

3 Governance, Management and Administrative arrangements

3.1 Introduction

- a. The purpose of this section is to set out the governance, management and administrative arrangements relating to the provision of CDEM within the Canterbury region. This includes the roles and responsibilities of each part of the structure, the funding arrangements, plus other administrative functions.
- b. The ten local authorities in the Canterbury region have united with emergency response organisations to form the Canterbury CDEM Group. The Group is responsible for the effective and efficient delivery of CDEM within the Group area.
- c. The governance of the Group is provided by a joint committee of elected representatives from all of the local authorities in the CDEM Group Area.
- d. Supporting the CDEM Group Joint Committee is the Coordinating Executive Group (CEG), a statutory group comprising Chief Executive Officers (or persons acting on their behalf) of the local authorities, and senior managers of key emergency response agencies. The CEG implements the decisions of the CDEM Group Joint Committee, and provides this joint committee with strategic advice, and acts as the catalyst for the all-agency partnership approach to emergency management in Canterbury.
- e. The Group EMO, which is physically located at the ECan offices in Christchurch, provides technical and planning support to all elements of the CDEM Group.

3.2 CDEM Group Joint Committee

- a. The CDEM Group Joint Committee is a joint standing committee under the CDEM Act s12, and is made up of political representatives from each of the 11 local authorities in the Group's area. This joint-committee exercises governance and determines Group CDEM policy.

3.2.1 Functions

- a. The functions of the CDEM Group Joint Committee, and of each member, are detailed in the CDEM Act s17, as follows:
 - identify, assess and manage relevant hazards and risks;
 - provide suitably trained and competent personnel and an appropriate organisational structure for effective CDEM in its area;
 - respond to and manage adverse effects of emergencies;
 - carry out recovery activities;
 - assist other CDEM groups;
 - promote and raise public awareness of CDEM and compliance with the CDEM Act within its area;
 - develop, approve, implement, monitor and regularly review a CDEM Group Plan;
 - participate in the development of the National CDEM Strategy and National CDEM Plan.

3.2.2 Delegations

- a. The CDEM Group Joint Committee is able to delegate any of its functions to members of the Group, the Group Controller, or other persons. (CDEM Act s18 (1).
- b. These delegations are made by a resolution at a CDEM Group Joint Committee meeting.

3.2.3 Membership of the CDEM Group Joint Committee

- a. Each local authority that is a member of the Group must be represented on the Group by 1, and only 1, person, being the chairperson of that local authority or an elected person from that local authority who has delegated authority to act for the chairperson (CDEM Act s13).
- b. Each Local Authority will ensure that at all times its representative on the Group has sufficient delegated authority to enable the Group to exercise its powers and to fulfil its functions under the CDEM Act s16, 17 and 18 in a timely and efficient basis.
- c. Nothing in s3.2.3.b. shall derogate from the principle that adequate notice must be given of all matters to be discussed at a meeting of the CDEM Group Joint Committee.

3.2.4 Length of appointment of Chair and Deputy Chair

- a. A new chair and deputy chair will be elected for a term of three years at the first meeting of the CDEM Group Joint Committee following the local authority triennial elections.
- b. Should the chair or deputy chair resign during their tenure a replacement will be elected to complete that term at the next CDEM Group Joint Committee meeting.

3.2.5 Continuation of the CDEM Group Joint Committee

- a. The CDEM Group Joint Committee will not be discharged by a triennial election (CDEM Act s12 (2)). However, following the triennial election any previous delegations made by a local authority under the CDEM Act s13(4) must be renewed or rescinded.

3.3 Coordinating Executive Group (CEG)

3.3.1 Functions

- a. The CEG is a statutory group under the CDEM Act s20 with the following prescribed functions:
 - providing advice to the CDEM Group Joint Committee and any subgroups or committees;
 - implementing, as appropriate, the decisions of the CDEM Group Joint Committee;
 - overseeing the implementation, development, maintenance, monitoring and evaluation of the CDEM Group Plan.
- b. Other CEG roles include:
 - providing advice on the strategic direction of emergency management in the region;

**Canterbury Civil Defence Emergency Management Group
CDEM Group Plan 2005-2010**

- ensuring that all emergency management functions, including the Plan, are continually reviewed and monitored;
 - recommending the draft service level agreement, work programme and annual budget to the CDEM Group Joint Committee for approval;
 - recommending to the CDEM Group Joint Committee the appointment of any CDEM personnel including the Group and Local Controllers and persons who may declare a state of emergency;
 - liaising with other Group CEGs, particularly those of adjoining CDEM Groups;
 - input into Central Government processes, either policy positions or amendments to legislation;
 - coordinating input into the annual planning process of each local authority with respect to the CDEM function;
 - ensuring the provision of professional development and training programmes across the CDEM sector.
- c. Individual CEG member's responsibilities include:
- where applicable, ensuring effective liaison and communication on CDEM matters with their respective CDEM Group Joint Committee member;
 - facilitating the implementation of the CDEM Group Plan within their respective organisations.

NOTE: CEG has no prescribed operational role.

3.3.2 Membership

- a. CEG members are to be senior representatives of their organizations who are able to commit the resources of their wider organization to agreed projects and tasks and provide a strategic overview.
- b. The Canterbury CEG has the following membership:
- the chief executive officer of each member local authority or a person acting on the chief executive officer's behalf;
 - a senior member of the Police who is assigned for the purpose by the Commissioner of Police;
 - a senior member of the Fire Service who is assigned for the purpose by the National Commander;
 - the chief executive officers of the Canterbury and South Canterbury District Health Boards, or person(s) acting on chief executive officer's behalf;
 - a senior representative of the Canterbury business community – to be determined by CEG;
 - a senior Canterbury representative of Ministry of Agriculture and Forestry;
 - a Canterbury representative from the Canterbury/West Coast Regional Rural Fire Committee;
 - a South Island officer of the MCDEM;
 - the Canterbury CDEM Group Controller;
 - the programme coordinator of the Canterbury Engineering Lifelines Programme;
 - a senior Canterbury representative of the St John Ambulance Service.

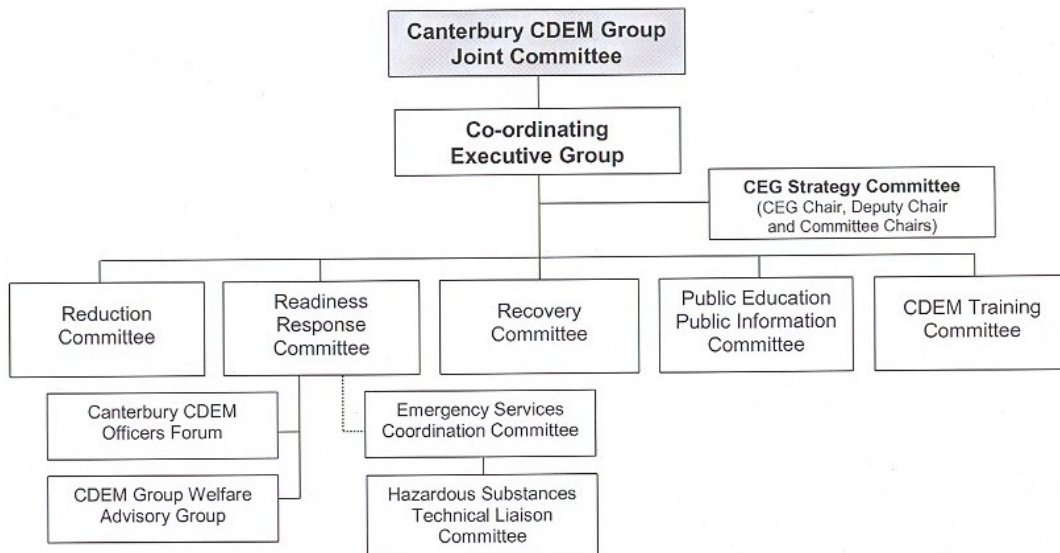
**Canterbury Civil Defence Emergency Management Group
CDEM Group Plan 2005-2010**

- c. While more than one representative of each organisation may attend CEG meetings, only one representative of each organisation may vote.
- d. In addition to the present membership, other organizations and persons can be co-opted onto CEG. The CEG will make a recommendation to the CDEM Group Joint Committee regarding wider membership after consultation with the person and organization(s) affected. The CDEM Group Joint Committee must approve the co-opting of additional members (CDEM Act s20 (1)(e)).

3.3.3 Sub-Committees

- a. The CEG may establish sub-committees in order to progress key areas of work and/or as a liaison mechanism with key stakeholders. Sub-committees may be delegated specific or general decision making powers by CEG. Terms of reference for the committees of CEG are attached as Appendix 5.
- b. Where the chairs of CEG sub-committees, working parties etc are not members of CEG they may attend CEG meetings and speak to matters relating to their sub-committee, working party etc, but may not vote.
- c. The committees of CEG and other agency groupings have been established to provide communication and coordination across Canterbury’s CDEM sector. The CEG, its committees and other related groupings are depicted in Figure 3.1.

Figure 3.1 CEG structure



3.3.4 Length of appointment of Chair and Deputy Chair

- a. A new chair and deputy chair will be elected for a term of three years at the first CEG meeting following the local authority triennial elections.
- b. Should the chair or deputy chair resign during their tenure a replacement to complete that term will be elected at the next CEG meeting.

3.4 Administering authority

- a. ECan is the Administering Authority for the CDEM Group (CDEM Act s23).
- b. The administrative and related services provided by ECan includes:
 - secretariat for the CDEM Group Joint Committee and CEG (e.g. convening meetings, forums, organising agendas, providing minutes of meetings and catering services);
 - venue for CDEM Group Joint Committee and CEG meetings;
 - accounting for the CDEM Group finances and budgets including the purchase and management of capital assets on behalf of the Group;
 - funding of the Group Budget as a targeted regional rate;
 - publishing the CDEM Group's Long Term Council Community Plan (LTCCP) in the ECan LTCCP;
 - publishing the CDEM Group's Budget and related programme and performance (once adopted) in the ECan Annual Plan;
 - such other services as agreed in the annual Service Level Agreement between the CDEM Group Joint Committee and ECan.

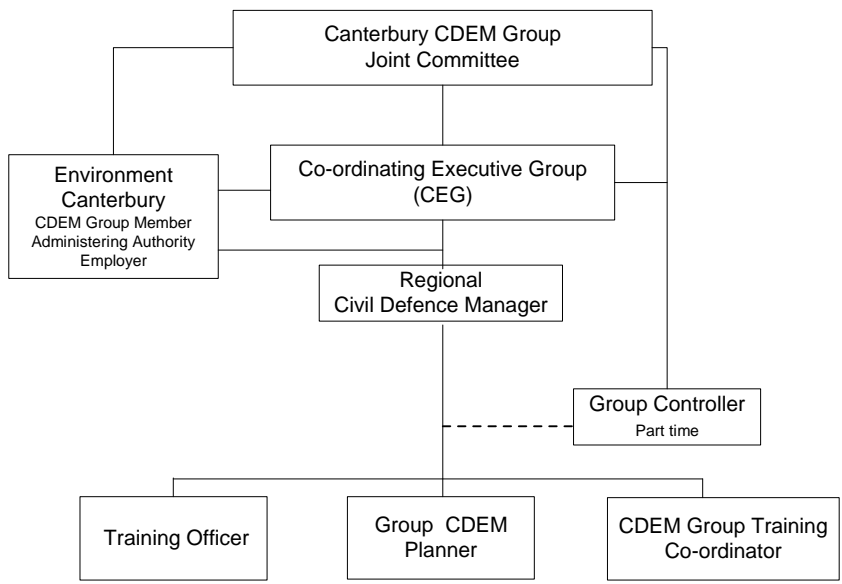
3.5 Group Emergency Management Office (EMO)

- a. The Group EMO is provided by ECan under a Service Level Agreement with the CDEM Group Joint Committee. The EMO coordinates and facilitates the 'day-to-day' work of the Group and is responsible to the CEG through the ECan Regional Civil Defence Manager.
- b. The EMO's functions include:
 - advice and technical support to the CDEM Group Joint Committee and CEG;
 - project coordination and management including the on-going development, implementation, monitoring and review of the CDEM Group Plan;
 - coordination of Group CDEM policy and its implementation;
 - coordination of monitoring and evaluation activities (see section 3.10);
 - management of contracts entered into on behalf of the CDEM Group Joint Committee;
 - developing agreements or consultation mechanisms for key agencies such as other CDEM Groups, government departments and agencies, emergency services, lifeline utilities, key infrastructure agencies, volunteer groups, and other interest groups;
 - management of and administering CDEM Group staff on behalf of the CDEM Group Joint Committee;
 - collating and disseminating hazard monitoring data;
 - providing operational support during emergencies;
 - providing for response and volunteer training;
 - other activities such as the coordination of CDEM exercises;
 - preparation in consultation with CEG of the annual report of the CDEM Group's activities, budget and performance to the CDEM Group Joint Committee for adoption;
 - such other services as agreed in the annual Service Level Agreement between the CDEM Group Joint Committee and ECan.
- c. A copy of the Service Level Agreement is available from the EMO.

**Canterbury Civil Defence Emergency Management Group
CDEM Group Plan 2005-2010**

- d. As part of the EMO, the Group Controller is responsible for:
- Leading, directing and co-ordinating all the resources necessary to respond effectively to the impact of a declared local emergency event in the Group's area.
 - Where requested, assisting the responsible lead agency, affected Territorial Authorities, in their co-ordination and management of undeclared emergency events.
 - Planning and implementation of Group activities which will better prepare the community to deal with the effects of hazards and enable it to effectively respond to and then recover from emergency events

Figure 3.2 Canterbury Emergency Management Office (EMO) Structure



- e. The costs of undertaking these services are met by the CDEM Group (see section 3.8).

3.6 Group Emergency Coordination Centre (ECC)

- a. The Group Emergency Coordination Centre (ECC) is the main facility from which the response to emergencies (declared or otherwise) will be coordinated at a regional-level in Canterbury. The ECC is located at and provided for by ECan under its Service Level Agreement with the CDEM Group Joint Committee. The structure and role of the ECC is outlined in s5.5.

3.7 Cooperative arrangements with other CDEM groups

- a. The CDEM Group will provide support and assistance when requested by other CDEM Groups with respect to their CDEM functions. This will include but not necessarily be limited to:
 - assistance in the event of an emergency;
 - sharing relevant hazards information and planning mechanisms to help develop a common understanding and approach to CDEM;
 - seeking and promoting mutual operational arrangements such as training opportunities and standard operating procedures.
- b. The CDEM Group Joint Committee is a signatory to Memoranda of Understanding (MOUs) with all South Island CDEM Groups. Copies of the MOUs are available from the Group EMO.
- c. The CDEM Act s113 provides for the recovery of actual and reasonable costs associated with the provision of assistance to other CDEM Groups.

3.8 Financial arrangements

3.8.1 Introduction

The activities of the CDEM Group incur costs that can be broken into two main areas:

- a. Programmed activities:
 - administrative and related services under the CDEM Act s24;
 - the annual work programme;
 - the provision of Group services such as the Group EMO, ECC and appointments such as the Group Controller, Group Training Coordinator.
- b. Emergency expenditure:

Expenditure incurred by the Group in the lead up to, during and immediately after a declared state of emergency.

This section outlines the financial arrangements in these two areas.

3.8.2 Programmed activities

- a. The process for agreeing an annual budget and work programme is outlined in the annual Service Level Agreement between the CDEM Group Joint Committee and ECan. A copy of this is available from the Group EMO.
- b. Apart from any direct contribution as to its share of Group costs that may be agreed from time to time, each local authority member of the Group will be responsible for:
 - funding the reduction, readiness, response and recovery arrangements required in its district;
 - funding and resourcing the preparation and implementation of Local CDEM Arrangements and any local response arrangements;
 - meeting the costs of its representation on the CDEM Group Joint Committee, CEG and sub-committees;

**Canterbury Civil Defence Emergency Management Group
CDEM Group Plan 2005-2010**

- unless agreed otherwise, the costs of completing any specific actions as outlined in the Group Work Programme (Appendix 1 to this Plan).
- c. Each agency involved with the CDEM Group is responsible for meeting the costs of:
- its representation on the CDEM Group Joint Committee, CEG and sub-committees;
 - its own reduction, readiness, response and recovery arrangements and any contribution to Group and Local CDEM arrangements;
 - unless agreed otherwise, the costs of completing any agreed specific actions as outlined in the Group Work Programme (Appendix 1 to this Plan).

3.8.3 Expenditure in a non-declared emergency

- a. In a non-declared emergency event or during the lead up to a declared emergency (Level 3)¹ the CDEM Group Joint Committee is responsible for funding:
- all costs associated with the resourcing, activation and operation of the ECC including the costs of the Group Controller;
 - costs associated with the provision of specialist advice, resources and services to the Group Controller to enable the Group Controller to carry out his/her duties.
- b. Local authorities and emergency services are responsible for meeting all the costs of their own personnel, facilities, resources and specialist advice sought in providing the CDEM function. Normal funding arrangements such as rural fire charging shall be maintained.
- c. Other emergency agencies are responsible for meeting all the costs of their own personnel, facilities and specialist advice sought in carrying out the CDEM function but may charge for agreed services provided e.g. Salvation Army provision of meals.
- d. A detailed record of expenditure, the purpose of the expenditure, and who authorised the expenditure is to be maintained by the respective Local or Group EMO.

¹ Refer Table 5.1, Section 5: Response arrangements

3.8.4 Expenditure during a declared emergency (Level 4 or 5)

- a. The CDEM Group Joint Committee is responsible for funding:
 1. all costs associated with the resourcing, activation and operation of the ECC including the costs of the Group Controller
 2. costs associated with the provision of specialist advice, use of resources and services specifically requested by the Group Controller, not in direct support of a local emergency and not provided for in sub-paragraph b..
- b. Costs incurred through decisions of the Group Controller in direct support of a local emergency, not covered in sub-paragraph a., shall be the responsibility of the respective local authority, subject to the prior or subsequent agreement of the respective local authority.
- c. Each local authority is responsible for meeting all emergency expenditure incurred in its territorial authority area or under its jurisdiction², arising out of decisions made by either a Local Controller; by individuals authorised to make decisions on the behalf of a Local or Group Controller, or; by staff with authority to do so by way of delegation from the local authority. Such expenditure includes that made for the provision of emergency welfare centres and other welfare services not provided for within sub-paragraph e., EOCs, reconnaissance activities, impact assessment and emergency mitigation measures, but excluding costs incurred by emergency response organisations outlined in sub-paragraphs d. and e.
- d. The emergency services are responsible for meeting all of the costs of their own personnel, facilities, resources and specialist advice made available during an emergency.
- e. Government Departments and their service delivery agencies will meet all of the costs incurred in the delivery of services to effected communities during an emergency.
- f. State owned enterprises and crown entities shall initially meet all of their own costs incurred while responding to an emergency. Costs that are specific to providing assistance to CDEM, and which are “outside the normal corporate function”³, may be reimbursed by the organisation that requested the assistance, resources or services.
- g. Other emergency response organisations are responsible for meeting all of the costs of their own personnel, facilities and specialist advice made available during an emergency, but may seek reimbursement from the respective local authority or the CDEM Group for services the local authority or the Group has agreed to purchase, e.g. Salvation Army for the provision of meals.
- h. To enable the EMO to verify and consolidate reimbursement claims to MCDEM immediately after the emergency⁴:
 1. A detailed record of who authorised any expenditure, and its purpose is to be maintained by all organisations that incur such expenditure².
 2. The Group Controller will ensure that the Finance Section of the ECC properly accounts for all costs incurred at Group level during an emergency.

² Geographic areas of responsibility in the case of territorial authorities, and functional areas of responsibility, such as flood management and pollution control, in the case ECan.

³ National Civil Defence Plan, Part 1, Annex F.

⁴ See s3.8.5 b.

3.8.5 Reimbursement of costs incurred during an emergency

- a. Upon termination of a declared Level 4 or Level 5 emergency, the Group Controller will recommend to the CDEM Group Joint Committee which costs, in addition to those costs listed in section 3.8.4, could reasonably be met by the CDEM Group. There may be circumstances where alternative shared CDEM Group funding may be necessary and/or appropriate. This could include where there are widespread adverse regional, environmental, social or economic impacts, and consequential regional benefits from localized response efforts having mitigated these impacts.
- b. Claims for government financial assistance (previously category A and B expenditure) are to be prepared by the organisation incurring the expenditure. All claims are to be forwarded to the Group EMO who, on behalf of the CDEM Group Joint Committee, will coordinate and check respective local authority claims, plus independently prepare a claim for any CDEM Group costs, and submit the consolidated application.
- c. "Principles for government financial support" are outlined in s89 National CDEM Plan. The procedure for making claims is outlined in the Guide to the National CDEM Plan sections:
 - 26.4.1 "Caring for the displaced"
 - 26.4.2 "Other response costs incurred by local authorities"
 - 26.7.4 "Essential infrastructure recovery repairs"

3.8.6 Reimbursement of response and recovery costs after a non-declared emergency event

- a. The reimbursement costs can be claimed from Central Government following an emergency event for which a declaration was not made. The same procedures are to be followed as those outlined in section 3.8.5b and c.

3.8.7 Emergency recovery finances

- a. During the recovery phase the Recovery Manager is to ensure that a clear record of who authorises any expenditure, and its purpose, is maintained to support claims for Central Government subsidies and repayments.
- b. The Recovery Manager will ensure all costs are properly accounted for.
- c. The Recovery Manager will recommend to the CDEM Group Joint Committee which recovery costs could reasonably be met by the CDEM Group, and those costs where reimbursement should be sought from Central Government. Claims for Central Government assistance are to be made by the organisation incurring the expenditure. All claims are to be forwarded to the Group EMO, who, on behalf of the CDEM Group Joint Committee, will coordinate, and check the respective claims, plus independently prepare a claim for any CDEM Group costs, and submit the consolidated application. Any Central Government involvement will be contingent upon the principles and conditions set out in paragraphs 9 – 11 of Part 2 of the National Civil Defence Plan.
- d. Central Government assistance for reimbursement from damage to private property, productive enterprises etc. is only available if it can be shown the risk was uninsurable and hardship can be demonstrated.
- e. If it becomes apparent that there will be a significant number of people suffering financial hardship and more immediate relief is required, the CDEM Group Joint Committee may establish either a Group Relief Fund or individual Mayoral Relief Funds, depending on the circumstances.

3.8.8 Funding of Group budget

- a. ECan shall assess a targeted CDEM Group rate, based on capital value, to fund the services detailed in the approved Canterbury CDEM Group budget.
- b. Any surplus or deficit remaining in the CDEM Group account at 30 June annually, shall be paid or charged interest at a rate set by ECan, based on the average interest rate ECan receives on its investments in the financial year relating to the respective surplus or deficit. Any surplus or deficit in the account will be carried to the next financial year.

3.8.9 Financial provisions for meeting Group costs in an emergency

- a. Various mechanisms are available to meet the additional costs incurred by the Group in an emergency. These include insurance, loans and the targeted rate.
- b. The CDEM Group Joint Committee will decide whether to use the Group financial reserve, loans, changes in the targeted rate or a combination of these to meet any un-programmed costs. The Group's has sufficient financial provisions in place to meet its obligations under the CDEM Act.

3.9 Supporting documents

- a. This Plan covers the key provisions and arrangements to enable the delivery of an integrated and coordinated CDEM response within the Group's area. However it is not possible in this Plan to include all of the supporting information that is necessary or to provide too much detail within the body of the text.
- b. It is important to distinguish between the Plan proper and supporting information.

3.9.1 Legally part of the Plan

- a. The only supporting information that legally forms part of the Plan is the Appendices.

3.9.2 Cited (but not legally incorporated)

- a. Information that is cited but is not legally part of the Plan includes:
 - Subordinate: contact and resource lists prepared in association with the Plan (frequently updated and so best kept outside the process of formal amendment).
 - Independent, e.g. response plans and SOPs managed by partner emergency response organisations.
 - Foreshadowed: e.g. contingency plans and standard operating procedures that have been or will be written in line with the objectives of the Plan.
 - Information only: those documents that potential responders should consult in order to either better understand their role or assist them in the production of their own emergency plans. This material also includes background reports prepared during the Plan development process.

3.10 Monitoring and review

3.10.1 Plan duration and amendments

- a. The Plan will remain current for five years from the date of approval by the CDEM Group Joint Committee (CDEM Act s53). The Plan will, however, be subject to regular reviews to ensure that the Group Work Programme outcomes are being achieved. Where appropriate, and in light of these reviews, specific amendments may be made to the Plan prior to the five-year period. These amendments will not be subject to a public notification process unless they are likely to significantly effect the rights or obligations of an individual (CDEM Act s56 and s57).
- b. The Group EMO will facilitate the five-year review and, if necessary, instigate any amendments to the Plan that may be required in the intervening period. These may be required because of:
 - i. Matters arising out of the introduction of the National CDEM Plan
 - ii. Introduction of new guidelines, codes or technical standards issued by the MCDEM
 - iii. Changes in legislation affecting the role of any emergency management agency
 - iv. Recommendations following an emergency event
 - v. Changes in CDEM Group Joint Committee appointed personnel
 - vi. Outputs of Work Programme projects.
- c. Proposed amendments to the Plan shall:
 - vii. Be made by member organisations of the CDEM Group or CEG
 - viii. Be addressed to the Canterbury CDEM Group, care of the EMO
 - ix. Outline the reasons for the proposed amendment
 - x. Include reference to supporting consultation and/or information
 - xi. Include the proposed amendment in detail.
- d. The CDEM Group Joint Committee retains the power to approve all amendments to the Plan that relate to:
 - i. Group strategic direction
 - ii. Group governance and administrative arrangements
 - iii. Obligations of member local authorities – including amendments to Local CDEM Arrangements that relate to such obligations
 - iv. Financial implications for either the CDEM Group or its member local authorities.
- e. All proposed amendments to the Plan referred to the CDEM Group Joint Committee will be accompanied by recommendations from the Coordinating Executive Group and shall not occur more often than 6 monthly, unless urgent.
- f. The CDEM Group Joint Committee delegates to the Coordinating Executive Group, pursuant to s18 CDEM Act 2002, the power to approve proposed amendments to the Plan that relate to:
 - i. Ongoing enhancement of the hazard register
 - ii. Operational arrangements of local authorities and other emergency response organisations
 - iii. Roles and obligations of CDEM partner organisations, other than local authorities - including the approval of additional partner CDEM arrangements
 - iv. Clarification of parts of the Plan where the intent is clear but the wording should be enhanced, including factual and typographical corrections.

**Canterbury Civil Defence Emergency Management Group
CDEM Group Plan 2005-2010**

- g. All amendments approved by the CEG, shall be referred to CDEM Group Joint Committee members for information within 10 working days.
- h. All amendments to the Plan will be communicated to all levels of the CDEM Group organisation within 10 working days.

3.10.2 Legislative compliance monitoring

- a. The CDEM Group Joint Committee has a statutory requirement (CDEM Act s17(1)(g)) to promote and raise awareness of compliance with the CDEM Act and legislative provisions relating to the purpose of the Act (i.e. other statutes). This includes but is not limited to:
 - Biosecurity Act 1993;
 - Building Act 1991;
 - Fire Service Act 1975;
 - Forest and Rural Fires Act 1977;
 - Hazardous Substances and New Organisms Act 1996;
 - Health Act 1956;
 - Health and Safety in Employment Act 1992;
 - Local Government Act 2002;
 - Maritime Transport Act 1994;
 - RMA 1991;
 - any enactment passed in amendment of or substitution for any of the Acts identified above.
- b. The CDEM Group Joint Committee is also required to monitor and report on compliance within the CDEM Group area with the requirements of the CDEM Act and legislative provisions relevant to the purposes of that Act (CDEM s17(1)(h)).
- c. The main purpose of this compliance monitoring process is to assess each of the statutes having a bearing on emergency management outcomes, identify any weaknesses in the CDEM Group emergency arrangements and work collaboratively to improve them. As statutes can change and CDEM responsibilities subsequently alter, it is important that awareness and regular monitoring of these changes by the CDEM Group Joint Committee occurs. Should any gaps and/or inconsistencies be identified in this process, consultation on the issues and the options available is to occur with the relevant agencies and/or organisations so that any necessary corrective action(s) is taken.

3.10.3 Monitoring progress of the Group work programme

- a. The CDEM Group Work Programme has been developed to address the strategic issues raised during the Plan's development. It includes projects that need input from many emergency management agencies, as well as individual agency projects that are considered necessary for the CDEM Group to be able to function effectively.
- b. Some Work Programme activities are ongoing, and have no finite start or finish dates. Other activities are specific short-term projects. The large number of projects in the Work Programme means different reporting and monitoring requirements.
- c. The Group Work Programme will be set and agreed annually as part of the Group CDEM budget process. The Programme will allocate facilitators, set the timeframes and detail the reports required.

**Canterbury Civil Defence Emergency Management Group
CDEM Group Plan 2005-2010**

3.10.4 Group Plan review following activation

- a. The Group EMO will facilitate a debrief of emergency response and recovery activities following any activation of the Group ECC. This debrief will be held in addition to any local debrief(s).
- b. The Group EMO, in conjunction with the Group Controller and Group Recovery Manager, will prepare a report for the CEG meeting subsequent to the event debrief.
- c. The report will include:
 - a record of events;
 - positive and negative aspects of the response and recovery;
 - lessons learned for future readiness, response, recovery and reduction activities;
 - recommendations for amendments to the CDEM Group Plan.

3.10.5 Ministerial monitoring

- a. The Director of the MCDEM has the function to monitor the performance of CDEM Groups and persons who have responsibilities under the CDEM Act (CDEM Act s8(f)). Key components of this monitoring requirement have been identified by the MCDEM as:
 - progress monitoring against the development of planning milestones of each CDEM Group Plan;
 - the quality of outputs achieved.
- b. The MCDEM has a representative on CEG with full access to the CDEM Group reports and other records necessary to meet MCDEM monitoring requirements.

Table 3.1 Summary timetable of monitoring and review activities

TIMEFRAME	WHAT IS BEING REVIEWED?	MONITORING OR REVIEW MECHANISM	ACTION BY
Annually as at 1 July	Completion of short term work programme projects to be achieved that year	Reports to CEG and Group Joint Committee	EMO/Project Managers
Annually as at 1 July	Progress on ongoing work programme projects	Reports to CEG and Group Joint Committee	EMO/Project Managers
On Occurrence	Plan currency and sufficiency	Reports to CEG and Group Joint Committee. Amendments to Plan recommended as necessary	EMO Partner organization input
Every five years	Plan currency and sufficiency including legal status	Complete Plan review, development and consultation leading to Group Joint Committee approval.	EMO – to include independent review

