide the need for and nature of formal recovery processes (see the Recovery Section of this Plan).

Initial input to recovery could include:

- Advising on residual welfare issues requiring intervention beyond business- as-usual welfare processes.
- Co-ordinating multi-disciplinary recovery needs surveys.
- Assisting in identifying longer-term housing needs and sources.
- Assessing the impacts on the capability of social service organisations' premises and personnel.
- Facilitation of critical incident stress management and referral as appropriate.

Longer-term community input to recovery may include:

- Representing the needs/desires of social service groups in recovery planning.
- Recommending recovery approaches that contribute to well-being and resilience.
- Contributing to effective community engagement and feedback to recovery management.
- Managing the transition from recovery welfare measures to normal agency support.

Regardless of the level of input required for recovery, the Welfare Group will conduct or participate in debriefs to review its response to and learning from any emergency activation.

PLANNING

The Welfare Planning Group will comprise:

- Welfare Manager (Chairperson)
- Work & Income (Alternate Welfare Manager)
- Council of Social Services, Dunedin
- Red Cross
- Housing New Zealand
- Otago Polytechnic
- Victim Support
- Business Information Services, DCC

Advisers may be co-opted to the Welfare Planning Group as and when required.

5.18 TELECOMMUNICATIONS GROUP

Last revision date for this section – July 2015

PURPOSE AND OUTCOMES

To provide for assured control telecommunications and the co-ordination of available telecommunication resources for their most effective utilisation in emergency management functions.

The primary means of telecommunications in an emergency will be public switched telecommunications networks, so long as they are operative.

The restoration of commercial telecommunications services will be managed by the respective providers, giving due consideration to priorities determined by telecommunications group.

The Telecommunications Group will identify and arrange for the availability of any alternative telecommunications systems to augment these networks or to replace them for any period or at any locality where they may be out of service.

Dunedin City Civil Defence Emergency Management will provide dedicated telecommunication systems where they are essential to the security of emergency telecommunications and no suitable alternative is available.

ROLES AND RESPONSIBILITIES

TELECOMMUNICATIONS MANAGER

The Telecommunications Manager is a joint function between Amateur Radio Emergency Communications and the primary telephone service provider to Dunedin City Council.

The Telecommunications Manager is responsible to the Controller for the effective performance of the Telecommunications Group including:

- The continued availability or speedy restoration of telecommunication services to enable effective emergency management in accordance with pre-determined priorities or the Controller's direction.
- The availability of mobile telecommunications for civil defence emergency management at key locations and "in the field".
- Co-ordinated telecommunications between civil defence emergency management, emergency services and other key emergency response organisations.
- Supporting the telecommunications needs of other operational groups in so far as resources will allow.

PUBLIC TELECOMMUNICATIONS

Representatives of public telecommunications service providers and broadcast facilities will work co-operatively to deliver the telecommunications capability required for:

- Emergency management purposes
- Public safety, including 111 calling
- Restoration of social and economic functions

EMERGENCY OPERATIONS CENTRE SYSTEMS

Amateur Radio Emergency Communications and the suppliers of telecommunications networks and equipment at the Emergency Operations Centre will ensure the continued operation of telecommunication links including all modes of telephony (landline, mobile, satellite), radio telephone and data (landline, mobile, satellite).

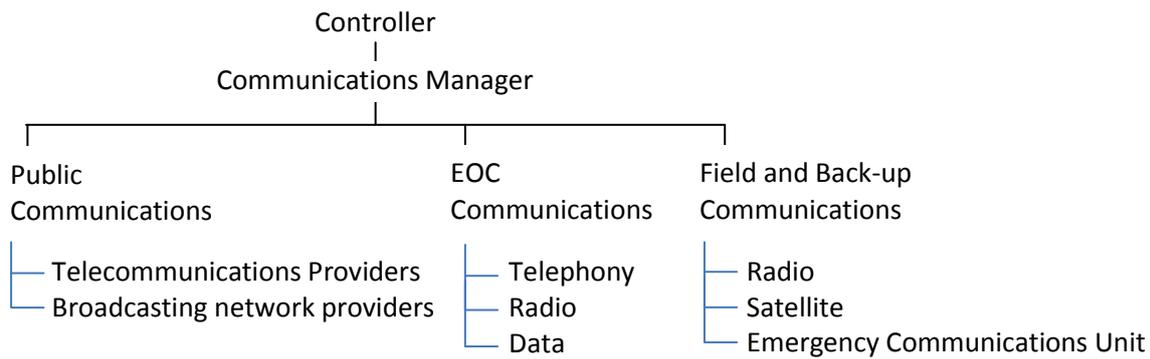
Amateur Radio Emergency Communications will supply licensed radio operators and the Logistics Group will assign telephone and non-licensed radio operators to support Emergency Operations Centre telecommunications functions.

FIELD TELECOMMUNICATIONS

Amateur Radio Emergency Communications, emergency services and commercial radio telephone and satellite telecommunication providers will maintain and augment (as required) networks that allow effective emergency management field telecommunication as well as back-up telecommunication to critical emergency management sites.

Critical emergency management sites may include civil defence emergency management co-ordination centres, emergency service operating locations and temporary civil defence emergency management facilities established during an event. This will include deploying and supporting telecommunications operators and technical support personnel to maintain these services.

OPERATIONAL RELATIONSHIPS



CONTROL POINT AND OPERATING LOCATIONS

The Telecommunications Manager, key telecommunications advisers and liaison officers are based at Dunedin Emergency Operations Centre.

Telecommunication service providers will continue to run their businesses from their usual premises.

The Emergency Communications Unit has a mobile function and will be deployed to the area of greatest need for comprehensive telecommunications support.

ACTIVATION AND REPORTING

Key personnel are activated through the Dunedin Emergency Operations Centre activation system and will report to Dunedin Emergency Operations Centre.

Telecommunication service providers will activate their own personnel and contractors.

Amateur Radio Emergency Communications operators are activated through their networks and will report to designated operating locations or their clubrooms.

Emergency Operations Centre telecommunication operators are activated by the Logistics Group.

All personnel will activate if they become aware that a major event has occurred or if they hear the public warning system and broadcast radio messages advising or warning of an event that indicates that they should activate.

RESOURCES

LANDLINE TELEPHONE

The primary civil defence telecommunications network is the public telecommunications network. The following services terminate in the Dunedin Emergency Operations Centre:

- Dedicated civil defence emergency management voice stepping group (5 lines).
- Dunedin City Council trunks (30 lines). These normally connect to the Civic Centre by fibre optic cable but will operate directly to/from the Emergency Operations Centre if required.
- Direct dial extensions (10) and PABX extensions (54) with full integration with the Dunedin City Council PABX system.
- Distant extension calling to Dunedin City Council, Dunedin Hospital and Dunedin Police.
- Additional trunks passing through the Emergency Operations Centre can be switched to the PABX for operational use.
- Dedicated trunks serve internet, radio interconnect and fax services.

MOBILE PHONE

Most personnel operating at the Emergency Operations Centre or elsewhere are likely to have or have access to mobile telephony.

To ensure continuity at shift and personnel changes, however, dedicated mobile phones are provided to operational groups.

Mobile providers have portable cellular site equipment that can be deployed in place of damaged cell sites or to augment their capacity.

SATELLITE SYSTEMS

Two satellite phone systems, each with external aerial or dish give voice and data connections.

RADIO TELEPHONE

Radio communication is used to provide back up in the case of failure or disruption of telephone-based communication, to augment operating telephone based communications and to provide telecommunication for mobile purposes and to sites not served by the telephone system. Systems include:

- Primary Dunedin City Civil Defence Emergency Management very high frequency (VHF) analogue radio network with fixed and portable repeaters, and simplex channels. Its primary purpose is to provide back-up control telecommunications between the Dunedin Emergency Operations Centre and the 12 Community Co-ordination Centres in the City. It also provides for mobile, temporary location and hand portable telecommunications, using vehicle, portable base and hand-held equipment. Being on ESB Band gives compatibility with a number of other services, including St John Ambulance, Police Search & Rescue, Red Cross, Search Dogs Otago and Department of Conservation.
- Otago Civil Defence Emergency Management Group VHF analogue network that links the emergency operations centres of all member authorities of the group.
- A range of amateur radio network radios.
- Police, Fire and Ambulance radios.
- There is also capability for licensed operators to use marine and air-to-ground frequencies and a number of commercial operators have given permission for use of their networks in emergency situations.

DATA TELECOMMUNICATIONS

Data lines come via a private fibre optic cable from the Civic Centre to Dunedin Emergency Operations Centre, providing connection to the Council computer system and the Internet. The lines terminate at a router adjacent to the PABX equipment. Lines can be connected to computer jacks in various parts of the Emergency Operations Centre.

A separate broadband service with a wireless router which does not go through the Council server and uses a different Internet provider is available.

EMERGENCY COMMUNICATIONS UNIT

The Civil Defence Emergency Communications Unit (ECU) is a mobile telecommunications facility with a wide range of telecommunications systems including radio, mobile telephone, data and satellite phone. It is operationally and domestically self-contained and is therefore capable of operating in any location accessible by road.

PUBLIC INFORMATION COMMUNICATIONS

Public information communications is provided through Dunedin radio and television stations by means of a remote broadcast transmitter located in the Dunedin Emergency Operations Centre and staffed by personnel from the radio stations. Simultaneous broadcasts can be made over:

Newstalk ZB	The Hits	More FM
Radio Live	Radio Dunedin	Channel 9 (Audio only)

The transmitter is portable for operation at other sites if required.

RESOURCE FOLDER

A list of resources for telecommunications is held electronically and in hard copy at the Dunedin Emergency Operations Centre.

TELECOMMUNICATIONS

The Telecommunications Group will use any of the networks at its disposal for managing its own resources.

SUPPORTING SERVICES

The supporting service for the telecommunications network is Chorus, which provides a liaison officer who is available on a 24-hour call-out system.

The primary provider of mobile and landline services to the Emergency Operations Centre and Council is Vodafone, which provides an account manager.

Service for the Swampy Summit civil defence emergency management VHF radio repeater is provided by TeamTalk (0800 101 900 - account number 161042).

In the event of the need to gain access to remote telecommunications sites, assistance with transportation resources may be required and will be arranged through the Logistics Group.

PLANNING

The Telecommunications Management Group membership is:

- Telecommunications Manager (AREC)
- Telecommunications Manager (Vodafone)
- AREC Section Leader
- Chorus Representative
- Spark Representative
- New Zealand Fire Service Representative
- St John Ambulance Representative
- New Zealand Police Representative

Alternates to the above positions attend Management Group meetings with committee member status and advisers may be co-opted to the Telecommunications Management Group as and when required.

5.19 ENGINEERING GROUP

Last revision date for this section – August 2015

PURPOSE AND OUTCOMES

To provide co-ordination of engineering services to protect life, reinstate essential services, and preserve the economic base of the City.

While professional and functional responsibilities of those involved in the engineering response will continue undiminished, they will undertake engineering tasks in accordance with civil defence emergency management priorities that take precedence over normal commercial and public service operations.

ROLES AND RESPONSIBILITIES

ENGINEERING MANAGEMENT

The Engineering Manager and two Alternate Engineering Managers are responsible to the Controller for the effective functioning of the Engineering Group.

The Engineering Manager may be from any sector of the Engineering Group. Alternate Engineering Managers will be representatives of the infrastructure and consulting sectors respectively.

The Engineering Manager and Alternate Engineering Managers are appointed by a subcommittee formed from the Engineering Management Group with a minimum membership of:

- Two representatives of utility services
- Two representatives of consulting engineers
- One representative of contractors
- One representative of Civil Defence Emergency Management

The key criteria for this position are:

- Good knowledge of Dunedin and its engineering services
- Wide acceptance within the engineering profession
- Independent of a critical role in a lifeline service
- Willingness to promote and maintain networking between engineering organisations and personnel

The sub-committee makes a recommendation to the Engineering Management Group on the appropriate person to fill any vacancy. The notification may be made to a meeting of the Group or by written notification. If no objections are made to the recommendation at the meeting or within 14 days of the written notification, the appointment is deemed to be approved.

INFRASTRUCTURE

Representatives of engineering infrastructure providers will include:

- Energy – Aurora Electricity and Nova Gas
- Water & Waste – Dunedin City Council Water and Waste Services
- Roading – New Zealand Transport Agency and Dunedin City Council Transportation Operations
- Rail – New Zealand Rail Corporation
- Ports – Port Otago Ltd
- Catchment control – Otago Regional Council

STRUCTURAL ASSESSMENT

This function, delivered by structural engineers and building control officers includes:

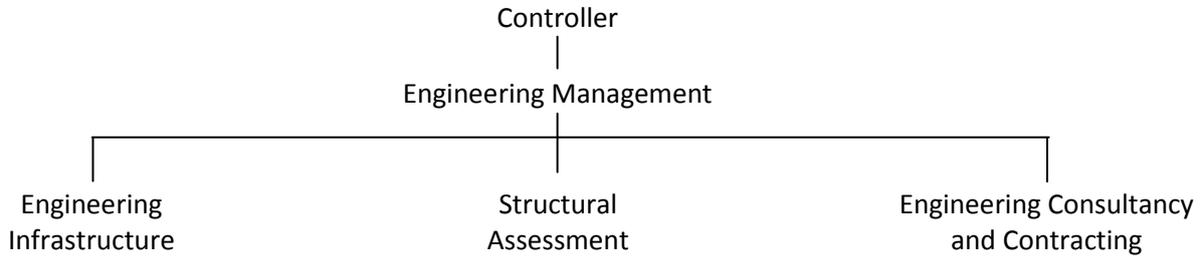
- Post-Earthquake Building Safety Evaluation of commercial buildings that have public safety implications.
- Rapid engineering assessment of engineered structures that may have been damaged or compromised by an emergency event.
- Post-event safety assessments of residential properties.
- Professional support services as required for other tasks (i.e. barricade placement, strategic route clearance).

CONSULTANCY/CONTRACTING

This function includes representation from:

- Engineering consultancy services
- Engineering contractors
- Building and construction industry

OPERATIONAL RELATIONSHIPS



CONTROL POINT AND OPERATING LOCATIONS

Engineering control will be managed from the engineering liaison facilities at the Emergency Operations Centre.

Infrastructure owners and other engineering providers will continue to operate from their own premises, with arrangements for liaison with engineering management as required by the circumstances.

ACTIVATION AND REPORTING

Key personnel are activated through the Dunedin Emergency Operations Centre activation system and will report to Dunedin Emergency Operations Centre.

Organisations providing engineering services will be activated by engineering management and will report to their organisation's operational location or where otherwise directed.

All personnel will activate if they become aware that a major event has occurred or if they hear the public warning system and broadcast radio messages advising or warning of an event that indicates that they should activate.

RESOURCES

A list of engineering resources is held electronically and in hard copy at the Dunedin Emergency Operations Centre.

Primary responsibility for engaging engineering resources remains with the appropriate infrastructure owner, subject to any priorities established by engineering management to meet.

Where two or more engineering functions rely on the same resource and conflict arises over its use, the Engineering Manager will determine the priority for use.

TELECOMMUNICATIONS

In an emergency, the normal telecommunications facilities of the engineering agencies, along with those of contractors employed by the agencies will form the Engineering Group telecommunications network.

Radio equipment with the frequencies of key engineering agencies and contractors is held at the Dunedin Emergency Operations Centre.

SUPPORTING SERVICES

Additional support to the Engineering Group may be accessed with the assistance of other civil defence operational groups as follows:

Support	Request from
Updates to the public on the status of key utility services	Public Information & News Media Liaison Group
Obtaining goods and services and the movement of engineering personnel, supplies and equipment where contractors cannot provide this	Logistics Group
Linking the telecommunications networks of contractors and in providing alternate telecommunications links to critical engineering sites where other telecommunications are not available	Telecommunications Group

RECOVERY

Elements of the Engineering Group are likely to be involved in the recovery phase of an emergency, which may last from days to years depending on the needs arising from the event.

Consideration of potential engineering recovery issues will commence as soon as is practicable in the response phase to facilitate a smooth transition from response to recovery. This information will assist in assessing the need for and nature of formal recovery processes (see the Recovery Section of this Plan).

Initial input to recovery could include:

- Managing waste (including hazardous waste) generated by the event.
- Building safety inspections.
- Making safe or isolating hazards from damaged infrastructure.
- Advising on reconnection/repair priorities for infrastructure.
- Co-ordinating access to reconstruction and repair resources.
- Assessing residual risks to infrastructure.

Longer-term input to recovery may include:

- Considering the impact of changed occupancy of residential and business districts on infrastructure capacity and design.
- New or upgraded network elements to increase hazard resilience.

Regardless of the level of input required for recovery, members of the Engineering Group will conduct or participate in debriefs to review response to and learning from any emergency activation.

PLANNING

The Engineering Management Group will comprise:

- Engineering Manager (Chairman)
- Alternate Engineering Managers
- Structural engineers from the primary engineering consultant to the Dunedin City Council

and representatives of:

- Infrastructure providers
- Dunedin City Council Building Control
- Consulting engineers
- Engineering contractors
- Building and construction industries

Advisers may be co-opted to the Engineering Group as and when required.

5.20 MEDICAL GROUP

Last revision date for this section – September 2014

PURPOSE AND OUTCOMES

To ensure provision of the most effective treatment for all injured and unwell people during an emergency through the integration of all medical responses with other elements of the emergency response.

The normal responsibilities of health providers are not relinquished by the declaration of a local emergency.

Wherever possible, the normal systems for medical treatment and supply will be used and health professionals will continue to work using standard procedures and in familiar surroundings to the greatest extent possible.

ROLES AND RESPONSIBILITIES

MEDICAL MANAGER

The Medical Manager is the person currently holding the position of Medical Director of Patient Services of the Southern District Health Board, or an appointee, who in a local emergency will co-ordinate all medical activity in the City.

The Medical Manager is responsible to the Controller for the best use of medical resources and for providing advice on medical issues.

HOSPITALS

The management of Dunedin Hospital and of Mercy Hospital are responsible for ensuring the optimum use of hospital resources and facilities, and for establishing, controlling, and maintaining alternative emergency hospital facilities if necessary.

PRE-HOSPITAL CARE FACILITIES

Facilities capable of providing pre-hospital care (Student Health and Urgent Doctors) will be used to reduce pressure on hospital facilities.

Liaison with pre-hospital care providers is the responsibility of the Clinical Director of the University of Otago Student Health Service

PRIMARY HEALTH CARE

Health centres and medical practices should provide such emergency services as practicable from their own premises.

Liaison with primary healthcare providers is the responsibility of the Southern District Health Board and the Southern Primary Health Organisation.

EMERGENCY TREATMENT CENTRES

Emergency Treatment Centres may be established at the following points or other locations determined by the circumstances of an event to provide triage and on-going care of those not in need of hospital-level treatment:

- North Coast – East Otago Events Centre, Waikouaiti
- Taieri/Strath Taieri – St John Ambulance Centre, Mosgiel
- Southern City/Peninsula – Edgar Centre
- Northern City/West Harbour – Forsyth Barr Stadium

An Emergency Treatment Centre Supervisor will be appointed from the medical personnel to be deployed.

AMBULANCE & FIRST AID

St John is responsible for the control and co-ordination of:

- First aid providers incorporated in the medical response.
- Ambulance pre-hospital care support at emergency treatment sites and during movement.
- The movement of all patients between treatment centres

MEDICAL SUPPLY

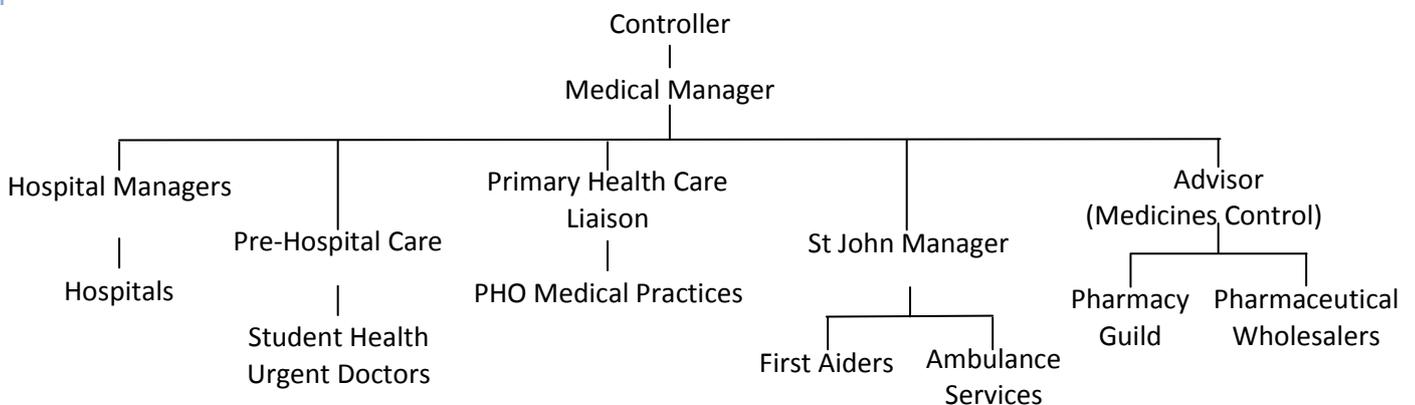
The Medicines Control Adviser from the Ministry of Health, assisted by the Pharmacy representative, is responsible for securing medical supplies to support medical activities where their normal supply systems are inoperable or overwhelmed.

TREATMENT STREAM

The idealised treatment stream will provide for care at the earliest point of treatment commensurate with the medical needs of the patient:

Point of treatment	Level of treatment	Provided by	Resources
Homes Neighbourhoods Workplaces	First Aid	Members of the public.	Basic first aid supplies available within the community
Medical Centres General Practices Pharmacies	Minor surgical: Triage Stitching and dressing Oral pain relief Prescription filling	General Practitioners Practice nurses Pharmacist.	Equipment and supplies normally held on their premises. Normal re-supply if available, otherwise via Medical Group arrangements.
Emergency Treatment Centres (as required) Mosgiel South Dunedin North Dunedin Waikouaiti	Community-based treatment: Triage Transport Treat and hold Treat and discharge Palliative care	Deployed hospital staff, general practitioners, practice nurses, St John operations personnel.	St John multiple casualty incident caches, on-ambulance supplies and equipment, deployed hospital supplies and equipment. Re-supply via Medical Group arrangements.
Pre-Hospital Care Student Health Urgent Doctors	Pre-hospital care Triage X-ray Treat and hold Treat and discharge Palliative care	Student Health & Urgent Doctors staff	Equipment and supplies normally held on their premises. Normal re-supply if available, otherwise via Medical Group arrangements.
Hospitals Dunedin Mercy	Critical care	Hospital staff.	Hospital equipment and supplies. Normal re-supply if available, otherwise via Medical Group arrangements.
Medevac		St John Air ambulance providers Armed services	Ambulance Air ambulance Military transport

OPERATIONAL RELATIONSHIPS



CONTROL POINT AND OPERATING LOCATIONS

Medical co-ordination will initially be from the medical liaison facilities at Dunedin Emergency Operations Centre.

If required, a Medical Group Control Centre will be established in the Southern District Health Board EOC, with a medical liaison officer remaining available at Dunedin Emergency Operations Centre.

ACTIVATION AND REPORTING

Key personnel are activated through the Dunedin Emergency Operations Centre activation system and will report to the Emergency Operations Centre.

All personnel and providers will self-activate to their normal operational locations if they become aware that a major event has occurred or if they hear broadcast radio messages advising or indicating that they should activate.

RESOURCES

FIRST AID

First Aid services will be provided by personnel from St. John, the New Zealand Red Cross Society and any other organisations having first aid capability.

AMBULANCE

Ambulance resources available include:

- Ambulances operated and controlled by the St. John
- Air ambulances and rescue helicopters
- Ambulances operated by the N.Z. Army
- Ambulances operated by other ambulance services

MEDICAL SUPPLIES

The Medicines Control Adviser maintains a resource contact listing of pharmaceutical supply companies and pharmacies in the City. For safety reasons this list is held only by the Medicines Control Adviser and Dunedin Emergency Operations Centre.

Arrangements are maintained with hospitals within the Southern District Health Board and with other district health boards for mutual support.

The Pharmacy Guild and Primary Health Organisation maintain arrangements for pharmacists to attend their premises and make medical supplies available to doctors and first aid supplies available to members of the public as considered appropriate.

PRIMARY HEALTH CARE

The existing resources of health centres and medical practices will be utilised for the delivery of primary health care. If centres and practices are unable to arrange their own re-supply, this may be arranged through the Medical Group.

EMERGENCY TREATMENT CENTRES

Emergency Treatment Centres will be staffed by doctors, nurses, ambulance officers and trained volunteers, with the most experienced emergency care provider at the scene acting as triage officer, setting, and reassessing priorities for treatment and transport.

Emergency Treatment Centres should include provision for:

Administration	Reception and triage	Treatment and holding
Waiting area for less serious cases	Palliative care	Mortuary
Ambulance loading	Staff welfare area	Public information point

Proposed Emergency Treatment Centre sites should be checked for safety prior to use and, in the event of the unsuitability of a predetermined site, personnel should secure the use of the most suitable site that is available in the vicinity.

Medical supplies will be deployed as required and may include St John mass casualty incident caches, equipment on ambulances and equipment sourced from medical centres and hospitals.

PRE-HOSPITAL CARE

Student Health and Urgent Doctors each have staff, premises and equipment suitable for providing pre-hospital care. If these centres are unable to arrange their own medical re-supply, this may be requested through the Medical Group.

HOSPITALS

Hospitals in the City with emergency surgical facilities are:

- Dunedin Hospital, Gt King Street, Dunedin
- Mercy Hospital, Newington Avenue, Dunedin.

These hospitals maintain emergency plans, which will be implemented in case of disaster.

The Medical Manager is authorised under Section 90 of the Civil Defence Emergency Management Act 2002 to requisition such private hospitals, emergency hospital buildings, bedding, medicines, medical supplies or any other equipment, materials or supplies that are deemed necessary for the proper implementation of this medical plan.

RESOURCE FOLDER

A list of medical resources is held electronically and in hard copy at the Dunedin Emergency Operations Centre.

TELECOMMUNICATIONS

The primary telecommunications system is the public telephone system.

The Ambulance radio net is the back-up medical telecommunications system, with ambulance radios installed at Dunedin Emergency Operations Centre, the Emergency Department of Dunedin Hospital, Mercy Hospital and in the Emergency Communications Unit.

The Ambulance radio net is compatible with the Dunedin Civil Defence Emergency Management VHF radio net, with common liaison frequencies installed in all equipment on both nets.

A leased circuit telephone line provides full access between the Dunedin Hospital and Dunedin Emergency Operations Centre telephone systems and satellite telephones are available to most organisations in the Medical Group.

SUPPORTING SERVICES

The Southern District Health Board Health Emergency Plan provides for coordination of medical support from outside the emergency area.

Additional support to the Medical Group may be accessed through other civil defence emergency management operational groups as follows:

Support	Request from
Updates to the public on the status of and access to medical services	Public Information & News Media Liaison Group
Assistance with water supplies, emergency lighting and waste disposal	Engineering Group
Identification of the dead and security at surgical hospitals if required	Rescue and Public Safety Group
Welfare support for staff and patients at temporary medical facilities	Welfare Group
Assistance obtaining goods and services and for movement of medical supplies and equipment	Logistics Group

PLANNING

The Medical Group membership is:

- Medical Manager (Chair)
- Alternate Medical Manager
- Chief Executive Officer, Mercy Hospital
- Director of Nursing, Mercy Hospital
- Clinical Director, Student Health
- Operations Manager, Student Health
- General Practitioner Liaison, Southern District Health Board
- Manager, Southern Primary Health Organisation
- St. John Territory Manager
- Helicopters Otago representative
- Adviser (Medicines Control), Ministry of Health
- Pharmacy Guild Representative
- Emergency Management Manager, Southern District Health Board

Advisers may be co-opted to the Medical Management Group as and when required.

5.21 PUBLIC HEALTH GROUP

Last revision date for this section – September 2015

PURPOSE AND OUTCOMES

To ensure the identification, mitigation or isolation of disaster created health hazards, which may be of a significantly different nature to those normally encountered by health authorities.

During an emergency, health authorities retain their normal statutory authorities and must continue their essential functions, including statutory responsibilities.

ROLES AND RESPONSIBILITIES

PUBLIC HEALTH MANAGER

The Public Health Manager is a Medical Officer of Health and is responsible for co-ordinating the activities of all public health resources in the City. With the authority of the Director General of Health, special powers are available to a Medical Officer of Health under Sections 70 and 71 of the Health Act for preventing and dealing with outbreaks of infectious disease during a state of local emergency.

The Dunedin City Council Environmental Health Manager will assist the Medical Officer of Health in the management and delivery of public health services and in particular with the deployment of Council Environmental Health Officers.

The Service Manager, Public Health Service will assist the Medical Officer of Health in the management and delivery of public health services and in particular with the deployment of Health Protection Officers.

PUBLIC HEALTH FUNCTIONS

The principal areas of activity for public health authorities in an emergency are for advising on and ensuring the maintenance of health standards for:

- Water supplies
- Food supplies
- Prevention and control of communicable diseases
- Removal and disposal of hazardous or toxic substances
- Facilities for maintenance of personal hygiene
- Sanitary services
- Removal and hygienic burial of the dead

In addition to normal public health responsibilities, additional tasks may be identified by other operational groups and communicated to the Public Health Manager who may deploy public health resources and personnel in support of those groups.

Tasks likely to be requested by the Engineering Group include:

- Monitoring and advising on public health matters in relation to utility services such as water treatment, sewage disposal, and solid waste disposal.
- Monitoring environmental health hazards arising from damage or utility failure.
- Health inspections at damaged properties.

Tasks likely to be requested by the Medical Group include:

- Health monitoring at treatment sites

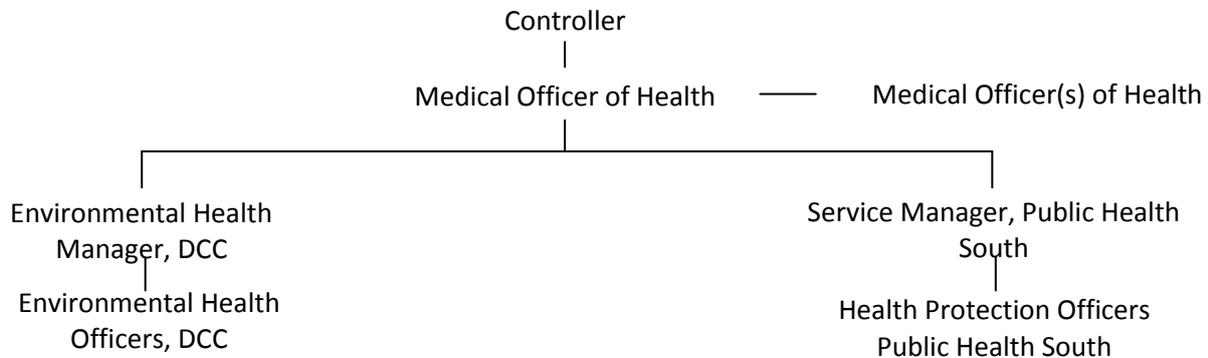
Tasks likely to be requested by the Public Information Group include:

- Advice to the public on public health matters.

Tasks likely to be requested by the Welfare Group include:

- Monitoring and advising on public and personal health issues to prevent spread of communicable diseases, infections or infestations at welfare centres.
- Monitoring supply, storage, and preparation of food and safe water supply at welfare centres.
- Advising on sanitary disposal of waste and refuse from welfare centres.
- Checking the health aspects of proposed alternative accommodation.
- Pest monitoring and control.

OPERATIONAL RELATIONSHIPS



CONTROL POINT AND OPERATING LOCATIONS

Public health response will initially be managed from the public health liaison facilities at Dunedin Emergency Operations Centre.

If required, a control centre for public health response will be established either at the Public Health South, 2nd Floor, Main Wing, Wakari Hospital, Dunedin, or Dunedin City Council, Civic Centre 1st Floor with a public health liaison officer remaining available at Dunedin Emergency Operations Centre.

ACTIVATION AND REPORTING

Key personnel are activated through the Dunedin Emergency Operations Centre activation system and report to Dunedin Emergency Operations Centre.

Public health personnel are activated through their respective organisations and, unless directed otherwise, report to their normal place of work.

All personnel will activate if they become aware that a major event has occurred or if they hear the public warning system and broadcast radio messages advising or warning of an event that indicates that they should activate.

RESOURCES

All of the resources of Public Health South will be available for the public health emergency response.

All of the resources of the Dunedin City Council's Environmental Health Section will be available for the public health emergency response.

The New Zealand Army has units that may be available to respond in support of public health activities. These are not available without prior specific approval of the Army Area Commander.

Public health resources of other local authorities and hospital and health services may be available to support local efforts.

A number of other agencies may contribute to the public health response and will need to be co-ordinated. These include:

Dunedin City Council HSNO Officers
Department of Labour, Health & Safety
National Poisons Centre
Hazardous Substances Technical Liaison Committee
Department of Preventive & Social Medicine, University of Otago.

A list of public health resources is held electronically and in hard copy at the Dunedin Emergency Operations Centre.

TELECOMMUNICATIONS

Dunedin City Council Environmental Health section uses cellular telephones for telecommunications and alerting personnel.

Public Health South uses cellular telephones for alerting personnel. Portable satellite phones are available for operational use.

The Telecommunications Group may be able to augment Public Health telecommunications where required.

SUPPORTING SERVICES

The South Island Regional Health Emergency Co-ordination Plan provides for co-ordination of requested health support from outside the emergency area.

Additional support to the Public Health Group may be accessed with the assistance of other civil defence operational groups as follows:

Support	Request from
Updates to the public on public health measures	Public Information & News Media Liaison Group
Assistance with disposal of waste and contaminated goods	Engineering Group

RECOVERY

Public health agencies are likely to be involved in the recovery phase of an emergency, which may last from days to years depending on the needs arising from the event.

Consideration of potential public health recovery issues will commence as soon as is practicable in the response phase to facilitate a smooth transition from response to recovery. This information will guide the need for and nature of formal recovery processes (see the Recovery Section of this Plan).

Public health input to recovery could include immediate issues such as:

- Ensuring safe food processing.
- Air quality, particularly in relation to demolition of structures.
- Disposal of waste and contaminants generated by the event.
- Safety of drinking water supplied via networks or other delivery mechanisms.

Longer-term public health input to recovery may influence outcomes that contribute to public health in:

- Assisting in prioritisation of recovery for more vulnerable populations indicated by deprivation indices and the nature of the hazard.
- Health and wellbeing aspects of urban re-design and the re-development of urban infrastructure, transportation and civic amenity.
- Ensuring new housing construction and repair of damaged houses promotes future well-being.
- On-going health and wellbeing strategies for recovering neighbourhoods, localities and the wider community.

Regardless of the level of public health input required for community recovery, public health agencies will conduct or participate in debriefs to review their response to and learning from any emergency activation.

PLANNING

The Public Health Management Group will comprise:

Medical Officers of Health, Public Health South (one of whom will be the Chairman)

Service Manager, Public Health South

Team Leader, Public Health South

Environmental Health Manager, Dunedin City Council

Senior Environmental Health Officer, Dunedin City Council

Advisers may be co-opted to the Public Health Group as and when required.

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6 RECOVERY

Last revision date for this section - January 2016

The Dunedin City Council maintains planning arrangements, frameworks, structures and processes for helping the community, the Council and the civil defence emergency management organisation to recover from an emergency.

6.1 PURPOSE AND OUTCOMES

To make provision for the co-ordination of necessary measures for the orderly return of the disaster affected community of Dunedin to a position where normal social and economic functioning may be resumed.

Depending on the nature of the emergency, the recovery phase may range from days to months, with some measures possibly continuing for years. The aim of disaster recovery in Dunedin will be to effect the return to normal community control with as little delay as possible.

Recovery measures will be considered and implemented as required for:

- Community Disaster Recovery
- Organisational recovery of Council and its key activities
- Recovery of Civil Defence Emergency Management capability
- Personal support for recovery of those involved in civil defence emergency management delivery

All elements of disaster recovery will include consideration of measures to minimise the recurrence or consequences of emergency events.

6.2 COMMUNITY RECOVERY

The decision to implement community disaster recovery measures rests with the Council.

Recovery outcomes for Dunedin City will be based on long-term strategies and priorities, including those designed to prevent or reduce the effects of future emergencies and include:

- Minimising the escalation of consequences of the emergency.
- Regeneration and enhancement of the social, psychological, economic, cultural and physical well-being of individuals and communities and the built and natural environments that support well-being.
- Identifying opportunities to adapt to meet the future needs of communities.
- Supporting the resumption of essential community functions.

Recovery activities of various priorities will occur concurrently but, where there is competition for recovery resource, the priorities listed above will be the determining factor.

APPOINTED RECOVERY MANAGERS

The Dunedin City Council has appointed the following as local recovery managers:

- Chief Executive Officer
- General Manager Infrastructure and Networks
- General Manager Services and Development
- Group Chief Financial Officer
- Manager Civil Defence Emergency Management

It will be determined prior to the commencement of recovery who should be the recovery manager and, during the course of recovery, managers may be rostered to ensure no individual becomes over-extended in the role.

ACTIVATION AND TRANSFER OF FUNCTIONS

Prior to the termination of a state of emergency, the Recovery Manager will work closely with the Controller to ensure a smooth transition from emergency phase to recovery phase.

The transition from response to recovery involves a movement between two dissimilar processes and must therefore be properly managed. Response depends on measures of short-term expediency achieved in an environment of high levels of co-operation and with the availability of extraordinary powers, while recovery must provide for long-term sustainability without the availability of special powers and may have to overcome resistance to necessary change.

Where any significant risk to life or safety remains, a state of local emergency will remain in force and the Controller will continue to exercise all of the powers and responsibilities provided under the Civil Defence Emergency Management Act 2002.

As the response phase scales down, the recovery operation should begin to assume responsibility for those elements that may require recovery co-ordination. Authority still remains with the Controller at this stage.

At the earliest opportunity, the Controller will provide a written report to a meeting of the Dunedin City Council, detailing all activities that remain incomplete from the response operation. In particular this report will include:

- On-going welfare and health requirements
- Residual hazards to the community
- The state of infrastructural networks
- Communication with the public
- Businesses, agriculture and tourism impacts
- Status of education providers
- The extent of damage to private properties
- The adequacy of local resources for recovery
- The capacity of planning and building control provisions and personnel to facilitate recovery
- A recommendation on the need to implement recovery measures.

If Council decides to implement recovery measures, the Recovery Manager will assume responsibility for all outstanding emergency functions on the termination of the state of emergency.

As it is likely that organisations involved in the operational phase will also have recovery roles, care must be taken to ensure that their personnel have had adequate rest breaks before assuming recovery duties.

Public notification will be given of the transfer from a state of emergency to managed recovery.

GOVERNANCE

Where recovery is likely to be protracted and complex, the establishment of a Council Committee for Recovery should be considered.

Recommended membership would be all councillors and the chairs of community boards whose areas have recovery needs.

RECOVERY MANAGER

The Recovery Manager will:

- Establish a co-ordination centre from which recovery activities can be organised.
- Call together the personnel required to form a Recovery Management Group appropriate to the circumstances of the recovery operation.
- Be responsible for ensuring adequate administrative support for the Recovery Management Group.

- Arrange the conduct of surveys to determine the recovery needs of the community.
- Be responsible for authorising and accounting for expenditure incurred in the co-ordination of recovery response. For any expenditure outside approved budgets, the Recovery Manager will seek Council approval.
- Provide regular reports for the Council Committee for Recovery (if established).

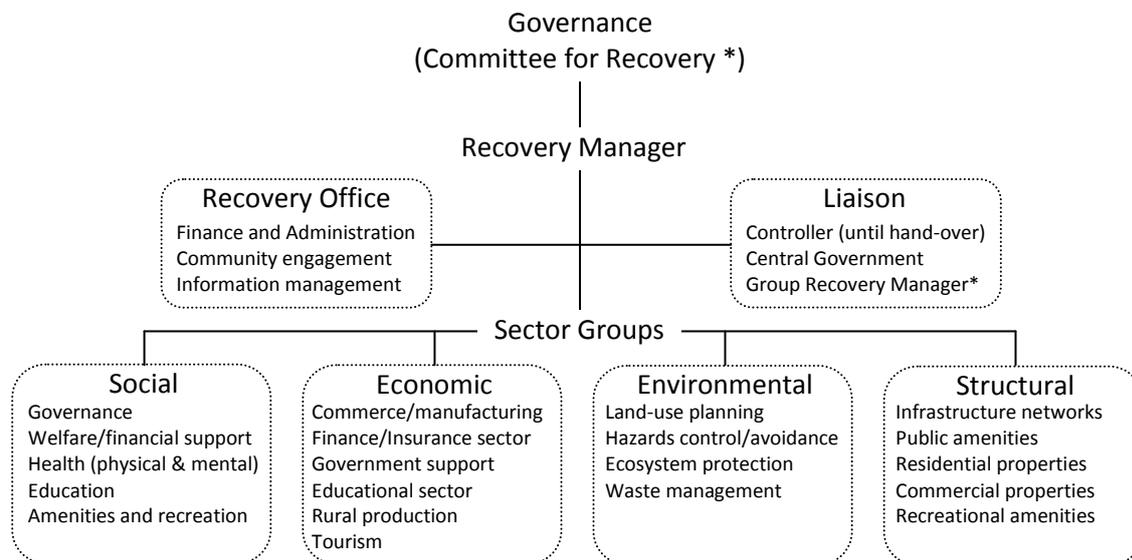
Where a Group Recovery Manager has been activated, the Recovery Manager will be responsible for liaising with that person.

Where a Commission, Ministerial appointee or Ministerial body is appointed to Dunedin City Council under Part 10 of the Local Government Act 2002 in relation to a problem arising as a result of an emergency (s256(a)(iii)), the Disaster Recovery Manager will be responsible for liaising with and assisting the commission, appointee or body.

RECOVERY MANAGEMENT GROUP

As soon as possible after the decision to implement recovery, a Recovery Management Group will be formed.

Depending on the nature of the emergency and the recovery response required, the Group will include those persons and organisations likely to have a critical role in addressing the critical recovery factors. The core framework below offers a starting point from which the Recovery Management Group can be structured.



* If established/appointed

The Recovery Management Group will be responsible for:

- Formulating recovery policies and strategies that provide for maximum community engagement.
- Determining and prioritising major areas of recovery need.
- Establishing a time frame for recovery action.
- Ensuring co-ordination of recovery effort between agencies and communities.
- Assessing and obtaining recovery resources.
- Developing and implementing a communication plan.
- Monitoring recovery activities.
- Formulating a recovery exit strategy

The Recovery Management Group will determine its own meeting schedule and will report to the Council through the Recovery Manager at a frequency determined by the Council.

LIAISON WITH CENTRAL GOVERNMENT

The Recovery Manager will establish appropriate channels of communication with central government.

Regular reports will be forwarded to central government to ensure it is fully aware of the scope and progress of the recovery task.

Requests for special government policies for recovery assistance will be submitted for approval by Council before being forwarded to central government.

COMMUNITY ENGAGEMENT

A key component of community recovery will be the engagement of affected communities. This function goes beyond providing information and consultation to directly involving local people in the development of recovery strategies that will be the most effective and acceptable for their communities.

Avenues for community engagement will include pre-existing community structures, representatives and relationships but will also seek the involvement of emergent advocates and wider representation of local populations. Wherever possible consideration of recovery needs and solutions should be 'taken to the communities' rather than being centralised.

The recovery communications plan should include advising where and how members of communities may have an involvement in recovery planning and implementation.

OPERATIONAL RELATIONSHIPS

The operational relationships in the Recovery Management Group will depend on the nature of the emergency and the prime recovery activities required.

Elements to consider in the structure include:

Element	Functional Focus
Administration office	Clerical and financial support functions to the Recovery Manager and Management Group
Agricultural	Identifying agricultural recovery issues. Mentoring and support for affected agricultural businesses. Co-ordination of Task Force Green and other incoming assistance.
Commercial	Identifying manufacturing, retailing, tourism and service industry recovery issues. Mentoring and support for affected businesses.
Community engagement	Meetings, information publications and consultation with affected communities. Incorporation of community agencies and members in recovery planning and solutions. Public information releases. Maintaining public support for recovery – local and national
Council services	Business continuity arrangements of Council, with emphasis on functions critical to assisting community recovery.
Educational Institutions: Special needs Early childhood Primary Secondary Tertiary Commercial	Assessment of impact on normal operations Developing strategies for continuing/resuming educational activities Communication with governance bodies of educational institutions Communication with students/caregivers Liaison with Ministry of Education
Emergency services	Co-ordination of emergency services support to recovery operations.
Environmental	Assessment of environmental impact and continuing hazards. Strategies to avoid future risks through recovery processes. District and regional plan issues. Opportunities to enhance the post-event environment.
Finance and Insurance	Liaison with financial institutions and the insurance industry regarding recovery measures
Health & social services	Continuing welfare, medical and social support requirements. Identifying and supporting special needs groups.
Housing inspection	Co-ordination of structural, health and insurance inspections of houses to assess requirements for re-occupation. Fast-track consent and inspection processes for repairs/replacement of damaged homes.

Element	Functional Focus
Information management	Impact assessments and reporting. Design, implementation and processing of surveys. Dissemination of survey data. Management of data sharing with other agencies.
Infrastructure	Reinstatement of lifeline services Reducing risk exposure of reinstated assets Assessment of changed service priorities generated by recovery strategies
Policy/Governance	Liaison with organisations responsible for policies that may impact on recovery strategies.

CONTROL POINT AND OPERATING LOCATIONS

Prior to termination of the state of emergency, meetings of those assuming responsibility for elements of recovery may be held in the Dunedin Emergency Operations Centre or, if this is not practical, in the Otaru Room on the second floor of the Civic Centre or one of the Dunedin Centre meeting rooms.

A recovery co-ordination centre will be established by the Recovery Manager at the Dunedin Emergency Operations Centre or, if the operational phase is continuing, at a suitable location for the scale and nature of the task.

RESOURCES

STAFFING

Council staff, especially those who have civil defence emergency management training, will be made available to the Recovery Manager to staff the disaster recovery co-ordination centre.

SURVEYS

Without adequate information on which to base recovery policies and strategies, recovery measures will be ineffective. Surveys to establish a database of recovery needs may be used and will be tailored to the situation.

To avoid multiple surveys, wide consultation with other agencies on information needs will be integral to the survey design process.

If it is necessary to employ personnel to conduct and process surveys, the Recovery Manager is authorised to employ temporary staff for this purpose without being bound by normal Council employment procedures.

All information gathered in surveys will be kept confidential and the Recovery Manager will determine what information may be released to agencies to enable them to carry out recovery measures.

FINANCES

Recovery funding policies of central government are detailed in section 26 of the National Civil Defence Plan.

Generally these state that:

- Dunedin City Council has primary responsibility for funding recovery in the City.
- Where possible, insurance and emergency reserves should be provided to cover costs associated with disaster recovery.
- Where local resources are inadequate to cope with the scope of the disaster, central government assistance may be available.
- Government will assist (physically or financially) with the safety and care of people where this is beyond local resources.
- Central government will restore its own assets and services.
- SOEs, Council owned enterprises etc. must manage their own risk and will only qualify for government assistance where hardship can be demonstrated.
- For recovery of generally uninsurable utility assets owned by the Council, a 60% central government subsidy may be available where recovery and emergency response costs (combined) are above 0.0075%

of the net rateable capital value of the City (approximately \$20.5 billion at July 2011 valuation, hence approximately \$1.54 million threshold).

- Government may approve and fund a recovery employment scheme for large-scale clean-up operations.
- Special assistance, in addition to the above, may be approved and will normally be in the form of fixed period loans at an interest rate based on the principal of "affordable finance".

The Dunedin City Council Finance Department will administer all recovery finances, including any relief funds set up for the event.

EXIT STRATEGY

Given the ultimate aim of a community being restored to the point where it is capable of continuing its own recovery, the Recovery Management Group should develop an exit strategy that includes:

- Determining the point at which formal recovery procedures are no longer essential for a community's continued recovery.
- Seeking governance approval to exit formal recovery management.
- Identifying residual recovery issues and ensuring hand-over to appropriate agencies and processes.
- Publicly acknowledging and celebrating the achievement of planned recovery measures and the return to community processes.
- Debriefing and reporting on the recovery management, with appropriate recommendations.

6.3 ORGANISATIONAL RECOVERY OF COUNCIL AND ITS KEY ACTIVITIES

The communities of Dunedin City will be reliant on many of the functions of the Dunedin City Council to facilitate their physical and social recovery. The return to best operational status of Council functions is, therefore a priority for wider recovery.

Each Council activity is required to produce and maintain emergency response plans and business continuity plans to enable continuation of functions to the greatest possible extent and timely resumption of all functions.

The Council executive may, however, determine priorities for resourcing recovery of Council functions based on the identified needs of community recovery where there is insufficient capacity to bring all functions to a full operating level within reasonable timeframes.

6.4 RECOVERY OF CIVIL DEFENCE EMERGENCY MANAGEMENT CAPABILITY

Recognising that another emergency event could occur at any time, activities will commence as soon as possible following termination of the operational phase of an emergency to ensure the rapid reinstatement of Dunedin's civil defence emergency management response capability.

DEBRIEFS

CIVIL DEFENCE EMERGENCY MANAGEMENT

A debrief will be held as soon as practicable following termination of the operational phase to review the co-ordination of the emergency event and identify both successes and any matters requiring remediation.

CONTRIBUTING ORGANISATIONS

All organisations that contributed to the emergency response will be requested to hold debriefs to identify both successes and any matters requiring remediation and to keep Dunedin City Civil Defence Emergency Management advised of the outcomes and proposed actions.

PLAN REVIEW

This plan will be reviewed to incorporate any remedial matters identified by debriefs.

TRAINING PROGRAMME

The civil defence emergency management training programme will be reviewed to incorporate any matters identified by debriefs.

FACILITIES AND EQUIPMENT

Essential facilities and equipment will be inspected, tested, serviced as required and returned to operational status as soon as possible to ensure availability for further emergency operations.

A report on any identified deficiencies in facilities or equipment that may require expenditure beyond established budgets will be submitted to Council executive as soon as possible for consideration of funding priorities.

6.5 PERSONAL SUPPORT

STRESS RECOGNITION

The civil defence emergency management training program includes sessions on recognising post-trauma stress and appropriate measures to deal with it

DEBRIEFS

Personnel should have an opportunity to be 'hot' debriefed at the end of each operational shift as part of the hand-over process.

Post-emergency debriefs will be used to raise the awareness of stress reactions and advise what support mechanisms are available to personnel. This may include group or individual counselling sessions through Council's contracted provider.

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7 MONITORING & EVALUATION

Last revision date for this section – April 2015

The Dunedin City Council monitors levels of performance to ensure optimum standards of civil defence emergency management for the City.

7.1 PERFORMANCE MANAGEMENT FRAMEWORK

All activities of Council that contribute to community resilience and the management of risk are subject to the Council's performance management framework.

LONG TERM PLAN

The Dunedin City Council Long Term Plan (LTP) provides for ten community outcomes:

A Sustainable and Resilient City	A Thriving and Diverse Economy
	A Connected Community
	A Safe and Healthy City
	A Distinctive Built Environment
	A Valued and Protected Natural Environment
	A Supportive Community
	A Vibrant and Creative City
	A City of Learning
	An Active City

Many of these community outcomes have a direct relationship to community resilience and the management of risk and the Long Term Plan presents the intentions of Council to meet these outcomes for a ten year period. The over-arching outcome of A Sustainable and Resilient City and A Safe and Healthy City are particularly relevant.

ANNUAL PLAN

The Dunedin City Council Annual Plan is a tool for monitoring progress towards community outcomes and ensuring the appropriate performance targets and resources to achieve this are reviewed and updated annually.

ACTIVITY MANAGEMENT PLANS

Every Council activity (including Civil Defence Emergency Management) produces an Activity Management Plan (AMP) that states how the activity will meet its Annual Plan performance measures. This includes Key Result Areas and supporting Performance Measures to be monitored and reported on quarterly.

INDIVIDUAL PERFORMANCE MEASURES

All employees of Council have performance measures that contribute to AMP measures and thus Annual Plan and LTP outcomes. These measures are monitored at six-monthly performance reviews.

7.2 PLANNING, EXERCISES AND SURVEYS

PLANNING

Annual review of the planning and resource lists for all operational groups is undertaken to confirm continued capability and availability of resources.

EXERCISES

Exercises, ranging from desktop studies to full operational exercises are used to assess the capability of the various elements of the operational organisation and the effectiveness of the training programme.

SURVEYS

Regular surveys of personnel involved in training events and programmes are used to measure their effectiveness and indicate potential improvements.

7.3 EMERGENCY EVENTS

A debrief is held following any local emergency event (declared or otherwise) to assess performance and areas for improvement.

Wherever practicable, emergency events occurring elsewhere are used to evaluate Dunedin's capability. This may be by way of debriefs of personnel deployed to events, reports produced by responding authorities, visits to disaster affected areas or bringing key response personnel to Dunedin.

7.4 NATIONAL MONITORING AND EVALUATION PROCESS

A national monitoring and evaluation process is conducted by the Ministry of Civil Defence and Emergency Management.

This involves a process of self-assessment against nationally established criteria by each member of a civil defence emergency management group, which are combined to achieve an over-all group assessment.

The Ministry of Civil Defence and Emergency Management conducts interviews with selected stakeholders to moderate the group self-assessment

Result bands are:

Mature (81-100%) – substantial to comprehensive achievement; tested, effective, reliable

Advancing (61-80%) – considerable progress or achievement; high degree of confidence

Developing (21 -60%) – some progress but without systematic policy or commitment; needs to be tested

Requires Attention (0-20%) – no or minor progress or achievement; doubtful viability

Evaluation results for 2015 are shown below:

Measures (derived from National Civil Defence Emergency Management Strategy)	Otago Group (Ministry evaluation)	Otago Group (Combined group self-evaluation)	Dunedin City (Self-evaluation)
Goal 1 - Public education, public information, community resilience, community participation	74.3%	88.9%	86.2%
Goal 2 - Research, hazard risk profile, integrated planning, risk reduction	81.3%	90.6%	91.8%
Goal 3 – Capability development, exercising, planning, co-ordination, operating facilities, warning systems, communications, controllers, resources, logistics, welfare, lifelines	67.6%	86.3%	95.3%
Goal 4 – Recovery planning and management	57.2%	80.4%	93.9%
Enabler 1 –Governance, management, culture, funding	70.1%	73.1%	92.9%
Enabler 2 – Risk management, business continuity management, organisational resilience	67.1%	67.1%	53.0%
Overall Score	69.3%	81.4%	87.8%