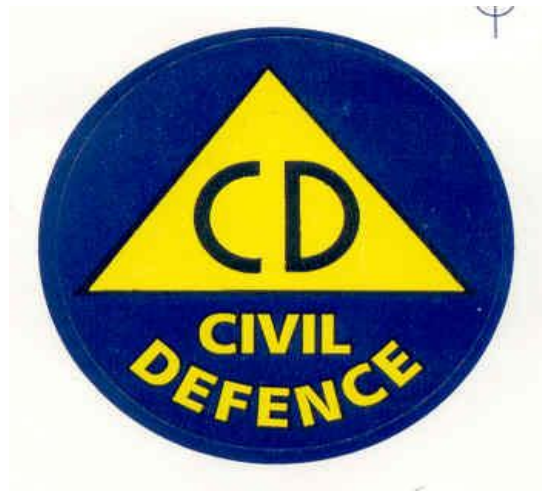


Waimakariri District Council

EMERGENCY OPERATIONS CENTRE

STANDARD OPERATING PROCEDURES



Emergency Operations Centre – Standard Operating Procedures

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Introduction

PURPOSE OF THIS DOCUMENT

The purpose of this Standard Operating Procedure (SOP) is to assist staff in activating and operating the Council's Emergency Operations Centre (EOC) as the control and management facility for a civil defence emergency. The SOP is a supplement to the Council's CDEM Local Arrangements document which describes the structures, agreements and relationships that Waimakariri District Council has for managing civil defence across its district.

The SOP will provide organisational structures, information management processes, and roles and responsibilities of key staff involved in the EOC.

THE EMERGENCY OPERATION CENTRE (EOC)

The EOC can be activated to manage a civil defence emergency for which the Council is primarily responsible; or to support another agency that is responsible for managing a particular emergency. It provides control and coordination, operational support and decision-making ability in support of the CDEM Controller during the *response* phase of an emergency. Beyond the *response* phase the EOC has no role.

The EOC can be run from any location including if necessary a tented facility, caravan, or farm shed etc. The type of venue is secondary to the organisational structures and processes essential to managing an emergency. However the location should ideally provide for good radio-telephone communications which is a critical technical resource required to manage emergencies. Waimakariri District Council's EOC is normally run from the Council Chambers in Rangiora.

The EOC is also scalable to the demands of the emergency. While this SOP will prescribe a significant sized organisational structure, significant resources normally available from the Council's Rangiora Service Centre and significant volume of documentary resource; these resources can be adjusted to meet the needs of the emergency.

It is important to note that while the EOC is the mechanism from which the Council will normally manage an emergency, there are other aspects and structures of the Council that are not part of the EOC that also contribute significantly to the Council's response to an emergency. The CDEM Controller as the head of the EOC will also need to consider these other aspects when managing or responding to an emergency. This SOP is only intended to give advice on the EOC.

SEQUENCE OF AN EMERGENCY RESPONSE

In general when a civil defence emergency occurs the Council will be notified by some authority and will then notify certain key staff and supporting organisations relevant to the Waimakariri District. The notification will prompt key management staff of the Council to make a rapid assessment and decide whether or not to activate the EOC. Activation will involve some specific people and organisations triggering other people and resources to activate and to open the EOC facility. Once the facility is opened a range of information gathering and problem solving processes commence to determine what needs to be done to manage the emergency. Consideration will be given to declaring a formal state of emergency or not. All of this information will ultimately produce a plan of action that will see coordination of emergency services and other field response teams working in the community to help those in need and eliminate or reduce the risk to the community. Continuous review of these processes and systems will eventually lead to a decision that the emergency response can terminate and the EOC can close. Throughout this entire sequence information to all stakeholders and the general public will be produced and disseminated under control of the EOC. In summary the key sequences of the emergency response involve:

- Notification
- Activation

- Information processing
- Action planning
- Work monitoring
- Dissemination of public information
- Transition to recovery
- Closure of the EOC

PART 1

NOTIFICATION

PART 1

NOTIFICATION

The ultimate purpose of *notification* is to ensure the appropriate people and agencies receive notice as early as possible so they have time to respond appropriately. It is important to keep a written record of receipt and dissemination of any emergency notifications.

Inwards to Waimakariri District Council

Notification of an emergency could come in a number of different ways and some of these could occur simultaneously. The following methods are possible:

- Official warning of an imminent emergency received directly from the Ministry of Civil Defence Emergency Management (MCDEM) simultaneously via fax to the Council's main fax number; e-mail or SMS to the mobile and fire pager of the Council's Emergency Management Office.
- Official notification of a prevailing emergency from any of the emergency services (NZ Police, NZ Fire Service, St John Ambulance or the Council's Principal Rural Fire Officer) which could be received by telephone or fax to the Council's main lines; or by SMS or phone call to the mobile phone or fire pager of the Council's Emergency Management Office.
- Official warning of an imminent emergency received directly from a nationally recognised authority such as MetService, GNS Science or NIWA for a developing situation monitored by their agency sensors. Such warning will normally come simultaneously via fax to the Council's main line; e-mail, SMS and phone call direct to the Council's Emergency Management Office.
- Notification from a trained CDEM volunteer team of an emergency that is in progress in their local community. Such notice is likely to be received directly by phone to the Council's main line or to the Council's Emergency Management Office mobile phones.
- Official notifications from MCDEM, an emergency service or a nationally recognised authority will normally always be followed by a communication (phone call, SMS, e-mail and fax) from Canterbury CDEM Group confirming if we have received notice from the agency.
- Directly from the Council's Emergency Management Office having observed an emergency unfolding.

Outwards from Waimakariri District Council

Waimakariri District Council should then notify the following people/agencies:

- The Council's Emergency Management Office if they were not the source of notification to the Council.
- The relevant primary emergency service (police, fire, ambulance) via 111 and /or relevant agency (e.g. District Health Board for a health crisis) if they were not the source of notification to the Council.
- The Chief Executive, Mayor and Communications Officer.
- Canterbury CDEM Group on 24 hour phone number 03-366 2359.

All such notifications (inwards or outwards) are to be recorded in writing by the receiver and sender respectively. The record is to show:

- The name of person or agency providing the notification.
- Date and time the notification was received or sent.
- The actual message that was received or sent.
- Any acknowledgement of receipt

The Council’s Emergency Management Office in consultation with the CDEM Controller and if necessary Chief Executive will determine what kind of response is warranted and who to notify.

The following *notification* procedure is used across Canterbury CDEM Group:

Type	Meaning	Expected/Required Response(s)
Warning	Event expected to occur within 24 hours or shortly thereafter	Acknowledgment of receipt is required within 30 minutes. Inform notification source of intended response action(s). Forward notification to relevant partner emergency response organisations, with added local detail(s) if possible.
Watch	Event expected to occur in 24 to 48 hours time	Provide acknowledgement of receipt, if requested. Inform the source of intended response actions if requested. May need to forward notification to relevant partner emergency response organisations, with local detail(s) added if possible.
Advisory	Event expected to occur in 48 to 72 hours time, and/or any further info to follow	Provide acknowledgement of receipt, if requested. (Request for details of intended response actions is possible, but unlikely). May need to forward notification to relevant partner emergency response organisations, with local detail(s) added if possible.
Outlook	Event expected to occur in 72 hours or later	Provide acknowledgement of receipt, if requested. (Request for details of intended response actions is possible, but unlikely). May need to forward notification to relevant partner emergency response organisations, with local detail(s) added if possible.
Cancellation	This notification cancels a previous notice	Provide acknowledgement of receipt, if requested. Notification to be forwarded to any organisations previously notified.

PART 2

ACTIVATION

PART 2

ACTIVATION

The aim of *activation* is to get the EOC opened to an appropriate level of staff and resources to meet the demands of the emergency as quickly as possible so that work can commence to manage the emergency.

The general sequence for activation involves:

- Determine the level of emergency response.
- Determine the level of EOC activation required to manage the response.
- Set up the EOC facility with the resources required to manage the event.
- Determine if a state of emergency should be declared or whether the emergency can be managed without the need for a declaration.

Levels of Emergency Response

Throughout NZ civil defence emergencies are categorised into one of five levels of *event type*:

- Level 1 Event:
 - A small or simple local incident that does not require a declaration of state of emergency
 - Can be managed by the responding emergency service or agency or the Council
 - Council more likely to be monitoring in case its support is required.
- Level 2 Event:
 - Similar to Level 1 event however a higher level of coordination is probably required
 - Declaration of state of emergency may or may not be necessary
 - Council is likely to be actively involved rather than monitoring.
- Level 3 Event:
 - Declaration of state of emergency in a local TA area is necessary
 - Requires full activation and Council is most likely the *Lead Agency* within Waimakariri District
 - CDEM Group ECC is active in a support role.
- Level 4 Event:
 - Similar to Level 3 event however a regional declaration of state of emergency is possible
 - Response is potentially being lead by the CDEM Group ECC because of its regional impact.
- Level 5 Event:
 - Imminent state of national emergency
 - NCMC, CDEM Group ECC and all Canterbury TA EOC's are activated.

EOC Activation States

Table 2-1 prescribes the EOC activation states that are used commonly across Canterbury. Ultimately the CDEM Controller will decide which EOC activation state to use and in his absence the Emergency Management Office will decide. The EOC activation states are different but relevant to the *emergency response levels* in Table 2-1.

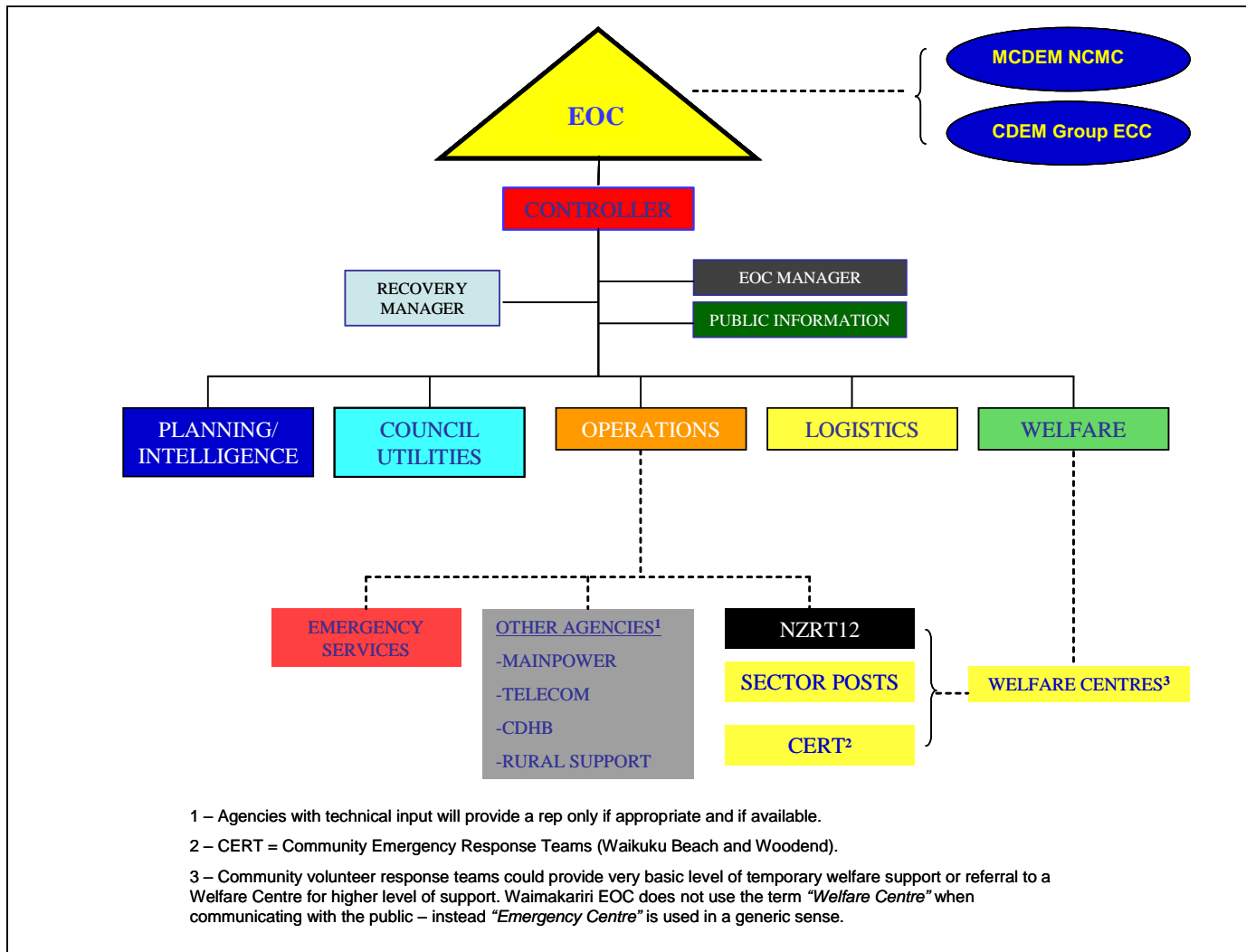
MONITORING	
	A watching brief is maintained only and arising from a potential emergency event. The EOC is not activated. Level 1 event.
Activate	Emergency Management Officer or if not available, the Local Controller or Operations Officer
Notify	Chief Executive Officer and Mayor Local Emergency Services Senior Council Staff
PARTIAL ACTIVATION	
	Is required as an emergency situation develops. The EOC will be set up and staffed to levels required by the event. Levels 1 & 2 event.
Activate	Local Controller Emergency Management Officer EOC Branch Managers (Planning/Intelligence, Operations, Logistics, Welfare, and Public Information) Local Emergency Services (as required)
Notify	Chief Executive Officer and Mayor Council Staff and CDEM volunteer teams (as appropriate)
FULL ACTIVATION	
	An emergency event has occurred or is likely to occur. The EOC will be fully staffed. A Civil Defence emergency has been declared or may be declared. Levels 3, 4 or 5 event.
Activate	Local Controller Emergency Management Officer First HQ Shift Senior Council Staff

Table 2-1

EOC Organisational Structure

In activating to any level it is useful to know the general organisational structure of the Waimakariri District Council EOC. EOC organisational structures can vary between councils and agencies however they all follow the Coordinated Incident Management System (CIMS) basic structure of *Control, Operations, Planning/Intelligence, and Logistics* as their foundation. The Waimakariri EOC general organisational structure and its reporting relationship to the regional and national CDEM offices are shown in Figure 2-1. Many of the components of this structure are teams of staff each with their own team structure. The component team structures are depicted in Part 3 under roles and responsibilities.

WAIMAKARIRI EOC ORGANISATIONAL STRUCTURE



1 – Agencies with technical input will provide a rep only if appropriate and if available.
 2 – CERT = Community Emergency Response Teams (Waikuku Beach and Woodend).
 3 – Community volunteer response teams could provide very basic level of temporary welfare support or referral to a Welfare Centre for higher level of support. Waimakariri EOC does not use the term "Welfare Centre" when communicating with the public – instead "Emergency Centre" is used in a generic sense.

Figure 2-1

Additionally Figure 2-2 depicts the conventional CDEM internal organisational structure of an EOC.

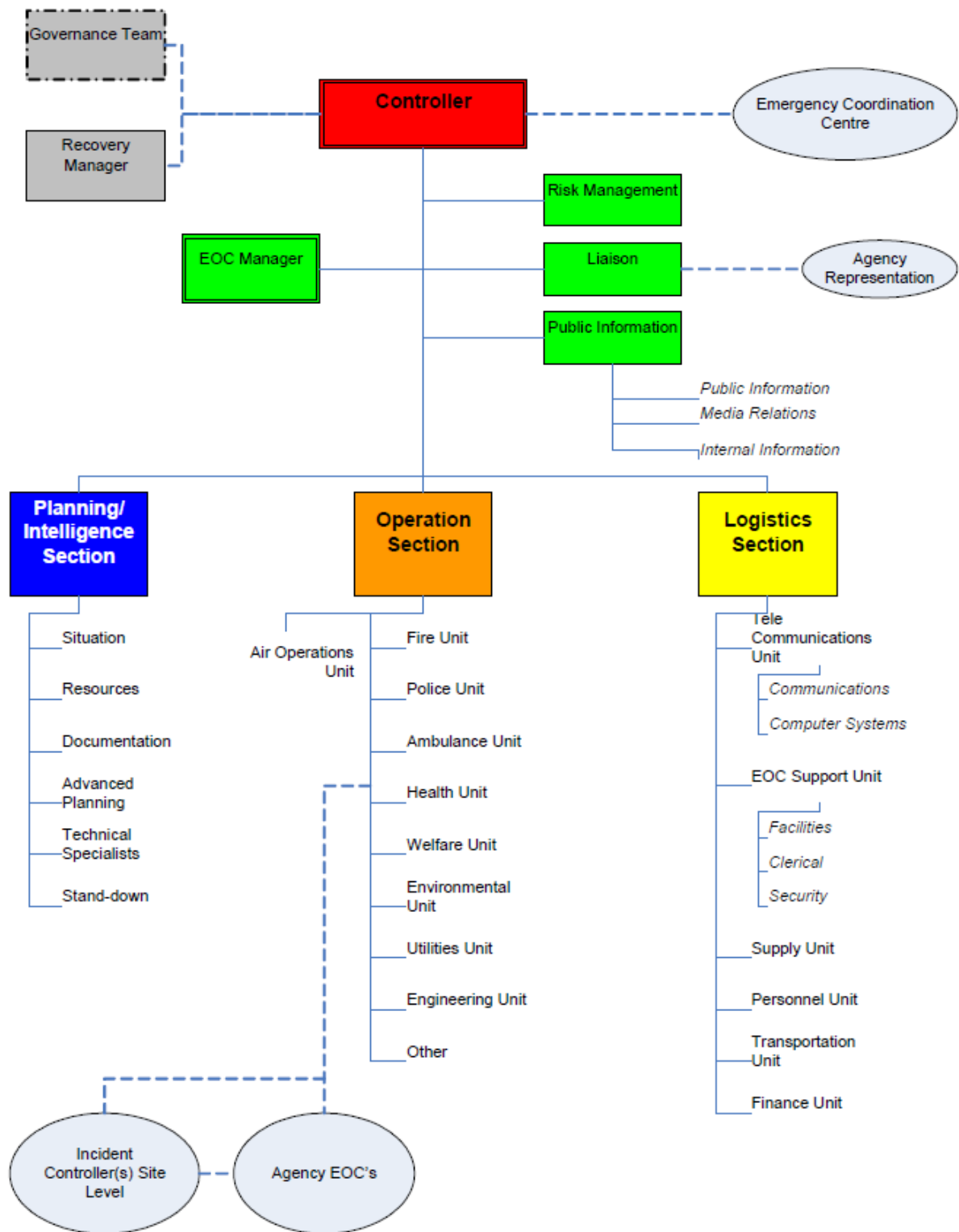


Figure 2-2

Waimakariri EOC does not necessarily use all of these internal structures; rather it will use those internal structures which Waimakariri CDEM Controller considers meet the needs of each emergency for which it is activated. *Emergency Coordination Centre* is the Canterbury Regional CDEM equivalent to a Territorial Authority EOC. *Agency EOC's* refers to the EOC of another agency external to Waimakariri District Council (e.g. Hurunui EOC, Christchurch City EOC, NZ Fire Service EOC, a District Health Board EOC, etc).

THE EOC FACILITY

This section is about the actual EOC facility itself and the equipment and materiel resources that go with it. The Waimakariri EOC facility is essentially a room with hardware, software and procedure books. Of course these resources need a staff group to operate them and therefore provide a functional and operational EOC.

ROOM LAYOUT

The EOC room layout is prescribed in Table 2-2 below and follows the Coordinated Incident Management System (CIMS) basic structure of *Control, Operations, Planning/Intelligence*, and *Logistics* as its foundation. Three other key components of the Waimakariri EOC include *Public Information, Welfare* and *Information Technology (IT)*.

Within the room there are sockets on the walls for phones labelled by their 3-digit extension number; and network computers labelled “*Network.*” Phones and computers will not operate unless they are plugged into the appropriate type of socket. Follow the diagram at Table 2-2 to rearrange furniture and marry phone and PC equipment up with their respective wall sockets.

EQUIPMENT STORAGE

Equipment for the EOC is stored in a number of locations within the Council’s Rangiora office:

- A VHF radio base set for communicating with Canterbury CDEM Group is stored permanently in the Councillor’s Lounge immediately adjacent to the EOC room. During any activations of the EOC the Councillor’s Lounge is re-designated as the radio communications room for the EOC, hence installation of radio antennae sockets in this room for the Council radios and for a NZ Police radio. Police will provide their own radio on activation.
- Stationery, SOP, other documentation, identification vests and phones used by the various functional branches of the EOC are stored in the CDEM storage cabinet at the foot of the building’s inner staircase.
- 5 Laptops each labelled for the key functional branches of the EOC are held in a robust portable pack-up box held in the EMO office. Supplementary PC’s are acquired from staff desks as required; this is managed by the IT Dept.
- Hardcopy maps are produced on demand by either the GIS Officer or the Project Development Unit.
- More radio equipment, copies of SOP’s and CDEM plans are held in the EMO office.

FUTURE PROCUREMENT

MCDEM has purchased and customized through a Microsoft subsidiary company a new web-based EOC software system called “*EMIS*” (Emergency Management Information System) for all Local Authorities to use. The system is expected to arrive in Waimakariri before December 2012 and will replace some of the records systems and documentation currently used in EOC’s.

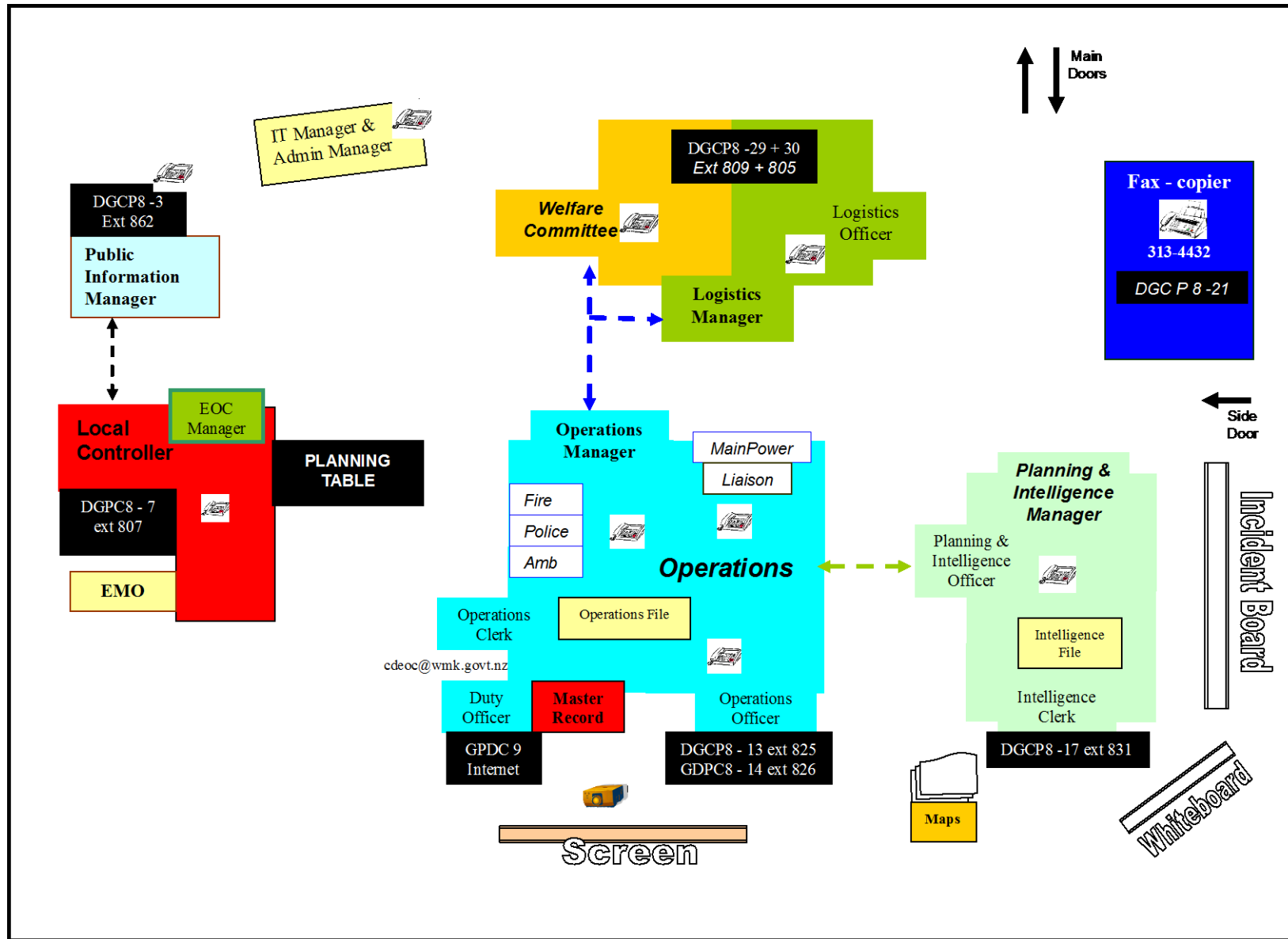


Table 2-2

Initial Actions

1. Staff the radio room and establish communications with Canterbury CDEM Group, Council field staff and other agency field response teams as appropriate, to ensure a communication link exists.
2. Set up the EOC room according to Table 2-2.
3. Start the “*Master Record*” to record all correspondence in and out of the EOC.
4. Advise Customer Services staff to direct any calls relating to the emergency to the EOC.
5. Inform the CEO, Mayor and other agencies that the EOC is now activated.
6. Confirm to Canterbury CDEM Group ECC that the EOC is operational.
7. Ensure all Waimakariri District Council staff are briefed on the situation.
8. Start seeking information on the event – ensure information is recorded and displayed.
9. Determine future staffing levels and shift schedules.
10. Establish administration and support needs.

Note:

- **First priority** is to establish communications and record actions and activities as soon as possible. This information will form part of the *Master Record* in Step 3 above.
- In case an emergency occurs after normal work hours and when the Rangiora office is closed, instructions for:
 - gaining entry to the office;
 - deactivating the alarm system;
 - switching the phone system from the after-hours call centre organisation (Signature Security) back to control of a member of the Council staff, and
 - operating the Council’s emergency power generator;

are contained as Appendices 1- 4 to this SOP.

PART 3

**MANAGING THE
EMERGENCY
RESPONSE**

PART 3

MANAGING THE EMERGENCY RESPONSE

The aim of this chapter is to provide some guidance on important and common aspects of managing and coordinating an emergency response principally but not solely from an Emergency Operations Centre perspective. This guidance may not necessarily cover every aspect of an emergency response however it should provide enough general guidance to enable staff to problem-solve issues and manage the response.

Operational Foci

At all times the Emergency Operations Centre and especially the Controller as the person principally in charge, must focus on the following critical issues which potentially could be regarded as operational foci and as operational objectives:

1. The number one priority is to always ensure the safety of emergency responders.
2. Saving lives whenever they are immediately at risk is a close second.
3. Protecting property will always be important especially to the public.
4. Keeping everyone including the public and media well informed is equally important.
5. How the EOC operates is important but it is secondary to the first four foci.
6. If the EOC processes are not helping to achieve the first four foci, adapt and change what you are doing to achieve those more important outcomes.

Operational Routine

A suggested routine for the EOC is:

- 1) Initiate and maintain an ***intelligence and information gathering process*** to understand and document what is wrong and what is being done.
- 2) Initiate and maintain a ***planning process*** to determine what ultimately needs to be done, by who, when and the resources required to support this effort.
- 3) Ensure the planning process considers initial scoping of mid-term and long-term objectives that will inform ***recovery planning*** of the emergency.
- 4) Commit the action plan to writing and brief it to all relevant people and agencies, especially those responsible for implementing it.
- 5) Develop situation reports to keep people and agencies up-to-date with progress.
- 6) Constantly review the situation to ensure achievement of desired outcomes and to identify if change is required.
- 7) Continuously review whether or not more information should be shared with relevant people and agencies including the public, EOC staff, non-EOC staff and media.

- 8) Repeat this cycle as often as is needed to manage the emergency through to an end.
- 9) As early as is appropriate, develop a deliberate plan for initial start-up of the *recovery phase* and eventually for the termination of the *response* and transition into *recovery*.
- 10) Maintain robust written records of critical information, decisions and actions to help review performance and the way the EOC might operate in future emergencies.

The EOC Manager plays an important role in prompting staff to follow the operational routine either as prescribed above or as prescribed by the Controller should he/should choose to amend it; and ensuring that any deadlines set by the Controller are met punctually.

Intelligence and Information Gathering Process

Intelligence is the outcome of raw information from any source being processed into usable information to assist the emergency response. The process involves:

- a. Conducting an initial size-up of the situation to help determine in broad outline what might need to be done and to set some initial priorities.
- b. Continually reviewing what is known and what is being done.
- c. Informing development of situation reports.

The Planning/Intelligence Section is primarily responsible for managing this however all sections of the EOC and field response teams play roles in the collection, recording and sharing of information:

- a. The Planning/Intelligence Section is overall responsible for collating information that informs situational awareness and planning; and for converting that information into usable intelligence.
- b. The Operations Section is responsible for all aspects of the *Master Record* which is the primary tool for capturing (collating, recording and distributing) all significant information (inwards and outwards EOC correspondence and communications).
- c. All sections of the EOC are responsible for managing all information relevant to their functional role except documenting of information through the Master Record.

In collecting information the Planning/Intelligence Section should attempt to engage every relevant person, agency or community group using all means possible, to find out as much as possible about the emergency and its impacts on the community. This might include collecting briefs back from:

- a. Council field crews (water works, roading, service centres, swimming pools and libraries) on what they are seeing and being told.
- b. EOC representatives from NZ Fire Service, police, ambulance, utilities companies and any other agencies as appropriate who can provide feedback from their own field crews.
- c. CDEM volunteer teams that have activated. Where necessary the Planning/Intelligence Section should task some of these teams to deploy members to specific locations to gather specific information (e.g. a resident rings in to complain about a damaged bridge).

- d. Neighbouring Territorial Authorities and the Regional Emergency Coordination Centre.

It could also include collation of information received from members of the public direct to the EOC or via the council's customer service facility. If necessary the Planning/Intelligence Section may need to request that a helicopter reconnaissance is deployed to verify certain information or incidents.

Planning Process

Many meetings and briefings will be held as part of the EOC effort for different reasons. The collaborative planning process is one of these and it looks at the following:

- a. The work that will be done to help the community cope with the emergency situation;
- b. Who will do it and when; and
- c. The resources required to get it done.
- d. Inform development of action plans.

The Controller is responsible for ensuring collaborative planning involving all of the appropriate people and agencies occurs:

- a. The Controller might choose to personally facilitate the collaborative planning discussions or delegate it (normally) to the Planning/Intelligence Manager.
- b. Collaborative EOC planning should always involve the EOC Management Team (EMT) which comprises:
 - 1) The Controller and Personal Assistant (when appointed);
 - 2) The Mayor;
 - 3) Emergency Management Officer;
 - 4) EOC Manager;
 - 5) Recovery Manager;
 - 6) Public Information Manager;
 - 7) Planning/Intelligence Manager;
 - 8) Operations Manager;
 - 9) Logistics Manager;
 - 10) Welfare Manager;
 - 11) Reps of any external agency that has provided a rep to the EOC; and
 - 12) Anyone else that the Controller deems appropriate.
- c. The Planning/Intelligence Section is primarily responsible for ensuring that the EOC action plan is committed to writing, approved by the Controller and then distributed to the appropriate people and agencies.
- d. At any point in time the Controller might decide to verbally brief all EOC staff on any significant information including the approved action plan, to enhance situational awareness within the staff. This is a highly endorsed practice.
- e. The Recovery Manager is responsible for overseeing planning of the recovery effort however initial recovery planning will occur during the response phase and quite possibly before the entire Recovery Management Team has convened. This initial recovery planning enables the Recovery Manager to provide a well-informed brief to the Recovery Management Team once it is convened. Initial recovery management planning that is done during EOC Management Team planning will likely involve:

- 1) Identifying major tasks or issues that are considered likely to take a significant amount of time to complete, such time extending beyond closure of the EOC.
- 2) Negotiation primarily between the Controller and the Recovery Manager to agree what tasks or issues will become matters for the recovery phase. This negotiation could also include elected officials, the CEO, the council's Management Team and external agency reps as appropriate.
- 3) Identifying where possible initial priorities for the recovery phase which can be considered in more detail subsequently when the Recovery Manager convenes the Recovery Management Team.

In maintaining this operational routine 6 critical aspects of the emergency response must be continuously monitored and attended:

- Ensuring everything possible is done to provide for the **safety** of responders especially the physical safety of those in the field and the emotional wellbeing of those working in the EOC.
- **Establishing a coordinated plan** that will achieve the outcomes determined by the EOC Management Team.
- Supporting and **monitoring the work effort** in the field.
- Providing regular, timely and critical **information updates** to the appropriate people.
- **Continuously re-evaluating** what is known and what is being done.
- Seeking every opportunity to **support the recovery phase** which includes conducting initial recovery planning and activating a Recovery Management Team as early as appropriate.

USEFUL TOOLS FOR THE EMERGENCY OPERATIONS CENTRE

As well as trained staff who have specific roles and responsibilities the following additional tools will be very helpful in the EOC to manage and provide information; to coordinate the response efforts in the field and to track progress:

- IT Communications Network
- Mapping and GIS
- Document Templates

IT Communications Network

In any coordinated emergency response effort it is critical that a robust communications network is designed and customized for the emergency. It is crucial as a safety mechanism for field workers and for allowing complex work efforts to be coordinated.

Waimakariri District Council CDEM has a standard radio-telephone communications network which can be modified to meet the needs of any specific emergency. This network will most likely be added to when various agencies are added to the base network.

Part 8 of this document explains and illustrates the radio-telephone base network that enables the EOC to communicate with the various components of Waimakariri CDEM that are external to the EOC room. The IT Communications Network diagram that is produced at Part 8 for a specific emergency must be shared with all agencies relevant to the specific emergency.

Table 2-2 (see Part 2 of this document) provides the IT Communications Network inside the EOC facility. This network is only for internal (WDC) use and should not be shared externally.

Mapping and GIS

The operational map provides a graphic illustration of what is happening out in the district and future significant operations that are planned to occur. This illustration should be generated in such a way that it almost speaks for itself. In so doing, people will be able to understand what has already happened that is of significance; what is happening now and what is going to happen in the immediate future.

Being able to replicate this image in a GIS platform is important for maintaining an easily-accessible record of the emergency response at certain time periods; quick sharing of the information with relevant agencies; and above all else for providing concise and timely situational awareness to people involved in the coordinated emergency response. By default, this will provide a valuable planning tool for the EOC Management Team.

Map Marking Guidelines

Major incidents should be marked on the map (hardcopy and electronic versions) using simple icons that can be read easily and from a distance. While some agencies will prescribe a set of specific icons that each have specific meaning, Waimakariri EOC does not prescribe any; use whatever icons paint a clear and meaningful picture for the staff who are marking the map.

Colours can be a useful way to represent certain information and the following is recommended but is not mandatory:

- BLUE – can be used to represent any organisations and/or activities being conducted by response agencies that are being coordinated by the EOC.
- RED – can be used to depict an incident site where damage, injury or death has occurred.
- YELLOW – can be used to depict a hazard that is toxic, chemical or corrosive in nature.

Geometric shapes are also a good way to represent certain types of information and the following is recommended but again not mandatory:

- DOTTED/BROKEN LINES – can be used to represent information that is not yet confirmed but is suspected; and to depict an activity that is planned for the future but has not yet occurred.
- LINES WITH ARROWS – can be used to represent direction of movement.
- CIRCLES – are often used by agencies to represent an incident of some description. A staff (line) is normally placed at the bottom centre of the circle and drawn to the actual geographic location on the map where the incident has occurred. This allows the circle

containing letters/words to be placed in the margin of the map for ease of reading and to reduce clutter on the actual map.

- **SQUARES/ RECTANGLES** – are often used to represent an organisation/ agency/ crew/ person. Similarly a staff is placed at the bottom centre of the polygon and drawn to the geographical site on the map.

The NZ Fire Service and NZ Defence Force each have specific icons which their agencies use for map marking. If either of these agencies are represented in the EOC, it is recommended to use their experience in this field.

PART 4

TRANSITION TO RECOVERY

PART 4

TRANSITION TO RECOVERY

The aim of this chapter is to provide some guidance on planning for the termination of the emergency *response* phase that is managed by the Controller and their EOC Management Team, and preparing to hand over to the emergency *recovery* phase that is managed by the Recovery Manager and their Recovery Management Team.

The emergency response should not terminate if there is to be a recovery phase and even then, not until a properly planned and executed transition is completed. Once that transition is properly completed the emergency response phase can terminate (refer to Part 5 – Termination).

PART 5

TERMINATION

PART 5

TERMINATION OF THE EMERGENCY RESPONSE

The aim of this chapter is to provide some guidance on important and common aspects of terminating an emergency response and closing the Emergency Operations Centre. This guidance may not necessarily cover every aspect of terminating an emergency response however it should provide enough general guidance to enable staff to problem-solve issues and complete the termination procedures appropriately.

PART 6

ROLES & RESPONSIBILITIES

6.0 Functional Roles & Responsibilities

This chapter explains the role of each functional section of the EOC and provides check lists to explain the responsibilities of key staff roles within each section. It does not explain every staff position. The explanations are intended to act as a guide only and to enable the various sections of the EOC plus key staff to perform their duties within the EOC. Experiential learning is a key supplement to this chapter of the EOC SOP.

This section provides check lists of responsibilities for the following staff positions:

Control:

- CDEM Controller
- Personal Assistant to the Controller
- Emergency Management Officer
- Recovery Manager
- EOC Manager,
- Liaison Officer,
- Risk Manager (where appointed), and
- Governance Team

Planning/Intelligence Section:

- Planning/Intelligence Manager
-

Operations Section:

- Operations Manager
- Operations Officer,
- Master Record Clerk,
- Volunteer Labour Manager,
- Police Representative (when available),
- Fire Representative (when available),
- Ambulance Representative (when available),
- Environmental Health Representative,
- Air Operations Coordinator (when appointed)

Welfare Section:

- Welfare Manager
-

Logistics Section:

- Logistics Manager
-

Public Information Management Section:

- Public Information Manager
- Website and Social Media Coordinator
- Public Information Management Assistant

The staff position check lists are each broken down into *activation*, *operational* and *stand down* (end of shift) phases.

Generic Checklist - For All Positions

Activation Phase / Beginning of Shift

- Check in with the Personnel Unit (in Logistics) upon arrival at the EOC. Obtain an identification card and vest, if available.
- Complete Check In List (ECS 15)
- If you are an agency representative, register with the Liaison Officer.
- Report to Controller, Section Manager, or other assigned supervisor, to obtain current situation status and specific job responsibilities expected of you.
- Set up your workstation and review your Position Checklist, forms and flowcharts.
- Establish and maintain a Position Log (ECS 11) that chronologically describes the actions you take during your shift.
- Determine your resource needs, such as a computer, phone, fax, stationary, plan copies, and other reference documents.
- Participate in any facility / safety orientations as required.

Stand-down Phase / End of Shift

- Stand-down your assigned position and close off logs when authorised by the Controller or designate.
- Complete all required forms, reports, and other documentation. All forms and paperwork should be submitted through your supervisor to the Planning Section (Documentation Unit), as appropriate, prior to your departure.
- If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.
- Clean up your work area before you leave. Return any communications equipment or other materials specifically issued for your use.
- Leave a forwarding phone number where you can be reached.
- Follow EOC checkout procedures. Return to Personnel Unit (in Logistics) to sign out.
- Be prepared to provide input to the After Action Report.
- Upon request, participate in formal post-operational debriefs.
- Access critical incident stress debriefings, as needed.

6.1 Control

Control is the overall management of the emergency response and the EOC through the CDEM Controller. The Controller has overall responsibility for the emergency response and uses the EOC as an office to manage the response. In terms of this chapter *Control* includes:

- CDEM Controller,
- Personal Assistant to the Controller,
- Emergency Management Officers,
- Recovery Manager,
- EOC Manager,
- Liaison Officer,
- Risk Manager (where appointed), and
- Governance Team.

6.1.1 Controller

Responsibilities

1. Lead and direct the emergency response.
2. Lead and direct the efforts of the EOC staff.
3. Determine the appropriate staff level for the EOC.
4. Ensure effective inter-agency coordination and cooperation.
5. Determine key response objectives and priorities.
6. Direct the public communications effort in concert with the Public Information Manager.
7. Liaise as appropriate with the Council's governance team and Management.
8. Ensure risk management principles are applied to the emergency response effort.
9. Maintain close liaison with the Group Controller.
10. Assist the Mayor with considerations for declarations of states of emergency.
11. Refer to the Ministry of CDEM '*Director's Guideline for CDEM Group and Local Controllers [DGL06/08]*' as the prime reference for guidance to CDEM Controllers during an emergency response.

Reports to

- Chief Executive, Waimakariri District Council
- Canterbury CDEM Group Controller in respect of Section 27(2) of the CDEM Act 2002.

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Obtain briefing from whatever sources are available.
- Determine appropriate level of activation based on situation as known.
- Mobilise appropriate personnel for the initial activation of the EOC.
- Respond immediately to EOC location and determine operational status.
- Determine which sections are needed, assign Section Managers as appropriate and ensure they are staffing their sections as required.
 - Operations Section Manager
 - Logistics Section Manager
 - Planning Intelligence Section Manager
- Determine which other Management Staff positions are required and ensure they are filled as soon as possible.
 - Public Information Manager
 - Risk Management Officer
 - Liaison Officer
- Ensure EOC organisation/staffing chart is posted and arriving team members are assigned appropriate roles.
- Establish initial priorities for the EOC based on current status and information from Incident Controller(s).
- Schedule the initial EOC Action Planning meeting and have Planning Intelligence Manager prepare the agenda.
- Consult with Liaison Officer and Management Staff to determine what representation is needed at the EOC from other emergency response agencies.
- Assign the Liaison Officer to coordinate outside agency response to the EOC, and to assist as necessary.
- Obtain personal telecommunications equipment if required.

Operational Phase

- Monitor staff activities to ensure that all appropriate actions are being taken.
- Ensure that operational periods are established and that initial EOC response priorities and objectives are decided and communicated to all involved parties.
- In conjunction with the Public Information Manager, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.
- Ensure that the Liaison Officer is providing for and maintaining effective inter-agency coordination.
- In coordination with management staff, identify priorities and management function objectives for the initial EOC Action Planning meeting.
- Convene the initial EOC Action Planning meeting. Ensure that management staff, and other key agency representatives are in attendance. Ensure that appropriate planning procedures are followed. Ensure the Planning Intelligence section facilitates the meeting appropriately.
- Once the Action Plan is completed by the Planning Intelligence Section, review, approve and authorise its implementation.
- Conduct periodic briefings with the EOC Management Team to ensure response priorities and objectives are current and appropriate.
- Establish and maintain contacts with adjacent EOC and other Response levels as appropriate.
- Conduct periodic briefings for Governance Team, elected officials or their representatives.
- In conjunction with the Liaison Officer, prepare to brief elected officials on possibility for a declaration of State of Emergency.
- Document all decisions / approvals.
- Approve resource requests not included in Action Plan, as required.
- Ensure Governance Team and / or elected officials are informed of State of National Emergency if declared by the Minister of Civil Defence Emergency Management, Prime Minister / Minister of Health, etc.
- Assign in writing, delegated powers allowed under declaration if any are given.
- Assign special projects to the EOC Manager as needed.
- Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Stand-down Phase

- Authorise stand-down of sections and units when they are no longer required.
- Ensure that any open actions not yet completed will be handled after stand-down.
- Ensure that all required forms or reports are completed prior to stand-down.
- Ensure that an EOC After-Action Report is prepared in consultation with the Planning Intelligence section and EOC Management Team.
- Terminate emergency response and hand over to Recovery.
- Stand-down EOC when emergency event no longer requires the EOC activated. Ensure all other facilities are notified of deactivation.
- Follow the Generic Stand-down Phase Checklist.

6.1.2 Personal Assistant to the Controller

Responsibilities

1. Record the procedures of any EOC Management Team (EMT) meetings using document template ECS6 Management Team Briefing Agenda and Outcomes.
2. Record the key outcomes and decisions of any other meetings that the Controller attends.
3. Manage the Controller's daily diary to ensure attendance at critical appointments.
4. Manage the Controller's dedicated cell phone:
 - a. Answer calls when not involved in meetings;
 - b. Arrange for another competent staff member to answer calls when engaged in meetings; and
 - c. Ensure the phone is available to the incoming Controller during shift changes.

Reports to

- Controller; or in their absence
- Emergency Management Officer

6.1.3 Emergency Management Officers

Responsibilities

1. Provide technical CDEM advice to the Controller and Waimakariri District Council.
2. Assist with decision-making and procedures to activate the EOC.
3. Activate CDEM volunteer response teams appropriate to the emergency situation.
4. Activate any pre-determined partner response and support agency arrangements appropriate to the emergency situation.
5. Ensure all appropriate people and agencies are advised of the emergency situation and EOC activation.
6. On behalf of the Controller assist all EOC and response staff to understand their responsibilities.
7. In concert with the EOC Manager, confer with the Controller to ensure that the Planning/Intelligence and Logistics Sections are staffed at levels necessary to provide adequate information and support for Operations.
8. Accompany the Controller to any meetings and briefings and be prepared to offer advice at these.
9. Maintain a log of key decisions and actions that you are directly or intimately involved in.
10. Where necessary act as liaison between Waimakariri District Council, Canterbury CDEM Group, Ministry of CDEM and partner agencies.
11. Facilitate any liaisons necessary to ensure continued and effective communication between the EOC and CDEM volunteer teams and partner or support agencies.

Report to

- Controller; and
- Manager Resource Management and Regulatory

6.1.4 Recovery Manager

Responsibilities

1. Assess the requirements for assistance for community and individual recovery from an emergency.
2. Identify immediate steps (short-term relief efforts) that can be taken to initiate and speed recovery within the area.
3. Anticipate actions required over the long term to restore local services and return the area to pre-emergency conditions.
4. Supervise recovery operations.

Reports to:

- Controller; and
- Chief Executive

Activation Phase:

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain current situation briefing from Planning / Intelligence Section Manager.

Operational Phase:

- Establish and maintain position log and other necessary files.
- Act as the liaison for the EOC and other agencies to coordinate the recovery process.
- In conjunction with the Welfare Unit ensure that short-term relief efforts such as: interim housing, counselling, utility restoration, debris removal, building safety inspections, etc. have been planned for and initiated.
- Prepare a Recovery Action Plan, including actions required by priority, for recovery of the natural, social, built, economic and rural environments.
- In conjunction with the Welfare Manager assist with developing plans for establishing a “One-Stop Shop” Recovery Centre, as required.

Stand-down Phase:

- Determine Stand-down status of the Recovery Unit and advise the EOC Planning Section Manager.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Planning staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the Finance Unit
- Follow the Generic Stand-down Phase Checklist.

6.1.5 EOC Manager

Responsibilities

1. Undertake special assignments at the request of the Controller.
2. Ensure the efficient and effective flow of information within the EOC.
3. Support EOC management in carrying out their roles, functions and tasks – reminding them of priorities as required.
4. Coordinate internal functions of EOC for effective operational capability.
5. Monitor the health and welfare of EOC staff. Mediate and resolve any personnel conflicts.
6. Confer with the Controller to ensure that the Planning/Intelligence and Logistics Sections are staffed at levels necessary to provide adequate information and support for Operations.
7. Facilitate shift change briefings and operational debriefings.

Reports to:

- Controller

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Respond as requested, to EOC location and assist Controller in determining operational status.
- Obtain briefing from whatever sources are available.
- Supervise the set-up of the EOC for the most effective and efficient operations.
- Ensure EOC Management staff's working area is set-up properly and that appropriate personnel, equipment and supplies are in place.
- Obtain personal telecommunications equipment if required.
- Maintain the EOC activity schedule.

Operational Phase

- Maintain a position log and any other relevant forms.
- Support management staff activities to ensure that all appropriate actions are being taken.
- Assist Controller in determining and communicating priorities, objectives and decisions to all EOC staff.
- Assist with preparations for EOC Action Planning meeting.
- Ensure EOC Management Team uses Status Report (ECS 7).
- Ensure EOC management staff has sufficient administrative support.
- Coordinate additional staffing needs with Logistics Personnel Unit Coordinator.
- Ensure all positions use a Position Log (ECS 11).
- Participate in EOC Action Planning and Management Team meetings.
- Report significant events and any issues of concern to Controller and advise of your activities on a regular basis.
- Undertake special projects and assignments as directed by the Controller.
- Check with Management Staff on the health and welfare of all EOC staff. Authorise and coordinate additional support needs as required.
- Mediate and resolve any personnel conflicts.

- Consult with Controller on appointing additional staff to ensure 24-hour shift scheduling for required EOC Staff positions.
- Arrange for and facilitate operational debriefs and critical incident stress debriefs for EOC staff, as required.
- Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Stand-down Phase

- Assist Controller with stand-down procedures.
- Ensure that any operations not yet completed are handled and assigned after stand-down.
- Complete all required forms and reports prior to stand-down and forward to Documentation Unit.
- Assist with the deactivation of the EOC at the designated time, as appropriate.
- Assist with the preparation of the EOC After-Action Report.
- Organise and facilitate staff debriefings and critical incident stress debriefs.
- Organise and coordinate staff recognition initiatives (i.e., thank you letters) for time and expertise that staff contributed to EOC operations.
- Follow the Generic Stand-down Phase Checklist

6.1.6 Liaison Officer

This appointment is not a permanent appointment within the Waimakariri EOC; rather it is activated only when required.

Responsibilities

1. The Liaison Officer functions as a point of contact for, and interaction with, representatives from other agencies arriving at the EOC.
2. Liaise with any Agency EOCs and organisations not represented in the EOC.
3. Coordinate agency representatives for the EOC as required ensuring adequate EOC structure, and fill all necessary roles and responsibilities enabling the EOC to function effectively and efficiently.
4. Assist and serve as an advisor to the Controller and Management Team as needed, providing information and guidance related to the external functions of the EOC.
5. Assist the Controller in ensuring proper procedures are in place for directing agency representatives, communicating with elected officials, and conducting VIP / visitor tours of the EOC facility.
6. Liaise with local authority EOCs, CDEM Group and national organisations, communicating EOC guidelines, directives, Action Plans and situation information.

Reports to

- Controller or in their absence
- EOC Manager

Activation Phase:

- Follow the Generic Activation Phase Checklist.
- Report to EOC and obtain situation status and response priorities from Controller or EOC Manager.
- Ensure that an EOC staff check-in procedure is established immediately (ECS 15).
- Ensure registration procedures are established for outside agencies working within the EOC.
- Assist the Controller in determining appropriate staffing for the EOC.
- Ensure that an EOC organisation and staffing chart is posted and updated.
- Provide assistance and information to management staff regarding staffing EOC sections.
- Ensure that agency representatives' telephone and / or radio communications are established and functioning.
- Obtain personal telecommunications equipment.

Operational Phase

- Assist the Controller and Management Team in developing overall EOC priorities as well as priorities for the initial Action Plan.
- Provide external and non-represented agencies information to the Planning Intelligence section to assist in the development, continuous updating and implementation of EOC Action Plans.
- Provide general advice and guidance to agencies and EOC staff as required.
- Ensure that all notifications are made to agencies not represented in the EOC.
- Ensure that communication with appropriate external non-represented agencies (such as: Utilities, Transportation, Volunteer Organisations, Private Sector, etc.) is established and maintained. (See EOC 10).
- Assist Controller in preparing for and conducting briefings with EOC Management Team members, elected officials, the media, and the general public.

Emergency Operations Centre – Standard Operating Procedures

- Prepare external non-represented agency information for briefings with the EOC Management Team.
- Ensure that operational priorities and objectives identified in EOC Action Plans are communicated to external non-represented agencies.
- Facilitate completion of Situation Reports with external non-represented agencies and forward to the Planning Intelligence section.
- Advise the Controller of critical information and requests contained within Agency Situation Reports.
- Forward approved EOC Situation Reports to non-represented agencies as requested.
- Assist the Controller in establishing and maintaining the Emergency Management Team, particularly the inclusion of outside agency representatives and executives not assigned to specific sections within the EOC, as required.
- In consultation with the Public Information Manager, conduct tours of EOC facility as requested.
- Provide assistance with shift change activity as required.

Stand-down Phase:

- Notify external non-represented agencies in the EOC of the planned stand-down, as appropriate.
- Assist with the standing-down of the EOC at the designated time, as appropriate.
- Assist the Controller with the hand over to recovery operations and assist with preparation of the After Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.1.7 Risk Management Officer

This appointment is not a permanent appointment within the Waimakariri EOC; rather it is activated only when required.

Responsibilities

1. **Risk Management** – Ensures that good risk management practices are applied throughout the response organisation and that every function contributes to the management of risk. Protects the interests of all EOC participants, agencies, and organisations by ensuring due diligence in information collection, decision-making, and implementation. Monitors situations for risk exposures and ascertains probabilities and potential consequences of future events.
2. **Safety** – The Risk Management Officer provides advice on safety issues. The Risk Management Officer has the authority to halt or modify any and all unsafe operations within or outside the scope of the EOC Action Plan, notifying the Controller of actions taken. It should be noted that while the risk management officer has responsibility for safety, it is recommended that a safety specialist be appointed who is familiar with all aspects of safety and relevant legislation.
3. **Security** – The Risk Management Officer ensures that appropriate security measures have been established to allow for only authorised access to the EOC facility and documentation.

Reports to

- Controller / EOC Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Perform a risk identification and analysis of the EOC site and operations.
- Tour the entire facility area and determine the scope of ongoing and future operations.
- Monitor set-up procedures for the EOC ensuring that proper safety regulations are adhered to.
- Oversee that security checkpoints have been established at all EOC entrances to allow only authorised personnel access to the EOC, including staff sign-in and identification procedures.

Operational Phase

Risk Management

- Establish and maintain position log and other necessary files.
- Assess damage and loss, working with the Planning Intelligence Situation Unit.
- Identify and document risk issues; keep Planning Intelligence Section Manager advised at all times.
- Advise EOC members on safety and risk management issues.
- Assist the Controller in reviewing press releases, public alerts and warnings and public information materials from a risk management perspective.
- Advise members of response organisations regarding options for risk control, during operational meetings and upon request.
- Advise on actions to reduce loss and suffering and, where appropriate, proactively support response and recovery objectives.
- Ensure Documentation Unit is secure and operating effectively. Advise Documentation Unit on the types of information to collect, flow of information, and confidentiality concerns.
- Organise and prepare records for final audit.

Safety

- Work with the EOC Support Unit Coordinator (Logistics Section) to become familiar with any hazardous conditions in the facility, especially following a seismic event. Conduct regular inspections of the facility.
- Coordinate with EOC Support Unit to obtain assistance for any special safety requirements.
- Provide guidance to EOC staff regarding actions to protect themselves from the emergency event, such as aftershocks from an earthquake.
- Coordinate with the Personnel Unit on any personnel injury claims.

Security

- Monitor security checkpoints and EOC facility access.
- Address any security issues with the Controller or EOC Manager, recommending improvements where necessary.

Stand-down Phase

- Assist the Controller in stand-down activities including:
 - Collection of all relevant papers and electronic records to the Documentation Unit.
 - Collection of all material necessary for post-operation reporting procedures.
- Assist with the standing-down of the EOC at designated time, as appropriate.
- Assist Controller in preparing the After Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.1.8 Governance Team

Composition

- Mayor; and/ or
- Designated Elected Members, and/ or
- Waimakariri District Council Management Team members

Responsibilities

1. Determination of authorisation of declaration and termination of “State of Local Emergency.”
2. Lobbying for outside support / resources in conjunction and on the advice of the Controller (e.g. Regional or National support).
3. Reviews delegations and appointments during the event if necessary.
4. Support and participate in emergency public information activities, as per SOP or as agreed with Controller.
5. Support, but avoid interference in, operational aspects of response and recovery.

Activation Phase

- Convene as the Governance Team at the EOC or designated site as recommended by the Controller.
- Obtain current situation status and a briefing on priority actions taken and outstanding, from the Controller.
- Follow the Generic Activation Phase Checklist.

Operational Phase

- As requested prepare for and participate in media briefings.
- Consult with Controller to determine need for extraordinary resources and / or outside assistance.
- Consult with Controller to determine need for Declaration and Termination of “State of Emergency.”
- Keep apprised as to the status of the emergency event by reviewing EOC Situation Reports.

Stand-down Phase

- Declare termination of State of Emergency and have EOC proceed with recovery efforts.
- Ensure all paperwork has been forwarded to the Documentation Unit.
- Provide input to the after action report.
- Participate in formal post-operational debriefs.
- Recognise EOC staff members and response personnel for their efforts.
- Follow the Generic Stand-down Phase Checklist.

6.2 Planning/Intelligence

The Planning/Intelligence Section is responsible for:

- Processing information in and out of the EOC to assist response planning;
- Preparing written Situation Reports (Sitreps) and Action Plans (commonly referred to as Incident Action Plans or IAP) that cover the entire Waimakariri District;
- Analysing and extrapolating relevant information from other agency Sitrep and IAP and briefing the EOC on such information;
- Maintenance of the operations map that provides common situational awareness to the EOC;
- When required, preparation of an operational map for VIP and media briefs;
- When required, providing situational briefs to staff and visitors; and
- Monitoring the use and status of *Critical Resources* when identified.

The key staff positions within the Planning/Intelligence Section are:

- Planning/Intelligence Manager
- Situation Officer
- Documentation Coordinator
- Technical Specialists
- Stand Down Coordinator
- Mapping & GIS Officer

6.2.1 Planning/ Intelligence Manager

Responsibilities

6. Ensure that the following responsibilities of the Planning/ Intelligence Section are addressed as required:
 - Collect, analyse and display situation information
 - Prepare periodic Situation Reports
 - Prepare and distribute EOC Action Plan and facilitate Action Planning process
 - Track those resources designated as 'critical resources.'
 - Conduct Advanced (Forward) Planning beyond the current Action Plan
 - Document and maintain files on all EOC activities
 - Secure technical advice support for the EOC.
7. Establish the appropriate staff levels for the Planning/ Intelligence Section.
8. Overall coordination of the section.
9. Keeping the Controller informed of significant Planning/ Intelligence issues.

Reports to

- Controller

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to the EOC facility and obtain a briefing from the Controller.
- Ensure that the Planning/ Intelligence Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Based on the situation, activate units within the Planning/ Intelligence section as needed and designate Leaders / Coordinators for each unit:
 - Situation Unit
 - Resources Unit
 - Stand-down Unit
 - Technical Specialists Unit
 - Documentation Unit
 - Advance Planning Unit
- Meet with the Operations Manager to review any major incident reports.
- Review responsibilities of units in Planning/ Intelligence Section; develop plans for carrying out all responsibilities.
- Determine the key Planning / Intelligence issues to be addressed by the section staff and identify objectives to be accomplished during the initial operational period.
- Keep the Controller and EOC Management Team informed of significant events.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase

- Ensure that Planning/ Intelligence position logs and other necessary files are maintained.
- Ensure that the Situation Unit is collecting and maintaining current information for the EOC Situation Report.
- Collate and summarize all major incident reports, status reports and situation reports from the other sections of the EOC and other agencies including the Group ECC, in preparation for the next EOC Action Planning/ EOC Management Team meeting.
- Ensure that an EOC Situation report is produced, approved and distributed to EOC Sections, other activated EOCs and the Group ECC at least once, prior to the end of the operational period (others may be required as directed by Controller).
- Ensure that all status boards and other displays are kept current and that posted information is neat and legible.
- Ensure that the Public Information Manager has immediate and unlimited access to all status reports and displays.
- Conduct periodic briefings with Planning/ Intelligence Section staff and work to reach consensus on section objectives for forthcoming operational periods.
- Attend all EOC Action Planning/ EOC Management Team meetings.
- Ensure that the EOC Action Plan is completed and distributed prior to the start of the next operational period.
- Work closely with each unit within the Planning/ Intelligence Section to ensure the section objectives, as defined in the current EOC Action Plan are being addressed.
- Ensure that the Advance Planning Unit develops and distributes a report which highlights forecasted events or conditions likely to occur beyond the forthcoming operational period; particularly those situations which may influence the overall priorities of the EOC.
- Ensure that the Documentation Unit maintains files on all EOC activities and provides reproduction and archiving services for the EOC, as required.
- Arrange technical advisors (e.g. health, GNS, NIWA, MAF etc) relevant to the demands of the emergency to be available to the EOC (either physically or by telephone).
- Ensure that any Planning/ Intelligence section financial requirements are coordinated through the EOC Finance Unit.

Stand-down Phase

- Ensure a Stand-down Plan is developed for the EOC, approved by the Controller and distributed to all EOC sections.
- Determine Stand-down status of all Planning/ Intelligence Units and advise the Controller.
- Complete all logs and documentation and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Planning Intelligence staff or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the EOC Finance Unit
- Contribute to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.2.2 Situation Officer

Responsibilities

10. Oversee collation and analysis of emergency situation information, including damage assessments.
11. Provide a best-estimate assessment of the collated information and what it means for forward action planning.
12. Consider issuing out and subsequent management of “*Rapid Impact Assessment*” forms EOC 21 to field response teams to use as a quick means of information gathering on damage in the community.
13. Prepare the EOC Situation Reports and disseminate them to EOC staff, support agencies and the Group ECC.
14. Maintain the EOC main operations maps (hardcopy and GIS copy) and any other Planning/ Intelligence Section information display boards; and ensure the information portrayed on each is accurate and up to date.
15. Prepare the room/ venue for all EOC Action Planning meetings.
16. Prepare a *Situation Update* for the Planning/ Intelligence Manager to take to EOC Management Team meetings.

Reports to

- Planning/ Intelligence Manager, or
- Controller

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to the EOC facility and obtain a briefing from the Planning/ Intelligence Manager.
- Ensure there is adequate staff, including Planning/ Intelligence Observers (if needed) available to collect and analyse information and facilitate the Action Planning Process. Planning/ Intelligence Observers may be placed in the Operations Section of the EOC and in the field to help collect necessary information.
- Prepare Situation Unit objectives for the Planning/ Intelligence Section part of the initial Action Planning meeting.

Operational Phase

- Ensure position logs and other necessary files are maintained.
- Ensure each EOC section & unit provides the Situation Unit with status updates on a regular basis.
- Oversee the collection and analysis of all incident or emergency related information and ensure copies of the same are provided to the Documentation Unit for recording.
- Oversee the preparation and distribution of the EOC Situation Report (EOC 12).
- Ensure that an ongoing link is established with the Operations Section for the purpose of collecting accurate situation information in a timely manner.
- Prepare a Situation Update for the Planning/ Intelligence Manager to take to EOC Management Team meetings.
- Prepare the venue for all Action Planning meetings: ensure the meeting room is set up with appropriate equipment and materials (whiteboards, maps, GIS display, copies of relevant Sitreps, etc).
- Ensure that adequate staff members are assigned to maintain all maps, status boards and other displays. Status Board information should include Event Name and columns for: sequential numbering system for new incidents, date and time, incident details, response taken (includes activities and resources), open or closed status, and a column for follow-up required.

Stand-down Phase

- Determine stand-down status of the Situation Unit and advise the Planning/ Intelligence Manager.
- Complete all logs and forms and forward to Documentation Unit.
- Ensure any open actions are assigned to appropriate Planning/ Intelligence staff or other EOC sections to follow up on.
- Provide input toward the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.2.3 Documentation Coordinator

Responsibilities

1. Establish and manage the EOC file/record system for all written correspondence.
2. Collect, organise and file all emergency related correspondence including all EOC position logs, Situation Reports, Action Plans and any other related information, just prior to the end of each operational period.
3. Commit all such correspondence to the Council's file management system (TRIM).
4. Provide document reproduction services to EOC staff.
5. Distribute copies of EOC Situation Reports, Action Plans and notes from EOC Management Team meetings (EOC6) to the relevant addressees.
6. Manage reproduction and distribution of the EOC After-Action Report.

Reports to

- EOC Planning/ Intelligence Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain a situation briefing from the Planning/ Intelligence Manager.
- Set up and maintain document reproduction services for the EOC.

Operational Phase

- Maintain a position log and other relevant documentation.
- Meet with the Planning/ Intelligence Manager and EOC Manager to determine what EOC correspondence should be maintained as official records.
- Identify which EOC staff have position logs and maintain liaison with those staff to ensure their logs are used regularly and are handed to you during the stand down phase.
- Meet with the Recovery Manager to determine what correspondence (copies thereof) will be necessary for recovery purposes.
- Reproduce and distribute approved EOC Situation Reports, Action Plans and Notes/Minutes of EOC Management Team meetings. Ensure the Group ECC receives copies of Waimakariri EOC Sitreps and Action Plans.

Stand-down Phase

- Determine Stand-down status of the Documentation Unit and advise the Planning/ Intelligence Manager.
- Complete all logs and documentation.
- Ensure any open actions are assigned to appropriate Planning/ Intelligence staff or other EOC sections to follow up.
- Assist with distribution of the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.2.4 Technical Specialists Coordinator

Responsibilities

1. Secure the input of qualified technical specialists into EOC planning as required. Where possible secure their physical attendance in the EOC otherwise secure their input to EOC Management Team meetings through teleconference or written briefs prepared specifically for the meetings.
2. Where a technical specialist that is not a member of the Council attends the EOC in person, assist their induction into the EOC and Council and arrange their necessary administrative support.

Reports to

- EOC Planning/ Intelligence Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to the EOC facility and obtain a situation briefing from the Planning/ Intelligence Section Manager.
- Identify as best as possible what likely or potential technical specialist support may be required for the EOC and start making arrangements to secure their participation or input.

Operational Phase

- Maintain a position log and other necessary files.
- Meet and brief technical specialists on their arrival; introduce them to staff and induct them into the EOC and Council facilities.
- Maintain liaison with technical specialists to ensure their smooth integration in the EOC and their attendance/ input as appropriate at EOC Management Team meetings.

Stand-down Phase:

- Ensure all logs and documentation from technical specialists is complete and forward to the Documentation Unit.
- Ensure any open actions are assigned to appropriate technical specialists or other EOC sections to follow up on.
- Ensure that all expenditures and financial claims have been coordinated through the EOC Finance Unit.
- Provide input towards the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.2.5 Stand-down Coordinator

Responsibilities

1. Develop a Stand-down Plan for the EOC that provides an organised close down with appropriate preservation of information and written correspondence recorded throughout the emergency response.

Reports to

- EOC Planning/ Intelligence Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain a current situation report from the Planning/ Intelligence Manager.

Operational Phase

- Monitor current EOC Action Plans and Situation Reports to assist your planning for stand down.
- Consult with the EOC Management Team and Controller to inform stand-down planning.
- Draft Stand-down Plan and circulate to the Controller, Planning/ Intelligence Manager, and then EOC Management Team for review.
- Finalise the Stand-down Plan for approval by the Controller.
- Liaise closely with the Documentation Unit and Logistics Section to ensure all reports, time sheets and relevant correspondence is clearly identified to all staff prior to commencing their preparations for stand down.

Stand-down Phase

- Initiate the Stand-down Plan for the EOC as approved by the Controller.
- Complete all logs and documentation and forward to the Documentation unit.
- Ensure all equipment and materials are returned to their proper places.
- Provide input towards the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.2.6 Mapping – GIS Officer

Responsibilities

1. Manage delivery of all mapping and GIS requirements within the EOC especially, and if necessary externally.

Reports to

- EOC Planning/ Intelligence Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain a current situation report from the Planning/ Intelligence Manager.
- As part of the EOC set-up, establish the hardcopy operational planning map of the district and establish an electronic version of the same, and ensure they are both displayed in the EOC for all staff to see.
- Familiarize yourself with *GIS for Emergency Management: A Guide to Good Practice for GIS Users* (GIS Guide) - copy attached.

Operational Phase

- Establish and maintain the EOC operational maps throughout the emergency. This includes:
 1. The framed topographic map on the rear wall of the EOC;
 2. An electronic replica projected on the main multi-media screen in the EOC;
 3. A laminated hardcopy replica in the meeting room (Committee Rooms) that can be used for EOC Management Team planning sessions; and
 4. If required a replica displayed for media and VIP briefings (this could be in the Committee Rooms or another location designated at the time).
- Maintain regular liaison with the Operations Section in order to provide the most up-to-date operational map.
- Identify in concert with the Operations Section and Planning/Intelligence Manager, what information should be displayed on the operational map and action as appropriate.
- Digitize this same agreed information and update all of the operational maps as described above.
- Incorporate relevant data from GPS units and other sources onto the operational maps.
- Prepare a copy of the current operational map to be attached to all EOC Action Plans and Situation Reports. Liaise with the Planning/Intelligence Section who prepares the written Action Plans and Situation Reports.
- Be prepared to receive and integrate mapping or GIS data from other agencies onto the operational maps.
- Be prepared to produce maps for public information purposes as determined by the EOC Management Team.
- Be prepared to develop maps as required for field staff (both council and supporting agencies).
- Properly document data and archive work (GIS Guide, s3.4).

Stand-down Phase:

- Complete all logs and documentation.
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow up.
- Follow the Generic Stand-down Phase Checklist.

6.3 Operations

The Operations Section is responsible for:

- Implementing any Action Plans adopted by the EOC;
- Deciding, coordinating and monitoring the response work that is occurring in the field;
- Overseeing the routine of the EOC and its staff;
- Coordination of agency reps to the EOC and Liaison Officers that the EOC might attach to another agency;
- Ensuring the safety of all response workers in the field unless a Risk Manager is appointed in which case he/she will assume responsibility for safety; and
- Maintenance of the *Master Record*.

The key staff positions within the Operations Section are:

- Operations Manager,
- Operations Officer,
- Master Record Clerk,
- Volunteer Labour Manager (when appointed),
- Environmental Health Representative (when appointed),
- Air Operations Coordinator (when appointed), and
- Other agency representatives (when available).

Other agencies that provide response staff in the field may sometimes provide a rep in the EOC who will attach to the Operations Section. These regularly involve NZ Police, NZ Fire Service and St John Ambulance. Depending on the situation it could also include Mainpower NZ, Telecom NZ (normally via telephone communications), a health sector rep and NZ Defence Force.

6.3.1 Operations Manager

Responsibilities

17. Ensure that the Operations coordination function is carried out including coordination of response for all operational functions assigned to the EOC.
18. Ensure that operational objectives and assignments identified in the EOC Action Plan are carried out effectively.
19. Establish the appropriate level of Unit organisations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
20. Coordinate operations with any activated Incident Control Points or CDEM volunteer teams in the Waimakariri District.
21. Ensure that the Planning Intelligence Section is provided with Status Reports and Major Incident Reports.
22. Conduct periodic Operations briefings for the Controller and Management team as required or requested.
23. Supervise the Operations Section.

Reports to

- Controller

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including telecommunications, maps and status boards.
- Obtain a preliminary situation briefing from Controller, Planning Intelligence Manager or other EOC management staff as appropriate.
- Based on the situation, activate appropriate units based on functions or geographical assignments within the section. Designate Unit Coordinators as necessary, including:
 - Fire
 - Police
 - Health
 - Environmental
 - Air Operations
 - Others as needed
- Provide the blue plastic sleeve folder labelled “NZ Police E.O.C Assist” to the Police Rep. This folder is held in the Emergency Management Office and was developed by Christchurch Central Police Station as a guide to their reps in each of the Canterbury Territorial Authority EOC’s.
- Based on the situation known or forecasted, determine likely future needs of the Operations Section.
- Identify key issues currently affecting the Operations Section; meet with Section personnel and determine appropriate section objectives for the first operational period.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.

Operational Phase

- Ensure that all Section personnel are maintaining their individual position logs and other paperwork as required.
- Plan and conduct periodic situational awareness briefings and work to reach consensus among Operations staff on objectives for each operational period.
- Ensure that all media contacts are referred to the Public Information Manager.
- Prepare for and participate in Controller's Action Planning meetings and other relevant EOC Management Team meetings. Use Form *ECS 7 – Status Report* as the basis of the *operations* brief at these meetings.
- Provide the Planning Intelligence Section Manager with the Operations Section's objectives prior to each Action Planning meeting (i.e. a copy of your completed ECS 7 – Status Report).
- Work closely with each Unit Coordinator to ensure that the Operations Section objectives, as defined in the current Action Plan, are being addressed.
- Ensure that situation and resources information is provided to the appropriate units in the Planning Intelligence Section on a regular basis or as the situation requires, including Unit Status Reports and new incoming incident reports.
- Ensure that relevant intelligence information from the various reps of the *Operations Section* is made available to the Planning Intelligence Section (Situation Unit) in a timely manner.
- Ensure that all *Operations Section* resource needs are coordinated through the Logistics Section.
- Authorise resource requests and forward extraordinary and/ or critical resource requests to the Controller for approval. You are authorising the operational need for resources; you are not providing the financial authority to pay for the resources – that is provided by the relevant staff member(s) who have such financial delegations (EMO, Controller, WDC Departmental Managers, etc).
- Ensure that fiscal and administrative requirements are coordinated through the Finance Unit.
- Brief the Controller and other Management Team members on all major incidents.
- Brief Unit Coordinators and Section staff periodically on any updated information you may have received.
- Share status information with other EOC sections as appropriate.

Stand-down Phase

- Stand-down elements of the *Operations Section* when no longer required. Ensure that all paperwork is complete and logs are closed and sent to the Documentation Unit (within Planning/ Intelligence Section).
- Ensure that any open actions are assigned to appropriate agency and/ or EOC staff as appropriate.
- Stand-down the Section and close out logs when authorised by the Controller or EOC Manager.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.3.2 Operations Officer

Responsibilities

24. Assist the Operations Manager as a general staff officer within the Operations Section of the EOC.
25. Liaise with CDEM volunteer teams that have activated.
26. Liaise with the Planning/Intelligence Section to facilitate situational awareness and operational map updates.

Reports to

- Operations Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Obtain a preliminary situation briefing from the Operations Manager and seek direction from them on immediate work priorities.
- Assist with the physical set-up of the operations section table and resources.
- Establish initial phone, radio or cell phone communications with any activated CDEM volunteer teams (Sector Posts, Community Emergency Response Teams, Welfare Centres and NZRT12 Rescue Team) and then ensure their contact details are provided to the Logistics Section for inclusion on the Radio Communications Network Diagram.

Operational Phase

- Assist with maintenance of any correspondence files within the Operations Section.
- Assist with the transfer of any important information between the Operations Section and any other sections of the EOC.
- Provide regular updates on operational work progress to Planning/Intelligence so they can update the operational map.
- Liaise regularly with any activated CDEM volunteer teams in order to track their progress and identify any support requirements they might have. Share these requirements with the appropriate section of the EOC (e.g. Logistics Section for resources; Planning/intelligence Section for technical data; Welfare Section for community welfare needs; Public Information Section for media issues etc).

Stand-down Phase

- Ensure that any incomplete actions are recorded in writing in the Operations Section Log Book; are briefed to the Operations Manager and to your incoming replacement (verbally if possible otherwise through the written record in the section log book).
- Ensure that any required forms or reports are completed prior to your release and departure.
- Stand-down and close out logs when authorised by the Operations Manager.
- Be prepared to provide input to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.3.3 Master Record Clerk

Responsibilities

27. Maintain the Master Record (in either WDC template form or in the Ministry of CDEM's EMIS website) as the primary central collated record of all communications in and out of the EOC.
28. Assist the Operations Manager as a general staff officer within the Operations Section of the EOC.

Reports to

- Operations Manager or in their absence
- Emergency Management Officer

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Obtain a preliminary situation briefing from the Operations Manager and seek direction from them on immediate work priorities.
- Activate the Master Record (in either WDC template form or in the Ministry of CDEM's EMIS website) immediately or if it has already been activated, take over custody of it.

Operational Phase

- Maintain the Master Record (in either WDC template form or in the Ministry of CDEM's EMIS website).
- Ensure all correspondence is allocated a Master Record Number and it is recorded in the Master Record.
- Where appropriate pass on information to other appropriate sections of the EOC.

Stand-down Phase

- Ensure that any incomplete actions are recorded in writing in the Operations Section Log Book; are briefed to the Operations Manager and to your incoming replacement (verbally if possible otherwise through the written record in the section log book).
- Ensure there is no other correspondence that needs to be recorded in the Master Record and then close it off.
- Ensure that the hardcopy original Master Record is complete and is recorded into the Council's electronic document management system (TRIM) unless using EMIS in which case no closure action. If using TRIM provide the original hardcopy plus a printed TRIM copy to the Documentation Unit (within the Planning/ Intelligence Section).
- Stand-down and close out logs when authorised by the Operations Manager.
- Be prepared to provide input to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.3.4 Volunteer Labour Management Team

This appointment is not a permanent appointment within the Waimakariri EOC; rather it is activated only when required. If it is not required the various staff members within this team will be made available to the Operations Manager for employment elsewhere within the Operations Section if required.

Responsibilities

29. Manage volunteers and supporting organisations to undertake manual labour (e.g. silt clean up from liquefaction or flooding; fencing repairs and stock movement on farms, shifting furniture in disaster-affected homes, door-to-door knocking for delivery of information or checking on residents, etc) in the field to support the response effort.
30. Maintain liaison with the Operations Section for tasking and coordination.
31. If there are no manual labour tasks, provide any other support required by the Operations Section.

Reports to

- Operations Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Obtain a preliminary situation briefing from the Operations Manager and seek direction from them on immediate work priorities.
- If manual labour tasks are likely, establish a VLM coordinating centre in the field ensuring the Operations Section of the EOC is aware of its location and contact details.

Operational Phase

- Once tasks have been delegated by the Operations Manager conduct a site recce of the work area(s) for safety prior to deploying work crews into the area(s).
- Develop a work plan.
- Collate personal and contact details of workers.
- Brief, equip, deploy and manage workers.
- Maintain regular liaison with the Operations Section of the EOC so they can track progress of field work managed by the VLM Team.
- Establish and maintain a VLM Team log book of key activities, issues and decisions.

Stand-down Phase

- Ensure that any incomplete actions are recorded in writing in the VLM Team Log Book.
- Debrief work crews.
- Arrange cleaning and return (or disposal) of resources used by the VLM Team and the work crews.
- Stand-down and close out logs when authorised by the Operations Manager.
- Be prepared to provide input to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.3.5 Police Representative

This appointment is not a permanent appointment within the Waimakariri EOC; rather it is activated only when required and if NZ Police has a staff member available to fulfil the role.

Responsibilities

32. Coordinate police operations across Waimakariri District during a CDEM emergency.
33. Coordinate evacuation operations.
34. Coordinate law enforcement and traffic control operations.
35. Coordinate all land and inland water search and rescue operations incorporating where appropriate Coastguard and SAR agencies.
36. Coordinate death management as required.
37. Provide the prime source of security advice to the Controller and advice on police operations.
38. Provide liaison between Waimakariri EOC and NZ Police.

Reports to

- Operations Manager routinely, and where necessary
- Waimakariri CDEM Controller

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Use the NZ Police EOC resource kit that has been provided to Waimakariri EOC by Christchurch Central Police Station's CDEM Liaison Officer.
- If necessary establish a NZ Police radio in the EOC Radio Communications Room. A dedicated police external antenna has been permanently installed for this purpose however you will need to obtain a police radio through police resources.
- Obtain a briefing of the situation from the EOC Operations Manager.
- Based on the situation, activate the necessary functions within the Police Unit:
 - Police Operations
 - Search and Rescue
 - Coroner
 - Evacuation
- Contact the Regional / Group ECC Police Representative if established, for the coordination of additional Police resources.
- Provide an initial Police Situation or Status Report to the Operations Manager.
- Based on initial EOC priorities prepare objectives for the Police Unit and provide them to the Operations Manager prior to the first Action Planning meeting.

Operational Phase

- Implement those objectives of the EOC Action Plan assigned to Police.
- Monitor police and SAR operations within Waimakariri and across Canterbury and provide regular updates of these to the EOC Operations Manager.
- Provide a Police Status Report (EOC 7) for EOC Management Team meetings that explains current police operations, current capacity of the police organisation across Waimakariri District and any additional capacity that could be requested if necessary through regional or national police arrangements.
- Determine need for additional Police and SAR resources.

- Use normal police logistics arrangements for specific-to-police operations otherwise arrange sundry resource requirements through the Waimakariri EOC Logistics Section.
- Refer media queries about the Waimakariri emergency response to the Waimakariri Public Information Manager but be prepared to speak on police-specific matters when requested by the Waimakariri CDEM Controller.
- Ensure that relevant fiscal and administrative requirements are coordinated through the EOC Finance Unit
- Ensure that Unit position logs and other appropriate files are maintained.
- Provide your relief with a briefing at shift change, informing him / her of all ongoing activities, unit objectives for the next operational period, any other pertinent information and introduce them to the EOC Section Managers/ key staff.

Stand-down Phase

- Determine stand-down status of police operations in the area, and advise the EOC Operations Manager.
- Complete all logs and documentation and forward any relevant information to the Documentation Unit (within the Planning/ Intelligence Section).
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow-up.
- Ensure that all expenditures and financial claims have been coordinated through the EOC Finance Unit.
- Be prepared to contribute towards the EOC After-Action Report or if you cannot, then forward any input to the Operations Manager before standing down.
- Follow the generic Stand-down Phase Checklist.

6.3.6 Fire Representative

This appointment is not a permanent appointment within the Waimakariri EOC; rather it is activated only when required. If it is required and NZ Fire Service cannot provide a staff member, then Waimakariri District Council's Principal Rural Fire Officer will be appointed to fulfil the role.

Responsibilities

39. Coordinate urban fire, rural fire and hazardous materials operations across Waimakariri District.
40. Acquire mutual aid resources as necessary.
41. Implement the objectives and tasks within the EOC Action Plan assigned to fire fighting organisations.
42. Provide liaison between Waimakariri EOC and NZ Fire Service.

Report to

- Operations Manager, or in their absence
- Waimakariri CDEM Controller

Activation Phase

- Follow the Generic Activation Phase Checklist.
- If necessary establish a NZ Police radio in the EOC Radio Communications Room. A dedicated police external antenna has been permanently installed for this purpose however you will need to obtain a police radio through police resources.
- Obtain briefing of the situation from the Operations Section Manager.
- Based on the situation, activate the necessary functions within the Fire Unit and coordinate their activities:
 - Structural Fire Suppression
 - Rural Fire Suppression
 - HAZMAT
 - Fire Rescue (Including USAR)
- Contact the Regional / Group ECC NZFS rep if established, for the coordination of additional NZFS resources.
- Provide an initial NZFS Situation or Status Report to the Operations Manager.
- Based on initial EOC priorities prepare objectives for the Fire Unit and provide them to the Operations Manager prior to the first Action Planning meeting.

Operational Phase

- Implement those objectives of the EOC Action Plan assigned to Fire.
- Monitor fire operations within Waimakariri and across Canterbury and provide regular updates of these to the EOC Operations Manager.
- Provide a Fire Status Report (EOC 7) for EOC Management Team meetings that explains current fire operations, current capacity of the fire organisation across Waimakariri District and any additional capacity that could be requested if necessary through regional or national fire arrangements.
- Use normal fire logistics arrangements for specific-to-fire operations otherwise arrange sundry resource requirements through the Waimakariri EOC Logistics Section.
- Refer media queries about the Waimakariri emergency response to the Waimakariri Public Information Manager but be prepared to speak on fire-specific matters when requested by the Waimakariri CDEM Controller.
- Ensure that relevant fiscal and administrative requirements are coordinated through the EOC Finance Unit
- Provide your relief with a briefing at shift change, informing him / her of all ongoing activities, unit objectives for the next operational period, any other pertinent information and introduce them to the EOC Section Managers/ key staff.

Stand-down Phase

- Determine stand-down status of fire operations in the area, and advise the EOC Operations Manager.
- Complete all logs and documentation and forward any relevant information to the Documentation Unit (within the Planning/Intelligence Section).
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow-up.
- Ensure that all expenditures and financial claims have been coordinated through the EOC Finance Unit.
- Be prepared to contribute towards the EOC After-Action Report or if you cannot, then forward any input to the Operations Manager before standing down.
- Follow the generic Stand-down Phase Checklist.

6.3.7 Ambulance Representative

This appointment is not a permanent appointment within the Waimakariri EOC; rather it is activated only when required and if St John Ambulance has a staff member available to fulfil the role.

Responsibilities

43. Coordinate ambulance and emergency first aid operations across Waimakariri District.
44. Acquire mutual aid resources as necessary.
45. Implement the objectives and tasks within the EOC Action Plan assigned to ambulance and first aid organisations.
46. Provide liaison between Waimakariri EOC and St John Ambulance.

Reports to

- Operations Manager, or
- Waimakariri CDEM Controller
- May report to a Health Unit Coordinator, if activated

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility, as advised.
- Obtain a briefing from the Operations Section Manager.
- Assess and anticipate ambulance (and health) services required to support the situation.
- Provide an initial Ambulance Situation or Status Report to the Operations Section Manager.

Operational Phase

- Implement those objectives of the EOC Action Plan assigned to Ambulance.
- Monitor Ambulance operations within Waimakariri and across Canterbury and provide regular updates of these to the EOC Operations Manager.
- Provide an Ambulance Status Report (EOC 7) for EOC Management Team meetings that explains current ambulance operations, current capacity of the ambulance organisation across Waimakariri District and any additional capacity that could be requested if necessary through regional or national ambulance arrangements.
- Determine need for additional Ambulance resources.
- Use normal Ambulance logistics arrangements for specific-to- ambulance operations otherwise arrange sundry resource requirements through the Waimakariri EOC Logistics Section.
- Refer media queries about the Waimakariri emergency response to the Waimakariri Public Information Manager but be prepared to speak on ambulance -specific matters when requested by the Waimakariri CDEM Controller.
- Ensure that relevant fiscal and administrative requirements are coordinated through the EOC Finance Unit
- Ensure that Unit position logs and other appropriate files are maintained.
- Provide your relief with a briefing at shift change, informing him / her of all ongoing activities, unit objectives for the next operational period, any other pertinent information and introduce them to the EOC Section Managers/ key staff.

Stand-down Phase

- Determine stand-down status of ambulance operations in the area, and advise the EOC Operations Manager.
- Complete all logs and documentation and forward any relevant information to the Documentation Unit (within the Planning/Intelligence Section).
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow-up.
- Ensure that all expenditures and financial claims have been coordinated through the EOC Finance Unit.
- Be prepared to contribute towards the EOC After-Action Report or if you cannot, then forward any input to the Operations Manager before standing down.
- Follow the generic Stand-down Phase Checklist.

6.3.8 Environmental Health Representative

This appointment is not a permanent appointment within the Waimakariri EOC; rather it is activated only when required and will normally be filled by a member of Waimakariri District Council's Environmental Health Team.

Responsibilities

47. Coordinate and liaise with health providers including primary health, mental health, public health, and people with disabilities and care of the elderly across Waimakariri District.
48. Assist and/ or coordinate local response to hazardous spills, waste disposal and other environmental issues.
49. Liaise with Environment Canterbury on any environmental issues.
50. Oversee issues related to potable water supplies, food quality and health and hygiene relevant to the emergency.
51. Oversee public health measures at all activated CDEM facilities (e.g. Welfare Centres, Sector Posts).
52. Act as principal advisor to the Controller for any health emergencies (e.g. Pandemic, avian, SARS, norovirus etc).

Reports to

- Operations Manager, or
- Controller

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility as advised.
- Obtain a briefing from the Operations Manager.
- Assess and anticipate health services required to support the situation.
- Provide an initial Health Services Situation or Status report to the Operations Manager.

Operational Phase

- Establish and maintain position logs and other necessary files.
- Be prepared to liaise with primary health providers to determine the status and availability of health services in the area affected.
- Prioritise health issues.
- Prepare an initial health situation briefing for the Operations Manager.
- Maintain liaison with the Ambulance Representative.
- Liaise with Welfare Section to assist with sheltering of displaced home care clients if needed.
- Liaise with Regional/ Group ECC Health Unit if established on the regional health situation and Waimakariri's external health support needs if any.
- If mass emergency feeding areas are established, ensure food quality and other public health issues are addressed.
- Maintain communication with primary health providers to ensure continuity of the requisite service to meet the needs of the emergency.
- If required coordinate emergency health air transportation needs with the Ambulance Rep and Air Operations Rep.
- Keep the Operations Manager well informed of any significant health issues.
- Prepare Health Services objectives for the EOC Action Plan for each operational period and submit to the Operations Manager prior to Action Planning meetings.

Stand-down Phase

- Determine Stand-down status of health services in the area, and advise the Operations Manager.
- Complete all logs and documentation and forward to Documentation Unit (within Planning/ Intelligence).
- Ensure any open actions are assigned to appropriate staff or other EOC sections to follow up.
- Ensure that all expenditures and financial claims have been coordinated through the EOC Finance Unit.
- Forward any input towards the EOC After-Action Report to the Operations Manager.
- Follow the Generic Stand-down Phase Checklist.

6.3.9 Air Operations Coordinator

This appointment is not a permanent appointment within the Waimakariri EOC; rather it is activated only when required and will normally be filled by the Council's Principal Rural Fire Officer or in his absence the Council's Emergency Management Advisor or if available a competent employee within the aviation sector (e.g. local pilot or a member of the NZ Defence Force).

Responsibilities

1. Seek approval from the Operations Manager for any air tasks requests.
2. Once approved by the Operations Manager, acquire the necessary air resources.
3. Coordinate air tasks between requesters and providers.
4. Where necessary liaise and coordinate with Air Operations at the Group ECC.

Reports to

- Operations Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Assess current level of local, regional and national air operations in the operational area.
- Determine activation status of the Group ECC aviation resources and establish communication links with their Air Operations if necessary.
- Identify key issues currently affecting air operations; prepare an initial brief for the Operations Manager.

Operational Phase

- Establish and maintain individual position log.
- Obtain briefing from the Operations Manager.
- Maintain liaison with the Group ECC Air Operations unit where necessary.
- Seek approval for all air tasks requests from the Operations Manager.
- Liaise with Logistics Section to coordinate air transport of all resources (people, materiel and equipment).
- Ensure proper safety and risk management measures are being taken in regards to aircraft.
- Provide regular updates on air operations issues to the Operations Manager.
- Forward daily air operations costs to the EOC Finance Unit.

Stand-down Phase

- Follow the Generic Stand-down Phase Checklist.
- Determine Stand-down status of aviation resources in the operational area and advise the Operations Manager.
- Complete all logs and documentation and forward to the Documentation Unit (within Planning/ Intelligence).
- Ensure that all air expenditures and financial claims have been coordinated through the EOC Finance Unit.
- Forward input for the EOC After-Action Report to Operations Section Manager.

6.4 Welfare

The EOC Welfare Section is the leadership and planning component of our district's official CDEM welfare arrangements. Other components include a "*District Welfare Team*," "*Sector Post*" teams, and health and psycho-social services agencies. Govt and NGO's whose core work is the provision of health and psycho-social services, are co-opted under CDEM mutual support arrangements, to assist with delivery of CDEM welfare.

The *District Welfare Team* is a trained CDEM volunteer group that is part of a joint team that delivers CDEM welfare services normally through a centralised civil defence centre (CDC) venue established during an emergency; or directly to people in their homes as a last resort and when resources permit.

Sector Post teams primarily provide emergency help and information to people in the immediate geographical area of the sector post team; however the teams can also provide a small amount of very basic welfare care (i.e. basic shelter, a small amount of food and water and referral information to a *Welfare Centre*).

The EOC Welfare Section is responsible for:

- Planning, coordinating and managing the delivery of CDEM welfare across the Waimakariri District during an emergency.
- CDEM welfare services as prescribed by the Ministry of CDEM¹ include but are not limited to:
 - Household goods and services
 - Accommodation and shelter
 - Health services
 - Psycho social services
 - Financial support
 - Inquiry
 - Animal welfare
 - Pastoral care
 - Reception
 - Registration
 - Needs assessment
 - Management of donated goods, services and money
 - Information
- Liaison with other welfare stakeholders namely: welfare centre teams that are activated within the district, health and psycho-social services providers, *North Canterbury Local Welfare Committee*, regional and national welfare committees or forums that activate in support of a Waimakariri emergency; and the equivalent welfare committees or forums for neighbouring districts that might be supporting a Waimakariri emergency or that Waimakariri might be supporting under mutual support arrangements.

The key staff positions within the EOC Welfare Section are:

- Welfare Manager
- Welfare Officer
- Welfare Liaison Officer

¹ Welfare in an Emergency: Director's Guideline (DGL 11/15)

6.4.1 Welfare Manager

Responsibilities

- Oversee planning, coordination and management of CDEM welfare across Waimakariri District.
- Develop the welfare support plan annex for the EOC Action Plan and execute this plan once approved.
- Ensure all necessary coordination and liaison arrangements are in place to facilitate delivery of welfare support to the community.
- Manage relationship networks with other welfare/ health and psycho-social services providers in order to support delivery of welfare.
- Liaison with *North Canterbury Local Welfare Committee* when activated.
- Liaison with welfare support agencies outside the district.
- Ensure the requisite resources and other support is provided to welfare centres to enable them to deliver the relevant welfare services (e.g. registration, accommodation, catering, clothing etc) to those in need.
- Keep the Controller informed of any significant welfare issues.

Reports to

- Controller; and where appropriate
- Recovery Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Ensure the EOC Welfare Section is set up properly and that appropriate personnel, equipment and supplies are in place.
- Within the EOC Welfare Section ensure the following functions are delivered and staffed as the situation demands:
 - Welfare Officers to assist inside the EOC
 - Welfare Liaison Officers to work between the EOC and welfare centres activated in the field
- Participate in EOC Management Team meetings to identify immediate welfare needs.
- Liaise with the Emergency Management Office for call-out of the District Welfare Team and access to designated CDEM welfare centre venues in the district.
- Establish communications with local welfare/ social service providers in anticipation of their potential activation.

Operational Phase

- Establish the welfare action plan to support the emergency response as an annex to the EOC Action Plan.
- Participate in EOC Management Team meetings with a view to briefing the forum on welfare issues.
- Once approved by the Controller, execute and manage the welfare action plan.
- Ensure coordination of all necessary support to field activated centres that are delivering CDEM welfare services.
- Liaise with local welfare/ social service providers for Govt and NGO social service support.
- Liaise with the Canterbury CDEM Welfare Advisory Group as appropriate for external welfare support.
- Liaise with the Emergency Management Office for access to designated CDEM welfare centre facilities.
- Ensure the provision of trained CDEM volunteer support to welfare centres in the field is coordinated with the Emergency Management Office.
- Ensure logistic support to welfare centres in the field is coordinated with the EOC Logistics Manager.
- Ensure animal care support to welfare centres in the field is coordinated with the Council's Animal Control Officers.
- Ensure public information support to welfare centres in the field is coordinated with the EOC Public Information Manager.
- Ensure that relevant welfare status and issues are briefed to the Planning/Intelligence Manager in a timely manner at least twice daily, to help inform production of Waimakariri Situation Reports and Action Plans.
- Liaise with the Controller and Recovery Manager for potential continuation of welfare services into the recovery phase of the emergency.

Stand-down Phase

- Identify high cost welfare resources that could be demobilised early and advise other relevant EOC Managers.
- Determine stand-down status of any welfare centres that were activated.
- If any welfare centres are to remain open beyond stand-down of the EOC, ensure all necessary arrangements are in place for the continued support and management of those welfare centres.
- Complete all logs and documentation and forward to the Planning/Intelligence Section, Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up on.
- Ensure all expenditure and financial claims have been coordinated by the EOC Finance Unit to the Council's Finance Team.
- Ensure coordination with the Operations Section and the EOC Manager before standing-down the EOC Welfare Section.
- Provide welfare input to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.4.2 Welfare Officer

Responsibilities

- It may be necessary to have multiple *Welfare Officers* on duty at the same time.
- Assist the EOC Welfare Manager with coordination of CDEM welfare services across the district.
- EOC Welfare Section correspondence filing system.
- Coordinate with the other EOC sections delivery of their support to welfare centres activated in the field.
- Manage the daily collation of *Registration Forms* that are being processed at activated CDEM centres in order to produce a centralised database of this information for the district.

Reports to

- EOC Welfare Manager, or in their absence
- EOC Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain a situation briefing from the Welfare Manager.
- Assist with the set-up of the EOC Welfare Section area within the EOC.

Operational Phase

- Maintain an EOC Welfare Section filing system of inwards and outwards correspondence.
- Coordinate with the EOC Logistics Section delivery of resources requested by welfare centres activated in the field.
- Arrange regular collection (at least twice daily) of completed "*Registration Forms*" from activated CDEM centres and collate for the district:
 1. Commit a collated copy of all Registration Forms to TRIM.
 2. Provide regular (at least twice daily) updates of the number of '*guests*' registered at each welfare centre within the district, to the Planning/Intelligence Section to inform the EOC Situation Report.
 3. Arrange for originals to be despatched under registered mail to the Canterbury CDEM Group central depository for welfare centre registrations (currently Red Cross office, 32 Birmingham Drive, Christchurch).
 4. Send a copy of the same to any other welfare centre or district EOC if registered '*guests*' are being transferred from or to a Waimakariri welfare centre.
 5. Ensure all EOC Welfare Section staff members know how to access the collated copy in order to be able to respond to customer queries (e.g. someone trying to find a relative within the disaster area).
- Keep the EOC Welfare Manager informed of any significant welfare issues.
- Maintain the EOC Welfare Section log book (desk diary) showing significant decisions, the progress of assigned tasks and significant matters for the section.

Stand-down Phase

- Ensure the EOC Welfare Section correspondence files, log book, and collated registration form data are all completed.
- Confirm sign-off of the correspondence files and log book with the EOC Welfare Manager.
- Forward the correspondence files and log book to the Planning/Intelligence Section's Documentation Unit.
- Ensure that all *registration forms* are collated, committed to TRIM and forwarded to the regional central depository.

- ☐ Follow the Generic Stand-down Phase Checklist.

6.4.3 Welfare Liaison Officer

Responsibilities

- It may be necessary to have multiple *Welfare Liaison Officers* on duty at the same time.
- Detailed liaison between the EOC and activated welfare centres.
- Liaison between the EOC, activated welfare centres and welfare support agencies.

Reports to

- EOC Welfare Manager , or in their absence
- EOC Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain a situation briefing from the EOC Welfare Manager.

Operational Phase

- Assist continuity of the welfare effort through comprehensive liaison between the EOC, CDEM centres that are delivering welfare services and welfare support agencies within the district.
- Meet and greet newly-arriving welfare support agencies (their reps) and introduce them to the manager(s) of Waimakariri welfare centres and principal EOC staff (e.g. EOC Welfare Manager, CDEM Controller, and Recovery Manager) where appropriate.
- Provide regular updates of status and any significant issues within the activated centres to the EOC Planning/ Intelligence Section to support preparation of EOC Situation Reports.
- Provide situation briefs to activated welfare centres on the disaster situation across the district and provide them with copies of any EOC Situation Reports and Action Plans.
- Provide regular updates to the EOC Operations Section of those welfare centres that have activated to enhance their understanding of field activated teams.
- Check up with the EOC Logistics Section the status of resource requests of any activated welfare centres, and feedback to the respective centre(s).

Stand-down Phase

- Confirm closure or status of welfare centres to the EOC Welfare Manager to inform stand-down decisions.
- Assist the EOC Welfare Officer(s) with close-down procedures where possible.
- Follow the Generic Stand-down Phase Checklist.

6.5 Logistics

The Logistics Section is responsible for:

- Procurement of all resources required to support the EOC and field responders;
- Monitoring of resources that have been borrowed or hired;
- Return of borrowed or hired resources that are no longer required;
- Distribution of resources to where they are required by response workers;
- Movement of people where required (public evacuations, response crews);
- Maintenance and servicing of resources;
- Coordination of financial procedures to support procurement;
- Provision of radio-telephone and IT communications in the EOC and in the field; and
- Procurement of admin support.

The key staff positions within the Logistics Section are:

- Logistics Manager
- IT Coordinator
- Supply Coordinator
- Transport Coordinator
- Personnel Coordinator
- EOC Support Coordinator
- Finance Coordinator

6.5.1 Logistics Manager

Responsibilities

- Plan and manage logistics section responsibilities to the emergency which includes support to the EOC itself as well as support to response crews in the field.
- Develop the logistic support plan annex for the EOC Action Plan.
- Liaise with the EOC Planning/Intelligence Manager and the EOC Operations Manager to ensure critical resources are allocated according to the EOC Action Plan priorities and direction.
- Coordinate with the EOC Welfare Manager logistic support to welfare centres in the field.
- Keep the Controller informed of any significant issues relating to the Logistics Section.
- Ensure written records are maintained for any expenditure incurred that relates to the above responsibilities.

Reports to

- Controller

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Ensure the Logistics Section is set up properly and that appropriate personnel, equipment and supplies are in place, including maps, status boards, vendor references, and other resource databases.
- Within the logistics section ensure the following functions are delivered and staffed as the situation demands:
 - Information Technology Unit (Radio-telephone Communications, Satellite Communications, Computer & IT Systems)
 - EOC Support (Facilities, Security, Clerical)
 - Transportation
 - Personnel
 - Finance
 - Supply
- Mobilise sufficient section staffing for 24-hour operations.
- Establish communications with the Logistics Section at the Canterbury Regional EOC (called 'Group ECC').
- Ensure the logistics section staff coordinate with appropriate staff in the Operations Section to prioritise and validate resource requests. This should be done prior to acting on a request.
- Meet with the EOC Management Team to identify immediate resource needs.
- Confirm with the Council's Finance Manager, the level of purchasing authority for the EOC Logistics Section.
- Facilitate a Logistics section meeting to develop a plan to accomplish their objectives within the first operational period or in accordance with the EOC Action Plan if it has been confirmed by this stage.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase

- Ensure that Logistic Section position logs and other necessary files are maintained.
- Meet regularly with section staff and work to reach consensus on Logistics Section objectives for forthcoming operational periods.
- Provide the Planning / Intelligence Section Manager with the Logistics Section objectives at least 30 minutes prior to each EOC Action Planning meeting.
- Attend and participate in EOC Action Planning meetings with a view to developing the logistics component.
- Provide periodic section Status Reports to the Controller and Situation Unit.
- Ensure that the Supply Unit coordinates closely with the Finance Unit and that all required documents and procedures are completed and followed.
- Ensure Supply and Personnel Units coordinate relevant activities with appropriate Functional Unit Coordinators in the various EOC Sections.
- Ensure that transportation requirements, in support of response operations, are met.
- Ensure that all requests for facilities and facility support are addressed.
- Ensure that all resources are tracked and accounted for in cooperation with the Planning / Intelligence Section Resource Unit, as well as resources ordered through mutual aid.
- Ensure that the Finance Coordinator tracks costs as required.
- Provide regular information updates to your staff on the developing emergency situation.
- Develop a logistic support plan to support the EOC Action Plan.
- Provide your relief with a briefing at shift change, informing him / her of all ongoing activities, unit objectives for the next operational period, and any other pertinent information.
- Ensure that all **“critical resources”** are tracked and accounted for in concert with the Planning / Intelligence Section and the Operations Section and if necessary the Controller. Maintain a separate record of these resources and their tracking.

Stand-down Phase

- Identify high cost resources that could be demobilised early and advise other relevant EOC Managers.
- Ensure coordination with the Operations Section and the EOC Manager before commencing Stand-down.
- Determine stand-down status of the Logistics Section and advise the EOC Manager.
- Complete all logs and documentation and forward to the Planning/Intelligence Section, Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up on.
- Ensure all expenditure and financial claims have been coordinated by the EOC Finance Unit to the Council’s Finance Team.
- Provide logistics input to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.5.2 Information Technology (IT) Coordinator

Responsibilities

- Ensure VHF radio, telephone, fax, printer, and computer services are provided to EOC and response staff as required.
- Ensure that a communications link is established with any activated CDEM volunteer teams, any activated Incident Control Points within the Waimakariri District and the Group ECC.
- Arrange sufficient radio communications operators to meet the EOC operating hours. See 6.5.2.1 for *Radio Communications Manager* checklist and **Annex XX** of the EOC SOP for the generic Waimakariri District Council CDEM Radio Communications Network Diagram.
- Provide VHF radio operators at all activated CDEM installations in the district during their operating hours.
- Develop and distribute a Communications Network Diagram, which identifies all communications systems in use and lists specific frequencies, contact numbers, e-mail addresses and call signs of response teams/agencies activated in the district.
- Ensure the Communications Network Diagram is attached as an annex to any EOC Sitreps and EOC Action Plans and that a copy is visibly displayed in the EOC Radio Communications Room for radio operators to see at a glance.
- Establish and maintain telephone and email lists for active functions within the EOC.
- Provide a trained and competent GIS Operator to the Planning/Intelligence Section.
- Assist the Public Information Management (PIM) Team to maintain the Council website in operating condition.

Reports to

- EOC Logistics Manager, or in their absence
- EOC Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain a situation briefing from Logistics Manager.
- Prepare objectives for the ICT Unit; provide them to the Logistics Section Manager as directed.

Operational Phase

- Ensure that an ICT Unit desk diary and other necessary files are maintained.
- Keep all sections informed of the status of communications systems, particularly those that are being restored.
- Ensure that the EOC Telecommunications Centre is activated to receive and direct all event or disaster related communications to appropriate destinations within the EOC.
- Arrange necessary telecommunications when the Public Information Management team arranges media briefings.
- Provide necessary telecommunications to support a toll-free Line and/ or Call Centre service.
- Ensure adequate communications operators are available on a 24-hour basis or as required.
- Ensure that a communications link is established with any activated CDEM volunteer teams, any activated Incident Control Points within the Waimakariri District and the Group ECC.
- Continually monitor the effectiveness of EOC communication systems. Provide additional equipment as required.
- Ensure that technical personnel are available for communication equipment maintenance and repair.
- Mobilise and coordinate amateur radio resources to augment Council VHF radio operators as required.
- Keep the Logistics Manager informed of the status of communication systems.
- Prepare objectives for the Telecommunications Sub-unit; provide them to the Logistics Manager as directed.

Stand-down Phase

- Determine stand-down status of the Information Technology Unit and advise the EOC Logistics Manager.
- Complete all logs and documentation and forward to the Planning/Intelligence Section Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up.
- Ensure that all expenditure and financial claims have been coordinated through the EOC Finance Unit.
- Follow the Generic Stand-down Phase Checklist.

6.5.2.1 Radio Communications Coordinator

Responsibilities

- Coordinate all VHF radio communications requirements for the EOC.
- Coordinate all VHF radio communications requirements for activated field teams across the district to support the emergency.
- Coordinate all VHF radio communications requirements for any support agencies where required.

Reports to

- EOC Logistics Manager, or in their absence
- EOC Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain a situation briefing from Logistics Manager.
- Set up the EOC Radio Communications room and ensure it is staffed at all times when the EOC is operating.
- Determine in concert with the EOC Operations Manager the likely radio communications network arrangements.

Operational Phase

- Ensure that a radio-telephone communications link is always maintained with any activated CDEM volunteer teams, any activated Incident Control Points within the Waimakariri District and the Group ECC.
- Arrange sufficient radio communications operators for the EOC and any activated CDEM centres where necessary. See **Annex XX** of the EOC SOP for the generic Waimakariri District Council CDEM Radio Communications Network Diagram.
- Develop, distribute and maintain a Communications Network Diagram, which identifies all communications systems in use and lists specific frequencies, contact numbers, e-mail addresses and call signs of response teams/agencies activated in the district. See **Annex XX** of the EOC SOP for the generic network diagram and if necessary modify it to meet the needs of the emergency.
- Provide a copy of the Radio Communications Network Diagram to all activated response teams in the district; the EOC radio communications room; any supporting agencies attached to the EOC; and the EOC Planning/Intelligence Section for all Sitreps and Action Plans. Ensure they are also provided with a copy of any updates of the diagram.
- Ensure an up-to-date Communications Network Diagram is attached as an annex to any EOC Sitreps and EOC Action Plans and that a copy is visibly displayed in the EOC Radio Communications Room for radio operators to see at a glance.
- Coordinate the distribution of the CDEM Portable Repeater Unit (PRU) and accessories if required. This could include delivery to where it is needed, hands-on user training for a field team that might use it; or providing a trained operator to such a team.
- Coordinate the distribution of the CDEM Satellite Broadband Modem (BGAN) and accessories if required. This could include delivery to where it is needed, hands-on user training for a field team that might use it; or providing a trained operator to such a team.
- Coordinate the distribution of the CDEM satellite phones and accessories if required. This could include delivery to where it is needed and hands-on user training for a field team that might use it.
- Manage and keep a written record of the hire, purchase and distribution of any radio communications equipment and ensure the recovery of all such equipment when no longer needed.
- Where necessary and in concert with the Emergency Management Office, coordinate the contracting of radio communications suppliers to repair or replace radio equipment that becomes faulty during the emergency.

Stand-down Phase

- Determine in concert with the Logistics Manager when radio networks can close down.
- Coordinate the close down of radio networks (EOC and activated CDEM teams).
- Coordinate collection of any radio communications equipment that was distributed, and subsequent return to their place of origin (Emergency Management Office store, hire firms, agencies that loaned equipment).
- Collect all radio log books used by EOC radio operators and the same from any activated CDEM teams prior to them closing. Provide the collated logbooks to the Emergency Management Office for storage.
- Follow the Generic Stand-down Phase Checklist.

6.5.3 Supply Coordinator

Responsibilities

- Oversee the acquisition and allocation of supplies and materials needed to support the EOC and field operations. This does not include resources normally provided through MOUs or normal agency channels.
 - Coordinate actions with the EOC Finance Unit for procurement approval and financial accounting purposes.
53. 3. Coordinate delivery of supplies and materials as required.
54. 4. Maintain separate management arrangements for resources that are designated as 'critical resources.'

Reports to

- EOC Logistics Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain a situation briefing from the EOC Logistics Manager.
- Ensure adequate staffing levels for Supply Unit.

Operational Phase

- Establish and maintain a position log and other necessary files.
- Procure and if necessary purchase or hire resources, materiel and services required to support the emergency response.
- Determine spending limits with the Council's Finance Unit if required.
- Whenever possible, meet personally with the requesting party to clarify types and amount of supplies and materials, and also verify that the request has not been previously filled through another source.
- Develop and maintain a written record of critical resource status and display this information within the EOC room.
- Where important resources cannot be procured but are considered essential to the emergency response, attempt to secure them through the Logistics Section of the Group ECC either directly or via the Controller.
- Ensure all purchases are procured by Council Purchase Order and that all such purchases have been approved by someone with the appropriate financial authority.
- If vendor contracts are required for specific resources or services, refer the request to the Council Finance Unit for development of the necessary vendor agreements.
- Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pick up and delivery through the Transportation Unit.
- Coordinate donated goods and services from community groups and private organisations within the response area. Consult with the EOC Welfare Manager on procedures for collecting, inventorying, and distributing usable donations.
- Coordinate donated money with the Council's Finance Manager.
- Keep the Logistics Manager informed of significant supply issues.

Stand-down Phase

- Determine Stand-down status of the Supply Unit and advise the EOC Logistics Manager.
- Complete all logs and documentation and forward to the Planning/Intelligence Section's Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow-up.
- Ensure that all expenditure and financial claims have been coordinated through the EOC Finance Unit.
- Provide input to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.5.4 Transport Coordinator

Responsibilities

1. Develop a Transport Plan to support the EOC Action Plan.
2. Arrange for the acquisition or use of required transportation resources.
3. Brief transport drivers where appropriate on their assigned tasks.

Reports to

- EOC Logistics Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain a situation briefing from the Logistics Manager.

Operational Phase

- Establish and maintain a position log and other necessary files.
- Routinely liaise with the Planning/Intelligence Section's Situation Unit to determine the status of transportation routes in and around the area.
- Develop a Transportation Plan, which identifies routes of ingress and egress, to facilitate the movement of response personnel, the affected population, and movement of resources and materials.
- Establish contact with local transportation agencies to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.
- Keep the Logistics Manager informed of significant transportation issues.

Stand-down Phase

- Coordinate return of all transportation resources that are no longer required.
- Determine Stand-down status of the Transportation Unit and advise the EOC Logistics Manager.
- Complete all logs and documentation and forward to the Planning/Intelligence Section's Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up.
- Ensure that all expenditures and financial claims have been coordinated through the Finance Coordinator
- Provide input to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.5.5 Personnel Coordinator

Responsibilities

- Provide personnel resources as requested in support of the EOC and field operations.
- Register staff and volunteers as required.
- Coordinate the allocation of volunteers of the day (VOD) to the 'Volunteer Labour Management' team that is part of the EOC Operations function and to Welfare Centres that may have been activated by the EOC Welfare Section.
- Develop and maintain an EOC organisation chart in conjunction with EOC Section Managers.
- Develop and maintain a complete EOC staff roster throughout the activation of the EOC.
- Establish an EOC staff *Check-in/ Check-out* sheet that records who is in the EOC facility. This is primarily for building safety/ evacuation purposes but together with shift rosters will be used to verify pay timesheets for staff.

Report to

- EOC Logistics Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain situation briefing from Logistics Manager.

Operational Phase

- Establish and maintain position log and other necessary files.
- Ensure all persons entering and exiting the EOC check-in/ check-out respectively.
- Coordinate with the EOC Planning/ Intelligence Section to ensure all EOC staff including volunteers receive a current situation and safety briefing upon check-in.
- In conjunction with the Planning/Intelligence Section's Documentation Unit, develop a large poster size EOC organisation chart depicting each activated position. Upon check-in, indicate the name of the person occupying each position on the chart. The chart should be posted in a conspicuous place, accessible to all EOC personnel.
- Establish communications with volunteer agencies and other organisations that can provide personnel resources.
- Process all incoming requests for personnel. Identify the number of personnel, special qualifications or training, where they are needed and the person or unit they should report to upon arrival. Determine the estimated time of arrival of responding personnel, and advise the requesting parties accordingly.
- Maintain a status board or other reference to keep track of incoming personnel resources.
- In concert with the EOC Manager and Documentation Unit, develop and disseminate copies of EOC shift rosters to all EOC staff, where possible at least 24 hours in advance.
- Coordinate with the EOC Manager and Risk Management Officer to ensure access, identification, and proper direction for responding personnel upon arrival at the EOC.
- Assist the Operations Section with ordering of mutual aid personnel resources as required.
- Coordinate all requests for personnel resources with the EOC Operations Section prior to acting on request.
- In concert with the Volunteer Labour Management Unit and CDEM volunteer teams that have activated, manage the registration of 'Volunteers of the Day' (VOD), and issue of identification cards to them.
- In coordination with the Controller / EOC Manager or Risk Manager, determine the need for counselling and critical incident stress debriefing for EOC staff and emergency workers; acquire mental health specialists as needed.
- Arrange for childcare services for EOC personnel as required.
- Establish registration locations to register volunteers, and arrange issue of ID cards to all registered volunteers.

- Ensure that accommodation is arranged for out-of-town EOC staff.
- Keep the Logistics Manager informed of significant personnel issues.

Stand-down Phase

- Determine stand-down status of the Personnel Unit and advise the EOC Logistics Manager.
- Complete all logs and documentation and forward to Planning/Intelligence Section's Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up.
- Ensure that all expenditure and financial claims have been coordinated through the EOC Finance Unit.
- Provide input to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.5.6 EOC Support Coordinator

Responsibilities

- Manage and coordinate the provision of facilities required for the emergency response. This includes securing access to the facilities and providing furniture, supplies, and materials necessary to render the facilities appropriately usable.
- Ensure food and refreshments are provided to EOC staff.
- Ensure security measures are taken to secure all facilities from access by unauthorised people.
- Ensure the facilities are all returned to their original state when their use is no longer required.
- Supervise the Support Unit.

Reports to

- EOC Logistics Manager, or
- EOC Manager,

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain a situation briefing from the Logistics Manager.
- Ensure adequate staffing levels to meet the needs of the EOC Support Unit.

Operational Phase

- Establish and maintain a position log and other necessary files.
- Provide the following functional capabilities throughout the EOC activation: Facilities, Security and Clerical support as required.
- Work closely with the EOC Manager, ICT Unit Coordinator, and other sections in determining facilities and furnishings required for effective operation of the EOC and any other facilities required across the district.
- Coordinate with units in the Operations Section to determine if assistance with facility acquisition and support is needed in the field.
- Arrange for continuous maintenance of acquired facilities, ensuring that utilities and restrooms are operating properly.
- Keep inventory lists of resources acquired to support the use of the various facilities.
- If facilities are acquired away from the EOC, coordinate with assigned personnel and designate a Facility Manager.
- Maintain a written record of the location of each facility arranged by the EOC for the emergency response, showing hours of operation, and the name and phone number of the facility manager/ owner.
- Ensure all structures are safe for occupancy and that they comply with appropriate regulations.
- Arrange for and supervise food and lodging services for EOC staff.
- Arrange for and supervise security staff for EOC facilities in coordination with the Risk Management Officer
- Arrange for and supervise clerical staff for the EOC.
- Keep the EOC Logistics Manager informed of significant EOC Support issues.

Stand-down Phase

- As facilities are vacated, coordinate with the Facility Manager and ICT Coordinator to return the location to its original state. This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.
- Determine Stand-down status of the EOC Support Unit and advise the EOC Logistics Manager.
- Complete all logs and documentation and forward to Planning/Intelligence Section's Documentation Unit.
- Ensure any open actions are assigned to appropriate Logistics staff or other EOC sections to follow up.
- Ensure that all expenditures and financial claims have been coordinated through the EOC Finance Coordinator.
- Provide input to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.5.7 Finance Coordinator

Responsibilities

1. Ensure that all financial records are maintained throughout the event or disaster.
2. Ensure that all on-duty time is recorded and collected for all personnel.
3. Ensure there is a continuum of the payroll process for all employees responding to the event or disaster.
4. In consultation with the Controller and the Council's Finance Manager determine spending limits if any for specified EOC staff, beyond existing delegations.

Reports to

- Logistics Manager or
- Controller

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Ensure that the Finance Unit is set up properly and that appropriate personnel, equipment, and supplies are in place.
- Consult with Controller in relation to variations to or additional spending delegations.
- Review financial requirements and procedures; determine the level of purchasing authority to be delegated to each Section.
- Meet with all Finance Unit Coordinators and ensure that responsibilities and procedures are clearly understood.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase

- Ensure that displays associated with the Finance Unit are current, and that information is posted in a legible and concise manner.
- Provide cost estimates to Action Planning process when required.
- Keep the Controller and Management Team aware of any major fiscal issues and other related matters, if any.
- Ensure that all financial records throughout the emergency are maintained.
- Ensure that records of all staff time are maintained.
- In coordination with the Operations Section, ensure that purchase orders are processed and contracts are developed in a timely manner.
- Ensure that all time sheets and travel expense claims are processed promptly.
- Ensure that all cost are documented so that claims for costs incurred can be claimed from central government in a timely manner.

Stand-down Phase

- Determine Stand-down status of the Finance Unit and advise the EOC Logistics Manager.
- Ensure that all expenditures and financial claims have been processed and documented.
- Complete all logs and documentation and forward to Planning/Intelligence Section's Documentation Unit.
- Ensure any open actions are assigned to appropriate Finance Unit staff or other EOC sections to follow up.
- Provide input to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.6 Public Information Management

The Public Information Management (PIM) Section is responsible for:

- Assisting the Controller and the Council with development of relevant and coordinated public communications.
- Management of media inquiries and development of media briefings.
- Coordination of VIP visits to the disaster area and VIP briefings.
- Management of social media tools to assist coordination of the emergency.

The key functions within the PIM Section are:

- PIM Manager
- Website and Social Media Coordinator
- PIM Assistant

6.6.1 Public Information Manager

Responsibilities

- Plan and manage delivery of public communications relevant to the emergency.
- Assist the Mayor, CEO and EOC Management Team with development of key messages that need to be shared with various stakeholders/ audiences.
- Liaise with other relevant stakeholder PIM Managers (e.g. neighbouring TA, Regional ECC, Mainpower, CDHB, MAF etc) to ensure appropriate consistency of key messages where appropriate.
- Preparation of a Public Information Management Plan as an annex to the EOC Action Plan. See EOC 22 - PIM Planning Process and EOC 23 – PIM Plan Template as tools to assist this.
- Overseeing execution of the *PIM Plan* once approved by the Controller.
- Ensure best use is made of the Council's website as a method of delivering relevant and important communications to the public.
- Ensure best use is made of social media tools as methods of delivering and receiving relevant and important communications to and from the public.
- Oversee management of media inquiries.
- Arrange briefings to the media as agreed with the Controller.
- Arrange VIP visits and briefings as agreed with the Controller.

Reports to

- Controller, Mayor and Chief Executive

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Ensure the PIM Section is set up adequately.
- Establish communications with the PIM Manager at Canterbury Regional EOC (called 'Group ECC').
- Meet with the EOC Management Team to identify immediate PIM needs.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase

- Maintain a PIM Section log book of key decisions, key tasks and their progress.
- Meet regularly with PIM staff to determine the section's workload and delegate tasks for forthcoming operational periods.
- Study the operational situation to gain an awareness of significant issues that might create public interest and determine if the EOC or Council should provide public communication on any such issues to alleviate public concern.
- In determining this, consider the use of every possible means to communicate information to the public.
- Also consider what relevant information should be conveyed to Council staff not involved in the EOC.
- Anticipate that many public information needs will be determined by other EMT staff (including the Controller and Mayor) and senior managers of the council (including CEO), but add in public concerns which they might not identify.
- Attend and participate in EOC Management Team (EMT) Action Planning meetings with a view to outlining any potential public communications issues that you have identified prior to the meeting or from the briefs you have just heard from the other EOC branch managers.
- Develop the PIM annex to the EOC Action Plan. PIM Planning Process (EOC 22) and PIM Plan Template (EOC 23) are provided for guidance only.

- Provide periodic PIM Status Reports (EOC 7) to the Situation Unit within the Planning/Intelligence Section.
- Provide relevant public information updates to activated CDEM teams and Council service centres, so they can share the same information via public notice boards with members of the public that might be accessing their services.
- Provide your relief with a briefing at shift change, informing him / her of all ongoing activities, unit objectives for the next operational period, and any other pertinent information.

Stand-down Phase

- Ensure coordination with the EOC Manager before commencing Stand-down.
- Determine stand-down status of the PIM Section and advise the EOC Manager.
- Complete all logs and documentation and forward to the Planning/Intelligence Section's Documentation Unit.
- Ensure any open actions are assigned to appropriate PIM staff or other EOC sections to follow up on.
- Ensure all expenditure and financial claims have been coordinated by the EOC Finance Unit to the Council's Finance Team.
- Provide PIM input to the EOC After-Action Report.
- Follow the Generic Stand-down Phase Checklist.

6.6.2 Website and Social Media Coordination

Responsibilities

- Update relevant parts of the Council's website with important and relevant information on the emergency and its consequent impacts on council services.
- Manage any communication via the Council's website, Facebook and Twitter accounts that are relevant to the emergency.
- Provide updates to the EOC Planning/Intelligence Section and Operations Section of any relevant information gleaned from the Council's website, Facebook and Twitter accounts.

Reports to

- EOC PIM Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain a situation briefing from PIM Manager.
- Assist with the set-up of the PIM Section inside the EOC facility.
- Check the Council's Facebook and Twitter accounts for any useful information from the public.

Operational Phase

- Regularly monitor the Council's website, Facebook and Twitter accounts for any information about the emergency that might be useful to the EOC and Council.
- Summarize any such information into written briefs that the PIM Manager can then share at EOC Management Team meetings.
- Provide public information updates via the Council's website, Facebook and Twitter accounts as determined by the PIM Manager.
- Provide any other assistance required to the PIM Section.

Stand-down Phase

- Complete any tasks and logs delegated to you by the PIM Manager.
- Seek approval from the PIM Manager to stand down.
- Assist pack-up of the PIM area within the EOC.
- Upon approval from the PIM Manager follow the Generic Stand-down Phase Checklist.

6.6.3 Public Information Assistant

Responsibilities

1. Provide general assistance to the Public Information Management (PIM) Section.
2. As determined by the PIM Manager assist with:
 - a. Preparation of media releases.
 - b. Website releases.
 - c. Liaison with activated CDEM centres and Council service centres for public information updates to be posted on public notice boards.
 - d. Preparation of briefing rooms for media interviews and VIP visits.

Reports to

- EOC PIM Manager

Activation Phase

- Follow the Generic Activation Phase Checklist.
- Report to EOC facility and obtain a situation briefing from PIM Manager.
- Assist with the set-up of the PIM Section inside the EOC facility.

Operational Phase

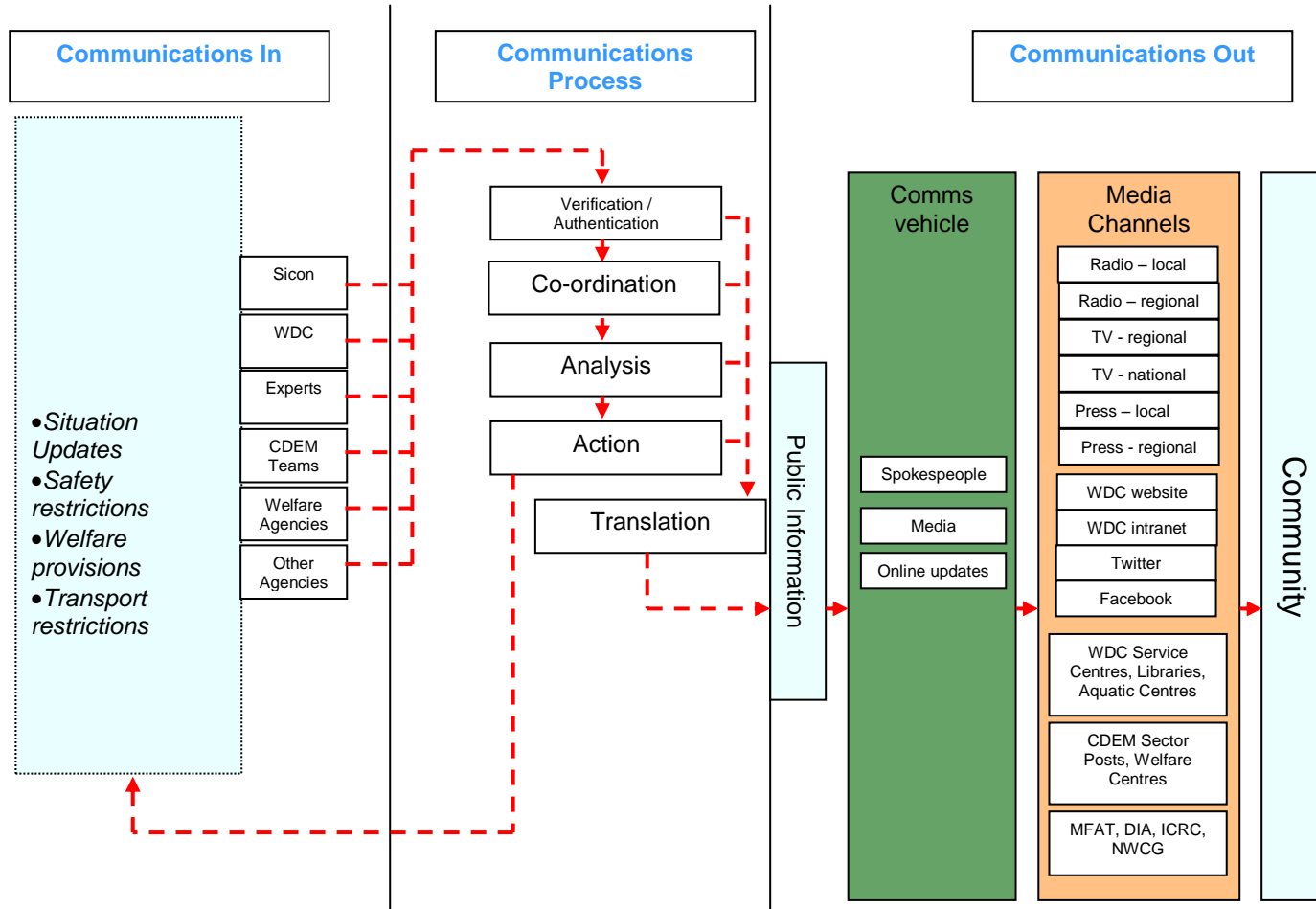
- Be prepared to draft media releases for the PIM Manager.
- Be prepared to set-up briefing rooms for media interviews or VIP visits.
- Maintain regular contact with activated CDEM centres and Council service centres in order to share any relevant information relating to the emergency.
- If necessary provide written summaries of such information received from activated centres as a means of brief to the PIM Manager.

Stand-down Phase

- Complete any tasks and logs delegated to you by the PIM Manager.
- Seek approval from the PIM Manager to stand down.
- Assist pack-up of the PIM area within the EOC.
- Upon approval from the PIM Manager follow the Generic Stand-down Phase Checklist.

PIM Planning Process:

FOC 22 – PUBLIC INFORMATION MANAGEMENT PLANNING PROCESS



NWCG: National Welfare Coordination Group – a national level multi-agency forum that coordinates emergency welfare support for emergencies of a national scale. NWCG is chaired by MSD and works to the National CDEM Controller.

EOC 23 – PIM Plan Template

Waimakariri EOC

Issue / Event for communication	Audience Internal + External	Goal / Purpose of communication	Key Message/s of communication	Vehicle/channel tools and timing	Who is responsible	EVALUATE
<i>What people are (or aren't) talking about</i>	<i>Define</i>	<i>What do you want to achieve?</i>	<i>Short and sharp</i>	<i>How and when</i>	<i>Manager of Project</i>	
*	*	*	*			

EXAMPLE

Waimakariri EOC

Issue / Event for communication	Audience Internal + External	Goal / Purpose of communication	Key Message/s of communication	Vehicle/channel tools and timing	Who is responsible	EVALUATE
<i>What people are (or aren't) talking about</i>	<i>Define</i>	<i>What do you want to achieve?</i>	<i>Short and sharp</i>	<i>How and when</i>	<i>Manager of Project</i>	
<p>Farmers</p> <ul style="list-style-type: none"> * What sort of assistance is available? * How much will it cost? * Why isn't the Council/Government doing more? <p>Public/Volunteers</p> <ul style="list-style-type: none"> * Can I do anything to help? <p>Elected Members / Support agencies</p> <ul style="list-style-type: none"> * Are we doing all we can for the community? * Will this cause rate increases? 	<p>Farmers</p> <ul style="list-style-type: none"> * All farmers in the district that have experienced fence/debris damage to the extent that they need assistance to restore * Farmers who are experiencing hardship and may need financial or other support <p>Public/Volunteers</p> <ul style="list-style-type: none"> * People able to physically assist with manual labour <p>Elected Members / Support Agencies</p> <ul style="list-style-type: none"> * Councillors and staff, Ministers, MSD, MAF, Federated Farmers 	<p>Inform</p> <ul style="list-style-type: none"> * Make sure affected farmers know of the help available * Raise awareness in the general public of the state of affairs * Update Council staff (frontline), Elected Members and Support Agencies of developments * Ensure farmers/public have knowledge of own responsibilities (as opposed to Council/Govt) <p>Motivate to action</p> <ul style="list-style-type: none"> * Encourage potential volunteers to make themselves available * Encourage affected farmers to ask for the help they need 	<ul style="list-style-type: none"> * If you need assistance, it is available – please ask for it. * We know this is a difficult time for you and we are doing everything we can to help. * If you can help someone in need, please stand up and be counted. 	<p>Public</p> <ul style="list-style-type: none"> * MSD Advertisements - Local Papers * Website update * Media releases - Local Papers - Area Newsletters * Letters/Help Form - All farmers on ratepayer database - Website - Area Newsletters * Farming Channels - Newsletters – Federated Farmers etc <p>Elected Members / Support Agencies</p> <ul style="list-style-type: none"> * Team briefings * Email updates <p>When – regularly and as needed</p>	<p>J. Bloggs PIM Manager</p>	

Declaration of state of local emergency

Section 68, Civil Defence Emergency Management Act 2002

I, _____,
[full name]

declare that a state of local emergency exists in _____
[specify names of Civil Defence Emergency Management Group area, districts, or wards]

owing to _____
[describe emergency]

The state of local emergency comes into force immediately on the making of this declaration, and expires 7 days after the time and date on which it comes into force (unless extended or terminated at an earlier time).

Declared by: _____
[signature]

Designation: [Select the applicable designation]

- Person appointed and authorised by the Civil Defence Emergency Management Group to declare a state of local emergency for its area.
- Representative of a member of the Civil Defence Emergency Management Group [*select this designation where no appointed person is or is likely to be able to exercise the power to declare a state of local emergency*].
- Mayor of the district for which the state of local emergency is declared.
- Elected member of the district for which the state of local emergency is declared (designated to act on behalf of the mayor when the mayor is absent).

Time and date of declaration: _____

Notes

1. Calculating “7 days after the time and date on which the state of emergency comes into force”: If a state of local emergency came into force at 9.35am on 1 January, it would expire at 9.35am on 8 January. If a state of local emergency came into force at 9.35am on a Friday, it would expire at 9.35am on the following Friday.
2. This declaration must be—
 - (a) notified to the public immediately by any means of communication that are reasonably practicable in the circumstances; and
 - (b) published in the *Gazette* as soon as practicable. It is recommended that publication in the *Gazette* occur within 20 working days after the state of emergency is terminated.

Declaration extending state of local emergency

Section 71, Civil Defence Emergency Management Act 2002

I, _____,
[full name]

extend the state of local emergency declared at _____
[specify time and date, and include times and dates when any extensions took effect]

for _____
[specify names of Civil Defence Emergency Management Group area, districts, or wards]

owing to _____
[describe emergency]

The state of local emergency is extended for 7 days. It will take effect immediately from the time the initial declaration of the state of emergency (or the last extension) was to expire.

Declared by: _____
[signature]

Designation: [Select the applicable designation]

- Person appointed and authorised by the Civil Defence Emergency Management Group to declare a state of local emergency for its area.
- Representative of a member of the Civil Defence Emergency Management Group [*select this designation where no appointed person is or is likely to be able to exercise the power to declare a state of local emergency*].
- Mayor of the district for which the state of local emergency is declared.
- Elected member of the district for which the state of local emergency is declared (designated to act on behalf of the mayor when the mayor is absent).

Time and date of declaration: _____

Notes

1. Calculating the extension of “7 days” for a declaration extending the state of emergency: If the extension came into force at 9.35am on 1 January, it would expire at 9.35am on 8 January. If the extension came into force at 9.35am on a Friday, it would expire at 9.35am on the following Friday.
2. If this is a second or subsequent extension of a state of emergency, specify the time and date when each previous extension took effect, as well as the time and date when the state of emergency was first declared.
3. This declaration must be—
 - (a) notified to the public immediately by any means of communication that are reasonably practicable in the circumstances; and
 - (b) published in the *Gazette* as soon as practicable. It is recommended that publication in the *Gazette* occur within 20 working days after the state of emergency is terminated.

Declaration terminating state of local emergency

Section 72, Civil Defence Emergency Management Act 2002

I, _____,
[full name]

terminate the state of local emergency declared at _____
[specify time and date, and include times and dates when any extensions took effect]

for _____
[specify names of Civil Defence Emergency Management Group area, districts, or wards]

owing to _____.
[describe emergency]

The termination of the state of local emergency takes effect immediately on the making of this declaration.

Declared by: _____
[signature]

Designation: [Select the applicable designation]

- Person appointed and authorised by the Civil Defence Emergency Management Group to declare a state of local emergency for its area.
- Representative of a member of the Civil Defence Emergency Management Group [*select this designation where no appointed person is or is likely to be able to exercise the power to declare a state of local emergency*].
- Mayor of the district for which the state of local emergency is declared.
- Elected member of the district for which the state of local emergency is declared (designated to act on behalf of the mayor when the mayor is absent).

Time and date of declaration: _____

Notes

1. If any extension of the state of emergency was made, specify the time and date when each extension took effect, as well as the time and date when the state of emergency was first declared.
2. This declaration must be—
 - (a) notified to the public immediately by any means of communication that are reasonably practicable in the circumstances; and
 - (b) published in the *Gazette* as soon as practicable. It is recommended that publication in the *Gazette* occur within 20 working days after the state of emergency is terminated.

EOC 5 - DELEGATION OF EMERGENCY POWERS MATRIX

Reference: Civil Defence Emergency Management Act 2002

Emergency Powers	Delegated to			
s78 – Power of entry to obtain information in urgent cases. This may occur in cases of imminent threat of emergency. A warrant must still be issued by a District Court.				
s85(a) – Carryout works, clearing roads and other public places, removing or disposing of, or securing of, or otherwise making safe, dangerous structures.				
s85(b) – Provide for the rescue of endangered persons and their removal to areas of safety.				
s85(c) – Set up first aid posts, and provide for first aid to be given to casualties and for their movement to hospitals, other places of treatment, or areas of safety.				
s85(d) – Provide for the relief of distress, including emergency food, clothing, and shelter.				
s85(e) – Provide for the conservation and supply of food, fuel and other essential supplies.				
s85(f) – Prohibit or regulate land, air, and water traffic within the area or district to the extent necessary to conduct civil defence emergency management.				
s85(g) – Undertake emergency measures for the disposal of dead persons or animals if it is satisfied that the measures are urgently necessary in the interests of public health.				
s85(h) – Disseminate information and advice to the public.				
s85(i) – Enter into arrangements, including employment arrangements, with any person for the purpose of carrying out civil defence emergency management as may be agreed.				

PTO....

s85(j) – Provide equipment, accommodation, and facilities for the exercise of any of the powers conferred by s85.				
s86 – Evacuation of persons or vehicles from any area within the emergency for the preservation of human life. This also includes exclusion of persons and vehicles from any areas within the emergency.				
s87 - Entry into any building or on any land, without warrant, by any person in the course of implementing an emergency plan or if otherwise considered by the local authority to be necessary to prevent, respond to or alleviate the effects of an emergency.				
s88 – Closure of roads or public places in order to limit or prevent the extent of the emergency.				
s89 – Remove aircraft, vessels, vehicles etc in order to limit or prevent the extent of the emergency.				
s90 – Requisitioning powers of equipment, resources, land or property may be used if needed for the preservation of human life.				
s91 – Power to give direction to stop any activity contributing to the emergency or to limit or prevent the extent of the emergency.				
s92 – Power to examine, mark, seize, sample, secure, disinfect, or destroy any property, animal or other thing in order to limit or prevent the extent of the emergency.				
s93 – Enter into contracts in order to limit or prevent the extent of the emergency.				

NOTE: Any person delegated to carry out any of these powers must be able to produce identification and an explanation of the authority under which they are acting.

EOC 6 - EOC MANAGEMENT TEAM BRIEFING AGENDA & OUTCOMES

Event:	Date:	Time:
Operational Period:	Chaired By:	
Originator Record #		

Agenda Items	Responsible Function
Any immediate life or death matters	All Functions / Agencies
Status Report (Use ECS 7)	Planning/Intelligence
Status Report (Use ECS 7)	Utilities
Status Report (Use ECS 7)	Roading
Status Report (Use ECS 7)	Building
Status Report (Use ECS 7)	Environmental Health
Status Report (Use ECS 7)	Welfare
Status Report (Use ECS 7)	Operations
Status Report (Use ECS 7)	Logistics
Status Report (Use ECS 7)	Public Information
Old Business (Follow-up from last Briefing)	Controller
Priorities and Objectives	Controller
Resource Priorities	Controller
New/Other Business	Controller

Decisions/Outcomes/Tasks	Responsible Function	Estimated Completion Time
a)		
b)		
c)		
d)		

Briefing Notes/Minutes

Recorder (Notes taken by):	Approved By (Controller):
-----------------------------------	----------------------------------

- Distribution:**
- | | |
|--|---|
| <input type="checkbox"/> Controller | <input type="checkbox"/> Welfare Manager |
| <input type="checkbox"/> Operations Manager | <input type="checkbox"/> Public Information Manager |
| <input type="checkbox"/> Planning/Intelligence Manager | <input type="checkbox"/> TRIM |
| <input type="checkbox"/> Logistics Manager | <input type="checkbox"/> Other _____ |

EOC 7 - STATUS REPORT

Event:		Section/function/agency:
Date:	Time:	
Operational Period:		Originator Record #:

Current Situation: (Incidents, actions taken, resource status...)

Outstanding Issues/Challenges/Problems:

Anticipated Priorities/Activities: (For future operational periods)

Other Comments/Issues: (i.e., media information, public information bulletins, safety tips...)

- Distribution:**
- | | |
|--|---|
| <input type="checkbox"/> Controller | <input type="checkbox"/> Welfare Manager |
| <input type="checkbox"/> Operations Manager | <input type="checkbox"/> Public Information Manager |
| <input type="checkbox"/> Planning/Intelligence Manager | <input type="checkbox"/> TRIM |
| <input type="checkbox"/> Logistics Manager | <input type="checkbox"/> Other _____ |

EOC 12 - Situation Report

1. EOC/ECC	2. Situation as at:	3. SITREP Number	4. Master Record #
Waimakariri	Time Date: <input style="width: 80%;" type="text"/>	# <input style="width: 80%;" type="text"/>	<input style="width: 100%;" type="text"/>

5. Summary of Events
 (What has happened? Note any critical issues and assumptions made. Attach map, drawing and or tables describing the event – if applicable.)

6. Predicted Event Development (Note how the situation is expected to evolve - including - weather and other factors or limitations should be noted)

7. Action taken (What are the partner agencies are doing now? What has been done since previous SITREP or Action Plan? What coordination issues arise from this, if any?)

8. Recovery (Outline current Recovery planning processes and Recovery activities. What further coordination is between Response + Recovery?)

9. Prepared by:	ROLE:	TIME DATE:	
10. Approved for release by Controller (Name):	<input style="width: 100%;" type="text"/>		
Signature:	<input style="width: 80%;" type="text"/>	Time Date:	<input style="width: 100%;" type="text"/>

EVACUATIONS TABLE

Evacuated From: (Location)	No. Known	No. Est'	Evacuated to: (Location)	No:	Agencies Involved:	Remarks / Needs
Location*						
Location*						
Location*						

Note: Add or delete rows as required

DEATHS / INJURIES TABLE

Location	Injured			Deaths			Issues
	No. Known	No. Est'	Nature + Causes	No. Known	No. Est'	Causes	
Location*							
Location*							
Location *							

Note: Add or delete rows as required

* EOC SitReps will contain more specific location detail than Regional/Group ECC SitReps.

Transport Routes Status Table

District / Ward	Location	Name of infrastructure	Reason for closure / restriction	Expected open/close date/time
District for Group, Ward for TA.	Common location name, grid ref / distance from known point if not commonly known.	Name of road, bridge, rail line, etc.		

Note: Add or delete rows as required

Infrastructure Status Table

(Infrastructure includes public facilities, housing, etc, and Engineering Lifelines - other than transport routes)

District / Ward	Location	Name / Type of infrastructure	Current Status	Issues
District for Group, Ward for TA.	Common location name, grid ref / distance from known point if not commonly known.			

Note: Add or delete rows as required

Social/Community Status Table

(Social/Community includes: Towns, communities, age-groups, ethnic groups, employment types, etc – where relevant to the response/recovery. Do not repeat information contained in other status tables, but indicate Social/Community implications of other issues where appropriate.)

District / Ward	Location	Name / Aspect of Community	Current Status	Issues
District for Group. Ward or local area for TA.	Common location name, grid ref / distance from known point if not commonly known.	Name or brief description of the “community” or part of the community involved.	Impact of the event on the particular “community”.	Critical needs, social or cultural issues relevant to the response.

Note: Add or delete rows as required.

Critical Resources Status Table

(Critical Resources include: equipment, personnel, information, supplies, etc, that are either critical to the current response/recovery or are likely to become so in the near future, due to the situation escalating and/or the resource(s) being expended locally. These resources include those currently available and those not available but required for future response/recovery activities.)

Type of Resource	Currently Available:	Required:	Why Critical?	Location of need	Issues
Outline of expertise, equipment, human resources, supplies, information.	With resources available for limited time span indicate nature and length of availability. Human and equipment resources are not finite.	What will be response/recovery critical resource requirements in the future? Will that criticality change – increase or diminish over time?	Brief description of why resource is critical to current/future activities.	Common location name, grid ref / distance from known point if not commonly known.	Planning considerations that should be taken into account.

Note: Add or delete rows as required.

EOC/ECC Staffing Status Table

(EOC/ECC Staffing includes all staff carrying out functions within the facility - host/lead agency and response organisation representatives and others.)

Current ECC/EOC Activation Level:	Activation Level within next 24 hours:	Longer term activation levels:	Shift System in place:	EOC/ECC Staff Gaps:
Describe current level of activation, including level of activation of (districts) areas, sectors, partner agencies, etc. Monitoring Describe Partial Activation Describe Full Activation Describe	Predicted level of activation for next 24-hour period.	Predicted levels of activation into immediate future – days and, where potential, weeks.	Describe the shift system in place now and into the event: 8/8/8 hrs, 12/12hrs, 16/8hrs / 2 days on 2 off, 4 days on 4 off, 4 days on 2 off, etc., and specific requirements for functions within that. Include role of partner agencies.	Current + future function/skill-specific gaps in EOC/ECC key functions.

Note: Add or delete rows as required

Local EOC/ Area/Sector/ Welfare Activation:	Activation Level within next 24 hours:	Longer term activation levels:	Shift System in place:	Staff Gaps:
Describe current level of activation, including level of activation of (districts) areas, sectors, partner agencies, etc.	Predicted level of activation for next 24-hour period.	Predicted levels of activation into immediate future – days and, where potential, weeks.	Describe the shift system in place now and into the event.	Current + future function/skill-specific gaps in key functions.

Note: Amend, add or delete titles and/or rows as required. Telecommunications plan and organisation chart can be attached to SITREP and/or IAP.

External Data: (Consider weather forecasts, tide tables, etc)

Event Map(s): (Insert as relatively small sized .jpg or other image files.)

(Insert page breaks as appropriate.)

EOC 13 - ACTION PLAN

1. Action Plan Number	2. Action Plan as at:		ACTION PLAN COVER SHEET
	Date / Time		
3. EOC		4. Master Record #	
Waimakariri			
5. Operational Period covered by this Action Plan:			
6. Approved for release by Controller:			
Name:		Signed:	Date/Time:

7. SITUATION SUMMARY

(What has happened – based on event-critical / high-priority issues in SITREP? Note any assumptions / estimates made. Attach map, drawing, tables describing the event, but SITREP should provide most of this.)

8. ACTION TAKEN

(Outline high-priority action that has been taken and goals achieved or remain outstanding.)

9. OVERALL GOAL

(What, in general terms, needs to be done to achieve the Objectives.)

11. LIMITING FACTORS

(Weather, resource, social + environmental factors that need to be taken into account for each goal/strategy.)

12. SPECIFIC TASKS

(Outline specific tasks, lead + support agencies, timelines, etc – where they are critical)
Do not enter into detailed planning here. That is the role of Task Planning, lead by the Task Lead Agency.

13. RESOURCE NEEDS

(Outline management of critical resources.)

14. INFORMATION FLOW

(Who needs to know what, when and how will it be achieved.)

15. TELE-COMMUNICATIONS PLAN

(Outline of objective/strategy/task critical communications systems, channels, phone/cell #s, etc.)

16. RECOVERY

(Outline longer-term Recovery implications, planning, activities)

17. Prepared by:

DATE/TIME















Rapid Impact Assessment – Primary Assessment Collection

Residential Asset or **Community Asset**
 Information Provided Through: Phone Ground Observation Air Observation
 Collected by (name): _____ Date: _____ Time: _____
 Agency: _____ Contact No: _____

Asset Location

Street address: _____
 Suburb/town: _____ Postcode: _____
 Latitude: _____ Longitude: _____ UTM Coordinate: _____

Asset Assessment

Residential Asset House <input type="checkbox"/> Flat/Unit House <input type="checkbox"/> Caravan <input type="checkbox"/> Business/Shop <input type="checkbox"/> Farm <input type="checkbox"/> Other (describe) _____ Residential utilities damaged (visual signs of damage to connection to property): Electricity <input type="checkbox"/> Water supply <input type="checkbox"/> Phone <input type="checkbox"/> Gas <input type="checkbox"/> Septic/Sewerage <input type="checkbox"/> Unknown <input type="checkbox"/> Farm Specific: Have livestock been injured? Yes <input type="checkbox"/> No <input type="checkbox"/> Feed visible? Yes <input type="checkbox"/> No <input type="checkbox"/> Indicate approximate stock numbers. If yes, DPI to be notified _____				
Residential Asset Damage Assessment (tick one)				
 Undamaged <input type="checkbox"/>	 Damaged but Habitable <input type="checkbox"/>	 Damaged and not Habitable <input type="checkbox"/>	 Destroyed <input type="checkbox"/>	
Community Asset Damage Assessment				
Power  Damage Assessment Minor <input type="checkbox"/> Major <input type="checkbox"/>	Fuel  Damage Assessment Minor <input type="checkbox"/> Major <input type="checkbox"/>	Water Mains/Catchments  Damage Assessment Minor <input type="checkbox"/> Major <input type="checkbox"/>	Phone Tower  Damage Assessment Minor <input type="checkbox"/> Major <input type="checkbox"/>	Sewerage  Sewerage Leakage? Observed? <input type="checkbox"/>
Rail  Damage Assessment Minor <input type="checkbox"/> Major <input type="checkbox"/>	Bridge  Damage Assessment Minor <input type="checkbox"/> Major <input type="checkbox"/>	Roads  Car Access Available? Yes <input type="checkbox"/> 4 x 4 only <input type="checkbox"/> No access <input type="checkbox"/>	Roads  Car Egress Available? Yes <input type="checkbox"/> 4 x 4 only <input type="checkbox"/> No access <input type="checkbox"/>	Hazardous Material  Chemical Leakage Observed? <input type="checkbox"/>
Other (describe): _____				

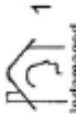




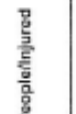

RIA Coordination Use		Information Confirmed (tick) Yes <input type="checkbox"/>	
Date/Time Confirmed: _____	Info Source Used to Confirm _____		
Secondary Assessment req'd? Yes <input type="checkbox"/> No <input type="checkbox"/>	Assigned to: _____		
Intact Community Asset Information passed on Yes <input type="checkbox"/> No <input type="checkbox"/>	Who to? _____		

Street Assessment (Fc3.03)












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Name	
Agency	
Date	
Time	

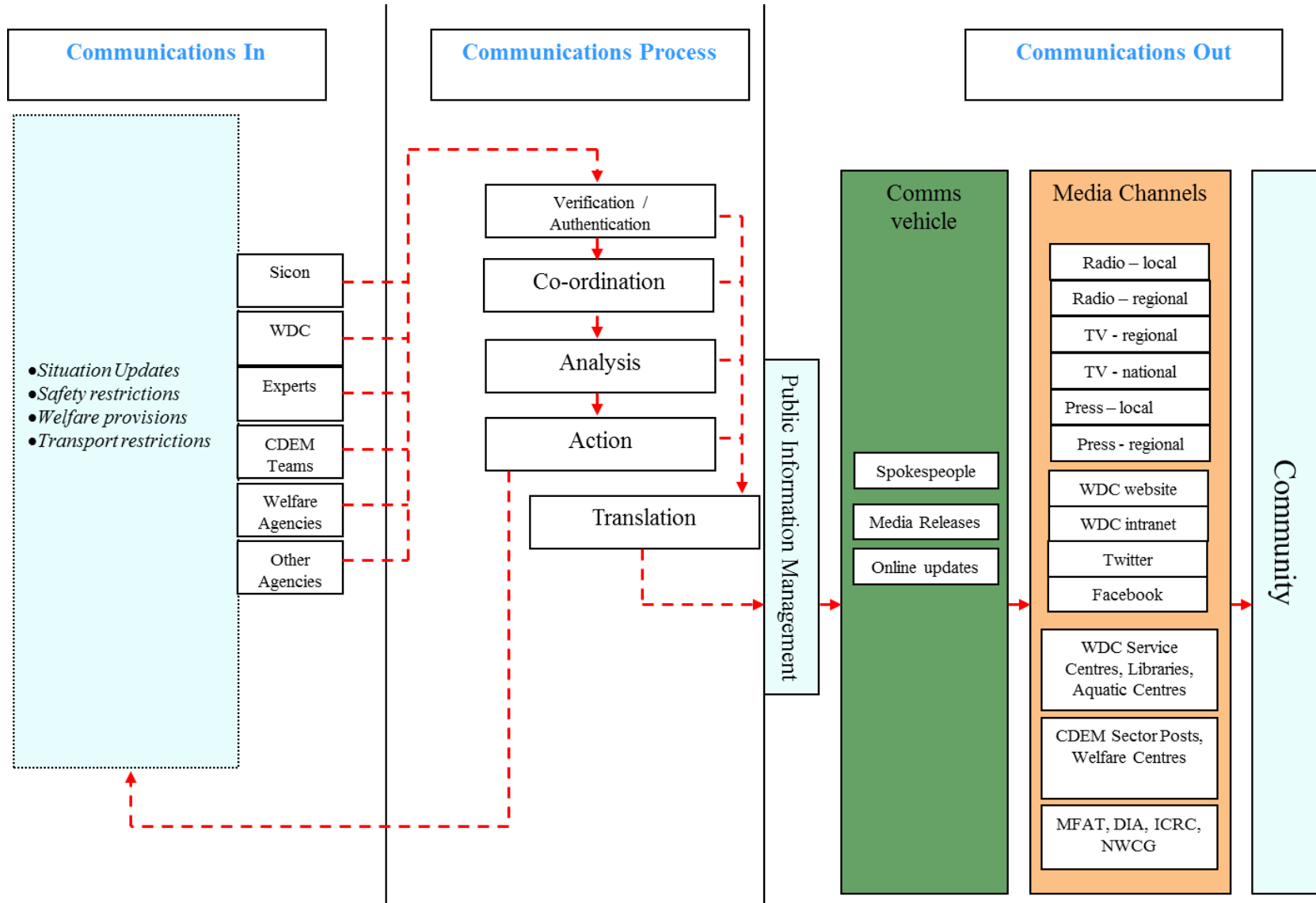
- Step 1** Draw a free hand sketch of the Street/Road/Court, etc you are looking at (aerial view) coordinates.
- Step 2** Add: street name, suburb and your starting point coordinates.
- Step 3** Use square to show asset locations on map. Residential assets - matching damage code inside. Community assets - line to symbol & damage code inside square
- Step 4** Residential assets, give a street total for each type of damage assessment
- Step 5** Tick to show street access and egress assessment
- Step 6** Add notes to map if it helps explain what you are seeing e.g names of people

Residential Asset Codes	
House	H
Shop/Business	S/B
Shed	S
Caravan	C
Vehicle	V
Other/Unknown	O
Damage Code	Street Total
 1 Undamaged	
 2 Damaged Habitable	
 3 Damaged Uninhabitable	
 4 Destroyed	
People within a street: draw a line to their location and add - injury code, number of people & names/contact details if possible	
	
	
	

Street Name: _____ Suburb: _____ Start Coordinates: _____

Community Asset											
											
Codes		Sewerage Leakage		Chemical Leakage		Animals		Street Access		Car Egress?	
M - Minor damage M+ - Major damage		Observed		Observed		Number Number Injured		Yes <input type="checkbox"/> No <input type="checkbox"/> 4x4 only <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/> 4x4 only <input type="checkbox"/>	

EOC 22 – PUBLIC INFORMATION MANAGEMENT PLANNING PROCESS



NWCG: National Welfare Coordination Group – a national level multi-agency forum that coordinates emergency welfare support for emergencies of a national scale. NWCG is chaired by MSD and works to the National CDEM Controller.

EOC 23 – PIM Plan Template

Waimakariri EOC

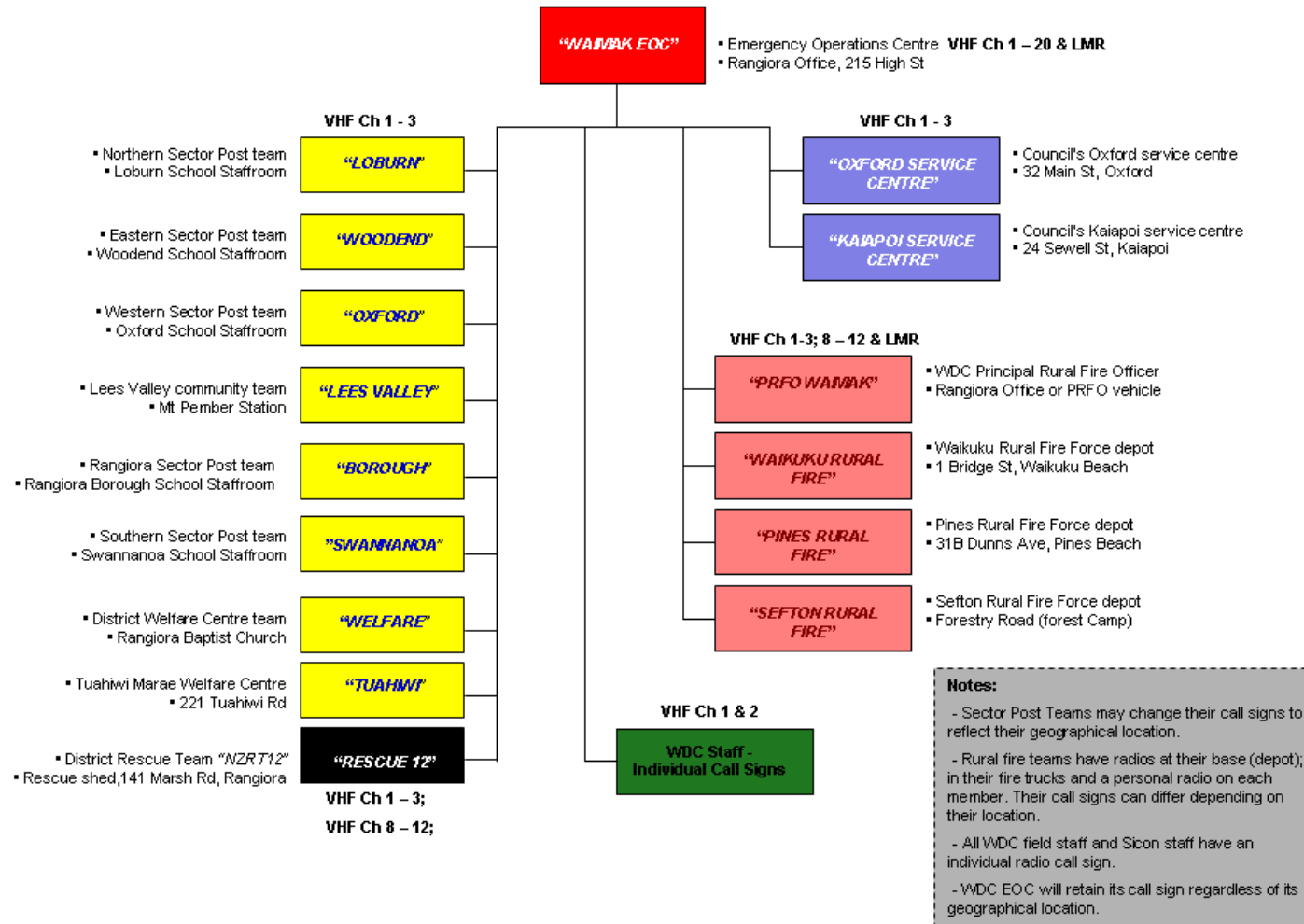
Issue / Event for communication	Audience Internal + External	Goal / Purpose of communication	Key Message/s of communication	Vehicle/channel tools and timing	Who is responsible
<i>What people are (or aren't) talking about</i>	<i>Define</i>	<i>What do you want to achieve?</i>	<i>Short and sharp</i>	<i>How and when</i>	<i>Manager of Project</i>
*	*	*	*		

EVALUATE

Annex A: Radio Communications Network Diagram

Internal

WAIMAKARIRI CDEM RADIO COMMUNICATIONS NETWORK DIAGRAM



Note: Frequencies for VHF Channels (1 – 20) are detailed in the Canterbury CDEM Group Telecommunications Plan under the Waimakariri District section.

RADIO COMMUNICATIONS NETWORK DIAGRAM - EXTERNAL

