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 2018

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:

Risk 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 10 Year Plan and Annual Plan, the Strategic Framework and the group 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 New Zealand Coordinated Incident Management System (CIMS) provides principles and structures for multi-agency responses to incidents and is incorporated into the response section of this plan. The following diagram indicates some of these inputs.
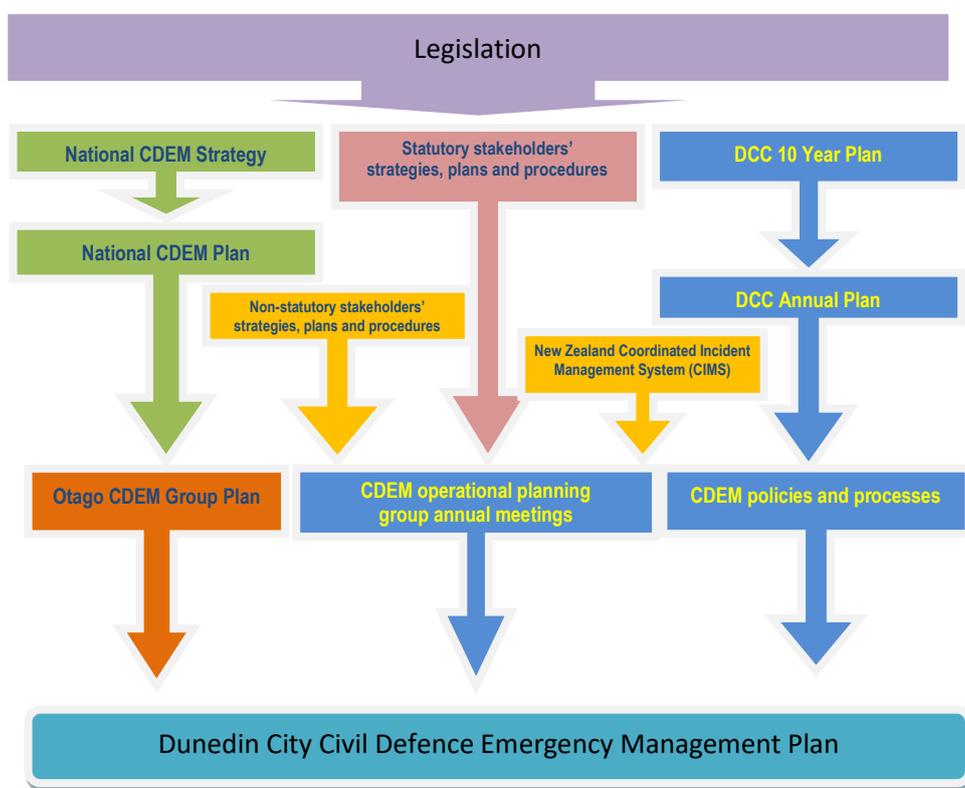
Recognising that in an emergency the highest levels of expertise will be required to manage and implement the response, the Dunedin City Council pursues a policy of integrating into the City's emergency response structure those organisations that possess or are able to obtain the most appropriately skilled 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, Community Board members are recognised as an important interface between the community and its local agencies and have defined roles in all phases of civil defence emergency management. Recognising that the most rapid response from a situation is likely to occur within a community, community response groups, working with Community Boards where they are present, will formulate community response plans which link into the operational structure.

Conditions of appointment for Dunedin City Council permanent staff include provision for being trained in and performing civil defence emergency management functions within the Emergency Operations Centre's operational

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

The Manager of Emergency Management Otago has responsibility for planning and delivery of civil defence emergency management functions and the work programmes of the emergency management officers.

Funding for civil defence emergency management functions, including its costs of membership of and on-going functions in relation to the Otago Civil Defence Emergency Management Group is provided through the Civil Defence Emergency Management activity in the Council's Annual Plan and 10 Year Plan. Funding for the Emergency Management Officers and their work programmes is through the Otago Regional Council.

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, Fire and Emergency New Zealand, 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 of any standing committees as constituted following triennial elections.
Local Controllers	Chief Executive Officer General Manager Infrastructure and Networks General Manager Strategy and Governance
Recovery Managers	General Manager Infrastructure and Networks General Manager Strategy and Governance Or an appropriate appointment will be made as soon as practical in the response to an emergency.

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 Dunedin City (subject to no other declaration currently covering Dunedin City).	25(5) 68
	Extension of a state of local emergency for Dunedin City.	25(5) 71
	Termination of a state of local emergency for Dunedin City.	25(5) 72
	Give notice of a local transition period for Dunedin City.	25(5) 94B
Deputy Mayor	Declaration of local emergency for 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 Dunedin City (subject to absence of Mayor)	25(5) 71
	Termination of a state of local emergency for Dunedin City (subject to absence of Mayor)	25(5) 72
	Give notice of a local transition period for Dunedin City (subject to absence of Mayor).	25(5) 94B
	Alternate representative on Otago Civil Defence Emergency Management Group, with delegated authority to act for the Mayor.	13(4)
Chairpersons of standing committees	Declaration of local emergency for 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 Dunedin City (subject to absence of Mayor and Deputy Mayor)	25(5) 71
	Termination of a state of local emergency for Dunedin City (subject to absence of Mayor and Deputy Mayor)	25(5) 72
	Give notice of a local transition period for Dunedin City (subject to absence of Mayor or Deputy Mayor)	25(5) 94B
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
Operations Manager	Emergency powers under the authority of the Controller (subject to conditions imposed by the Act; subject to any direction by the Controller)	86 - 92
Welfare Manager		87
Community Assessment Manager		87; 91
Logistics Manager		90
Community Response Coordinators	Emergency powers may be delegated by the Controller during an emergency as determined by the Controller at the time.	

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 – May 2017

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 a number of medium-sized niche manufacturers such as Escea, Tuapeka Gold, Harraways, Farra 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 - 10,000 visitors taking part in tourist activities in and around the City on any day.

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. Many parts of Dunedin are low-lying coastal and vulnerable to sea level rise, including the densely populated South Dunedin.

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 – mostly in the central city area.

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.

Façade 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	In most years there is a likelihood of some minor flooding from natural waterways such as streams, rivers and estuaries. 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. 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.
	Overland flow paths	In many areas there are normally dry land features that become flow paths in heavy rainfall events.
	Urban storm-water surcharge	Annual events, where heavy rainfall overwhelms the capacity of urban storm-water systems, are expected in all parts of the City. 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. Parts of Mosgiel are also prone to surface flooding due to the flat terrain and overwhelming of reticulated storm-water capacity. Failure of storm-water pumping systems during heavy rainfall events would increase the severity of such flooding.
	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	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. 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. 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.
	Storm surge	Some impact on coastal areas from storm surge can be expected on an annual basis. In severe events storm surge could produce up to 3m waves that could cause inundation in some coastal communities.
	Projected sea level rise	While not an immediate threat, long-term sea level rise will exacerbate other coastal hazards.
Land stability	Landslip	The geology of many parts of Dunedin makes them prone to landslip due to the potential for failure of an underlying layer. Landslips may be triggered or accelerated by prolonged periods of wet weather or seismic events. There are a number of known and monitored landslips within the city.
	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	Major fires are infrequent and usually well contained to the property where the fire started. Fires following earthquake may have more serious consequences due to the possibility of impeded access and disrupted water supplies.
	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 explosion, particularly as a result of accident, fire or earthquake.

Hazard Type	Cause	Commentary
	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
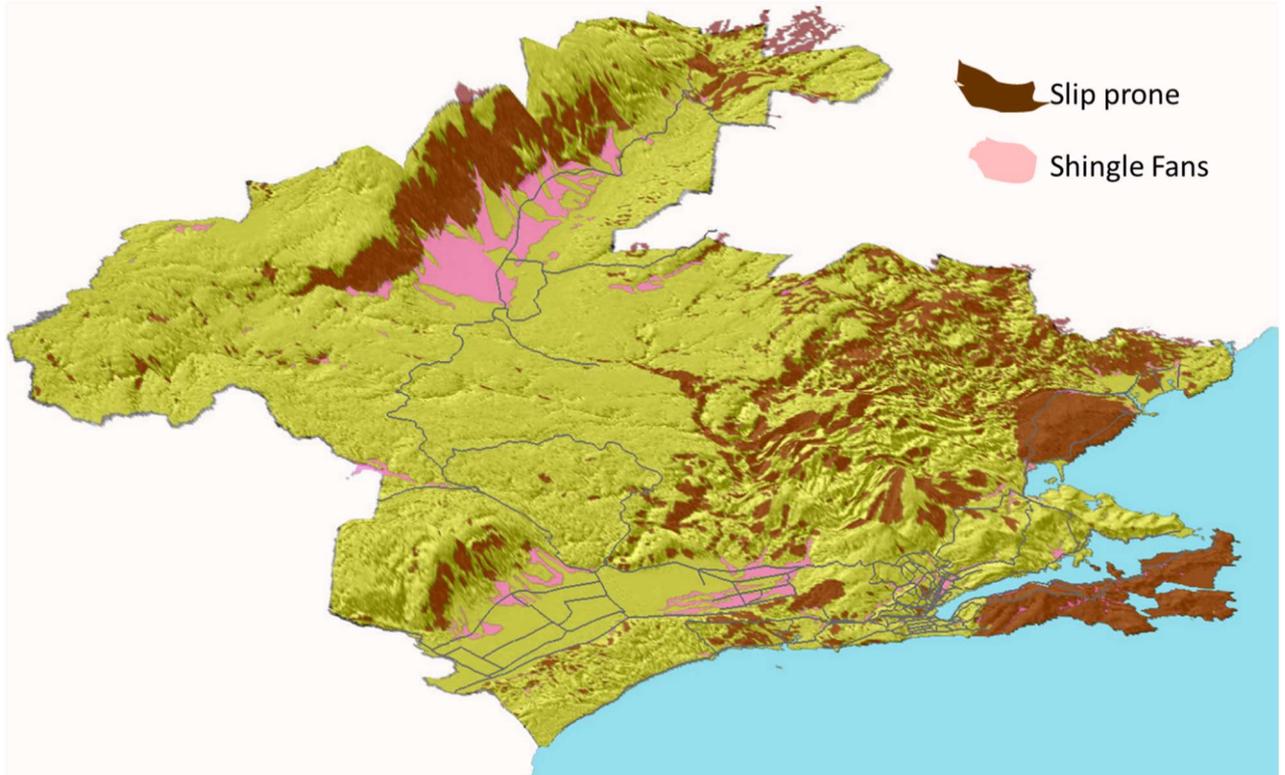
instability that may pose a wider public risk are regularly monitored for rates of movement, particularly after continuous periods of heavy rainfall.

- Modelling of tsunami inundation undertaken by NIWA 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. Tsunami evacuation zones are viewable at www.otagocdem.govt.nz.
- 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

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.

Hazard-specific response plans are in place for initial response to high probability hazards. These include flooding, earthquake and tsunami warnings.

Community Response Plans are being developed over the next 2-3 years in order to enhance community capability to meet immediate needs in an emergency. Community response plans are viewable on www.otagocdem.govt.nz.

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 – May 2017

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

OPERATIONAL GROUPS

The operational structure of the Emergency Operations Centre is based on the New Zealand Coordinated Incident Management System (CIMS). 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.

The standard group composition for an activation of the Emergency Operations Centre would be:

Control
- Local Controller
- Response Manager
- PA to Controller
- Any subject matter experts required based on the event

Intelligence
- Planning & Intelligence Manager
- Intelligence officers (3)
- GIS Support
- Community Liaison coordinators (3)

Planning
- Planning officers – Action Planning (3)
- Planning officers – Long term planning (2)

Logistics
- Logistics Manager
- EOC Support coordinator
- IT Support
- Transportation coordinator
- Procurement coordinator
- Finance coordinator
- Personnel coordinator
- Support staff (radio / telephone operators, admin support, facilities support)

Operations
- Operations Manager
- Police
- Fire and Emergency New Zealand
- St John Ambulance
- Defence Force liaison
- Lifelines coordinator
- Council Three Waters Services
- Council transport operations
- Volunteer coordinator

Welfare
- Welfare Manager
- Civil Defence Centres Manager
- Red Cross liaison
- Connect South
- MSD liaison
- District Health Board liaison
- Animal Welfare coordinator

Public Information (co-located with ECC PIM team)
- Public Information Manager
- Website administrator
- Social Media coordinator
- Media liaison officer

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 RESPONSE PLANS

Work in communities over the next three years is focussing on developing response capability to address immediate community needs in the event of a major emergency. The plans will be developed with the community and administered through the emergency management officers.

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 PROGRAMME

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

The training programme is centred around the nationally recognised Integrated Training Framework, based on the Coordinated Incident Management System (CIMS) and has been developed to meet coordination centre training and development requirements throughout the Civil Defence Emergency Management sector.

Training with other Otago Civil Defence Emergency Management Group members is being undertaken to provide inter-operability of staff throughout the region. This will enable support from neighbouring authorities during a prolonged local incident.

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 (Fire and Emergency New Zealand)
- 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 (Fire and Emergency New Zealand)
- Search & Rescue – land and marine (NZ Police / Maritime New Zealand)

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 Fire and Emergency New Zealand, 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.

The development of community response plans plays a significant role in promoting public education for their communities. These plans involve community identification of hazards in their area as well as vulnerable aspects of their community and community resources.

Neighbourhood Support promotes emergency preparedness as a significant role of its neighbourhood support groups.

5   RESPONSE

Last revision date for this section – May 2017

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
Fire and Emergency New Zealand	Hazardous substance incident
	Major fire
	Structure failure
NZ Police	Land movement
	Major transport accident
Otago Regional Council	Flood
	Oil spill
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 duty 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
> Controllers
> 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)

NOTICE OF LOCAL TRANSITION PERIOD

The persons authorised to declare a state of local emergency within Dunedin, whether or not they declared or extended the state of emergency, may give notice of a local transition period FOR Dunedin (Section 94B, 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 such as the Red Cross Hazards app
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. Media broadcasts for events such as tsunami warnings are managed nationally through the Ministry of Civil Defence Emergency Management.

Warnings may be prominently displayed on the home page of the Dunedin City Council and Otago Civil Defence Emergency Management websites.

Social media releases will be made on both the Dunedin Civil Defence Emergency Management and the Dunedin City Council accounts. These releases will also be published on the Otago Civil Defence Emergency Management social media and website.

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, Fire and Emergency New Zealand volunteer fire station sirens and helicopter sirens, as required to achieve the necessary coverage. In some communities, locally managed warning devices may be activated through their community response plans.

In events of a confined area, 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 Duty Emergency Management Officer, in conjunction with the senior available officer of either the New Zealand Police or Fire and Emergency New Zealand

The detailed standard operating 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 700m^2 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.

Community Response Plans, once in place will outline response activities in the communities, co-ordinated through a community response team. Where these plans are in areas covered by a Community Board, the Community Board will oversee the response teams.

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:
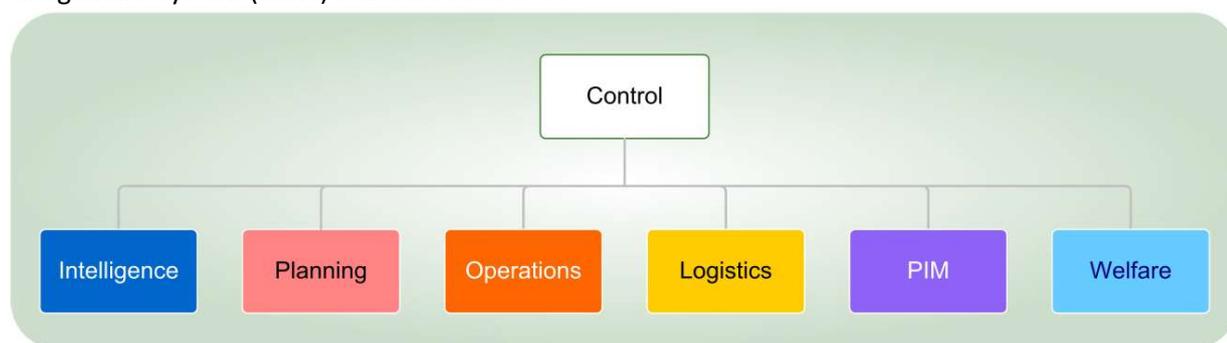
CONTROL AND CO-ORDINATION

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 Planning and Intelligence Manager
> CDEM Operations Manager
> CDEM Logistics Manager
> CDEM Public Information Manager
> CDEM Welfare Manager
> Area Response Manager, New Zealand Police
> Area manager, Fire and Emergency New Zealand
> District Operations Manager, St John Ambulance
> Civil Defence Emergency Management officer

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. Community Response Groups may coordinate activity in their area but have no delegated powers and must gain approval from the Emergency Operations Centre before committing resources or requiring use of powers under the Act.

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, Intelligence and Community Assessment 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' plan later in this section.

LOGISTICS

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

PUBLIC INFORMATION MANANAGEMENT

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

WELFARE

Details of welfare management are in the Welfare 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 and communications 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   SUPPORTING SERVICES

OTAGO CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP

Any activation of the Dunedin Emergency Operations Centre will automatically trigger a level of activation of the Group Emergency Coordination Centre (GECC). Requests for additional resources may be coordinated through the Group Emergency Coordination Centre.

Whenever practical emergency management personnel from other Otago Civil Defence Emergency Management Group members will be invited to assist in the Dunedin Emergency Operations Centre as an opportunity to extend the operational capacity of the Emergency Operations Centre and to gain operational experience.

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.

5.10 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 Corporate Policy 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 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

5.11   COMMUNITY ASSESSMENT GROUP

Last revision date for this section – May 2017

PURPOSE AND OUTCOMES

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

ROLES AND RESPONSIBILITIES

COORDINATOR

The Community Assessment Coordinator and the Alternate Community Assessment Coordinator 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 New Zealand Red Cross and The Land Rover Owners Club Otago Inc will be deployed to assess and report on the situation. Community groups such as surf lifesaving may be seconded on an incident by incident basis to assist.

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

Planning / Intelligence Manager

Community Assessment Co-ordinator

| Mobile Assessment Teams | Community Co-ordination Centre Liaison | Neighbourhood Support Co-ordinator | Tertiary Campus Liaison University & Polytechnic | Business and Tourism Liaison |

Red Cross — 4WD Clubs — Community groups

Community response groups

Neighbourhood Support Network

Campus Watch
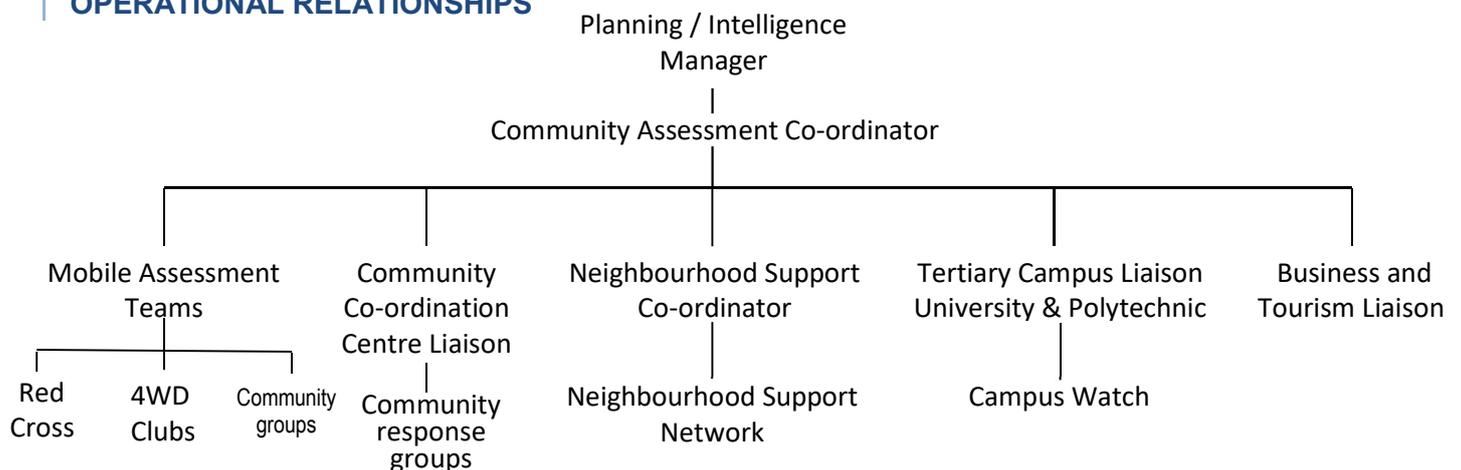
CONTROL POINT AND OPERATING LOCATIONS

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 Coordinator.

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. Field assessment forms on smart devices may require cellular or wireless data access to operate.

Communication with neighbourhood support groups will be by public telecommunications.

Tertiary liaison will be by public telecommunications or to Campus Watch on the civil defence emergency management 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 • Communications support for Mobile Assessment Teams	Logistics 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 Coordinator (Chairperson)
> Alternate Community Assessment Coordinator
> Representative of each community board
> 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.

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
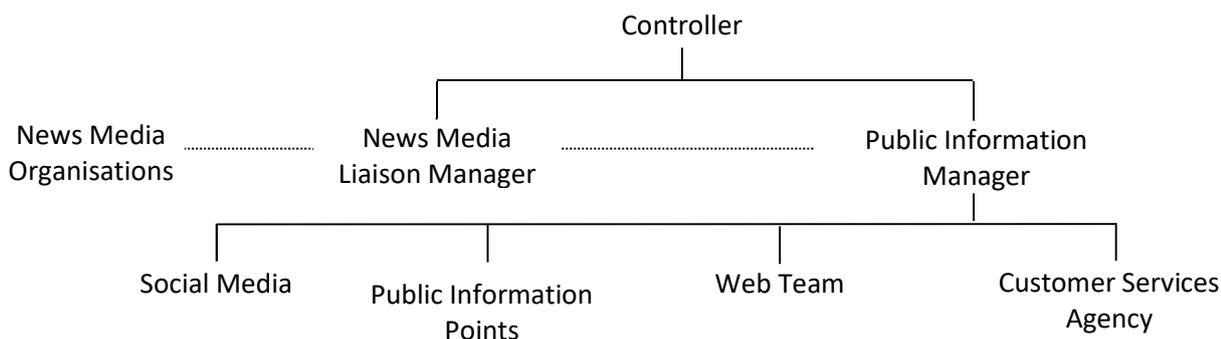
CONTROL POINT AND OPERATING LOCATIONS

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

RECOVERY

Elements of the Public Information and News Media Liaison 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 media and public information 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:
- Re-establishment of affected media and public information distribution mechanisms.
- Media briefings on the transition to recovery and recovery aims and processes.
- Continued promulgation of sources of assistance and information.
- Public meetings to facilitate community engagement in recovery.

Longer-term input to recovery may include:
- Media briefings on recovery achievements, milestones and celebrations.
- Promoting public engagement in recovery processes.
- Inclusion of recovery matters in regular communication processes.

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

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.

5.13   OPERATIONS GROUP

PURPOSE AND OUTCOMES

To provide co-ordinated response to life and property from threatening situations and restoration of essential services by response agencies:

> Evacuation support
> Police emergency functions
> Fire and Emergency functions
> Lifeline utility services
> Post-emergency building safety evaluation

ROLES AND RESPONSIBILITIES

OPERATIONS MANAGER

The Operations Manager is an appointment of a senior council manager from within the Infrastructure and Networks group.

NEW ZEALAND POLICE

The Dunedin Area Commander, New Zealand Police, or in the absence of the Dunedin Area Commander, the senior New Zealand Police officer available, is responsible to the Operations Manager and Controller for the mobilisation and co-ordination of police resources in the City in the imminence of and during a state of emergency.

The Police Liaison Officer will keep the Controller advised of the Police response in the City and of the status of Police services and make recommendations to the Controller on priorities for the use of New Zealand Police resources, including search and rescue.

FIRE AND EMERGENCY NEW ZEALAND

The East Otago Area Manager, Fire and Emergency New Zealand, or in the absence of the East Otago Area Manager, the senior Fire and Emergency New Zealand officer available, is responsible to the Operations Manager and Controller for the mobilisation and co-ordination of all fire-fighting services in the City in the imminence of and during a state of emergency.

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

NEW ZEALAND DEFENCE FORCE

The Liaison Officer of the New Zealand Defence Forces is responsible to the Controller for the mobilisation and co-ordination of all NZDF resources in the City in an emergency response.

INFRASTRUCTURE LIFELINE UTILITY OWNERS

Representatives of infrastructure providers will include:

> Energy – Aurora Electricity and Nova Gas
> Three Waters – Dunedin City Council
> Road transport – New Zealand Transport Agency and Dunedin City Council Transportation Operations
> Rail – New Zealand Rail Corporation
> Ports – Port Otago Ltd
> Catchment control – Otago Regional Council
> Telecommunication companies – Chorus, Spark, Vodafone, Two Degrees

The lifeline utility representatives are responsible to the Operations Manager, often through a Lifeline Coordinator for the mobilisation, co-ordination of restoration to, and reporting on all utility services in the City in an emergency response.

DUNEDIN CITY COUNCIL BUILDING SOLUTIONS

Post emergency building safety evaluations will be coordinated by the council's Building Solutions team. Control of access to dangerous buildings will be made through either normal council processes, or provisions under the Civil Defence Emergency Management Act (sections 86-88 and 91, 94(k) and 94(N)). Administrative support for this function will initially be drawn from council Customer and Regulatory Services staff.

OPERATIONS FUNCTIONS

The Civil Defence Operations Manager is responsible to the Controller for the planning and conduct of all operational activities.

OPERATIONS MANAGEMENT

Overall management of Operations functions, including:

> Strategic planning for operational needs and Operations input to operational briefings.
> Liaison with other civil defence emergency management sections and agencies.
> Liaising with Community response groups operating under civil defence emergency management Community Response plans where they are formed.
> Determining and referring operational needs to appropriate service delivery agencies.

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).

Note: Under the Welfare Plan, 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.

FUNCTIONS OF FIRE AND EMERGENCY NEW ZEALAND

During a state of emergency the Fire and Emergency New Zealand 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
- Supporting Medical Group by providing medial co-response in support of Ambulance.

FUNCTIONS OF ST JOHN AMBULANCE

The role of St John Ambulance is covered in the Health and Disabilities section of this plan, however the relationship with the agencies working in Operations is important.

FUNCTIONS OF NEW ZEALAND DEFENCE FORCE

During a state of emergency the New Zealand Defence Force may assist in tasks as required, including:

- Protection of life and property
- Assistance in evacuating residents and animals

FUNCTIONS OF LIFELINE UTILITY OWNERS

During a state of emergency the lifeline utility owners will undertake the restoration of services based upon priorities set by the Controller, and provide regular updates on the status of their respective networks.
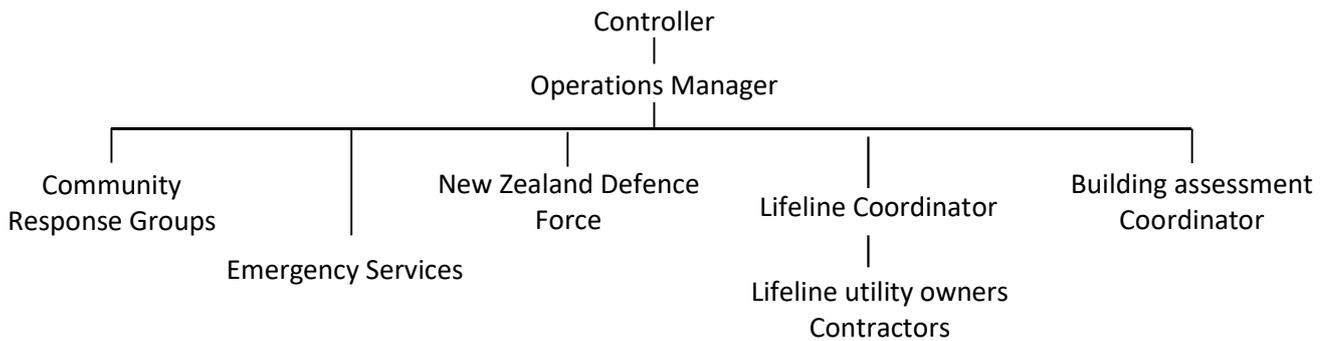
A Lifeline Coordinator may be appointed to oversee reporting on lifeline services and report to the Operations Manager.

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

- Post-Earthquake Building Safety Evaluation (MBIE standard) 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 (MBIE standard).

OPERATIONAL RELATIONSHIPS

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                          Controller
                             |
                      Operations Manager
                             |
    ┌──────────────┬─────────┴─────────┬──────────────────┐
Community      Emergency     New Zealand Defence   Lifeline Coordinator   Building assessment
Response Groups  Services        Force                                      Coordinator
                                                          |
                                                  Lifeline utility owners
                                                      Contractors
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CONTROL POINT AND OPERATING LOCATIONS

The Operations co-ordination function will be based at the Dunedin Emergency Operations Centre.

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

Fire and Emergency activities will be controlled from the premises of the Fire New Zealand.

Ambulance activities will normally be controlled from the regional Communications Centre in Christchurch.

New Zealand Defence Force activities will be controlled typically from the Defence Force facilities in Bridgeman Street, with a Liaison Officer at the Emergency Operations Centre.

Lifeline Utility Owners will control their operations from their respective operations centres, reporting regularly to the Emergency Operations Centre for status updates.

Community Response Groups will be operating within their communities at a location identified within their Community Response Plan.

ACTIVATION AND REPORTING

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

The members of the Operations group 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

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.

FIRE AND EMERGENCY NEW ZEALAND

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

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

NEW ZEALAND DEFENCE FORCE

The NZDF are able to provide specialist drivers and vehicles, organised and disciplined personnel and trained medics.

Should local resources be insufficient New Zealand Defence Force has a national procedure to deploy further resources to areas of need.

RESOURCE LIST

A list of Operations 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.

FIRE AND EMERGENCY SERVICES

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

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

OTHER AGENCIES

A St John Ambulance VHF radio is maintained at the Ambulance liaison desk at the Dunedin Emergency Operations Centre

Department of Conservation, City Forests Ltd and Wenita Forest Products Ltd 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 Civil Defence Emergency Communications Unit is equipped to communicate with a range of agencies through their radio networks as well as a wide range of other telecommunication links, including cellular data and satellite phone.

SUPPORTING SERVICES

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

RECOVERY

Operations 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 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).

Operations Group input to recovery could include immediate issues such as:
- Advising on residual operational issues requiring intervention beyond business- as-usual processes.
- Disaster victim identification processes.
- Managing waste (including hazardous waste) generated by the event.
- Building safety inspections.
- Making safe or isolating hazards from damaged infrastructure.
- Co-ordinating access to reconstruction and repair resources.
- Assessing residual risks to infrastructure.
- Advising on priorities for reinstatement of lifeline 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 on-going staff welfare.

Longer-term input to recovery may include:
- Repair, relocation or reconstruction of emergency response facilities.
- Monitoring the impact of on-going recovery on community safety parameters.
- 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 operational group's input required for community recovery, agencies will conduct or participate in debriefs to review their response to and learning from any emergency activation.

PLANNING

The Operations Planning Group will comprise:

>Operations Manager (Chair)
>Alternate Operations Managers
>Dunedin Area Commander, New Zealand Police
>Dunedin Area Response Manager, New Zealand Police
>Dunedin Area Prevention Manager, New Zealand Police
>East Otago Area Manager, Fire and Emergency New Zealand
>Assistant East Otago Area Manager, Fire and Emergency New Zealand
>Territory Manager, St John Ambulance
>New Zealand Defence Force representative
>Infrastructure lifeline utility provider representatives
>Building Solutions Manager, Dunedin City Council

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

Last revision date for this section – September 2017

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.

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

The declaration of a local emergency does not relinquish the normal responsibilities of health service providers.

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

SOUTHERN DISTRICT HEALTH BOARD

District Health Boards (DHBs) are responsible for leading and coordinating local reduction, readiness planning across health and disability service providers within their district; also coordination of local health sector during response to and recovery from emergencies through ensuring appropriate coordination of all health and disability service providers and close liaison with Civil Defence Emergency Management groups and local authorities. DHBs also have a responsibility to continue their services to the greatest extent possible and managing any increased demand.

The Southern DHB Health Emergency Plan[1] outlines the use of the Southern DHB Emergency Operations Centre for the coordination of the health sector during response and recovery efforts, coordination with the National Health Coordination Centre and the placement of Health Liaison staff to facilitate this at Civil Defence Emergency Management Group Emergency Coordination Centre and, where possible, to the local authority level Emergency Operations Centre.

The principal areas of activity for Southern DHB in an emergency are for the coordination and support for:

- Primary Healthcare, including pharmacies and GP practices
- Aged residential care facilities
- Private and community trust hospitals
- Disability support services

PUBLIC HEALTH SOUTH

Public Health units have a responsibility to develop plans specific to public health emergencies, maintain their services while managing increased demands on their services coordinated via the local DHB Emergency Operations Centre. Maintain a liaison with Civil Defence Emergency Management Group Emergency Coordination Centre or the local authority Emergency Operations Centre during an emergency.

Public Health South maintains the Public Health Service Emergency Response Plan to provide public health services through all phases of an emergency.

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
- Prevention and control of communicable diseases
- Removal and disposal of hazardous or toxic substances

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[1] Southern District Health Board Health Emergency Plan 2014-2017. Resource folder #11

- Facilities for maintenance of personal hygiene
- Sanitary services
- Removal and hygienic burial of the dead

DUNEDIN CITY COUNCIL

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

AMBULANCE SERVICES

Land and Air ambulance providers are responsible to ensure the continuity of care for existing patients, the management of increased demand for services and preparing and implementing emergency management plans across the sector and aligned with the plans of other emergency services and Civil Defence Emergency Management Group plans.

The Land and Air ambulance provider for Otago is St John. The St John Major Incident and Emergency Plan sets out how ambulance service provision will occur and the interface with the Ambulance National Crisis Coordination Centre, other emergency services, CDEM Group and, where possible, to the local authority level EOC.

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 DHB arrangements.

Emergency Treatment Centres / Casualty Clearing Points (as required)	Community-based treatment:
	    Triage
	    Transport
	    Treat and hold
	    Treat and discharge
	    Palliative care
		St John operations personnel supported as possible by other agencies.	St John multiple casualty incident caches, on-ambulance supplies and equipment, deployed hospital supplies and equipment.
			Re-supply via DHB and St. John arrangements.

Hospitals
    Dunedin
    Mercy
	Critical care	Hospital staff.	Hospital equipment and supplies.
			Normal re-supply if available, otherwise via DHB arrangements.

Medevac		St John Air ambulance providers New Zealand Defence Force	Ambulance Air ambulance Military transport

OPERATIONAL RELATIONSHIPS

Civil Defence Controller ——— Operations Manager

Health Liaison Officer

DHB Controller

- Hospital Emergency Management Teams
  - Hospitals
- Public Health South
  - PHS Emergency Response Plan
- WellSouth
  - PHO Medical Practices
- Portfolio Managers
  - Pharmacies
  - Aged Care facilities
  - Disability support services
- St John Manager
  - First Aiders
  - Ambulance Services
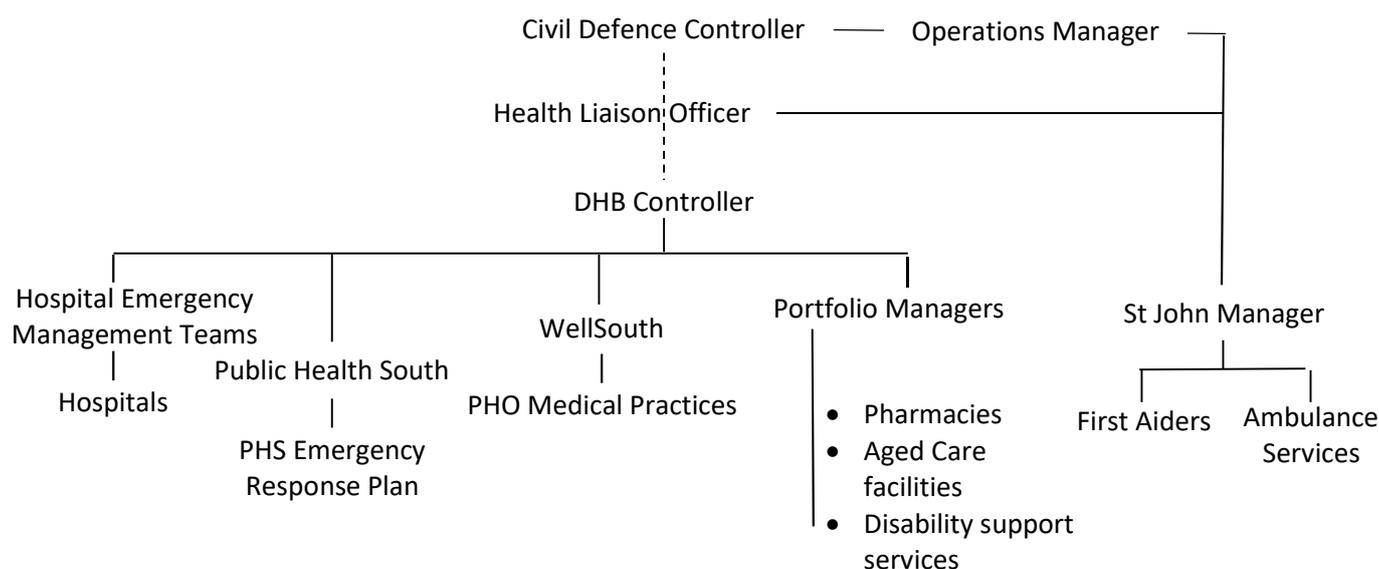
CONTROL POINT AND OPERATING LOCATIONS

Health and Disability services co-ordination will be established in the Southern District Health Board Emergency Operations Centre, with a health liaison officer located at the Dunedin Emergency Operations Centre.

Ambulance activities will normally be controlled from the regional Communications Centre in Christchurch.

ACTIVATION AND REPORTING

When the Dunedin Emergency Operations Centre is activated, the Dunedin duty manager for the Southern District Health Board will be notified.

RESOURCES

PUBLIC HEALTH

Several 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.

FIRST AID

First Aid services may be provided by personnel from St. John, New Zealand Red Cross 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. Defence Force
Ambulances operated by other ambulance services where they may exist

Section 90 of the Civil Defence Emergency Management Act 2002 gives the Controller the power 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 health 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 health telecommunications system, with ambulance radios installed at Dunedin Emergency Operations Centre, the Emergency Department of Dunedin and Mercy Hospitals.

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 in the DHB hospitals.

SUPPORTING SERVICES

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

Additional support 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 health services	Public Information & News Media Liaison Group
Assistance with water supplies, emergency lighting and waste disposal	Operations Group
Identification of the dead and security at surgical hospitals if required	
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

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

Tasks likely to be requested by the Operations 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 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.

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:
- 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
An annual review of this section will be undertaken by the Southern District Health Board and Emergency Management Otago.

5.15   LOGISTICS GROUP

PURPOSE AND OUTCOMES

To provide for the personnel, resources and facilities required to support response operations during a state of emergency. CDEM logistics is intended to fill gaps in agency and commercial logistics chains during an emergency, where the need is critical.

ROLES AND RESPONSIBILITIES

LOGISTICS MANAGER

The Chief Information Officer, 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, administrative support and facilities	Dunedin City Council Human Resources Volunteering Otago Civil Defence Emergency Management Support Staff
Finance and Procurement	Dunedin City Council Finance
Information Communication Technology	Dunedin City Council Business Information Services Amateur Radio Emergency Communications
Essential Suppliers	New Zealand Defence Force Petroleum Industry Road and Passenger Transport Associations Fast Moving Consumer Goods companies

PERSONNEL, ADMINISTRATIVE SUPPORT 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.

- Management of offers of assistance – recording offers made and matching where applicable to identified needs.
- Priorities and procedures will be in line with the MBIE guide to emergency procurement.
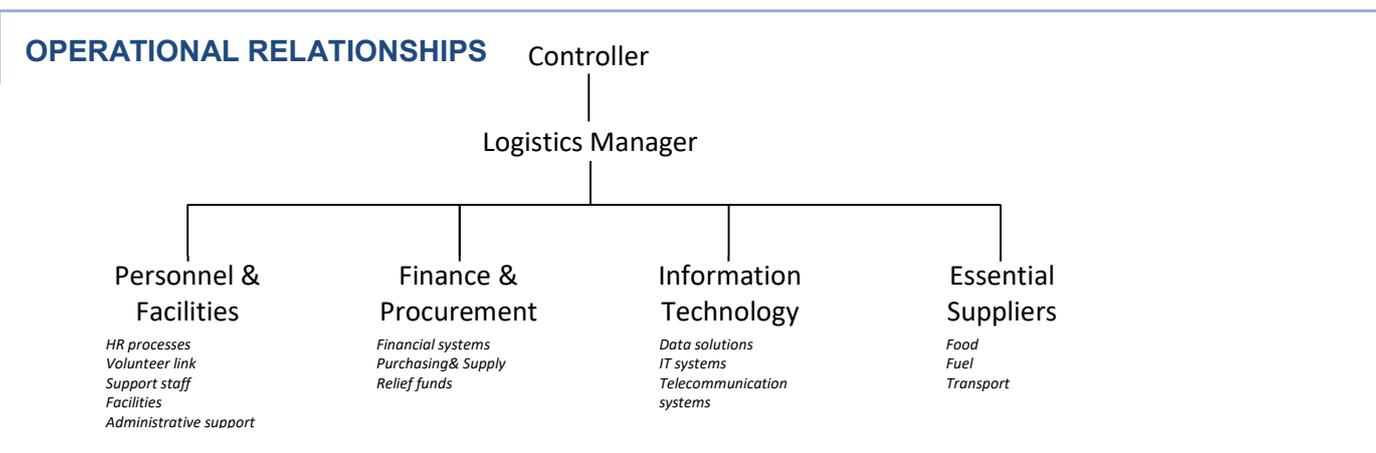
INFORMATION COMMUNICATION TECHNOLOGY

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.
- The availability of mobile telecommunications for civil defence emergency management at key locations and "in the field".
- Supporting the telecommunications needs of other operational groups in so far as resources will allow.

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

OPERATIONAL RELATIONSHIPS

```
                          Controller
                              |
                       Logistics Manager
                              |
        ┌──────────────┬──────────────┬──────────────┐
  Personnel &      Finance &      Information     Essential
  Facilities       Procurement    Technology      Suppliers
```

Personnel & Facilities	Finance & Procurement	Information Technology	Essential Suppliers
HR processes	*Financial systems*	*Data solutions*	*Food*
Volunteer link	*Purchasing& Supply*	*IT systems*	*Fuel*
Support staff	*Relief funds*	*Telecommunication systems*	*Transport*
Facilities			
Administrative support			

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.

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

RESOURCES

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

TELECOMMUNICATIONS

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.

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:
- VHF analogue radio network with fixed and portable repeaters, and simplex channels compatibile with a number of other services, including St John Ambulance, Police Search & Rescue, Red Cross, and Department of Conservation.
- 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.

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

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 administrative support group will assign telephone and non-licensed radio operators to support Emergency Operations Centre telecommunications functions.

FIELD TELECOMMUNICATIONS
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.

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.

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.

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 COMMUNICATION 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.
- Field communications for needs assessment teams

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)
- Volunteering Otago
- Cadre NCO, Dunedin, 2/4 RNZIR
- Bus and Coach Association representative and alternate
- Road Transport Association and alternate
- Petroleum Supply Industry representative and alternate
- Fast Moving Consumer Goods Industry representatives
- Amateur Radio Emergency Communications Section Leader

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

5.16 WELFARE GROUP

Last revision date for this section – July 2018

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. The National Civil Defence Emergency Management Plan lists Welfare Services as consisting of the following sub-functions:

- Registration and needs assessment
- Inquiry
- Care and protection services for children and young people
- Psychosocial support
- Household goods and services
- Shelter and accommodation
- Financial assistance, and
- Animal welfare.

ROLES AND RESPONSIBILITIES

WELFARE MANAGER

The Welfare Manager is the nominated General Manager of the Dunedin City Council. The appointment at this level indicates the importance of the welfare function in a Civil Defence Emergency Management response.

The Alternate Welfare Manager is to be determined by the planning group from an appropriate agency within the planning group.

NEW ZEALAND POLICE

Under the national Civil Defence Emergency Management Plan, Police are the lead agency in coordinating inquiries. They will be supported by the DHB's patient management systems and Ministry of Education (through school rolls) and the Civil Defence Emergency Management registration process.

SOUTHERN DISTRICT HEALTH BOARD

The District Health Board (DHB) has the responsibility for coordinating the provision of psychosocial services. They will be supported by other government and non-government agencies as required. Guidance from the DHB on psychosocial impacts of operational decisions, both positive and negative should be considered by the Incident Management Team in the action consideration process.

MINISTRY FOR VULNERABLE CHILDREN

The Ministry for Vulnerable Children has the responsibility for coordinating the statutory care and protection to children and young people, aged under 17 years, who have been identified as being unaccompanied/separated from their parents, legal guardians, or usual caregivers during an emergency. They will be supported by New Zealand Police and if necessary by New Zealand Red Cross.

MINISTRY OF SOCIAL DEVELOPMENT

The Ministry of Social Development has the responsibility for the co-ordination of the financial assistance. They will be supported national agencies and government departments as outlined in the National Civil Defence Emergency Management Plan and by the Dunedin City Council should a Mayoral Relief Fund be established.

DUNEDIN CITY COUNCIL

The council, through its Civil Defence Emergency Management response structure has the responsibility for managing the welfare sub-functions of:

- Registration and needs assessment coordinated through the council's Business Information Services department, supported by the Red Cross Disaster Welfare Support Team, the DHB and Victim Support.
- Household goods and services, supported by the DHB (for medications) and the Civil Defence Emergency Management Logistics group.
- Emergency shelter and accommodation coordinated by the council's visitor centre.
- Animal welfare, coordinated by council's Animal Services, supported by SPCA and local veterinarians and animal boarding establishments. The national overview of this function is managed by the Ministry for Primary Industries.

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 MSD representative Connect South - Supporting Non-profits representative Red Cross representative DHB representative
Civil Defence Centres - Agency representation - Referrals - Information, psychosocial support - Household goods and services	As required by circumstances - Work & Income Centres - Community facilities	Work & Income Visitor Centre / Housing New Zealand Southern DHB Victim Support Red Cross Dunedin City Council Animal Services
Emergency Shelter - Bedding - Catering	Close to Civil Defence Centre Commercial accommodation providers where possible	i-Site Visitor Centre Red Cross Otago Polytechnic
Registration & Needs Assessment - Local registration processing - National/international inquiries	Civil Defence Centre locations Dunedin City Council Civic Centre Online self-registration	Civil Defence Centre personnel DCC Business Information Services New Zealand Police Red Cross

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.

CIVIL DEFENCE 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.
- Psychosocial support.
- Where appropriate the provision of child-friendly spaces, supported by Save the Children New Zealand.
- Basic food and beverages for visitors and staff at the Centres.
- Provision of animal shelter and welfare for domestic animals.

EMERGENCY SHELTER

In circumstances where displaced people cannot find their own accommodation and commercial accommodation is not available to refer them to, emergency shelter 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 NEEDS ASSESSMENT

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

```
                    Controller
                        |
                 Welfare Manager
        ┌───────────────┼───────────────┐
  Welfare Management  Civil Defence Centres  Registration/Needs
       Team                 Team            Assessment Team
                            |
                  Emergency Shelter Team
```
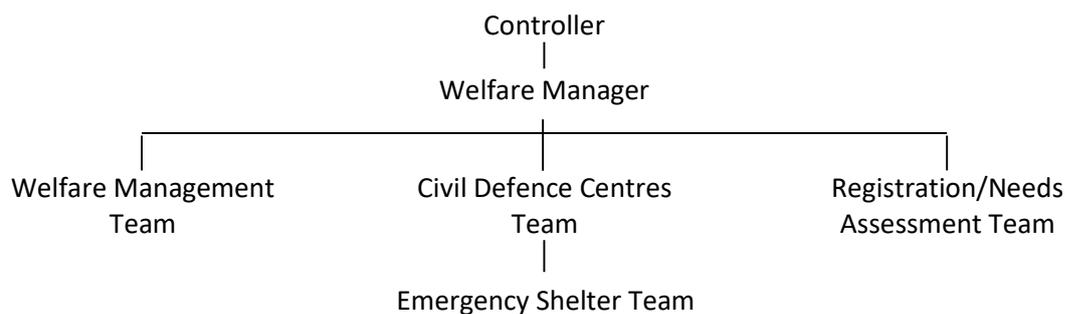
CONTROL POINT AND OPERATING LOCATIONS

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 may be based at the Emergency Operations Centre or 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 telecommunications is not operating	Logistics Group
Accessing household goods and services	Logistics Group
Public information material	Public Information 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)
> Alternate Welfare Manager
> Ministry of Social Development - Work & Income
> New Zealand Red Cross
> Ministry for Vulnerable Children
> Southern District Health Board
> Victim Support
> New Zealand Police
> Housing New Zealand
> Business Information Services, Dunedin City Council
> Animal Services, Dunedin City Council
> i-Site Visitors Centre, Dunedin City Council
> Otago Polytechnic

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

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.
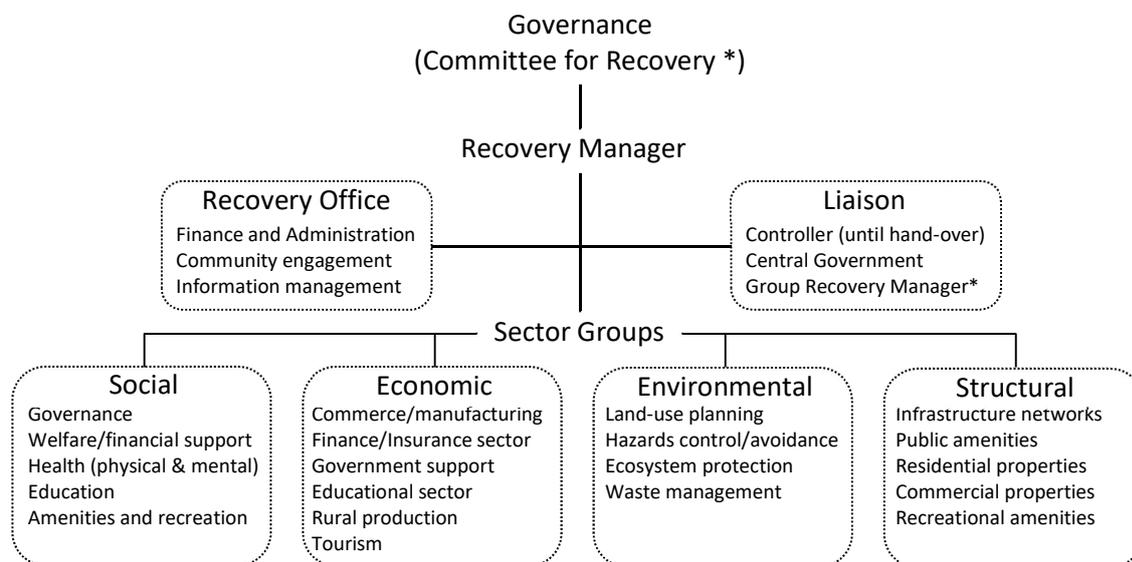- Provide regular reports for the Council Committee for Recovery (if established).

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.

```
                        Governance
                  (Committee for Recovery *)
                             |
                       Recovery Manager

   Recovery Office                          Liaison
   Finance and Administration               Controller (until hand-over)
   Community engagement                     Central Government
   Information management                   Group Recovery Manager*

                       Sector Groups

   Social              Economic            Environmental         Structural
   Governance          Commerce/manufacturing   Land-use planning    Infrastructure networks
   Welfare/financial support   Finance/Insurance sector   Hazards control/avoidance   Public amenities
   Health (physical & mental)  Government support   Ecosystem protection   Residential properties
   Education           Educational sector   Waste management      Commercial properties
   Amenities and recreation   Rural production                        Recreational amenities
                       Tourism
```

*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.

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.

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:

<u>Mature</u> (81-100%) – substantial to comprehensive achievement; tested, effective, reliable
<u>Advancing</u> (61-80%) – considerable progress or achievement; high degree of confidence
<u>Developing</u> (21 -60%) – some progress but without systematic policy or commitment; needs to be tested
<u>Requires Attention</u> (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)
Goal 1 - Public education, public information, community resilience, community participation	74.3%
Goal 2 - Research, hazard risk profile, integrated planning, risk reduction	81.3%
Goal 3 – Capability development, exercising, planning, co-ordination, operating facilities, warning systems, communications, controllers, resources, logistics, welfare, lifelines	67.6%
Goal 4 – Recovery planning and management	57.2%
Enabler 1 –Governance, management, culture, funding	70.1%
Enabler 2 – Risk management, business continuity management, organisational resilience	67.1%
Overall Score	**69.3%**