Canterbury Civil Defence Emergency Management Group

ELECTED REPRESENTATIVES' GUIDE

November 2022







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Front cover: Former Christchurch City Mayor Lianne Dalziel and Selwyn Mayor Sam Broughton speak to media during the Port Hills fires response, assisted by a sign language interpreter. Photo supplied by Christchurch City Council Newsline.

Image below: Ashburton Mayor Neil Brown and Prime Minister Jacinda Ardern speak to the media during the May/June 2021 Ashburton flood response. Photo supplied by Ashburton District Council.



GLOSSARY

| CDEM | Civil Defence Emergency Management. |
|---------------------------------------|---|
| CDEM Act | Civil Defence Emergency Management Act 2002. |
| CDEM Group | A group established under section 12 of the CDEM Act 2002. |
| CDEM Group area | The CDEM Group area is defined by the following territorial authorities: Kaikōura, Hurunui, Waimakariri, Christchurch, Selwyn, Ashburton, Timaru, Mackenzie and Waimate councils. |
| Chair (Person) | Chair of Canterbury CDEM Group Joint Committee. |
| Controller | The person/s authorised by the Joint Committee to perform this role within their territorial authority (Local Controller) or the Canterbury CDEM Group area (Group Controller). |
| Councillor | Any elected member of a territorial authority within the Canterbury CDEM Group area. |
| Coordination Centre | A location from which a Controller and Incident Management Team manage a response. There are four types including Incident Control Points (ICP), Emergency Operations Centres (EOCs), Emergency Coordination Centres (ECCs), and National Coordination Centres (NCCs). |
| Coordinating Executive Group (CEG) | Defined in the CDEM Act, it is comprised of the chief executive officers of local authorities, emergency services and other agencies as appointed by the CDEM Group. The CEG provides strategic leadership to the CDEM Group. |
| Elected Representative | Any elected member of a local authority, including an elected member of a community board. |
| Emergency | A situation that: |
| | • is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and |
| | causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand; and |
| | cannot be dealt with by emergency services, or otherwise requires a significant and co-ordinated response under this Act. |
| Emergency Coordination Centre (ECC) | A coordination centre that operates at the CDEM Group or regional level to coordinate and support one or more activated EOCs. The Group Controller provides overall direction, control, inter-agency coordination, and resource management. |
| Emergency Operations Centre (EOC) | A coordination centre that operates at the local level to manage a response. The Local Controller provides direction, control, interagency coordination, and resource management. |
| Joint Committee | The CDEM Group Joint Committee is the joint committee of elected representatives of local authorities within the CDEM Group area, formed under the Local Government Act 2002. |
| Local authority | A regional council or local authority. |
| Mayor | Any elected Mayor within the Canterbury CDEM Group area. |
| NEMA | National Emergency Management Agency. |
| PIM | Public Information Management. |
| RAG | Rural Advisory Group. |
| State of local emergency | A state of local emergency declared under section 68 or section 69 of the CDEM Act. |
| Territorial authority | A city or district council. |
| For ease of reading in this guide the | term "Mayor" also refers to the Chairperson of the Canterbury Regional |

For ease of reading, in this guide the term "Mayor" also refers to the Chairperson of the Canterbury Regional Council (Environment Canterbury).

The input of Emergency Management Otago in compiling this guide is acknowledged.

INTRODUCTION

Over the last decade, disasters in the Canterbury region have highlighted the important role of local authorities in responding to and recovering from civil defence emergencies. Consequently, the role of local authorities, and their readiness to respond to emergencies has come to the fore.

Civil Defence Emergency Management (CDEM) in New Zealand uses the disaster cycle of risk reduction, readiness, response and recovery to recognise that disasters are complex, and have many phases. Elected Representatives have an important role to play in each of these phases, in responding to and recovering from an emergency, but also by taking a leadership role to ensure that risk reduction is taken seriously and that our communities and our local authorities have adequately planned for, and are ready for, nature's extremes.

In preparing for an emergency, it is important for local authorities to consider and plan for the roles of staff and Elected Representatives during both response and recovery. Experience has shown that where their respective roles have not been clearly established prior to an emergency, or where agreed roles are exceeded or disregarded, the coherence of the local authorities' position is undermined.

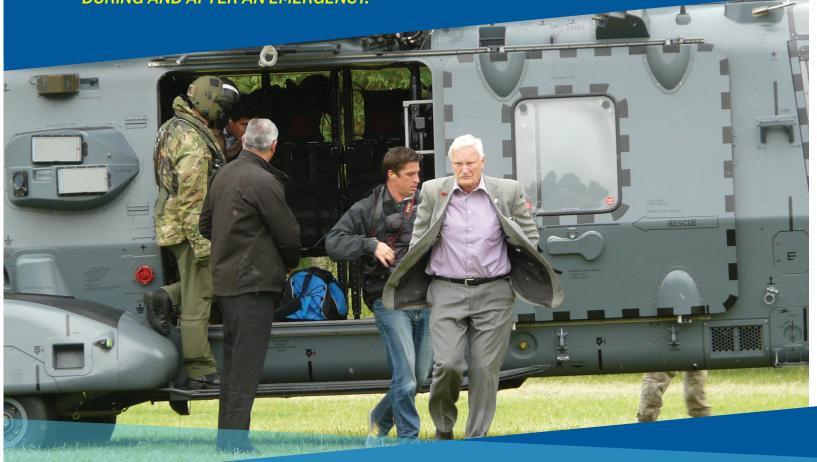
This short guide is a ready reference to assist all Elected Representatives to carry out their responsibilities under the CDEM Act. This guide follows comprehensive emergency management through the 4R's of risk reduction, readiness, response and recovery.

On the last page of this guide you will find a list of references and website links relating to a number of relevant CDEM plans and guidelines.

THE CDEM ACT CLEARLY DEFINES THE DUTIES OF LOCAL AUTHORITIES WITH REFERENCE TO CDEM. THESE DUTIES ARE:

• A LOCAL AUTHORITY MUST PLAN AND PROVIDE FOR CDEM WITHIN ITS DISTRICT.

• A LOCAL AUTHORITY MUST ENSURE THAT IT IS ABLE TO FUNCTION TO THE FULLEST POSSIBLE EXTENT, EVEN THOUGH THIS MAY BE AT A REDUCED LEVEL, DURING AND AFTER AN EMERGENCY.



Former Hurunui Mayor Winton Dalley travels by military helicopter to the small town of Waiau during the response to the November 2016 North Canterbury earthquakes.

CIVIL DEFENCE EMERGENCY MANAGEMENT STRUCTURE IN CANTERBURY

The Canterbury CDEM Group area is defined by the following territorial authorities: Kaikōura, Hurunui, Waimakariri, Christchurch, Selwyn, Ashburton, Timaru, Mackenzie, and Waimate.

All Mayors of these councils, or their nominated Councillor, are members of the Canterbury CDEM Joint Committee, responsible for the strategic direction and delivery of CDEM to the region. Waitaki District Council belongs to the Otago CDEM Group.

The Coordinating Executive Group (CEG), comprised of all local authority Chief Executives (or delegates) and representatives from key partner agencies, is the body responsible for CDEM planning and implementation.

The Canterbury CEG includes the following agencies and representatives: New Zealand Police, Fire and Emergency New Zealand, Te Whatu Ora - Health New Zealand, Te Rūnanga o Ngāi Tahu, Ministry for Primary Industries, Ministry of Social Development, St John, the Canterbury business community, NEMA, Canterbury Lifelines Group, the Group Controller, the Group Recovery Manager, and the Group Welfare Manager.

The Regional Manager/Group Controller of the Canterbury CDEM Group reports to both the CEG and Joint Committee, and is directly responsible to the Chair of the CEG.

The Canterbury CDEM Group Plan is the defining document of the governance, structures, and operating arrangements of the Canterbury CDEM Group. It provides further detail and should be read in conjunction with this document.

National Emergency Management Agency



NATIONAL CIVIL DEFENCE EMERGENCY MANAGEMENT STRUCTURE

Local authorities are responsible for CDEM within their district, as per the Civil Defence Emergency Management Act 2002 (or the CDEM Act). As members of CDEM Groups, local authorities work with each other, and with emergency services and other agencies, to reduce risks, be ready for emergencies, respond when needed, and lead the recovery afterwards.

The National Emergency Management Agency (NEMA) supports CDEM Groups in their planning and operations. It works to ensure there is coordination at local, regional, and national levels, and provides policy advice to the government. NEMA's role is to provide advice and support and develop plans and arrangements at the national level — with and across agencies.

National CDEM Structure

National Emergency National Coordination Nationally Management Agency (NEMA) Centre (NCC) supported Civil Defence Emergency **Emergency Coordination** Regionally Management Group Centre (ECC) coordinated **Emergency Operations** Locally Local Centre (EOC) managed authority

DURING AN EMERGENCY

The vast majority of emergencies are managed at the local level. This means the local authority – or potentially other lead agencies, such as Police for an armed offender emergency – are in charge.

The CDEM Group, representing a collective of local authorities and emergency services within a particular region, closely monitors local emergencies, and may assist and provide resources. If the situation requires it, for example when multiple districts are affected, the CDEM Group becomes the lead agency. It will then play a more leading and coordinating role in the response, while the local authority or authorities, emergency services, and community groups keep their focus on the local response.

NEMA always monitors local emergencies, and plays a supporting role if things escalate, or if there are consequences that cross regional boundaries, or are of national significance. In a state of national emergency for a geological or meteorological hazard event that is declared by the Minister for Emergency Management, NEMA is the lead agency.

ELECTED REPRESENTATIVES' ROLES BEFORE AN EMERGENCY

Risk reduction

Reducing the risk of natural hazards in our communities comes under the remit of many pieces of legislation, many of which are discharged by local government, such as the Building Act and the Resources Management Act¹. Elected Representatives have a critical role to play in ensuring that local authorities manage natural hazards to their communities. The primary tool to achieve this is a council's District Plan.

In Canterbury we have the "Regional Approach to Natural Hazards" programme, which all local authorities in Canterbury contribute to. The aim of this programme is to bring greater consistency to our approach to hazard and risk management, and to better communicate information about the risks we face to the public and our stakeholders.²

Community resilience

Despite many events across Canterbury over the last decade, the levels of resilience in our communities have fallen back to levels similar to those before the 2010 earthquake. As leaders in our communities, Elected Representatives can make a significant difference in building community resilience in Canterbury.

Elected Representatives play a key role by:

- promoting and encouraging the preparation of community response and recovery plans;
- using their local knowledge to identify local groups and partners who may be able to play a role in the response and recovery;
- promoting resilience within the community and managing residents' expectations;
- actively engaging with community members involved in community resilience work; and,
- reviewing emergency plans.

ENSURING YOUR FAMILY IS PREPARED FOR AN EMERGENCY IS ESPECIALLY IMPORTANT FOR AN ELECTED MEMBER AS THEIR ROLE MAY REQUIRE TIME AWAY FROM THE FAMILY DURING RESPONSE AND RECOVERY.

Personal preparedness

It is the responsibility of each Elected Representative to ensure their own personal safety, and that of their family. Elected Representatives have key roles in an emergency which will often mean long hours away from the family. When the family plan is developed, it is important to acknowledge and plan for this role, so that the family is supported through what could be a stressful time.

For further guidance on how to plan for an emergency, please visit getready.govt.nz.

Elected Representatives should wherever possible contribute to the planning process, and participate in exercises and training in their council, to ensure they are familiar with the requirements of their role in response.

Business continuity for local government

Under the CDEM Act, local authorities have a responsibility to ensure that business as usual council functions are maintained to the fullest extent possible, in addition to responding to an event. In seeking assurance that the local authority has done all it can to plan for an emergency, Elected Representatives should seek reassurance that the local authority has business continuity plans that are sufficiently robust to enable it to continue to operate during an emergency.

This includes council's responsibility as an asset manager of critical infrastructure, which may include roads, three waters, communications networks, and ports.

¹For a full list of legislation with risk reduction implications, please refer to chapter 4 of the Canterbury CDEM Group Plan 2022.

² If you'd like to know more about this project, please speak to your local emergency manager.

DECLARING A STATE OF LOCAL EMERGENCY

ONCE A STATE OF EMERGENCY IS DECLARED THE GROUP CONTROLLER MUST DIRECT AND COORDINATE THE RESPONSE. LOCAL CONTROLLERS MUST FOLLOW THE DIRECTION OF THE GROUP CONTROLLER.

Under the CDEM Act, the following may declare a state of local emergency:

- An appointed representative of the CDEM Group Joint Committee. In the case of Canterbury, the Canterbury CDEM Group has appointed the CDEM Group Joint Committee Chair. In the absence of the Chair, the Deputy Chair or any other available member of the CDEM Group Joint Committee is authorised to declare a state of local emergency.
- A Mayor of a territorial authority, or an Elected Representative of the territorial authority designated to act on behalf of the Mayor if the Mayor is absent.
- The Minister for Emergency Management.

The delegations allow for a cascade of decision making, depending on who is available. In short, Mayors can declare a state of local emergency for their district or city or wards thereof. If the Mayor is not available, an Elected Representative of that territorial authority, designated to act on behalf of the Mayor, may declare a state of local emergency. If no appointed person is, or is likely to be, able to declare, any Elected Representative of the territorial authority can make that decision.

In the event of a region-wide emergency, or one that impacts more than one territorial authority or a significant part of the region, the declaration is generally made by the Chair of the Joint Committee. In the absence of the Chair, the Deputy Chair or any other member of the Joint Committee can make the declaration. The Chair of the Joint Committee can also declare a state of local emergency which affects only one territorial authority.

In all instances, the declaration of a state of emergency should be undertaken by the Mayor/Elected Representative following consultation with, and advice from, the Local and/or Group Controller, the emergency services, the NEMA Regional Emergency Management Advisor, and other partner agencies as appropriate.

MAYORS ARE ENCOURAGED TO APPROACH CONTROLLERS IF THEY THINK A STATE OF EMERGENCY IS REQUIRED OR IF THEY WISH TO DISCUSS AN ASPECT OF AN EMERGENCY. A decision to declare a state of emergency is based on many considerations. Contrary to popular belief, a declaration is not required to access central government support. Both Local Controllers and the Group Controller have the authority to act, irrespective of whether a declaration is made. Where a declaration is not made, the Controller does not have any of the powers available, or protection under, the CDEM Act.

The considerations as to whether a declaration is required or not would include:

- Are the consequences or imminent consequences of the emergency significant?
- Does the response need extensive coordination between the emergency services and the other different agencies that may be involved in responding to the emergency?
- Does the territorial authority(ies) have enough resources to effectively respond to the emergency?
- Does the response need additional powers to be effective? For example, the powers of requisition and evacuation?
- Will a declaration help to increase public confidence in the response efforts?

The process for making a declaration is for a single territorial authority:

- 1. An emergency as defined in the CDEM Act has occurred or is imminent.
- The Local Controller consults with the heads of key agencies (e.g. emergency services and the local authorities).
- 3. The Local Controller considers a declaration of a state of local emergency is required.
- 4. The Local Controller makes a recommendation to the Mayor.
- 5. If it is decided to declare a state of local emergency the Mayor signs the declaration form.

The Canterbury CDEM Group Plan (Section 2.5) contains full details on declarations.

UNDER THE CDEM ACT, ONLY A MAYOR OR AN ELECTED REPRESENTATIVE MAY DECLARE A STATE OF EMERGENCY.

ELECTED REPRESENTATIVES' ROLES DURING AN EMERGENCY

All Elected Representatives have key roles to perform in an emergency, whether a state of local emergency declaration is made or not. This includes providing reassurance to residents and acting as an important conduit of information between affected communities and the responding Emergency Operating Centre (EOC) and/or Emergency Coordinating Centre (ECC). The EOC will provide regular briefings to

Elected Representatives during an emergency.

During the response to an emergency, Elected Representatives, whose area has been impacted by the emergency, have a key role in providing community leadership by:

- being there to identify the needs of the community and providing this information into the EOC;
- directing members of the public towards the right places to get the support they need;
- acting as a conduit for information as requested by the Controller and/or public information management team;
- dispelling rumours and correcting misinformation; and,
- · considering recovery issues.

The major difference between the flow and release of information in emergencies and during business-as-usual is that once a state of local emergency has been declared, the Controller becomes responsible for making all decisions on how the emergency is managed, and this includes the release of information.

This means that Mayors and Elected Representatives all act under the Controller's authority for the duration of the declared state of local emergency. This applies whether the declaration is for a local or national emergency.

It is expected that the chair of the Joint Committee will be in contact with Mayors from affected areas in the lead up to, and during an event. The Joint Committee needs to consider the need for declarations, share information and consider plans for recovery, including support from central government and other recovery agencies. The Joint Committee can meet formally (using teleconferencing facilities if necessary) or informally during this time.

DURING A STATE OF LOCAL EMERGENCY THE CHAIN OF AUTHORITY, DECISION-MAKING AND ACCOUNTABILITY IS DIFFERENT FROM THE "BUSINESS-AS-USUAL" MODEL.

The Mayor, Joint Committee Chairperson and Deputy's role during emergencies

In an emergency, the Mayor, Chair of the Joint Committee and their deputies have additional responsibilities. In brief, these are to:

- support the Controller(s);
- demonstrate leadership and maintain public confidence in the emergency response by a visible presence in the community;
- represent their local authority politically;
- make or extend a state of local emergency declaration;
- make media comment (in partnership with the Controller);
- · reassure the community;
- liaise with external agencies including central government and local iwi;
- receive visiting VIPs; and,
- maintain liaison with other regional leaders.

During any significant emergency, two different information flows exist:

- 1. Information about the incident and the response will come from the Controller.
- 2. Leadership and information to support and encourage residents will appropriately come from the Mayor or Chair of the Joint Committee.

Elected Representatives in the EOC

Every territorial authority must have an appropriately resourced EOC in order to provide an effective response to emergencies. These centres are the hub of the response, under the direction of the Controller. They are not set up to provide accommodation or facilities for Elected Representatives, with the possible exception of the Mayor.

The same principle applies to the establishment of the ECC during an emergency response.

Public information

In any emergency, providing reliable information swiftly, regularly and through multiple channels to different audiences, is essential. The Public Information Manager is responsible to the Controller for all messaging and communications from the EOC/ECC as well as stakeholder and community engagement. Methods and channels routinely used by the Canterbury CDEM Group include:

- Advisories released simultaneously to media, stakeholders, partner agencies and the community (via email and all available channels).
- Media briefings (wherever possible, Canterbury CDEM Group will use qualified and suitable New Zealand Sign Language interpreters at pre-planned formal media briefings where important safety information is being communicated verbally to the media and general public).
- Social media, including Facebook (utilising Canterbury CDEM Group accounts, shared on each council's own social media channels and on community pages to amplify the messages).
- Website updates on local authority and the Canterbury CDEM Group websites.
- Posters, daily bulletins, fact sheets, infographics etc. on community notice boards and places where people gather.
- · Community meetings.
- Small-group meetings (with affected property owners/ residents/businesses).
- On the ground tours hosting VIPs, showing media, encouraging volunteers and territorial authority staff.

Elected Representatives have been identified as key leaders in the community, so can expect to be provided with accurate and up to date information, and have a formal line of communication to coordination centres. This will be achieved by email, briefings or by teleconference. A member of the public information management team will be tasked with maintaining the flow of timely and accurate information to all Elected Representatives, plus local Members of Parliament, under the direction of the Public Information Manager and Controller.

Media liaison

The guiding rule in every interaction with media is:

- · Clarity
- Accuracy
- Relevance
- Timeliness

During emergencies, media are under increased pressure to provide information and be first with the breaking news. It is therefore essential that the responding EOC is able to provide authenticated, authorised information as swiftly as possible, so that we are recognised as the authoritative source of information. To avoid confusion, mixed messages and competition for the audience's attention, media liaison will be coordinated by the public information management team.

The Public Information Manager will ensure the media liaison process for briefing the Mayor or other Elected Representatives who are responding to media inquiries, attending public meetings, stakeholder briefings or hosting VIPs, is followed.

Mayoral Relief Fund and donated goods

Communities pull together after an event, and there is often a strong desire to support those affected through donating time, resources or money. Unfortunately, unsolicited donated goods can slow the response effort as response staff deal with the logistics of storing or transporting, often inappropriate, goods. For this reason, CDEM encourages people to donate money so that support can be put where it is most needed.

A Mayoral Relief Fund is one possible avenue for monetary donations, however thought needs to go into setting up and managing the fund before an emergency so that the territorial authority is able to make the most of the fund when it is needed. Central Government often makes contributions to Mayoral Relief Funds.

A MAYORAL RELIEF FUND IS A GOOD OPTION FOR MANAGING MONETARY DONATIONS IN AN EMERGENCY, BUT IT NEEDS TO BE PLANNED FOR PRIOR TO THE EMERGENCY.

ELECTED REPRESENTATIVES' ROLES DURING THE RECOVERY PHASE

Every emergency event is followed by a recovery phase. The CDEM role in recovery is to manage, co-ordinate and, if necessary, direct recovery efforts across the community. Like the response, this extends beyond local authority functions. The Recovery Manager provides leadership across the recovery activities of any organisation or individual to the extent required for an effective recovery.

If necessary, a formal transition to recovery notice can be issued to give the Recovery Manager a range of powers, similar to those held by a Controller in the response phase.

In a significant event, the recovery will be multifaceted and long running, involving many more agencies and participants than the response phase. It will certainly be costlier in terms of resources, and it will be subject to close scrutiny from the community and the media. Recovery planning starts during response, led by the Recovery Manager. The recovery may last months or even years after the response has ended.

Recovery will normally be led by an appointed Recovery Manager, supported by a recovery team if necessary. This should continue until needs are met or the processes needed to support ongoing community recovery are established and embedded within other organisations or local authority functions. The recovery efforts may continue within these other organisations or functions as enhanced or modified business as usual, when the need for CDEM coordination or direction has passed or been superseded by new processes.

In smaller events, CDEM may have little or no role in recovery. Instead, individual local authorities and other organisations will implement and coordinate the delivery of their own recovery plans.

The CDEM Act provides the option for CDEM Groups to give notice of a transition period following an emergency, whether a state of local emergency has been declared or not. The purpose of the transition period is to aid recovery by providing powers to the appointed Recovery Manager(s) to manage, coordinate, or direct recovery activities. Local transition periods have a duration of 28 days but may be extended or terminated at any time. Those authorised to give notice of a local transition period are the same as those for declaring a state of emergency. Where only a single district is affected, the Mayor of a territorial authority or an Elected Representative designated to act on behalf of the Mayor can give notice of a local transition period. If a transition notice is required for multiple districts, the CDEM Group's

AS COMMUNITY REPRESENTATIVES AND LEADERS, ELECTED REPRESENTATIVES WILL CONTINUE TO HAVE AN IMPORTANT ROLE IN THE RECOVERY PROCESS. THIS ROLE IS VITAL TO REBUILDING, RESTORING AND REHABILITATING COMMUNITIES.

preference is to coordinate a single notice through the Joint Committee, the Group Controller, and the Group Recovery Manager. Furthermore, the Minister for Emergency Management can give notice of a transition period.

In deciding whether to enter a formal transition period, the person authorising the notice must be satisfied that invoking the transitional recovery powers is in the public interest, and necessary or desirable to ensure a timely and effective recovery. As with a declaration of a state of emergency, notice of a transition period should be undertaken by the Mayor/Elected Representative following consultation with, and advice from, the Local and Group Recovery Manager, the NEMA Regional Emergency Management Advisor, and other partner agencies as appropriate.

Elected Representatives can support an effective recovery by working closely with the Recovery Manager and senior management to identify the recovery priorities for the community, advocating for the resources required to enable recovery, and acting as conduits for information to and from the community. To effectively support recovery, Elected Representatives should:

- Be prepared. Recovery is typically longer than response and requires extensive engagement with the community and external partners. In addition to personal preparedness, Elected Representatives can expect to encounter elevated levels of stress in the community and greater scrutiny from the public and media.
- Connect with the community. Elected
 Representatives have a key role in listening to and
 communicating with the community. This includes
 using local knowledge and networks to gather
 information and disseminate information. Equally
 important is acting as a conduit for information
 to the community. Work with the Mayor, public
 information management team, the Recovery
 Manager and senior management, to ensure
 community voices are feed into the recovery process
 and information provided back to the community is
 accurate and timely.

- Stay informed. Recovery timeframes and resources are often underestimated. Elected Representatives should attend briefings and check facts with those leading the recovery so that expectations are realistic and community trust, confidence and credibility are maintained.
- Support and encourage. Recovery requires initiative and people being empowered to rebuild and restore their communities outside of formal plans. Elected Representatives can support this by making connections between people and groups in their community, and acting to remove barriers to new initiatives where appropriate.
- Look ahead and think strategically. Recovery needs to address the long-term, as well as short-term needs. It also creates opportunities for improvement. Major decisions on expenditure and priorities are usually made beyond the formal CDEM recovery phase and rely on modified business as usual processes and powers. Identifying future issues, risks and opportunities early on makes it easier for them to be included in recovery plans. For Elected Representatives this may include using your networks to support and advocate for recovery activities, encouraging others to align their efforts, and gaining political support for decisions at both local and national levels.



FURTHER INFORMATION

Any Elected Representative who wishes to obtain further information regarding the Canterbury CDEM Group's, local or regional programme of activities, should contact their local authority Emergency Management Advisor, or the staff of the Canterbury CDEM Group Office.

Useful references

Canterbury CDEM's Governance, Strategies and Plans: https://www.cdemcanterbury.govt.nz/canterbury-cdem/governance-strategies-and-plans/

NEMA's resources for elected officials: https://www.civildefence.govt.nz/resources/resourcesfor-elected-officials/

Former Kaikōura Mayor Winston Gray addresses hundreds gathered at Churchill Park during the November 2016 North Canterbury earthquakes response.

Photo supplied by Emma Dangerfield, Stuff.







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