

Civil Defence Emergency Management Group Joint Committee

NOTICE IS GIVEN

that the next meeting of the **Civil Defence Emergency Management Group Joint Committee** will be held in **Committee Room 2, Rotorua Lakes Council, Civic Administration Building, 1061 Haupapa Street, Rotorua** on:

Friday, 2 June 2017 commencing at 12.30 pm.

Members please note: Lunch will be provided at 12 noon with the meeting to commence at 12.30 pm.

Mary-Anne Macleod
Chief Executive
Bay of Plenty Regional Council Toi Moana
26 May 2017



Civil Defence Emergency Management Group

Terms of Reference

Delegated Function

This Joint Committee, required under section 12(1) of the Civil Defence Emergency Management Act 2002, is governed by the Group's Constitution (dated July 2013).

Membership

Seven councils in the Bay of Plenty make up the Bay of Plenty Civil Defence Emergency Management Group:

- Bay of Plenty Regional Council;
- Kawerau District Council;
- Opotiki District Council;
- Rotorua District Council;
- Tauranga City Council;
- Western Bay of Plenty District Council;
- Whakatāne District Council;

Quorum

In accordance with Council standing order 10.2, the quorum at a meeting of the committee is four members, consisting of the majority of the number of members.

Term of the Committee

Pursuant to section 12(2) of the Civil Defence Emergency Management Act 2002 this committee is a permanent committee and is not disestablished as a consequence of a local government election.

Specific Responsibilities and Delegated Authority

The Civil Defence Emergency Management Group has a constitution and this specifies the functions and powers of the group.

Note:

- The Civil Defence Emergency Management Group reports directly to the Regional Council.

Public Forum

1. A period of up to 15 minutes may be set aside near the beginning of the meeting to enable members of the public to make statements about any matter on the agenda of that meeting which is open to the public, but excluding any matter on which comment could prejudice any specified statutory process the council is required to follow.
2. The time allowed for each speaker will normally be up to 5 minutes but will be up to the discretion of the chair. A maximum of 3 public participants will be allowed per meeting.
3. No statements by public participants to the Council shall be allowed unless a written, electronic or oral application has been received by the Chief Executive (Governance Team) by 12.00 noon of the working day prior to the meeting and the Chair's approval has subsequently been obtained. The application shall include the following:
 - name of participant;
 - organisation represented (if any);
 - meeting at which they wish to participate; and matter on the agenda to be addressed.
4. Members of the meeting may put questions to any public participants, relevant to the matter being raised through the chair. Any questions must be asked and answered within the time period given to a public participant. The chair shall determine the number of questions.

Membership

Chairperson:	Mayor G Brownless (Tauranga City Council)
Deputy Chairperson:	D Love (Bay of Plenty Regional Council)
Appointees:	Mayor A Bonne (Whakatāne District Council) Mayor M Campbell (Kawerau District Council) Mayor S Chadwick (Rotorua Lakes Council) Mayor J Forbes (Ōpōtiki District Council) Mayor G Webber (Western Bay of Plenty District Council) Alternates: Councillor S Browne (Ōpōtiki District Council) Deputy Mayor C Clout (Tauranga City Council) Deputy Mayor D Donaldson (Rotorua Lakes Council) Chairman D Leeder (Bay of Plenty Regional Council) Deputy Mayor F Tunui (Kawerau District Council) Deputy Mayor J Turner (Whakatāne District Council) Deputy Mayor M Williams (Western Bay of Plenty District Council)
Committee Advisor:	R Garrett

Recommendations in reports are not to be construed as policy until adopted.

Agenda

1 Apologies

2 General Business and Tabled Items

Items not on the agenda for the meeting require a resolution under section 46A of the Local Government Official Information and Meetings Act 1987 stating the reasons why the item was not on the agenda and why it cannot be delayed until a subsequent meeting.

3 Public Forum

4 Declarations of Conflicts of Interests

5 Previous Minutes

- | | | |
|-----|---|----|
| 5.1 | Civil Defence Emergency Management Group Joint Committee minutes - 24 February 2017 | 11 |
| 5.2 | Civil Defence Emergency Management Group Joint Committee minutes - 11 April 2017 | 15 |

6	Reports	
6.1	Costs incurred supporting the Kaikoura earthquake response	21
6.2	Bay of Plenty CDEM Group Funding Model	25
6.3	Whakaari/White Island Memorandum of Understanding	29
	APPENDIX 1 - Memorandum of Understanding for White Island 2017.05.23	33
6.4	Controller Appointments and Delegations	43
	APPENDIX 1 - Policy for the appointment and development of controllers May 2013 Version 2.7 - 2017.06.02	47
7	Presentation - Whakatāne District Recovery Project - Kia manawanui	
8	Public Excluded Section	89
	Resolution to exclude the public	
	THAT the public be excluded from the following parts of the proceedings of this meeting.	
	The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:	
8.1	Public Excluded Civil Defence Emergency Management Group Joint Committee minutes - 24 February 2017	91
	Grounds	
	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.	
	Reason	
	Please refer to the relevant clause in the meeting minutes	
9	Confidential business to be transferred into the open	
10	Readmit the public	
11	Consideration of General Business	

Previous Minutes

Minutes of the Civil Defence Emergency Management Group Joint Committee Meeting held in Committee Room 1, Rotorua Lakes Council, Civic Administration Building, 1061 Haupapa Street, Rotorua on Friday, 24 February 2017 commencing at 12.30 p.m.

Present:

Chairman: Deputy Chair Councillor D Love (Bay of Plenty Regional Council)

Appointees: Mayor A Bonne (Whakatane District Council), Mayor M Campbell (Kawerau District Council), Mayor S Chadwick (Rotorua Lakes Council), Deputy Mayor C Clout (Alternate, Tauranga City Council), Mayor J Forbes (Opotiki District Council), Mayor G Webber (Western Bay of Plenty District Council)

In Attendance: Deputy Mayor D Donaldson (Alternate, Rotorua Lakes Council), Chairman D Leeder (Alternate, Bay of Plenty Regional Council), Deputy Mayor F Tunui (Alternate, Kawerau District Council), G Talbot (Ministry of Civil Defence & Emergency Management), P Baunton (Tauranga City Council), D Bewley (Whakatane District Council), B Dempsey (Opotiki District Council), C Jensen (Kawerau District Council), J Miller (BOP Medical Officer of Health), B Crowe (NZ Police), A Death (Emergency Management Assistant), M Harrex (Manager Planning & Development), C Morris (Manager Recovery & Projects), T Peers-Adams (Administration Officer), C Naude (Director, Emergency Management Bay of Plenty), J Rickard (Western Bay of Plenty), S Cubbon (Committee Advisor)

Apologies: Chairman, Mayor G Brownless (Tauranga City Council)

1 Declaration of conflicts of interest

There were none declared.

2 Civil Defence Emergency Management Group Joint Committee minutes - 05 December 2016

Resolved

That the Civil Defence Emergency Management Group Joint Committee under its delegated authority:

- 1 Receives the Civil Defence Emergency Management Group Joint Committee minutes - 05 December 2016

Forbes/Bonne
CARRIED

3 **Bay of Plenty CDEM Group Annual Plan 2017-18**

Clinton Naude, Director Emergency Management Bay of Plenty, presented the report noting a key action for Emergency Management Bay of Plenty as part of the 2016-17 Annual Plan was to prepare the Annual Plan for the Bay of Plenty Civil Defence Emergency Management Group for the next financial year.

The draft Bay of Plenty CDEM Group Annual Plan 2017-18 was the result of collaboration using the Goals and Objectives of the Bay of Plenty Civil Defence Emergency Management Group Plan 2012-2017 to align the key actions for the next financial year. The draft Plan had been received by the Coordinating Executive Group on Friday, 17 February 2017.

Members sought assurance that communication problems experienced during the recent Christchurch fires would not occur in an emergency situation in the Bay of Plenty, and Mr Naude pointed out a new communication programme had been adopted by the Group. Gary Talbot had attended EOC operations in Christchurch and Kaikoura and shared learnings with members. He considered it most important that Councils understood their obligations around welfare, maintained good relationships with emergency services and clearly talked to the lead agency in an emergency.

Resolved

That the Civil Defence Emergency Management Group Joint Committee under its delegated authority:

- 1 Receives the report, Bay of Plenty CDEM Group Annual Plan 2017-18;**
- 2 Approves the Bay of Plenty CDEM Group Annual Plan 2017-18 for adoption.**

**Webber/Forbes
CARRIED**

4 **Policy for the Appointment and Development of Recovery Managers**

Members approved the Policy for the Appointment and Development of Recovery Managers and agreed to appoint the persons listed in Schedule 1 to the Policy (page 71 of the agenda) as Recovery Managers.

Resolved

That the Civil Defence Emergency Management Group Joint Committee under its delegated authority:

- 1 Receives the report, Policy for the Appointment and Development of Recovery Managers;**
- 2 Approves the Policy for the Appointment and Development of Recovery Managers**
- 3 Appoint Recovery Managers and Alternate Recovery Managers as listed in Schedule 1 of the Policy for the Appointment and Development of Recovery**

Managers, in accordance with s.29 and s.30 of the Civil Defence Emergency Management Act 2002.

**Forbes/Chadwick
CARRIED**

Adjournment

Members adjourned at 12.48am to take part in a workshop on the Draft Bay of Plenty Civil Defence Emergency Management Group Plan 2017-2022. The meeting reconvened at 1.30pm.

5 Draft Bay of Plenty Civil Defence Emergency Management Group Plan 2017-2022

This report presented the draft Group Plan to the Joint Committee for approval for public consultation. Members were also asked to appoint three of their number to serve on the panel to hear submissions to the Draft Bay of Plenty Civil Defence Emergency Management Group Plan 2017-2022.

Resolved

That the Civil Defence Emergency Management Group Joint Committee under its delegated authority:

- 1 Receives the report, Draft Bay of Plenty Civil Defence Emergency Management Group Plan 2017-2022;**
- 2 Approves the Draft Bay of Plenty Civil Defence Emergency Management Group Plan 2017-2022 for public consultation, subject to incorporating the minor amendments identified by the Committee.**
- 3 Appoints Mayors Chadwick and Forbes and Bay of Plenty Regional Councillor Love as members of the Joint Committee to sit on the submissions hearings panel and authorises them to make decisions on submissions received for the Committee.**

**Love/Campbell
CARRIED**

6 Public Excluded Section

Resolved

THAT the public be excluded from the following parts of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

6.1 Public Excluded Civil Defence Emergency Management Group Joint Committee minutes - 05 December 2016 93

Reason

That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.

Grounds

To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source.

**Love/Clout
CARRIED**

The meeting concluded at 1.35 pm.

Minutes of the Civil Defence Emergency Management Group Joint Committee Extraordinary Meeting held in Council Meeting Room One, Bay of Plenty Regional Council, 5 Quay Street, Whakatāne on Tuesday, 11 April 2017 commencing at 11.05 a.m.

Present:

Deputy Chairman: Councillor D Love (Bay of Plenty Regional Council)

Appointees: Mayor J Forbes (Opotiki District Council), Mayor M Campbell (Kawerau District Council), Deputy Mayor J Turner (Alternate, Whakatane District Council), Mayor S Chadwick (Rotorua Lakes Council), Deputy Mayor K Clout (Alternate, Tauranga City Council)

In Attendance: Chairman D Leeder (Alternate, Bay of Plenty Regional Council), M MacLeod (Chief Executive), C Naude (Director Emergency Management Bay of Plenty), G Poole (Chair CDEMG Coordinating Executive Group), A Tozer (Communications Partner), R Waugh (Programme Leader Rivers & Drainage), S Cubbon (Committee Advisor)

Apologies: Chairman, Mayor G Brownless (Tauranga City Council), Mayor A Bonne (Whakatane District Council), Mayor G Webber (Western Bay of Plenty District Council), Deputy Mayor M Williams (Alternate, Western Bay of Plenty District Council)

1 **Announcement from the Chair**

Deputising as Chairman, Councillor Love advised the extraordinary meeting had been called under urgency and in compliance with Standing Orders and cl. 22(2) Schedule 7, LGA 2002.

2 **Apologies**

Resolved

That the Civil Defence Emergency Management Group Joint Committee under its delegated authority:

- 1 **Accepts the apologies of Mayors Brownless, Bonne and Webber and Deputy Mayor Williams.**

Love/Turner
CARRIED

3 **Declaration of conflicts of interest**

Nil declared.

4 **Adjournment**

An adjournment was called for at 11.15am and the meeting reconvened at 11.25am.

5 **Emergency Appointments and authorisations for the management of the Edgumbe Flood Event**

Refer Tabled Document Obj. Ref. A25889

Clinton Naude, Director Emergency Management Bay of Plenty presented the report explaining that the Edgumbe Flood event was a significant event which exceeded the current capability of the Eastern Bay of Plenty Local Controllers and necessitated Local Controllers from other Council areas within the Bay of Plenty being deployed to support the response effort. Members were asked to authorise the cross-appointment of all Local Controllers to act as local controllers within the Bay of Plenty Civil Defence Emergency Management Group boundary area.

At the request of Whakatane District Council members were encouraged to appoint Julie Gardyne as a Local Recovery Manager to lead the recovery phase for this event.

In accordance with Section 25 of the Civil Defence Emergency Management Amendment Act 2016, members were required to authorise those persons able to give Notice of a Transition Period.

Resolved

That the Civil Defence Emergency Management Group Joint Committee under its delegated authority:

- 1 Receives the report, Emergency Appointments and authorisations for the management of the Edgumbe Flood Event;**
- 2 Authorises all appointed local controllers to act as local controllers in any district within the Bay of Plenty Civil Defence Emergency Management Group boundaries.**
- 3 Appoints Louise Miller as local controller for the Tauranga City Council**
- 4 Appoints Ken Tarboton and Warwick Murray as Group Controllers for the Bay of Plenty Civil Defence Emergency Management Group**
- 5 Appoints Julie Gardyne as local recovery manager for Whakatane District Council of the Bay of Plenty Civil Defence Emergency Management Group**
- 6 Authorises the following persons to give notice of a Transition Period under Section 25 of the Civil Defence Emergency Management Amendment Act 2016:**
 - a. In accordance with Section 25(5) of the CDEM Act, the mayor of a territorial authority, or an elected member designated to act on behalf of the mayor if the mayor is absent, may give notice of a local transition period that covers the district of that territorial authority.**
 - b. In accordance with Section 25 (1)(b) of the CDEM Act, the BOP CDEM Group authorises the Chairperson of the BOP CDEM Group Joint**

Committee to give notice of a local transition period for the region, or for one or more districts within the region.

- c. **In the absence of the Chairperson, the authority to give notice passes to the Deputy Chairperson of the CDEM Group.**
 - d. **In accordance with Section 25(4) of the CDEM Act, if the Chairperson or Deputy Chairperson are unable to exercise the authority to give notice, then a representative of any member of the Group may exercise the power to give notice of a local transition period.**
- 7 Authorises the Bay of Plenty Civil Defence Emergency Group Chairperson to appoint controllers (subject to legal advice) during a State of Emergency:**
- a. **In the absence of the Chairperson, the authority to appoint controllers passes to the Deputy Chairperson of the CDEM Group.**
 - b. **If the Chairperson or Deputy Chairperson are unable to exercise the authority to appoint controllers, then a representative of any member of the Group may appoint controllers.**

**Forbes/Campbell
CARRIED**

The meeting closed at 12.00 noon.

Reports

Report To: Civil Defence Emergency Management Group Joint Committee

Meeting Date: 02 June 2017

Report From: Clinton Naude, Director, Emergency Management Bay of Plenty

Costs incurred supporting the Kaikoura earthquake response

Executive Summary

Twenty five staff from the Bay of Plenty CDEM Group were deployed to support the Kaikoura earthquake response. Staff were deployed between 16 November and 7 December 2016 to a range of locations including the National Crisis Management Centre, the Canterbury Group Emergency Coordination Centre and Local Emergency Operations Centres in Kaikoura and Hurunui. It is recommended that each Local Authority covers these costs from existing budgets rather than seeking to recover these costs from the agencies the Group were supporting.

Recommendations

That the Civil Defence Emergency Management Group Joint Committee under its delegated authority:

- 1 Receives the report, Costs incurred supporting the Kaikoura earthquake response;**
- 2 Resolves to absorb the costs incurred by the Group supporting the response to the Kaikoura earthquake through members existing budgets and confirm the Group does not seek to recover costs from the agencies the Group were supporting.**

1 Staff deployments by Local Authority

Twenty five staff from the Bay of Plenty CDEM Group were deployed to support the Kaikoura earthquake response. Staff were deployed between 16 November and 7 December 2016 to a range of locations including the National Crisis Management Centre, the Canterbury Group Emergency Coordination Centre and Local Emergency Operations Centres in Kaikoura and Hurunui.

Staff deployed by organisation:

- Emergency Management Bay of Plenty - 8 staff
- Bay of Plenty Regional Council - 7 staff
- Tauranga City Council - 6 staff
- Rotorua Lakes Council - 3 staff
- Whakatāne District Council - 1 staff

2 Summary of costs incurred by the Bay of Plenty CDEM Group

A summary of costs incurred by the Bay of Plenty CDEM Group members for staff time and incidentals while on deployment is set out in the table below.

	Staff Costs	Incidentals	Total
Emergency Management Bay of Plenty	\$20,124	\$1,312	\$21,436
Bay of Plenty Regional Council	\$7,890	\$5,290	\$13,180
Tauranga City Council	\$30,127	\$501	\$30,628
Rotorua Lakes Council	\$9,262	\$402	\$9,664
Whakatāne District Council	\$932	\$46	\$978
Total	\$68,335	\$7,551	\$75,886

Most costs for travel, accommodation and meals were covered by the agencies supported. Staff time was paid by the employing authority.

3 Options analysis

Members of the Bay of Plenty CDEM Group have two options:

1. Seek to recover these response related costs from the impacted local authorities or responding agencies.
2. Accept that the cost of supporting the response effort through individual budgets lie where they fall.

Past deployments to support response efforts outside the Bay of Plenty have been covered through contributing members existing budgets, in the spirit of a united CDEM response in New Zealand. There is a general agreement across Local Government in New Zealand that this sort of in kind support is provided in recognition that it will be reciprocated in a time of need.

The Coordinating Executive Group considered this matter at their 5 May meeting and resolve to recommend to the Joint Committee that the costs incurred supporting the response to the Kaikoura earthquake are absorbed through member's budgets and the Group does not seek to recover costs from the responding agencies.

4 Accountability Framework

4.1 Long Term Plan Alignment

Current Budget Implications

This work is outside the current budget for the Emergency Management Activity in the member councils 2016-17 Annual Plans however it is expected that it can be absorbed within the existing budgeted expenditure for member councils.

Response costs are generally not budgeted for and resource to cover these additional costs would need to be sourced from within existing budgets.

Future Budget Implications

This is a one off expense and not expected to have any impact on future budgets.

Matthew Harrex
Manager, Planning & Development

for Director, Emergency Management Bay of Plenty

25 May 2017

Report To: Civil Defence Emergency Management Group Joint Committee
Meeting Date: 02 June 2017
Report From: Clinton Naude, Director, Emergency Management Bay of Plenty

Bay of Plenty CDEM Group Funding Model

Executive Summary

The Bay of Plenty Civil Defence Emergency Management (CDEM) Coordinating Executive Group (CEG) endorsed a review of the funding model options for the Bay of Plenty Civil Defence Emergency Management Group to be included in the Bay of Plenty CDEM Group Plan 2017-2022 and the Long Term Plans 2018-2028 of all Local Authorities.

The Coordinating Executive Group (CEG) confirmed the CEG Operations Subcommittee preferred funding option #3 and now requests Bay of Plenty CDEM Group Joint Committee to request the Bay of Plenty Regional Council to move to a regional targeted rate as the CDEM Group funding model.

1 Recommendations

That the Civil Defence Emergency Management Group Joint Committee under its delegated authority:

- 1 Receives the report, Bay of Plenty CDEM Group Funding Model;**
- 2 Resolves to formally request Bay of Plenty Regional Council to adopt a regional targeted rate as the funding model for the Bay of Plenty Civil Defence Emergency Management Group**

2 Background

The Bay of Plenty Civil Defence Emergency Management (CDEM) Coordinating Executive Group (CEG) endorsed a review of the funding model options for the Bay of Plenty Civil Defence Emergency Management Group to be included in the Bay of Plenty CDEM Group Plan 2017-2022 and for the Long Term Plans 2018-2028 of all Local Authorities. The CEG Operations Subcommittee subsequently examined options and recommended that a regional targeted rate be adopted in preference to the current funding model. CEG resolved at their 05 May 2017 meeting to recommend to the Bay of Plenty Civil Defence Emergency Management Group Joint Committee that they formally request Bay of Plenty Regional Council to adopt a regional targeted rate to replace the current funding model effective 01 July 2018.

2.1 Current funding model

The Civil Defence Emergency Management Act 2002 requires a CDEM Group to determine how that CDEM Group will be funded and to state the financial funding model in the respective CDEM Group Plan. The current funding model is set out in section 8.6.7 of the Bay of Plenty CDEM Group Plan 2012-2017. The methodology is based on the Bay of Plenty Regional Council (as a regionally funded organisation) contributing 50% of the funding costs for services. The Bay of Plenty territorial authorities pay the remaining 50% with each territorial authority contributing a share in accordance with their district's population figures; population figures are set based upon the most recent Census data.

Local Authority	%
Tauranga City Council	21.2
Rotorua Lakes Council	12.0
Western Bay District Council	8.1
Whakatāne District Council	6.0
Ōpōtiki District Council	1.5
Kawerau District Council	1.2
Bay of Plenty Regional Council	50.0

It is noted that following resolutions by the Bay of Plenty CDEM Coordinating Executive Group and the Bay of Plenty CDEM Group Joint Committee, Emergency Management Bay of Plenty was formed on 1 July 2015. The formation of Emergency Management Bay of Plenty was aimed to standardise the delivery of CDEM service across all communities in the Bay of Plenty and to enhance the capability of the Bay of Plenty CDEM Group through a shared service model. The funding model for Emergency Management Bay of Plenty did not follow any specific funding formula and instead relied on each member Local Authority contributing financial costs in accordance with respective local budgets. Rotorua Lakes Council has opted out of the shared service model.

3 Funding Options accepted for consideration

3.1 Various options have been considered and the favoured options are as follows:

	Option	Advantages	Challenges
1	Status quo	<ul style="list-style-type: none"> No changes required for Revenue & Funding Policy 	<ul style="list-style-type: none"> Collection on household basis but TA contribution apportioned on population basis Administrative complexity
2	Change apportionment basis to rating units	<ul style="list-style-type: none"> No changes required for Revenue & Funding Policy Funding apportionment is aligned with collection basis 	<ul style="list-style-type: none"> Administrative complexity Potential for inconsistent service delivery to communities across the Bay of Plenty
3	Regional targeted rate	<ul style="list-style-type: none"> Simpler to administer CDEM funds are explicitly ring-fenced Provides more scrutiny and clarity as to how the funds are spent standardises the delivery of CDEM service across all communities in the Bay of Plenty and enhances the capability of the Bay of Plenty CDEM Group through a shared service model 	<ul style="list-style-type: none"> Potential for an overall rates increase if TA's do not offset the current reduction in Civil Defence Emergency Management activity costs against any anticipated rates increase.

The recommended option is Option 3 – Regional Targeted Rate

4 Questions dealt with at CEG Operations Sub-Committee

Q: Would this change impact a Local Authority's obligations under s.64 of the CDEM Act 2002?

A: No. This proposal deals only with how the Civil Defence Emergency Management Group is funded.

Q: Will Bay of Plenty Regional Council have more say in how funds are spent than at present?

A: No. Bay of Plenty Regional Council will be collecting the Targeted Rate as the CDEM Group Administering Authority under the CDEM Act 2002; they would be acting as the 'bank'. The Bay of Plenty CDEM Group Plan and respective Bay of Plenty CDEM Group Annual Plans determine budget allocation. These plans are endorsed by the Bay of Plenty CDEM Coordinating Executive Group and approved by the Bay of Plenty CDEM Group Joint Committee.

- Q: Will the Regional Council set the annual budget?
- A: No, the Annual budget will be developed by CEG and approved by the Joint Committee.
- Q: Could the money be used for other purposes?
- A: Not without the consent of the Bay of Plenty CDEM Coordinating Executive Group and Bay of Plenty CDEM Group Joint Committee. Targeted rates are explicitly ring-fenced and could only be used for the purpose the money was collected.
- Q: How will it impact the Local Authority rates that are currently collected to fund CDEM Group?
- A: Local Authorities will be able to reduce their rates requirement for this activity in the same way that transfer of the Rural Fire function to Fire and Emergency New Zealand (FENZ) has enabled rate reduction.
- Q: Would this cover all CDEM costs for all Councils?
- A: Not all costs, it will cover the costs for what is currently the Bay of Plenty CDEM Group and Emergency Management Bay of Plenty service delivery. Local Authorities would still need to budget for specific local delivery of Civil Defence Emergency Management services such as EOC equipment and maintenance, and functions that are specific to the Local Authority (e.g., Tsunami sirens for their local area). Region-wide systems would be funded through the Group.

5 Financial Implications

5.1 Current Budget

There are no known financial implications on current budget as a result of this report.

5.2 Future Budget

The future budget implications will be determined by the Bay of Plenty Regional Council in the implementation of the Regional Targeted Rate.

Craig Morris
Manager, Recovery and Projects

for Director, Emergency Management Bay of Plenty

26 May 2017

Report To: Civil Defence Emergency Management Group Joint Committee

Meeting Date: 02 June 2017

Report From: Clinton Naude, Director, Emergency Management Bay of Plenty

Whakaari/White Island Memorandum of Understanding

Executive Summary

Whakaari/White Island is within the Bay of Plenty Civil Defence Emergency Management (CDEM) Group boundary. The Minister of Local Government acts as the territorial authority for the Island. In the absence of capacity within the Department of Internal Affairs (DIA) to do so, the Group Emergency Management Office through Emergency Management Bay of Plenty has been delivering some CDEM activities for Whakaari. This has led to a proposed Memorandum of Understanding (MOU) between The Minister of Local Government and the Bay of Plenty CDEM Group (attached). The MOU will serve to formalise the existing arrangements and activities undertaken.

This paper presents the MOU for consideration by the Joint Committee and seeks approval for the Chair of the Joint Committee to sign on behalf of the Group.

Recommendations

That the Civil Defence Emergency Management Group Joint Committee under its statutory authority:

- 1 Receives the report, Whakaari/White Island Memorandum of Understanding;**
- 2 Approves the Memorandum of Understanding between the Bay of Plenty Civil Defence Emergency Management Group and the Minister of Local Government;**
- 3 Approves the Chair of the Bay of Plenty Civil Defence Emergency Management Group Joint Committee to sign the Memorandum of Understanding between the Bay of Plenty Civil Defence Emergency Management Group and the Minister of Local Government on behalf of the Bay of Plenty Civil Defence Emergency Management Group.**

1 Background

Whakaari/White Island is within the Bay of Plenty CDEM Group boundary. The Minister of Local Government acts as the territorial authority for the Island. In the absence of capacity within the Department of Internal Affairs (DIA) to do so, the Group Emergency Management Office through Emergency Management Bay of Plenty has been delivering some CDEM activities for Whakaari. This has led to a proposed Memorandum of Understanding (MOU) between The Minister of Local Government and the Bay of Plenty CDEM Group (attached). The MOU will serve to formalise the existing arrangements and activities undertaken.

1.1 Legal Advice

Bay of Plenty Regional Council's in-house legal counsel reviewed the draft MOU and provided feedback to DIA suggesting some minor changes to the agreement.

It is considered that the legal risk for the Group is contained and reinforced by clause 5 iii. which stipulates that despite the Memorandum, the Minister still holds the liability or the legal responsibility to perform or ensure performance. This is consistent with a key tenor of delegation that such does not absolve the original holder of the power or function.

Having regard to the Group's Constitution and linkages to the general powers and functions (sections 17 and 18 of the legislation) - there is basis and authority for the Group to enter into this arrangement (or essentially to formalise what is already happening on the ground).

1.2 Scope of MOU

The MOU covers specific functions in relation to response and readiness functions. It does not cover risk reduction and recovery functions. The Group will be responsible for building and maintaining relationships with the tour operators, Island owners and relevant supporting agencies including New Zealand Police and GNS Science. Staff will monitor the level of risk presented by the Island and communicate this to the community as appropriate. Entering into this MOU with the Minister of Local Government is formalising arrangements that are already being undertaken by the Group Emergency Management Office. Provision has been made in the agreement for the Group to recovery any reasonable costs and expenses incurred in undertaking these activities.

The proposed MOU only covers Whakaari/White Island. Due to the more complex nature of the other offshore islands within the Bay of Plenty CDEM Group boundary they have not been considered at this point in time. Whakaari/White Island presented pressing matters that required addressing as a priority at this time.

2 Council's Accountability Framework

Current Budget Implications

This work is being undertaken within the current budget for the Emergency Management Activity in the Annual Plan 2016/18.

Future Budget Implications

Future work on Whakaari/White Island will be provided for through the terms of the MOU.

Matthew Harrex
Manager, Planning & Development

for Director, Emergency Management Bay of Plenty

25 May 2017

APPENDIX 1

Memorandum of Understanding for White Island 2017.05.23 PDF

Memorandum of Understanding

Bay of Plenty Civil Defence Emergency Management Group

and

the Minister of Local Government

Memorandum of Understanding

Part A: Introduction

The Parties

1. The Parties to this Memorandum of Understanding (Memorandum) are:
 - Bay of Plenty Civil Defence Emergency Management Group (the Civil Defence Group); and
 - Minister of Local Government (the Minister).
2. Each one a Party and together referred to as the Parties

The Civil Defence Group

3. The Civil Defence Group is made up of seven councils of the Bay of Plenty Region and its role is to provide a co-ordinated and integrated approach to the way significant risks and hazards are managed in the Bay of Plenty. The Civil Defence Group is required under section 12 of the Civil Defence Emergency Management Act 2002 (the Civil Defence Act) and is governed by the Group's Constitution (dated July 2013). The Group is a joint standing committee under clause 30(1)(b) of Schedule 7 of the Local Government Act 2002.

The Minister

4. The Minister is the territorial authority for Whakaari/White Island, under the Local Government Act 2002. As such, the Minister is required by section 64(1) of the Civil Defence Act to plan and provide for civil defence emergency management for Whakaari/White Island.

Part B: Fundamental matters

Shared Acknowledgements

5. The Parties acknowledge that:
 - i. the Civil Defence Group is the appropriate body to plan for, and undertake, certain response and readiness functions for Whakaari/White Island on behalf of the Minister;
 - ii. the Minister must plan for, and undertake, certain response and readiness functions to support the Civil Defence Group in carrying out functions on the Minister's behalf in an effective way; and
 - iii. this Memorandum does not relieve the Minister of liability or the legal responsibility to perform or ensure the performance of the functions described in this Memorandum.

Purpose

6. The purpose of this Memorandum is to formally describe the specific response and readiness functions that will be undertaken by the Civil Defence Group and the Minister to fulfil the Minister's responsibilities under section 64(1) of the Civil Defence Act in relation to Whakaari/White Island. The Parties are not legally bound by this Memorandum.

Scope

7. The Parties agree that this Memorandum covers specific functions in relation to response and readiness that have been described in this Memorandum. The Parties also agree that this Memorandum does not cover risk reduction and recovery functions and acknowledge that the Minister may plan for, and undertake, these particular functions.
8. The Parties agree that, subject to relevant statutory obligations, the Parties may enter into discussions to extend the scope of this Memorandum to include other civil defence and emergency management functions.
9. The Parties agree that this Memorandum does not cover civil defence and emergency management responsibilities for other islands for which the Minister is the territorial authority. The Parties also acknowledge that other arrangements may be necessary to cover other islands for which the Minister is the territorial authority and the Parties may enter into discussions at any time to explore such arrangements.

Part C: Ancillary matters

The Civil Defence Group

10. The Parties agree that, to fulfil part of the Minister's responsibility set out under section 64(1) of the Civil Defence Act, the Civil Defence Group will:
 - i. prepare and make any necessary changes to the Whakaari/White Island Response Plan, in consultation with the Department;
 - ii. develop an annual work programme for Whakaari/White Island, with the specifics of this work programme to be determined by the Department and Emergency Management Bay of Plenty;
 - iii. support the development of other agencies' emergency management plans;
 - iv. provide and maintain an emergency operations/co-ordination centre to an acceptable operational standard;
 - v. own and add any necessary equipment and associated infrastructure to an acceptable operational standard;
 - vi. promote and test alerting systems and any signage;

- vii. provide training to appropriate staff and volunteers, and may request Department staff to be available for training;
- viii. liaise and build relationships with land owners, tour operators, GNS Science and any other key stakeholders;
- ix. provide public information, if the Civil Defence Group considers this appropriate, online and through other media;
- x. advise Department staff on public communications, as the Civil Defence Group may consider necessary, to achieve integrated communications and consistent public messaging;
- xi. maintain appropriate communications with the Department during a response;
- xii. appoint an appropriate person to declare a state of local emergency and notifying the Department when a state of local emergency is declared;
- xiii. deploy, and co-ordinate the deployment of, response teams in an emergency and providing any necessary support to the response teams;
- xiv. monitor and validate response team training levels and response readiness;
- xv. assist the Minister in making expense reimbursement claims to the Ministry of Civil Defence and Emergency Management for response activities; and
- xvi. provide the Minister with an annual forecast of the reasonable costs and expenses for other routine activity contemplated by this Memorandum.

The Minister

- 11. The Parties agree that to fulfil, and support the Civil Defence Group in fulfilling, the Minister's responsibility set out under section 64(1) of the Civil Defence Act, the Minister:
 - i. may appoint a representative to attend, and participate in, a meeting of the Civil Defence Group, on behalf of the Minister;
 - ii. will manage business continuity by directing the Department to plan for business continuity management for civil defence and emergency management;
 - iii. will ensure the Department has appropriate capability to support the Civil Defence Group at its request by directing the Department to make staff available for training, integrated communications and consistent messaging;
 - iv. may make a claim directly to the Ministry of Civil Defence and Emergency Management for reimbursement for response expenses; and
 - v. meet any reasonable costs and expenses incurred by the Civil Defence Group for other routine activity contemplated by this Memorandum.

Part D: Administrative matters

Disputes resolution

12. The Parties agree they must resolve any issues between them in a constructive, co-operative and timely manner.
13. The Parties may follow a resolution process as follows:
 - i. If one Party considers that there has been a breach of this Memorandum, that Party may give notice to the other Party that they are in dispute.
 - ii. As soon as practicable upon receipt of the notice, the Director Emergency Management Bay of Plenty and the Director Local Government will meet to work in good faith to resolve the issue.
 - iii. If the dispute has not been resolved within 30 working days of receipt of the notice, the Chair of the Bay of Plenty Civil Defence Emergency Management Group Co-ordinating Executive Group (the Executive Group) and the Chief Executive of the Department will meet to work in good faith to resolve the issue.
 - iv. If the dispute has not been resolved within 20 working days of the meeting under clause 13c., the Chair of the Civil Defence Group and the Minister will meet to work in good faith to resolve the issue.

Commencement, Review and Duration

14. The Parties agree that this Memorandum will be effective on the date that it is signed by the Parties (the Commencement Date).
15. The Parties agree that this Memorandum is a living document that may be updated and adapted at any time and with the written agreement of both Parties to take account of future developments.
16. The Parties agree that this Memorandum will remain in force in perpetuity, unless terminated. This Memorandum may be terminated at any time by either Party, one month after written notice by either Party that this Memorandum is to be terminated.

Communication

17. The Parties agree that communication on operational matters relating to civil defence response and readiness for Whakaari/White Island will be determined by Emergency Management Bay of Plenty and the Department.

Definitions

18. Terms used in this Memorandum, but not defined below, shall have the same meaning as set out in the Civil Defence Act.

“The Minister” means the Minister of Local Government, the territorial authority for Whakaari/White Island.

“The Civil Defence Group” refers to the Bay of Plenty Civil Defence Emergency Management Group.

“The Civil Defence Act” refers to the Civil Defence Emergency Management Act 2002.

“The Department” refers to the Department of Internal Affairs, which advises the Minister on civil defence responsibilities for Whakaari/White Island.

“The Director Local Government” refers to the Director Local Government, Policy Regulatory and Ethnic Affairs, Department of Internal Affairs.

“Emergency Management Bay of Plenty” refers to the Group Emergency Management Office for the Civil Defence Group, established in July 2015, which provides operational service delivery of civil defence and emergency management activities for nearly all Bay of Plenty councils.

“The Executive Group” refers to the Bay of Plenty Civil Defence Emergency Management Group Co-ordinating Executive Group.

“Memorandum” refers to this Memorandum of Understanding.

“The Parties” refers to the Minister and the Civil Defence Group.

Signatories

The undersigned hereby execute this Memorandum of Understanding:

SIGNED for and on behalf of the:

BAY OF PLENTY CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP

(Full Name)

Signature: _____

Date: _____

Witness

Signature: _____

Address: _____

SIGNED for and on behalf of the:

MINISTER OF LOCAL GOVERNMENT

(Full Name)

Signature: _____

Date: _____

Witness

Signature: _____

Address: _____

DRAFT

Report To: Civil Defence Emergency Management Group Joint Committee

Meeting Date: 02 June 2017

Report From: Clinton Naude, Director, Emergency Management Bay of Plenty

Controller Appointments and Delegations

Executive Summary

During the April 2017 tropical cyclone events the Bay of Plenty Civil Defence Emergency Management Group Joint Committee held an extraordinary meeting on 11 April 2017. This involved the appointment of Group and Local Controllers and the delegation of powers under the Civil Defence Emergency Management Act 2002. These matters were passed through a report titled “Emergency Appointments and authorisations for the management of the Edgecumbe Flood Event”. This report seeks to revoke resolutions that are no longer appropriate and confirm those that the Group wish to adopt post the emergency event. The report further seeks to appoint two new Local Controllers for the Group.

Recommendations

That the Civil Defence Emergency Management Group Joint Committee under its statutory authority:

- 1 Receives the report, Controller Appointments and Delegations;**
- 2 Confirms the resolutions passed at the Civil Defence Emergency Management Group Joint Committee meeting on 11 April 2017 remain extant post the management of the Edgecumbe Flood Event.**
- 3 Revokes resolutions 7, 7a and 7b confirmed by the minutes of the Civil Defence Emergency Management Group Joint Committee dated 11 April 2017.**
- 4 Delegates under section 18(1) of the Civil Defence Emergency Management Act 2002 powers under section 26(2) to appoint a Group Controller and section 27(1) to appoint a Local Controller for a state of emergency to the Bay of Plenty Civil Defence Emergency Group Chairperson for the duration of that emergency.**
 - a) In the absence of the Group Chairperson, the authority under resolution 4 passes to the Deputy Chairperson of the Bay of Plenty Civil Defence Emergency Management Group Joint Committee.**
 - b) In the absence of the Chairperson or Deputy Chairperson, the authority under resolution 4 passes to any other member of the Bay of Plenty Civil Defence Emergency Management Group Joint Committee.**

- 5 Approves the amended *Policy for the Appointment and Development of Controllers (Appendix 1)* to confirm Local Controllers are appointed to act as a Local Controller within any district or city council within the Bay of Plenty Civil Defence Emergency Management Group boundary.
- 6 Appoints under Section 27(1) of the Civil Defence Emergency Management Act 2002 Dayle Johnston as a Local Controller for the Bay of Plenty Civil Defence Emergency Management Group.
- 7 Appoints under Section 27(1) of the Civil Defence Emergency Management Act 2002 Lee Barton as a Local Controller for the Bay of Plenty Civil Defence Emergency Management Group.
- 8 Approves amendments to Schedule 1 – *Bay of Plenty Civil Defence Emergency Management Group Appointed Controllers* to reflect the appointment of new controllers.

1 Background

An extraordinary meeting of the Bay of Plenty Civil Defence Emergency Management Group Joint Committee was held during the April 2017 tropical cyclone events on 11 April 2017. One purpose of this meeting was to authorise the cross-appointment of Local Controllers to act as a Local Controller in any district or city council within the Bay of Plenty Civil Defence Emergency Management Group area. For the purpose of clarity and precision this report seeks to confirm the decisions made during the response event remain in place post the emergency event.

Section 27 of the Civil Defence Emergency Management Act 2002 provides for a Civil Defence Emergency Management Group to appoint persons to be a Local Controller. The Bay of Plenty Civil Defence Emergency Management Group have appointed 22 Group and Local Controllers across the 7 local authorities in the region.

Appointments and rescindments of authority to act as a Local or Group Controller are required to be approved by the Bay of Plenty Civil Defence Emergency Management Joint Committee.

2 Delegation to appoint a Group or Local Controller during an emergency

The large scale responses to the Ex-Tropical Cyclone Debbie and Cook events highlighted the challenge the Bay of Plenty CDEM Group faces with managing limited and stretched resources. The available pool of Group and Local Controllers to support the response operation in the Local Emergency Operations Centres was quickly depleted. It was recognised that during a declared state of emergency it would have been beneficial if the Chair of the Joint Committee was able to appoint a Group or Local Controller without having to convene the Joint Committee. At the extraordinary meeting of the Bay of Plenty Civil Defence Emergency Management Group Joint Committee on 11 April 2017 the following resolutions were passed:

That the Civil Defence Emergency Management Group Joint Committee under its delegated authority:

- 7 *Authorises the Bay of Plenty Civil Defence Emergency Group Chairperson to appoint controllers (subject to legal advice) during a State of Emergency:*
- a) *In the absence of the Chairperson, the authority to appoint controllers passes to the Deputy Chairperson of the CDEM Group.*
 - b) *If the Chairperson or Deputy Chairperson are unable to exercise the authority to appoint controllers, then a representative of any member of the Group may appoint controllers.*

Now that the urgency of the event has passed legal advice has been sought on these resolutions. Bay of Plenty Regional Council In-House legal advice (consistent with the view of the Ministry of Civil Defence & Emergency Management) confirmed such delegation is possible under the legislation, but suggested more precision to the drafting. The practical effect allows the Chair of the Joint Committee to appoint a Group or Local Controller during a state of emergency within part or all of the Bay of Plenty Civil Defence Emergency Management Group's area. If the Chair is unavailable, then the exercise of that delegated power falls to the Deputy Chair. If neither the Chair nor the Deputy are available, then the delegated power falls to any member of the Bay of Plenty Civil Defence Emergency Management Group Joint Committee.

It is suggested that Resolution 7, 7a) and 7b) confirmed by minutes dated 11 April 2017 are revoked and replaced with Resolution 4, 4a) and 4b) as stated in this report.

It should be noted that this delegation would only operate in a declared state emergency.

3 Local Controllers to work across the region

At the extraordinary meeting of the Bay of Plenty Civil Defence Emergency Management Group Joint Committee on 11 April 2017, the Committee passed a resolution to authorise all appointed Local Controllers to act as Local Controllers in any district or city council within the Bay of Plenty Civil Defence Emergency Management Group boundary. This enables all Local Controllers to act as a Local Controller for any territorial authority member of the Bay of Plenty CDEM Group. This increases the pool of available Local Controllers for each territorial authority.

The Group *Policy for the Appointment and Development of Controllers* (Appendix 1) has been amended to confirm this as the standard practice for the appointment of all Local Controllers for the Bay of Plenty CDEM Group. Each member will still be responsible for ensuring that they have sufficient cover for their own operations centre. The minimum recommended standard is to have one lead Local Controller and two alternates.

4 Appointment of Local Controllers

Section 27(1) of the Civil Defence Emergency Management Act 2002 provides for the appointment of Local Controllers.

Kawerau District Council has nominated Dayle Johnston and Lee Barton to be appointed as Local Controllers.

Dayle Johnston is the Engineering Officer for Kawerau District Council and has a high level of experience in managing and supervising staff. Dayle is responsible for the

overall delivery of maintenance and asset renewals including roads, wastewater, water, buildings and solid waste management. Dayle has completed CIMS 4 training and is currently the Operations Manager within the Emergency Operations Centre.

Lee Barton is the Events and Venues Manager for Kawerau District Council. Lee has a wide range of experience managing community events including Kawerau Woodfest, Kawerau King of the Mountain and Kawerau Christmas in the Park. Lee has strong connections in the Eastern Bay of Plenty community and is confident working with the community and media. Lee has completed CIMS 4 and is currently the Logistics Manager within the Emergency Operations Centre.

The Coordinating Executive Group received the two nominations for Local Controllers at their 5 May 2017 meeting and resolved to endorse the nominations and recommend to the Joint Committee to appoint them as Local Controllers.

Barbara Dempsey is a current appointed Local Controller who previously was employed by Ōpōtiki District Council and is now employed by Whakatāne District Council. Whakatāne District Council has indicated an intention to retain Barbara as a Local Controller at Whakatāne District Council.

Schedule 1 – *Bay of Plenty Civil Defence Emergency Management Group Appointed Controllers* has been amended to reflect the new appointment of controllers.

5 Budget Implications

Current Budget Implications

This work is being undertaken within the current budget for the Emergency Management Activity in the Annual Plan 2016/17.

Future Budget Implications

Future work on Controller's development is provided for in the Group Annual Plan 2017-2018.

Matthew Harrex

Manager, Planning & Development

for Director, Emergency Management Bay of Plenty

26 May 2017

APPENDIX 1

Policy for the appointment and development of controllers May 2013 Version 2.7 - 2017.06.02 PDF



Policy for the Appointment and Development of Controllers

May 2013

Policy for the Appointment and Development of Controllers

May 2013

Version 2.7

Bay of Plenty Civil Defence Emergency
Management Group
C/O Bay of Plenty Regional Council
5 Quay Street
PO Box 364
Whakatāne 3158
New Zealand

Version Control		File Ref:A2135463
Version 1	Adopted by CDEM Group 10 May 2013	
Version 2	Amendments approved 23 August 2013	Amendments to include Group Controllers Role Description in Appendix A and cross delegation of controllers in the Eastern Bay of Plenty in Schedule 1
Version 2.1	Schedule amendments approved 20 December 2013	List of Controllers amended in Schedule 1. Ref A1886976
Version 2.2	Schedule amendments approved 22 August 2014	List of Controllers amended in Schedule 1. Ref A1912640
Version 2.3	Schedule 1 amendments approved 20 March 2015	List of Controllers amended in Schedule 1. Ref A2047626
Version 2.4	Schedule 1 amendments approved 14 August 2015	List of Controllers amended in Schedule 1. Ref A215815
Version 2.5	Schedule 1 amendments approved 29 January 2016	List of Controllers amended in Schedule 1. Ref A2284381
Version 2.6	Schedule 1 amendments approved 12 August 2016	List of Controllers amended in Schedule 1. Ref A2471938
Version 2.7	Amendments approved 2 June 2016	List of Controllers amended in Schedule 1. Ref A2611183 Changes to authorise local controllers to work as a local controller in any district within the Bay of Plenty Civil Defence Emergency Management Group Boundary

Contents

1	Introduction	7
2	Bay of Plenty Civil Defence Emergency Management Controller Principles	7
2.1	Bay of Plenty Civil Defence Emergency Management Response Model	7
2.2	Controller Type	7
2.3	Controller Sourcing	7
2.4	Sizing of the role of Controller	8
3	Controller Person Specifications	8
4	Selection and Appointment of Controllers	9
5	Review of Controllers	9
6	Engaging in Readiness	10
6.1	Professional Development	11
6.2	Readiness Activities	11
7	Management and Governance Relationships	15
7.1	Management and Governance Roles	15
	Appendix A – Controller Job Descriptions	23
	Appendix B – Controller Selection Checklist	31
	Appendix C - Controller Appointment Review form	33
	Appendix D – Controller Development Needs Table	35
Figures		
Figure 2.1	Controller job sizing	8
Figure 4.1	Selection and appointment of controllers, process	9
Figure 5.1	Review of controllers, process	10
Figure 7.1	Management and governance relationships during a response event	15
Figure 2.1	Controller job sizing	8
Figure 4.1	Selection and appointment of controllers	9
Figure 5.1	Review of controllers process	10
Figure 7.1	Management and governance relationships during a response event	15

1 Introduction

This policy outlines the principles and processes that underpin the selection, appointment and review of Group and Local Controllers within the Bay of Plenty Civil Defence Emergency Management (CDEM) Group, and has been approved by the Bay of Plenty CDEM Group Joint Committee at its meeting of 10 May 2013.

The policy applies to all local authority member agencies of the Bay of Plenty CDEM Group.

This policy is guided by a range of CDEM doctrine including the CDEM Act 2002, The National Plan Order 2005, and the Response Management - Directors Guideline for Group and Local Controllers [DGL06/08].

2 Bay of Plenty Civil Defence Emergency Management Controller Principles

2.1 Bay of Plenty Civil Defence Emergency Management Response Model

The Bay of Plenty Controller model comprises of **ONE Group Controller** (and alternates) appointed for the Bay of Plenty Region, and **ONE Local Controller** (and alternates) appointed to each of the five local Emergency Operation Centres, namely:

- 1 Western Bay of Plenty/Tauranga City.
- 2 Rotorua.
- 3 Whakatāne.
- 4 Ōpōtiki.
- 5 Kawerau.

On appointment Local Controllers are authorised to act as Local Controller within any District or Emergency Operations Centre within the Bay of Plenty Civil Defence Emergency Management Group boundary.

2.2 Controller Type

The Bay of Plenty CDEM Group appoints controllers using a principle baseline of desirable skills, competencies, experience, CDEM community status and the ability to commit time to the role of controller. Local knowledge is a contributing factor and although not a pre-requisite, it is considered a desirable attribute.

2.3 Controller Sourcing

Where practical, Chief Executives, Elected Members, Emergency Management Officers and Local Authority Senior Managers who have a response function within their own respective agency, are not to be appointed as controllers given the duties that they are likely to have to perform during emergency events, and the significance of the time commitment to be proficient in the role.

Where this is unavoidable, those controllers should be appointed as alternate controllers only.

2.3.1 Group Controller

The Group Controller is an automatic appointment to the position of the appointed Director Emergency Management Bay of Plenty, and is supported by a minimum of two alternate Group Controllers identified by the Chief Executive of the Bay of Plenty Regional Council in consultation with the Chair of the Coordinating Executive Group (see SCHEDULE 1 of this policy).

In the event that the position of the appointed Director Emergency Management Bay of Plenty becomes vacant, the first alternate Group Controller will assume all the functions and responsibilities of the Group Controller under the CDEM Act until a permanent appointment to the position of the Director Emergency Management Bay of Plenty is made. Any appointment to the position of Director Emergency Management Bay of Plenty in an acting capacity will not automatically be an appointment as the Group Controller.

2.3.2 Local Controllers

Local controllers appointed to the role will be dependent on the circumstance. Volunteer and contracted controllers are permitted for a local authority operating area where controllers are able to sufficiently engage in readiness activities to deem them competent to fulfil the role (see SCHEDULE 1 of this policy).

2.3.3 Alternate Controllers

Each Group and Local Controller must be supported by a minimum of two alternate controllers (see SCHEDULE 1 of this policy). On appointment Local Controllers are authorised to act as Local Controller within any District or Emergency Operations Centre within the Bay of Plenty Civil Defence Emergency Management Group boundary. This enables all Local Controllers to be deployed and act as a Local Controller in any Emergency Operations Centre within the Bay of Plenty Civil Defence Emergency Management Group. The Lead Local Controller and the Chief Executive will be responsible for identifying the most suitable Local Controller to work within their city or district. Notwithstanding, under Section 28(1) of the Civil Defence Emergency Management Act 2002 during a state of Local Emergency the Group Controller can direct a Local Controller to work as a Local Controller in a particular city or district within the Bay of Plenty Civil Defence Emergency Management Group boundary.

2.4 Sizing of the role of Controller

The Bay of Plenty CDEM Group is striving for a high level of service and has identified the sizing in terms of time commitments¹ for the roles of Alternate Group Controller, Local Controllers and Alternate Local Controllers are estimated to be as per the allocations depicted in figure 2.1.

	Alternate Group Controller	Local Controller	Alternate Local Controller
	Hours per week		
New controller (training needed in first 3 years)	6	6	6
Established controller (training not needed or training is complete)	5	6	5

Figure 2.1 Controller job sizing

3 Controller Person Specifications

The skills and attributes considered appropriate are specified in the Controller and Alternate Controller **Job Descriptions** included in Appendix A of this policy, and within the **Controller Selection Checklist** at Appendix B of this policy.

¹ Referencing the Waikato CDEM Controller Job Sizing Report by Cornwall Strategic

4 Selection and Appointment of Controllers

All Controller appointments except the Group Controller² must follow steps 1 and 2 in the process below, using the **Controller Selection Criteria** (see Appendix B of this policy). The completed Controller Selection Criteria checklist will inform individual professional development for controllers.

Steps 1 and 2 in the process diagram will culminate in a recommendation letter from the appropriate Chief Executive to the Coordinating Executive Group for formal appointment (step 3).

Once a controller is appointed as part of the Bay of Plenty CDEM Group, they must actively participate in on-going training, professional development (including exercising) and performance review commensurate with their appointment (Controller or Alternate) – see section 6.



Figure 4.1 Selection and appointment of controllers, process

5 Review of Controllers

The review of controllers³ will occur annually, after any emergency event or as directed by the Group Controller using the process attached and the Controller appointment review form (see Appendix C of this policy).

Following collation of review forms, the CEG Chair supported by the Group Emergency Management Office (as appropriate), will produce a high level report on behalf of the Coordinating Executive Group to report to the Bay of Plenty CDEM Group Joint Committee.

The Bay of Plenty CDEM Group Joint Committee will ratify the appointment of all controllers annually following the completion of the review process.

The review of the Group Controller will be a separate process, done in accordance with the performance review for the position of the appointed Regional Manager CDEM.

² Group Controller appointment follows the normal appointment of FTE's as per Bay of Plenty Regional Council HR Policy

³ The Group Controller review process will follow the usual performance review process for FTE appointments

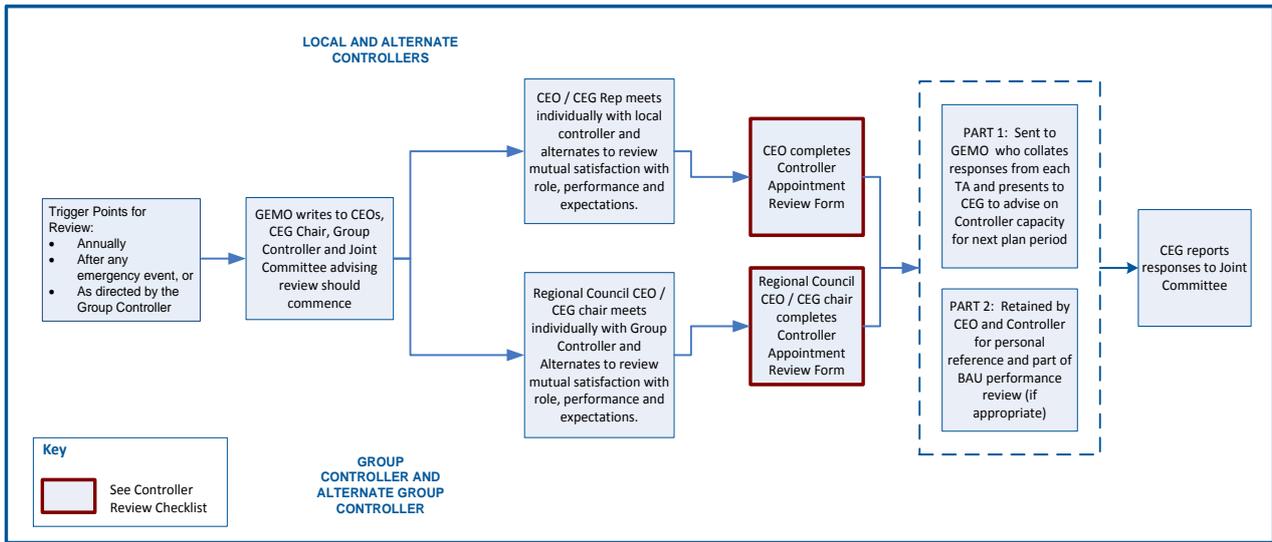


Figure 5.1 Review of controllers, process

6 Engaging in Readiness

There are a number of areas where controllers will engage in readiness activities that will improve their ability to be prepared for the ambiguity of response. For the Bay of Plenty CDEM Group, controller engagement is classified into four levels:

- (1) **Owner** The Controller should own the outcomes.
- (2) **Participant** The Controller should ensure that he/she participates in the planning and decision making.
- (3) **Advocate** The Controller should advocate for this in the appropriate forums.
- (4) **Awareness** The Controller should maintain awareness that this is being undertaken appropriately.

Controllers have a responsibility to contribute to and participate in readiness activities that support CDEM capability development. Activities include (but are not limited to):

- Supporting in ensuring that the Emergency Operating Centre (EOC) or Group Emergency Coordination Centre (GECC) is fit for purpose (including response plans, processes, equipment and tools(such as EMIS).
- Monitoring the capability and capacity of planned volunteers and the EOC/GECC team.
- Participation in the development, execution and review of exercises.
- Identification of gaps during response and the development and monitoring of corrective action plans.
- Sharing knowledge/experience with the wider controller pool.

Readiness activities are described further in section 6.2 of this policy.

6.1 Professional Development

The extent to which controllers engage with professional development will be dependent on appointment to the role of controller or alternate controller (local or group). Alternate controllers are expected to take a lesser involvement, whereas appointed controllers are expected to lead in this area for the local controller pool (This is reflected in the Controller Job Descriptions in Appendix A).

Professional development for controllers and other staff with a response function will be managed through the Professional Development Strategy coordinated by the Group Emergency Management Office.

The Group Emergency Management Office will establish an on-going professional development programme, which includes professional development that controllers will be expected to participate commensurate with their role (Controller or Alternate Controller).

Appendix D shows the Controller Development Needs table as identified in the Waikato and Bay of Plenty Civil Defence Emergency Management Controllers Development Needs Analysis (February 2012) which will inform the Professional Development Strategy.

6.2 Readiness Activities

The following readiness activities require varying levels of engagement for controllers. (L) is Local Controller and alternates, (G) is Group Controller and alternates.

6.2.1 Emergency Operating Centre or Group Emergency Coordination Centre Tools and Processes

Area	Indicator	Level of Engagement
Place	EOC/ECC location is appropriate	Participant
	EOC/ECC design and layout supports effective operation	Awareness
	EOC/ECC equipment is appropriate to needs and functions	Awareness
	EOC/ECC operation can be sustained during short, medium and long term events	Awareness
	Response arrangements are planned and practiced	Awareness
People	Response arrangements are planned and practiced	Awareness
	All EOC/ECC functions are staffed appropriately	Participant
	Key EOC/ECC roles are trained and competent to carry out functions	Participant (L) Owner (G)
Process	EOC/ECC can be activated rapidly	Owner
	CDEM Reference material is available	Awareness
	Public Information management is coordinated between key agencies	Awareness
	Planning Intelligence management is coordinated between key agencies	Owner

Area	Indicator	Level of Engagement
	Operations management is coordinated between key agencies	Participant
	Logistics management is coordinated between key agencies	Participant
	Declaration processes are planned and practiced	Participant
	Business continuity management arrangements are developed and implemented	Advocate
	Interoperability between EOCs and the GECC is planned and practiced	Advocate

6.2.2 EMIS

Area	Indicator	Level of Engagement
EMIS	Develop a strategy to ensure the sustainability and value of the system as a relevant emergency management tool	Participant
	Form an EMIS Governance Group, with full CDEM Group representation, to address the integration and on-going lifespan requirements of the system	Awareness
	Establish an administrative and IT infrastructure capable of meeting the necessary requirements for a functional system	Advocate
	Produce and implement an EMIS roll-out training programme that will enable all participating agencies to meet the minimum level of operational functionality	Awareness

6.2.3 Oversight of Human Capability

Area	Indicator	Level of Engagement
EOC staff	See previous page; EOC/ECC Tools and Processes – People	Participant
Response Teams ⁴	Training/capability	Awareness
	Deployment Process	Awareness
	Equipment	Awareness
Welfare ⁵	Appropriate planning arrangements are in place locally	Awareness
	Group and Local welfare plans are supported	Awareness
	Support training and exercising of welfare personnel	Awareness
	Understand the planning which underpins welfare response	Awareness

⁴ Response Team Guidelines (draft), 2011

⁵ Welfare in an Emergency, Directors Guideline for Civil Defence Emergency Management Groups [DGL11/10]

Lifelines ⁶	Facilitate impact assessment and information collection	Awareness
	Analyse information, supply intelligence to EOC planning intelligence/operations	Awareness
	Coordinate requests for resources	Awareness
Spontaneous Volunteer Management ⁷	Appropriate planning arrangements are in place locally	Awareness

6.2.4 Exercise Planning and Delivery

Area	Indicator	Level of Engagement
Identification of need	Identify exercise issue to be tested	Participant
	Establish reasons to do an exercise	Awareness
	Identify functions to be exercised	Awareness
Exercise design	Determine exercise scope	Participant
	Establish a planning team	Awareness
	Determine exercise timeline	Advocate
	Establish exercise aim	Participant
	Define exercise objectives	Participant
Exercise conduct	Participate appropriately in exercise	Participant
Exercise evaluation	Participate in hot and cold de-briefs	Participant
	Exercise report – ensure that this is done	Owner
	Reporting – advocate report outcomes at CEG and Joint Committee	Advocate
Implementing corrective action	Exercise recommendations are implemented	Advocate

6.2.5 Public Messaging and Alerting Systems

Area	Indicator	Level of Engagement
Public Information	Message preparation is consistent ⁸ , makes use of pre-prepared templates and gives clear advice to agencies and communities	Awareness
	Delivery mechanisms are considered and the most appropriate for the message is used	Awareness

⁶ Working Together: Lifeline Utilities and Emergency Management, Directors guideline for lifeline utilities [DGL 3/02]

⁷ Spontaneous Volunteer Management Planning, Best Practice Guide [BPG 3/06]

⁸ Working from the same page: Consistent messages for CDEM

Area	Indicator	Level of Engagement
Public Alerting	Protocols ⁹ and pre-defined thresholds for public alerting are defined and approved by the CDEM Group (Joint Committee) ahead of emergency events	Participation
	Public alerting deployment during an emergency considers consequential risk planning prior to approval	Owner

6.2.6 Community Readiness

Area	Indicator	Level of Engagement
Public Education	Communities are engaged in building local resilience and know what to do in the event of an emergency	Awareness

6.2.7 Hazard Risk Management

Area	Indicator	Level of Engagement
Hazard Risk Management	Local hazards and risks and their potential consequences, particularly on vulnerable communities, are recognised, understood and communicated	Awareness

6.2.8 Finance

Area	Indicator	Level of Engagement
Delegations	Delegations are in place and are understood	Awareness
Financial overview	Understands how to maintain financial awareness in an emergency	Awareness
Reimbursement	Has clear understanding of Government policy and doctrine on reimbursement and where costs lie	Participant

6.2.9 Forward planning

Area	Indicator	Level of Engagement
Strategic planning	Strategic emergency management functions are planned for and consequential planning is practiced	Owner
Operational planning	Appropriate forward planning is conducted during response	Owner

⁹ National Tsunami Advisory and Warning Plan (revised October 2010)

7 Management and Governance Relationships

The relationships outlined in the diagram below will apply during a response event. Further to the response relationships, controllers will also engage with the individuals and entities detailed in this section during 'readiness' to ensure effective management of response activities.

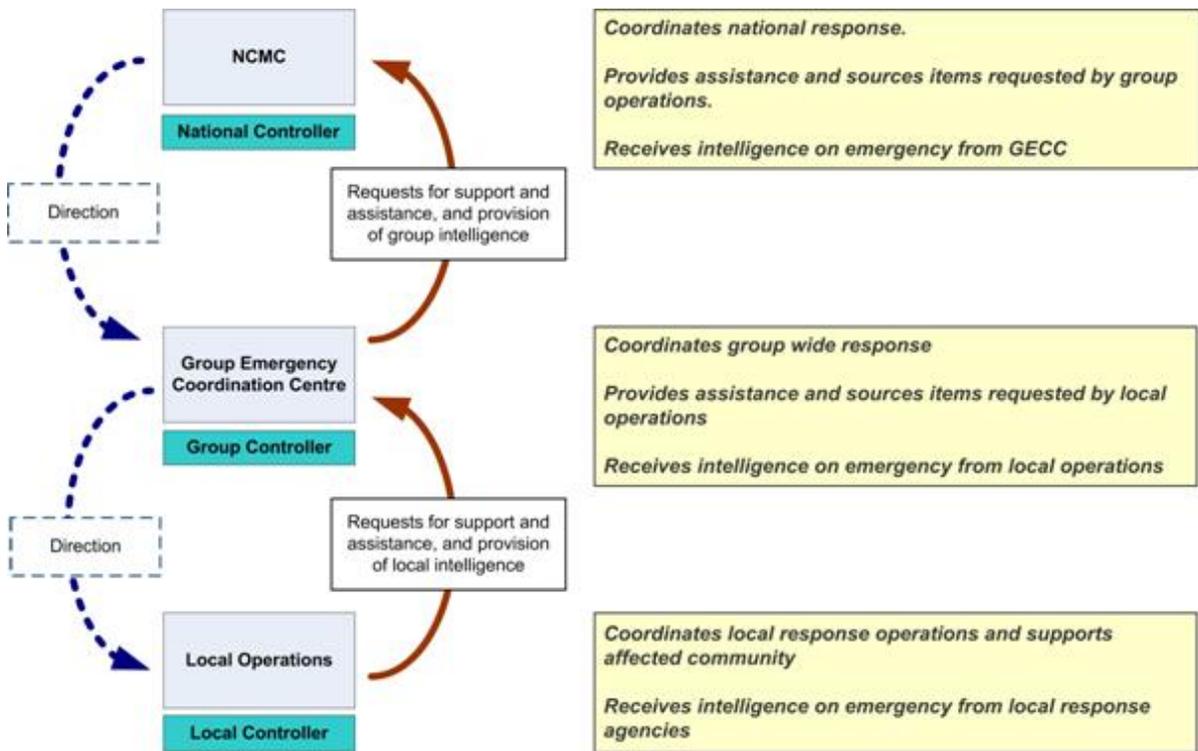


Figure 7.1 Management and governance relationships during a response event

7.1 Management and Governance Roles

7.1.1 Chief Executive Officer

Area	Indicator	Level of Engagement
CEO	Decision making that affects readiness capability	Advocate (L)
	Reporting on activity to provide confidence in ability to respond appropriately	Owner (L)

7.1.2 Mayor

Area	Indicator	Level of Engagement
Mayor	Clarity regarding Mayor/controller roles in an emergency	Owner (L)
	Council decision making which affects readiness capability	Awareness (L)

7.1.3 Joint Committee

Area	Indicator	Level of Engagement
Joint Committee	Decision making that affects readiness capability	Advocate (L&G)
Joint Committee	Reporting on activity to provide confidence in ability to respond appropriately	Owner (L&G)

7.1.4 Coordinating Executive Group

Area	Indicator	Level of Engagement
CEG	Decision making that affects readiness capability	Participant (G) Awareness (L)
	Provide expertise that informs decision making	Owner (G) Participant (L)

7.1.5 Civil Defence Emergency Management Professional Staff

Area	Indicator	Level of Engagement
Professional staff	Appropriate engagement in operational and planning issues that will impact on a response	Participant

7.1.6 Bay of Plenty Controller Relationships

Area	Indicator	Level of Engagement
Group → Local	Local Controllers are engaged in local readiness arrangements	Awareness
	Regular forums are held to provide training and relationship building opportunity	Owner

Area	Indicator	Level of Engagement
	Provide regular and timely communication regarding CDEM Group information and decision making	Owner
Local → Group	Raise issues which affect readiness and response	Owner
	Commitment is made to attending relationship building and training opportunities	Owner
	Group Controllers are alerted to, and informed of, unfolding and ongoing emergencies	Owner
Local ↔ Local	Understanding of partner TA's readiness and response arrangements	Awareness
	Current working relationships with partner TA's Local Controllers	Owner

7.1.7 Inter-Group Controllers

Area	Indicator	Level of Engagement
Inter-Group Controllers	Appropriate understanding of inter-group planning arrangements, shared hazards and collaborative projects	Awareness
	Establish working relationships with peer controllers, particularly from adjacent territorial authorities	Participant

Schedules and Appendices

Schedule 1 – Bay of Plenty Civil Defence Emergency Management Group Appointed Controllers

The following are controllers appointed to the Bay of Plenty CDEM Group under the requirements of the CDEM Act 2002, and are ratified under this policy by the Bay of Plenty CDEM Group Joint Committee on 2 June 2017.

Signature	Mayor Greg Brownless Chair of the Bay of Plenty CDEM Group Dated: 2 June 2017
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Group Controller Section 26 of the CDEM Act 2002	<i>Director Emergency Management Bay of Plenty</i> Clinton Naude	Alternate Group Controllers	1. Eddie Grogan
			2. Chris Ingle
			3. Jono Meldrum
			4. Matthew Harrex
			5. Craig Morris
			6. Angela Reade
			7. Warwick Murray
			8. Ken Tarboton

Rotorua Local Controller Section 27 of the CDEM Act 2002	Stavros Michael	Alternate Local Controllers	1. Jean Paul Gaston
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Tauranga / Western Bay Local Controller Section 27 of the CDEM Act 2002	Eric Newman	Alternate Local Controllers	1. Gary Allis
			2. Philip Martelli
			3. Paul Davidson
			4. Peter Watson
			5. Louise Miller

Whakatane Local Controller Section 27 of the CDEM Act 2002	Paula Chapman	Alternate Local Controllers	1. Barbara Dempsey
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Opotiki Local Controller Section 27 of the CDEM Act 2002	Aileen Lawrie	Alternate Local Controllers	
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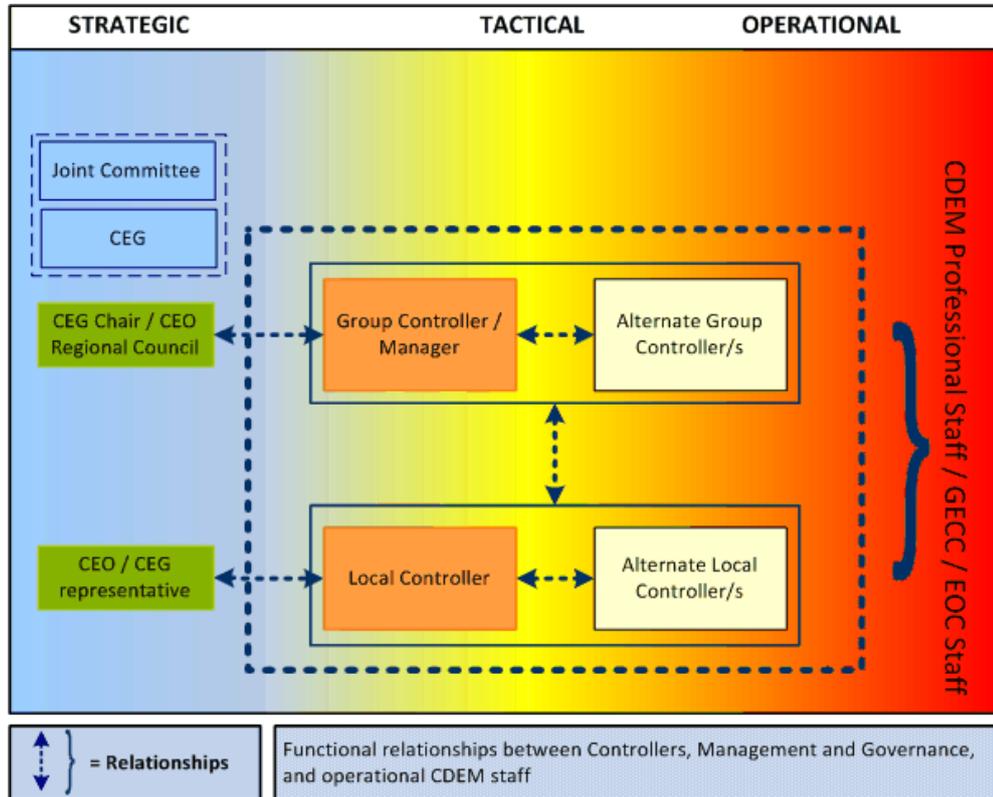
Kawerau Local Controller Section 27 of the CDEM Act 2002	Chris Jensen	Alternate Local Controllers	1. Lee Barton 2. Dayle Johnston 3. Andrew Morrison
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Appendix A – Controller Job Descriptions

Aspects of the Controller Job Description that apply to all Controller roles

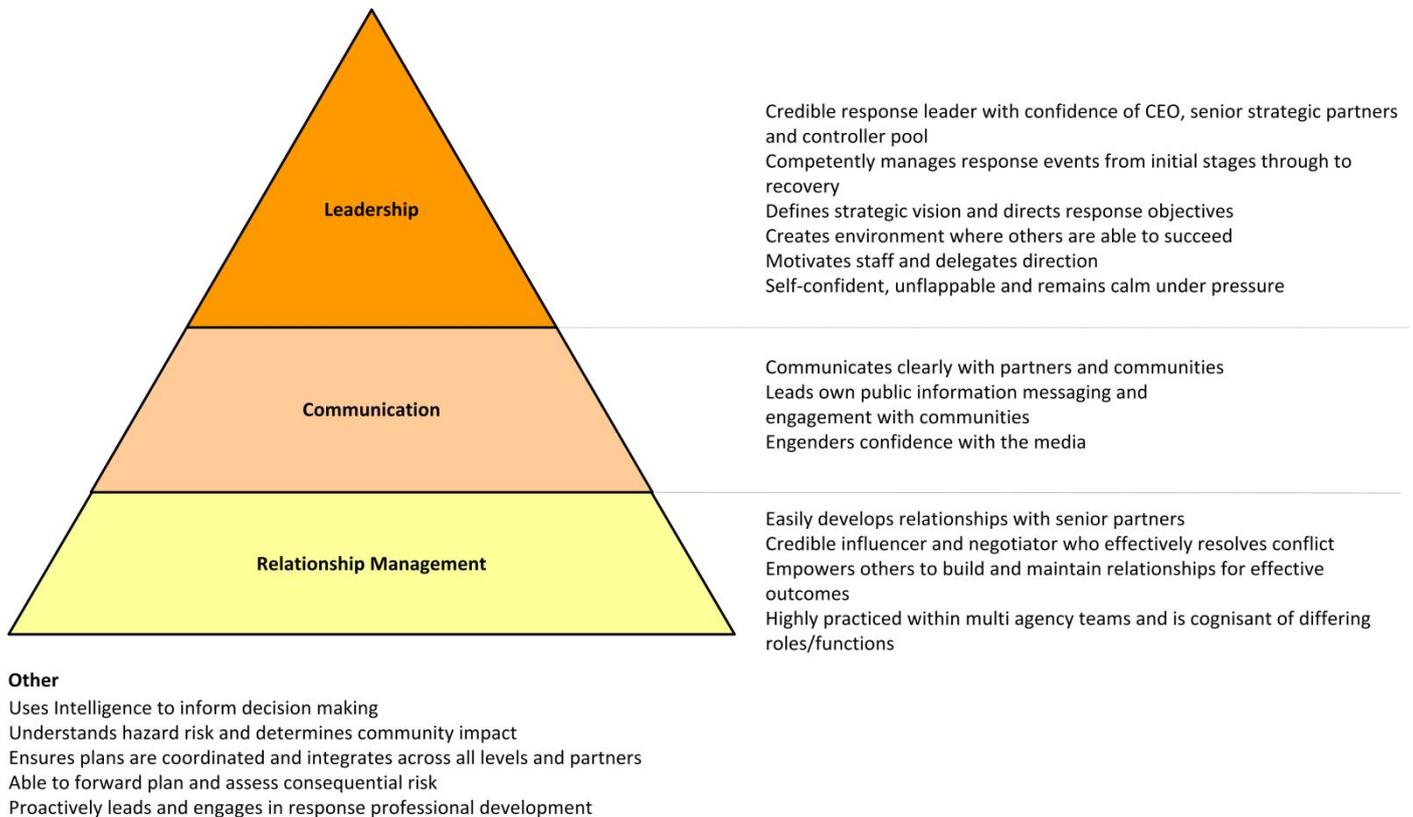
(a) Context

Illustrates the functional relationships between controllers, management and governance and operational CDEM staff.



(b) Skills and Attributes

The following skills and attributes are essential for all controllers:



Controller Role Descriptions

The role of Group Controller is a component of a professional staff member's job description and has a separate job description.

1 Group Controller

Overview of Role

This position will be required to:

- Provide leadership and direction in the coordination of any emergency event managed by the Group Emergency Coordination Centre as required under the CDEM Act 2002.
- Provide leadership, guidance and support to Local Controllers in the management of emergency events from local Emergency Operation Centres.
- Lead in the planning, implementation and monitoring of CDEM activities across the spectrum of reduction, readiness and recovery, and operational readiness across the Group.

Principles

The Group Controller has the following responsibilities:

- Proactive engagement in the activities described under Key Tasks.
- Active management of own personal development in the Group Controller role, including establishing controller KPI's in 'business as usual/core role' work programme.
- Engagement with CEG Chair, relevant CEO's, Joint Committee, Local Controllers and Alternate Group Controllers regarding delivery Controller outcomes.

- Display the skills and attributes when performing this role.
- Requirement to complete Controller professional development as outlined in the Bay of Plenty CDEM Group Professional Development Strategy.

Key Tasks

Group Controllers will be expected to perform in each of the three categories below:

Strategic Environment	Tactical Environment	Operational Environment
Establish and maintain effective multi agency relationships by engaging and consulting with key stakeholders within the Bay of Plenty and wider New Zealand CDEM environment	Lead in the development of planning processes that ensures operational plans are joined up, monitored, tested, reported and reviewed	Provide appropriate and timely advice and support to local controllers
Ensure an effective and inclusive information flow between local CDEM needs and national CDEM direction	Ensure that plans are developed in a coordinated manner by including all CDEM teams, partner agencies and other relevant groups	Liaise with controllers of neighbouring groups as appropriate
Support the Bay of Plenty CDEM Group's professional development programme through championing and demonstrating leadership	Lead in the development and maintenance of a Controller professional development programme	Provide confidence to the national controller that the coordination of emergency events are effectively managed
Lead in the provision of emergency management guidance to CEG, key stakeholders and the Joint Committee in the development of strategic plans, identification of strategic risk and integration of emergency management within CDEM corporate planning processes	Ensure that Alternate Group Controllers maintain an awareness of CDEM readiness work programmes	Direct GECC operations in accordance with: <ul style="list-style-type: none"> • SOPs. • Plans. • CDEM Act 2002. • Group Controller's objectives.
	Lead in maintaining the GECC to a CEG approved standard (including people, place and process components) at all times	Ensure the involvement and contribution of partner organisations in an emergency response as per CDEM group plan, national CDEM plan and CDEM Act (2002)
Engage in national best practice, forward planning methodology and process	Participate in planning of the process of transition from response to recovery	Monitor and adjust the operating structure to reflect the scale of activity, and identify surge and escalation points to address critical vulnerabilities
	Lead the planning of warning systems and procedures	Approve priorities, action plans and warnings

2. Alternate Group Controller

Overview of Role

This position will be required to:

- Provide stand in support to the Group Controller by managing the coordination of any emergency in his/her absence from the Group Emergency Coordination Centre.
- Assume the role of Group Controller under the CDEM Act 2002 including leading the CDEM Group response to emergencies when the Group Controller is unavailable.

Support CDEM activities across the spectrum of reduction, readiness and recovery, and operational readiness across the Group.

Principles

Alternate Group Controllers have the following responsibilities.

- Proactive engagement in the activities described under Key Tasks.
- Active management of own personal development in the Alternate Group Controller role, including establishing controller KPI's in 'business as usual/core role' work programme.
- Engagement with CEG Chair, relevant CEO, Joint Committee, Local Controllers and Group Controller regarding delivery of Alternate Group Controller outcomes.
- Display the skills and attributes when performing this role.
- Requirement to complete Controller professional development as outlined in the Bay of Plenty CDEM Group Professional Development Strategy.

Key Tasks

Alternate Group Controllers will be expected to perform in each of the three categories below:

Strategic Environment	Tactical Environment	Operational Environment
Establish and maintain effective multi agency relationships by engaging and consulting with key stakeholders within the Bay of Plenty and wider New Zealand CDEM environment	Support Group Controller in planning processes that ensures operational plans are joined up, monitored, tested, reported and reviewed	Provide appropriate and timely advice and support to local controllers
Support Group Controller in the provision of effective and inclusive information flow between local CDEM needs and national CDEM direction	Support Group Controller in ensuring that plans are developed in a coordinated manner by including all CDEM teams, partner agencies and other relevant groups	Liaise with controllers of neighbouring groups as appropriate
Support the Bay of Plenty CDEM Group's professional development programme through championing and demonstrating leadership	Support the development and maintenance of a Controller professional development programme	Provide confidence to the national controller that the coordination of emergency events are effectively managed
Contribute to the provision of emergency management guidance to CEG, key stakeholders and the Joint Committee in the development of strategic plans, identification of strategic risk and integration of emergency management within CDEM corporate planning processes	Support the Group Controller by maintaining an awareness of CDEM readiness work programmes	Direct GECC operations in accordance with <ul style="list-style-type: none"> • SOPs. • Plans. • CDEM Act 2002. • Group Controller's objectives.
	Support the Group Controller in maintaining the GECC to a CEG approved standard (including people, place and process components) at all times	Ensure the involvement and contribution of partner organisations in an emergency response as per CDEM group plan, national CDEM plan and CDEM Act (2002)
Engage in national best practice, forward planning methodology and process	Participate in planning of the process of transition from response to recovery	Monitor and adjust the operating structure to reflect the scale of activity, and identify surge and escalation points to address critical vulnerabilities
	Support the Group Controller with the planning of warning systems and procedures	Advise the Group Controller about priorities, action plans and warnings

3. Local Controller

Overview of role

- Fulfil the role of Local Controller under the Civil Defence Emergency Management Act 2002 and will lead the local CDEM response to emergencies.
- Provide support to the Group Controller in his/her coordination of an emergency as per section 27 of the Civil Defence Emergency Management Act (2002).
- Support CDEM activities across the spectrum of reduction, readiness and recovery and operational readiness within their Territorial Authority.

Principles

Local controllers have the following responsibilities:

- Proactive engagement in the activities described under Key Tasks.
- Active management of own personal development in the Local Controller role, including establishing controller KPI's in 'business as usual/core role' work programme.
- Engagement with CEO, CEG representative, and Group Controller regarding delivery of Local Controller outcomes.
- Display the skills and attributes when performing this role.
- Requirement to complete Controller professional development as outlined in the Bay of Plenty CDEM Group Professional Development Strategy.

Key Tasks

Strategic Environment	Tactical Environment	Operational Environment
Establish and maintain effective multi agency relationships by engaging and consulting with key stakeholders within the Bay of Plenty	Support Group Controller in planning processes that ensure operational plans are joined up, monitored, tested, reported and reviewed	Provide appropriate and timely advice and support to the group controller
Support Group Controller in the provision of effective and inclusive information flow between local CDEM needs and national CDEM direction	Support Group Controller by ensuring that local plans are developed in a consistent coordinated manner by including all local EOC staff, partner agencies and other relevant groups	Liaise with controllers of neighbouring territorial authorities as appropriate
Support the Bay of Plenty CDEM Group's professional development programme through championing and demonstrating leadership	Engage in the Controller professional development programme	Provide confidence to the group controller that the coordination of emergency events are effectively managed
Engage in national best practice, forward planning methodology and process	Maintain an awareness of CDEM readiness work programmes	Direct EOC operations in accordance with: <ul style="list-style-type: none"> • SOPs. • Plans. • CDEM Act 2002.
Contribute to the provision of emergency management guidance to the CEO, key stakeholders and the Council in the development of strategic plans, identification of strategic risk and integration of emergency management within CDEM corporate planning processes	Maintain an oversight of EOC standards (including people, place and process components) at all times	Ensure the involvement and contribution of partner organisations in an emergency response as per CDEM group plan, national CDEM plan and CDEM Act (2002)
	Participate in planning of the process of transition from response to recovery	Monitor and adjust the operating structure to reflect the scale of activity, and identify surge and escalation points to address critical vulnerabilities
	Gain an understanding of the vulnerability of communities to local and regional hazards	Set and review local response priorities and ensure they are aligned with CDEM Group priorities
	Ensure promulgation of information and its flow are maintained appropriately in an EOC environment	Approve the local response Action Plan and ensure it aligns with the CDEM Group Action Plan
	Ensure appropriate warning mechanisms are in place and that local warning procedures align with CDEM Group procedures	Direct local warnings in accordance with the CDEM Group Controller's direction and Group Warning SOP

4. Alternate Local Controller

Overview of role

This position will be required to:

- Provide stand-in support to the Local Controller by managing the coordination of an emergency in his/her absence from the Local Emergency Operating Centre.
- Assume the role of Local Controller under the Civil Defence Emergency Management Act 2002 including leading the local CDEM response to emergencies when the Local Controller is unavailable. (*In this instance, the key tasks described in the position description of the CDEM Local Controller will apply.*)
- Support CDEM activities across the spectrum of reduction, readiness and recovery and operational readiness within their Territorial Authority.

Principles

Alternate Local controllers have the following responsibilities:

- Proactive engagement in the activities described under Key Tasks.
- Active management of own personal development in the Alternate Local Controller role, including establishing controller KPI's in 'business as usual/core role' work programme.
- Engagement with CEO, CEG representative, and Local Controller regarding delivery of Alternate Local Controller outcomes.
- Display the Skills and Attributes when performing this role.
- Requirement to complete Controller professional development as outlined in the Bay of Plenty CDEM Group Professional Development Strategy.

Key Tasks

Strategic Environment	Tactical Environment	Operational Environment
Establish and maintain effective multi agency relationships by engaging and consulting with key stakeholders within the Bay of Plenty	Support Local Controller in planning processes that ensure operational plans are joined up, monitored, tested, reported and reviewed	Provide appropriate and timely advice and support to the Local controller
Support Group Controller in the provision of effective and inclusive information flow between local CDEM needs and national CDEM direction	Support Local Controller by ensuring that local plans are developed in a consistent coordinated manner by including all local EOC staff, partner agencies and other relevant groups	Liaise with controllers of neighbouring territorial authorities as appropriate
Support the Bay of Plenty CDEM Group's professional development programme through championing and demonstrating leadership	Engage in the Controller capability development programme	Provide confidence to the group controller that the coordination of emergency events are effectively managed
Engage in national best practice, forward planning methodology and process	Support the Local Controller by maintaining an awareness of CDEM readiness work programmes	Direct EOC operations in accordance with <ul style="list-style-type: none"> • SOPs. • Plans. • CDEM Act 2002. • Local Controller's objectives.
Contribute to the provision of emergency management guidance to the CEO, key stakeholders and the Council in the development of strategic plans, identification of strategic risk and integration of emergency management within CDEM corporate planning processes	Support Local Controller in maintaining an oversight of EOC standards (including people, place and process components) at all times	Ensure the involvement and contribution of partner organisations in an emergency response as per CDEM group plan, national CDEM plan and CDEM Act (2002)
	Participate in planning of the process of transition from response to recovery	Monitor and adjust the operating structure to reflect the scale of activity, and identify surge and escalation points to address critical vulnerabilities
	Gain an understanding of the vulnerability of communities to local and regional hazards	Advise the Local Controller about warnings priorities, action plans and warnings

Strategic Environment	Tactical Environment	Operational Environment
	Ensure promulgation of information and its flow are maintained appropriately in an EOC environment when standing in for Local Controller	
	Support Local Controller in ensuring appropriate warning mechanisms are in place and that local warning procedures align with CDEM Group procedures	

Appendix B – Controller Selection Checklist

Attribute	Yes	Partial	No
1. Relationship Management			
Develops relationships easily with senior partners			
Able to effectively resolve conflict			
Credible influencer and negotiator			
2. Information Management			
Able to identify information need, system functionality and capability			
Able to analyse wide ranging information to inform situational awareness and strategy			
Absorbs and synthesises information but is not distracted by the detail			
3. Risk Management			
Able to understand hazard risk and determine community impact			
4. Planning			
Ensures plans are coordinated and integrated across all levels and partners			
Able to forward plan and assess consequential risk			
Ensures plans are evaluated and updated			
5. Communication			
Communicates with clarity with partners and communities			
Leads and owns public information messaging and engagement with communities			
Engenders confidence with the media			
6. Capability Development			
Able to proactively engage in professional development ¹⁰ for self and response staff			
Understands the strategic risk of weak capability and monitors levels of collective capability			
7. Leadership			
Able to maintain strategic overview			
Creates an environment where others are able to succeed			
Able to provide firm but participative leadership in an emergency that influences others towards the achievement of objectives			
Able to create strategic vision, motivate staff and delegate direction			
8. Response			
Able to work within legislative parameters			
Able to quickly analyse information and risk and define credible planning objectives			
Can work in multi-agency teams and is cognisant of differing roles/functions			
Can effectively manage emergency events from initial stages through to transition to recovery			
9. Personal			
Addresses impact of the role on own family			

¹⁰ Professional development includes courses, workshops and exercises

Attribute	Yes	Partial	No
Medically fit to work in a high stress environment			
Self-confident, unflappable and remains calm under pressure			
Has confidence of CEO and senior partners			
Is politically astute			
Has good knowledge of local area and communities			
Has high professional ethics			

Appendix C - Controller Appointment Review form

1. Controller Performance Review

Controller Name		TA/ Group	
Review Period		Reviewer	
Other TA's (if a shared arrangement exists)			

Personal Professional Development	Y/N	Organisational support for Personal Professional development¹¹	Y/N
Personal learning (if yes, give examples)			
• Legislative/doctrine			
• Leadership			
• CEG engagement			
• Media			
Personal Readiness (if yes, give examples)			
• Workshops and courses			
• Peer learning			
• Technical development			
• Exercises			
Response Capability (if yes, give examples)			
• EOC Capability planning/training			
• Exercise planning			
Emergency Events (if yes, give examples)			
•			
•			

4. Controller Appointment Confirmation Form

Controller Name		TA/ Group	
Review Period		Reviewer	
Other TA's (if a shared arrangement exists)			

¹¹ Detail support provided by the organisation that has enabled this area of professional development. Can include provision of time, expertise, payment of courses, release from BAU role to fulfil Controller obligations

Controller Review: Confirmation

In conjunction with *<insert controller name>*, I have reviewed their appointment as Local / Group Controller for the *<insert Territorial Authority>* and wish to confirm his/her wiliness and suitability for this role.

Reviewer Name		Controller Name	
Reviewer Designation		Controller Designation	
Signature		Signature	
Date		Date	

Controller Review: Resignation

In conjunction with *<insert controller name>*, I have reviewed their appointment as Local/Group Controller for the *<insert Territorial Authority>* and wish to advise that they no longer wish to continue in this role. A replacement controller will need to be identified.

Reviewer Name		Controller Name	
Reviewer Designation		Controller Designation	
Signature		Signature	
Date		Date	

Appendix D – Controller Development Needs Table

Key Area of Development	1. CDEM Competencies ¹²	2. Skills and Knowledge ¹³	3. Development Opportunities ¹⁴
1. Decision making	<p>Interviewees told us this is about making decisions quickly and on the spot, often with limited information, and taking responsibility for those decisions as they could potentially affect large sections of the community.</p> <p>Attributes:</p> <ul style="list-style-type: none"> Is authoritative, decisive and ethical when leading the response. Is solutions-focused when problem solving. <p>Competencies:</p> <ul style="list-style-type: none"> PL02, LD03, IM01 and IM03. 	<ul style="list-style-type: none"> Knowledge of decision making processes. <p>Is able to:</p> <ul style="list-style-type: none"> Make effective decisions based on the information provided. Make effective tactical and strategic decisions that demonstrate consideration of the risk and needs of existing and potential partners and communities. Analyse information and determine an appropriate response in CDEM emergencies. Establish priorities in accordance with the CDEM Group Plan and/or local arrangements relevant for the emergency and local community. Identify and consult relevant stakeholders. 	<ul style="list-style-type: none"> Mentoring, buddying and shadowing. REMA coaching. Exercise conduct. Non-CDEM courses and workshops.
2. Working under pressure	<p>This means remaining calm and focused in a pressured environment and not getting distracted by “the last thing through the door”.</p> <p>Attributes:</p> <ul style="list-style-type: none"> Manages wellbeing in a pressured environment. Adaptable and is open to new ideas. <p>Competencies:</p> <ul style="list-style-type: none"> LD04, IP02 and IP03. 	<ul style="list-style-type: none"> Knowledge of stress management principles and techniques. <p>Is able to:</p> <ul style="list-style-type: none"> Perform under pressure at the highest level of competence. Identify and employ coping mechanisms to manage wellbeing. Maintain a state of personal preparedness to operate as a controller in CDEM and emergencies and take remedial action required. Resolve conflicts, confrontations and disagreements in a high-pressure situation to minimise negative personal and organisational impacts. 	<ul style="list-style-type: none"> Mentoring, buddying and shadowing. Exercise conduct. Non-CDEM courses and workshops.

¹² This column lists the CDEM competencies and attributes relevant to this key development area. These are taken from the CDEM Competency Framework [TS02/09] and Controller Role Map.

¹³ This column lists the skills and knowledge required for this key development area. These are based on the CDEM Controller Role Map.

¹⁴ Refer to section 3.6 **Controller Development Opportunities** for more information about each of these activities.

<p>3. Leadership</p>	<p>This is about giving “the team confidence when the controller is in the room because that person is in charge”. It means building credibility and empowering people to do their job by staying “out of the weeds” and delegating with clear direction.</p> <p>Attributes:</p> <ul style="list-style-type: none"> • Demonstrates the ability to lead and direct a demanding response in an environment of uncertainty for long periods of time. • Is authoritative and credible when communicating at all times. <p>Competencies:</p> <ul style="list-style-type: none"> • LD02, RM01, IP01 and IP03. 	<p>Is able to:</p> <ul style="list-style-type: none"> • Develop, direct and motivate staff and team members to achieve objectives, including in multi-agency environments. • Monitor preparedness to operate as a Controller in CDEM and CDEM emergencies and take any remedial action identified. • Motivate and direct teams. • Engage and consult with political leaders and key stakeholders to lead the preparation to operate in a CDEM response. 	<ul style="list-style-type: none"> • Exercise conduct. • MCDEM Controller Workshop. • Mentoring, buddying and shadowing. • Non-CDEM courses and workshops.
<p>4. Scenario planning, sequential thinking and consequential risk</p>	<p>This requires controllers to discuss and plan for the restoration of critical services, as well as the ability to take a situation, work out what needs to be done in what order to achieve the set objectives.</p> <p>Competencies:</p> <ul style="list-style-type: none"> • IM03, RS01-03, PL01 – 04 and IP02. 	<p>Is able to:</p> <ul style="list-style-type: none"> • Identify and describe the potential impacts and consequences of an event over the short, medium and long term. • Anticipate the possible development of the emergency. • Develop an understanding of all the consequences caused by the impact of the emergency. <p>Knowledge of:</p> <ul style="list-style-type: none"> • Risks and hazards in the area of responsibility and their potential consequences. • The vulnerability of communities to the range of potential consequences in the area of responsibility. • How to respond to risks and hazards in the area of responsibility. • The potential consequences of the hazards in area of responsibility. 	<ul style="list-style-type: none"> • REMA coaching. • Mentoring, buddying and shadowing. • Forums.
<p>5. Media skills and public information</p>	<p>Interviewees saw media training as essential for all controllers. This is also about understanding their relationship with the PIM to ensure messages going out are consistent and on target.</p> <p>Attributes:</p> <ul style="list-style-type: none"> • Is authoritative and credible when communicating at all times, especially with the media. <p>Competencies:</p> <ul style="list-style-type: none"> • CM01, CM03 CM04. 	<p>Is able to:</p> <ul style="list-style-type: none"> • Determine key messages for inclusion in the communications plan. • Work with the PIM to ensure that key messages to the public are clear, accurate and provide reassurance and direction during the response. • Determine key messages for inclusion in the communications plan. • Work with the PIM to ensure that key messages to the public are clear, accurate and provide reassurance and direction during the response. • Establish with the PIM the extent of briefings to the media and the information that can be released. 	<ul style="list-style-type: none"> • Exercises. • Courses and workshops: <i>(BOP controllers attended media training that they viewed positively).</i> • Engage with Public Information Manager during readiness. • MCDEM Public Information Manager Workshop.

		<ul style="list-style-type: none"> Address media conferences and participate effectively in a media interview. Recognise the role of the media, get them to act as allies. <p>Knowledge of:</p> <ul style="list-style-type: none"> PIM protocols and procedures. Media and communications protocols. Good practice in public information messaging and risk communication. Available communication channels in own area of responsibility. CDEM Group and own organisation's protocols for working with the media. Basic media requirements. 	
6. Interpersonal communication	<p>Interviewees consistently described a variety of communication skills and ability to relate to others as necessary for a successful controller. This included listening, being able to hear their team members and supporting agencies, taking advice and seeking feedback, being available, as well as bringing agencies together and directing the conversation.</p> <p>Competencies:</p> <ul style="list-style-type: none"> CM01 and PL03. 	<p>Is able to:</p> <ul style="list-style-type: none"> Communicate clearly in a range of situations and by various channels. Develop and use a variety of group facilitation processes to communicate with partners and communities. Express complex ideas and concepts in a manner that can be easily understood and applied. Communicate information in a way that increases and builds confidence and positive relationships with key partners and communities. Work with partners to ensure that planning, whether pre or during an emergency is coordinated, integrative and collaborative, and meets community needs. 	<ul style="list-style-type: none"> MCDEM Controller Workshop. Non-CDEM courses and workshops.
7. Relationship management	<p>This is about controllers understanding who their key stakeholders are and building relationships during peacetime. Refer to sections 4.2 and 4.3 for more information about these relationships.</p> <p>Competencies:</p> <ul style="list-style-type: none"> RM01, RM02, PL03, IP01 and IP02. 	<p>Is able to:</p> <ul style="list-style-type: none"> Engage and consult with political leaders and key stakeholders to lead the preparation to operate in a CDEM response. Identify the issues and determine who needs to be involved to achieve desired goal. Maintain relationships with key personnel, agencies and stakeholders in CDEM. Identify and support, through the provision of information, political leaders such as local body officials, elected officials and the chairperson of the CEG in CDEM. Distinguish, describe and utilise, in relation to CDEM, the roles of Central, Regional and Local Government. Identify and accommodate the expectations of key agencies, emergency services and stakeholders in CDEM. Explain the relationship between the Controller and Recovery Manager. 	<ul style="list-style-type: none"> MCDEM Controller Workshop. National Controller Forum. Forums. REMA coaching. Mentoring, buddying and shadowing. Defining and actively engaging with key stakeholders. Non-CDEM courses and workshops.

		<ul style="list-style-type: none"> • Explain and use the relationship between Local, Group and National Controller. • Explain and use the relationship between the Controller and key support people including the Emergency Management Officer. • Describe and use the role(s) of political leaders during an emergency event. • Work with partners to ensure that planning, whether pre or during an emergency is coordinated, integrative and collaborative, and meets community needs. • Liaise with MCDem representatives. • Liaise with Group Controller (Local)/assist and support Local Controller(s) (Group). • Provide regular updates to all Local Controllers and emergency services (Group). • Respond to direction and priorities set out by the Group Controller(Local Controller). 	
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**Presentation - Whakatane District Recovery Project -
Kia manawanui**

