

## **4 Readiness arrangements**

### **4.1 Operational coordination**

- a. The sustainable management of hazards is achieved through integrated planning between all of the organisations involved. Emergency management planning covers a wide field. The emergencies that have to be planned for are extremely varied in their nature and consequences. Integrated and coordinated planning facilitates consideration of all of the consequences of the threat or impact of an emergency event on a community. This sort of planning is recognised as a critical component in the establishment of acceptable levels of readiness and risk.
- b. The approach to operational coordination suggested in CIMS will provide the basis for operational planning in response to potential or actual emergencies in Canterbury.
- c. The multi-agency structure and objectives of CIMS can only be achieved if the same multi-agency approach is applied to pre-event coordination and cooperation. This will be realised through Emergency Management Liaison Committees.

### **4.2 Emergency Management Liaison Committees (EMLCs)**

- a. The CEG and its various committees provide the basis for coordination and liaison at a Group level. The function and membership of the CEG is detailed in section 3.3 of the Plan.
- b. EMLCs provide a mechanism for multi-agency planning, communication, awareness and relationship building between emergency response and recovery organisations at territorial authority level. This includes the cooperative development of Local CDEM Arrangements and subsidiary functional plan]. EMLCs may establish sub-committees, where necessary, to ensure groupings are of a workable size.
- c. While some EMLCs have been established in single local authority areas, maximum benefit can usually be gained when they cover several local authorities – due to emergency services boundaries not coinciding with local authority boundaries, and the partnership approach taken by neighbouring local authorities and their partner organisations.
- d. EMLCs for single local authority areas are usually organised by the respective local authority CDEM Officer(s). EMLCs for wider areas, such as the Christchurch-based Emergency Services Coordinating Committee (ESCC), are usually organised by the NZ Police.
- e. The Local CDEM Arrangements for each local authority area will outline the membership and communication/meeting processes for the EMLC that covers their area.
- f. EMLCs shall be chaired and organised by the respective CDEM Officer, or rotated between CDEM Officers where the EMLC serves more than one local authority area. EMLCs shall meet at least 6-monthly.

## 4.3 Appointment and development of ECC/EOC personnel

### 4.3.1 Appointment

- a. Group and Local EMOs, in conjunction with the respective Controller(s), will appoint primary and, ideally two, alternate personnel to the key CIMS Incident Management Team functions for their ECC/EOC.
- b. Key ECC/EOC appointments are:
  - Operations Manager;
  - Planning Intelligence Manager;
  - Logistics Manager;
  - Public Information Manager;
  - Community Welfare Manager;
  - Recovery Manager.
- c. These appointments will be listed separate to the respective Group Plan and District CDEM Arrangements. Appointment lists will not constitute part of the Group Plan or Local CDEM Arrangements.

### 4.3.2 Development

- a. The respective EMOs will prepare and maintain a professional development plan for each appointee. Where appointees have not received training in their respective functions at the time this CDEM Group Plan becomes operative, or when new appointments are made, their professional development plan will make provision for the appointee to receive the appropriate training within the subsequent 12-month period.
- b. EMOs will monitor the level of training and experience of personnel who will have key roles in the event of the ECC/EOCs being activated.
- c. A CDEM Training Register will be produced and maintained by each EMO to cover all key personnel. Training registers will be used as a resource available to all Controllers to assist in planning prior to and during responses.
- d. Appointees will receive further or refresher training for their positions preferably not less than every two years. Local authority CEOs should ensure that no less than 80% of all key appointees in their ECC/EOC are trained to the Groups agreed standards at any given time. These standards will be incorporated into the CDEM Group Training Programme.
- e. The Group CDEM Training Coordinator will coordinate ECC/EOC training and is responsible for implementing the Group Training Plan. The Training Coordinator will assist EMOs and Controllers in the preparation and maintenance of Professional Development Plans and CDEM Training Registers.

### 4.3.3 Emergency Support Teams (EST)

- a. It has been identified that the local authority members of the CDEM Group would be able to staff an initial shift within an EOC during an actual emergency, but would struggle to staff further shifts or replace personnel who become unavailable during an

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emergency. The Rural Fire sector has redressed this issue successfully by establishing Regional and National Incident Management Teams (RIMTs and NIMTs).

- b. The Canterbury CDEM Group intends to address the potential shortage of trained and experienced personnel in many EOCs by establishing ESTs. ESTs will be available to support responses to events in the following order of priority:
  - within the Group area;
  - neighbouring CDEM Group areas;
  - elsewhere in New Zealand;
  - other countries.
- c. Each EST will be structured around the key CIMS functions, with a view to providing the core of a full shift within an EOC.
- d. The Group Controller, on advice provided by the Group EMO, contributing organisations and the host agency will make decisions in relation to the composition and deployment of ESTs during impending and/or actual events. Prior to deployment consideration will be given to the immediate and ongoing CDEM needs of the overall Group area.
- e. Detailed planning for the establishment, training and development of ESTs will be included in the Group Work Programme (Rea04/05) and Group Training Programme.
- f. Any addition to this part of the Plan, as EST planning and development occurs, will not necessitate a CDEM Act s56 review of the Plan.

### 4.4 Operational training

- a. The National CDEM Strategy 2003-2006 sets a target that:

*“CDEM Group Plans show evidence of professional development activities”,*

and states that stakeholders

*“... that use volunteers will enhance their recruitment, training, management and retention (of personnel) through inter-agency cooperation and assistance...”*
- b. Service-specific CDEM training is the responsibility of CDEM Group partners. However, CDEM training will be developed and delivered in a more cooperative, consistent and uniform manner across the Group’s CDEM sector in future.
- c. The foundation for a more consistent and cooperative approach to training has been CIMS training that has been successfully delivered by multi-agency teams to multi-agency audiences in Canterbury over the past few years. More service specific CDEM training has also been developed and provided cooperatively by Canterbury’s local authorities for many years. The CDEM Group will build on these successes, to continually enhance the CDEM training and capabilities of all CDEM response agencies.
- d. The CEG has established a multi-agency CDEM Training Committee tasked with developing a CDEM Group Training Plan and making recommendations for the coordination of CDEM training across the CDEM Group. The Group Training Plan will be developed in parallel to the CDEM Group Plan, with the objective of accelerating the ongoing enhancement of CDEM training in Canterbury.

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- e. The focus of the Training Plan is to meet the training needs of the key CDEM appointments detailed in s5.7.1. The targets, management and monitoring arrangements in relation to key appointees are provided in s5.7.2.
- f. The Group Training Plan will provide for the development or acquisition of higher-level emergency management training relevant to the needs of all response agencies. Further, it will support the co-ordinated development of operational training for those agencies in a position to do so.
- g. Training development and delivery will be undertaken in a multi-agency, multi-disciplinary environment, encompassing key organisations that may be involved in the response to and recovery from emergencies within the CDEM Group area.

## **4.5 Exercises**

- a. Exercises are a crucial professional and organisational development tool that have been and will continue to be undertaken on a regular basis in Canterbury.
- b. A long-term exercise programme will be developed, as part of the CDEM Group Training Plan, to enable all key agencies to plan their own training and work programmes so as to ensure that the key staff, resources and plans are ready and able to be exercised when opportunities arise.
- c. Several CDEM exercises are currently held in the Group area on an annual basis. These include the:
  - Group CDEM Exercise Pandora;
  - CDEM Welfare Exercise Genie;
  - ECan Oil Spill Exercise;
  - Canterbury Regional Rural Fire Exercises;
  - Community Emergency Response Teams Competition and Exercises.
- d. A need has been identified for more specific, function-based table-top exercises and similar activities to build and test capabilities, relationships and plans across all agencies.
- e. The benefit of joint exercises involving a multi-agency, multi-disciplinary approach will be pursued and realised wherever possible. Future exercises will involve all CDEM Group Partners, where appropriate.
- f. Exercises will vary from practicing specific functions and arrangements, to testing CDEM operational arrangements in a more comprehensive manner at least once every three years. All exercises will be evaluated objectively and if required plans or procedures will be adjusted accordingly.
- g. Lessons learnt from exercises will be incorporated into reviews of the Group Plan and other operational arrangements in an open, timely and systematic manner.

## 4.6 Operational experience

- a. Actual emergency events, whether declared or not under the CDEM Act , will be used as opportunities for key CDEM personnel from all agencies to gain first hand experience.
- b. CDEM Group partner agencies will pursue opportunities for Canterbury CDEM personnel to gain experience within or in support of emergency responses elsewhere in the Group area, in neighbouring CDEM Group areas, elsewhere in New Zealand, or internationally.
- c. Agreements may be entered into with other CDEM Groups and other agencies, both nationally and internationally, to enable Canterbury CDEM personnel to be deployed in support of other responses. Mutual support MOUs were entered into with all South Island CDEM Groups in 2004.
- d. All Group CDEM partner organisations will adopt a flexible and open approach to making the most of offers of assistance from organisations outside Canterbury. The objective being to bolster local response capability, build relationships with other regional partners and establish a national capability.

## 4.7 Community readiness arrangements

### 4.7.1 Introduction

- a. The communities of Canterbury are susceptible to a wide range of natural and non-natural hazards that have potentially significant consequences for public safety and well being, and the physical, social and economic infrastructure (refer section 2.3). Community involvement is an essential component of reducing potential impacts, minimising suffering, and supporting effective recovery. The community has to be involved in preparations for responding to, and recovering from, the consequences of emergencies.
- b. The wider community involvement in these preparations includes:
  - individuals and families;
  - ethnic communities;
  - local communities;
  - schools;
  - voluntary agencies;
  - emergency services;
  - social development agencies;
  - critical infrastructure providers;
  - research institutes;
  - local authorities;
  - Government agencies;
  - businesses;
  - news media.
- c. Encouraging, influencing and facilitating improved levels of integrated community readiness across these sectors will result in the communities of Canterbury being more resilient to hazard events.

#### **4.7.2 Public education**

- a. The CDEM Group has identified public education as the foundation to improving levels of community readiness, response and recovery. The CDEM Group Public Education Strategy will be based on:
  - developing awareness and understanding of hazards and engaging in preparatory activities;
  - developing understanding and knowledge of what to do before, during and after an emergency, and
  - participating in rebuilding and restoring communities.
- b. The public education approach will be to identify strategic stakeholders in the public, business and educational communities. This will provide opportunities to target audiences with key messages at a local level.
- c. Public education planning will utilise the results of the region-wide residential survey carried out for the CDEM Group every two years.
- d. Where appropriate, public education planning will utilise opportunities to participate in national initiatives being implemented by the MCDEM and other relevant agencies.

### **4.8 Warning systems**

#### **4.8.1 Introduction**

- a. Early and effective warning and alerts to potential hazards and emergency events enable effective response planning and timely mobilisation of resources. It also provides the community with the opportunity to make appropriate arrangements to reduce the likelihood or consequences of the event on themselves, their property, and the local economy and environment.

#### **4.8.2 Issue of warnings**

- a. A number of agencies, including local authorities and local emergency services, are involved in surveillance, monitoring and assessment of hazards, at local, regional and national levels. These agencies are responsible for alerting the public, partner emergency response organisations and local authorities to precursor indicators to a potential or actual emergency event. Some of these agencies are also responsible for issuing warnings under the National Civil Defence Plan.

#### **4.8.3 National Warning System**

- a. The National Warning System is detailed in Part 3 of the National Civil Defence Plan. The MCDEM and other organisations are responsible for issuing warnings (and where possible alerts for early notification of threats) of national significance. National warnings will be issued to the Group EMO, local authority CDEM organisations and emergency response organisations.

#### 4.8.4 CDEM Group Public Warning System

- a. The purpose of the Public Warning System is for warnings to be issued to the public concerning threats to safety from a potential or actual hazard, prior to and during an emergency.
- b. The CDEM Group and its member authorities shall maintain a 24-hour / 7-day capability to generate, receive and disseminate warnings to the community and partner organisations.
- c. The general public can be alerted via radio and television to an impending emergency. Arrangements have been entered into with radio and television stations that serve Canterbury communities to enable public warnings to be made when necessary<sup>1</sup>. Any warning system that is used for this purpose will be highlighted in public education activities to ensure that the level of community understanding of how to access emergency information is improved.
- d. Public address systems, whether controlled by emergency services or other organisations, may also be used to deliver public warnings prior to or during potential emergencies.
- e. Specific warning systems may be developed for particular hazards, where necessary, through contingency plans developed under the auspices of the Group Plan and/or Local CDEM Arrangements. Where no contingency plan exists, Group warning levels have been established to assist readiness.

Note: These warning levels should be read in conjunction with response levels outlined in Table 5.1.

#### 4.8.5 Canterbury CDEM Group Warning Levels

- a. **Advisory** – No response required, information received from monitoring and surveillance agencies (e.g. Geological and Nuclear Sciences, MetService). The Group EMO will coordinate the distribution of advisory warnings to relevant local authorities and agencies.
- b. **Alert** - A preparatory phase recognising that although based on limited information there are indicators that an emergency is impending. Liaison with emergency services is initiated. Notification from the Group EMO to:
  - Group and Local Controllers;
  - Canterbury emergency response agencies;
  - MCDEM.
- c. **Standby** – (Coordinated by Group ECC) Threat imminent and key personnel put on standby. Liaison with emergency services and response agencies is increased. Public Information Plan is activated. Standby warnings will be issued to those agencies with potential involvement in response and/or recovery.
- d. **Full activation** – (Coordinated by Group ECC) Event has occurred or is inevitable.

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<sup>1</sup> See CDEM Group Public Information Plan (under further development)