

Long Term Plan 2024-34 Activity Plan

# Emergency Management & Community Resilience

- *Co-ordinate civil defence emergency management readiness and response.*
- *Working collaboratively with Council's Community Development Activity to increase community resilience through supporting communities to plan, respond and recover from emergencies and adverse events at all levels.*
- *Increase the capacity and resilience of the Council in the readiness, response and recovery from adverse events and emergencies.*
- *Training of EOC personnel and community volunteers.*

Draft Activity Plan adopted for consultation 14, 21, and 27 February 2024.  
Open for consultation and submissions 18 March – 21 April, 2024.

## Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
General Manager	General Manager of Citizens & Community	Andrew Rutledge	Andrew Rutledge	12 March 2024
Activity Manager	Head of Community Support & Partnerships	John Filsell	John Filsell	22 January 2024
Finance Business Partner	Finance Business Partner	Peter Langbein	Peter Langbein	31 January 2024

## Authors and advisors to this Activity Plan

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# 1. What this activity delivers

**Community resilience** includes the ability of a group of people to come together, support one another, and bounce back stronger in the face of challenges or disasters that affect their neighbourhood or city. This Activity looks to build social capital and increase community resilience through community planning, volunteering, and education programmes.

**Readiness** focuses on developing operational systems and capabilities before an emergency happens. This includes making arrangements with emergency services, lifeline utilities, and other agencies, and developing self-help and response arrangements within communities.

**Response** co-ordination prepares us for the actions taken immediately before, during or directly after an emergency to save lives, property, and to help communities begin to recover. This includes identifying and training Emergency Operation Centre personnel and community volunteers.





Following 12 years of planning, responding, and recovering from almost every emergency there is a need to boost Council and community resilience to meet the challenges ahead; particularly as a result of climate change.

## A snapshot of provision and use

- ✓ **60** community education events and **30** community response plans p.a.
- ✓ **8** comprehensive and current **emergency plans for Christchurch.**
- ✓ **100 trained volunteers** across 3 New Zealand Response Teams.
- ✓ Supported Council's multi-agency and community response to **four weather events in 2022** and numerous deployments NZ-wide.
- ✓ Complex emergency, communication and safety **equipment maintained and ready** for immediate deployment 24/7 – 365 days.
- ✓ **185 staff trained** to lead and maintain an emergency response for 5 days.
- ✓ Primary and Secondary **Emergency Operations Centre** available 24/7.
- ✓ **Trained Duty Officer** poised to inform and activate a response 24/7 – 365.







**This activity includes the following services:**

Services		Contributes to Community outcomes
 <p><b>Co-ordinate civil defence emergency management readiness and response</b></p> <ul style="list-style-type: none"> <li>Operational readiness including facilities and equipment being available prior to an emergency.</li> <li>Plans developed to inform staff, volunteers, and agencies of how phases during a response should function.</li> <li>Respond to and manage civil defence emergencies within the Council’s area.</li> <li>Trained Duty Officer poised to inform and activate a response 24/7 – 365.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative and confident</li> <li>Green and liveable</li> </ul>	
 <p><b>Working collaboratively with Council’s Community Development Activity to increase community resilience through supporting communities to play, respond and recover from emergencies and adverse events at all levels</b></p> <ul style="list-style-type: none"> <li>Development and delivery of education programmes.</li> <li>Support the development of community response plans.</li> <li>Encourage involvement of community volunteers in CDEM readiness and response.</li> </ul>		
 <p><b>Training of EOC personnel and community volunteers</b></p> <ul style="list-style-type: none"> <li>Development and delivery of local level training for EOC staff and community volunteers.</li> <li>Ensuring adequate staff attend Group and/or National level training to increase capability.</li> <li>Running of annual exercise at the tier level defined by NEMA.</li> </ul>		
 <p><b>Increase the capacity and resilience of the Council in the readiness, response and recovery from adverse events and emergencies</b></p> <ul style="list-style-type: none"> <li>Sufficient capacity within Council to maintain an Incident Management Team or EOC response for 5 days.</li> <li>Sufficient Council Staff are trained and available to lead and maintain an Incident Management Team (IMT) or EOC response for 5 consecutive days.</li> </ul>		







## 2. Why we deliver this activity

### 2.1. Community Outcomes: How this activity contributes

Council delivers the services, in part, to fulfil responsibilities defined in the CDEM Act (2002), National CDEM Plan Order and The National Disaster Resilience Strategy.


	Community Outcomes	Contribution*	Key contributions to achieving our community outcomes
	<p><b>Collaborative and confident</b> Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe.</p>	★★★★	<ul style="list-style-type: none"> <li>Working collaboratively with Council’s Community Development Activity in building safe, healthy, and resilient communities through educating, supporting and empowering communities to be better prepared for emergencies.</li> <li>Provides the community confidence and security through world class readiness, response and recovery from emergencies and adverse events at all levels.</li> <li>The process of educating and supporting Christchurch’s diverse communities in developing individual readiness, response and recovery plans builds social capital, inclusion, and resilience.</li> </ul>
	<p><b>Green and liveable</b> Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies and tree canopy.</p>	★★★	<ul style="list-style-type: none"> <li>Planning for and responding to climate change is an increasingly important consideration for the community as the effects of climate change become more pronounced. As Christchurch encounters more extreme weather events our communities will require more detailed response plans and be more exposed to frequent and more intense flooding, sea level rise, increased drought, and a heightened risk of fires.</li> </ul>
	<p><b>A cultural powerhouse</b> Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural and sporting interests, and contribute to making our city a creative, cultural and events powerhouse.</p>	★★	<ul style="list-style-type: none"> <li>CDEM services ensure our communities can resume their normal range of activities as soon as possible following an emergency event.</li> <li>The need for readiness, response and recovery from emergencies and adverse events unites all or our diverse communities, who all share the same goals and aspirations.</li> </ul>
	<p><b>Thriving and prosperous</b> Our city is a great place for people, business, and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions.</p>	★★	<ul style="list-style-type: none"> <li>CDEM services ensure workplaces and economic activity in general can resume as soon as possible following an emergency or adverse event.</li> </ul>
<p><b>*Level of contribution – what this means</b></p>			
★★★★	This activity is critical to the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service		
★★★	This activity strongly supports the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements		
★★	This activity supports the Council’s contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable		
★	This activity may provide incidental support to achieving this community outcome – it’s not cost-effective to measure our impact		

## 2.2. Strategic Priorities - How this activity supports progress on our priorities


Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility, and connection.	★★★★	<ul style="list-style-type: none"> <li>Building community resilience comes from a sustained effort of consistently engaging with communities. Having a readily available (to the public) and well-resourced team of professionals that can guide communities in planning for uncertain futures will be an asset to the city and will improve visibility both for Council and CDEM.</li> <li>This activity works collaboratively with Council's Community Development Activity to link the entire Council organisation in boosting community resilience from readiness, response and recovery.</li> </ul>
	Champion Ōtautahi-Christchurch and collaborate to build our role as a leading New Zealand city.	★	<ul style="list-style-type: none"> <li>Being seen as a community that responds quickly and effectively to emergency situations enhances our reputation as a great place to live, visit and do business.</li> </ul>
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.	★★★★	<ul style="list-style-type: none"> <li>Engaging with communities so they are prepared for future emergency events is a critical aspect of the CDEM Activity. This activity works towards building community resilience and provides opportunities for residents to connect and to contribute to planning for their area.</li> <li>This activity reassures, supports and provides essential assistance when communities are at their most vulnerable.</li> </ul>
	Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.	★★★★	<ul style="list-style-type: none"> <li>Responding to climate change will be an increasingly important consideration for the CDEM activity as the effects of climate change become more pronounced. As we encounter more extreme weather events our communities will be more exposed to frequent flooding, sea level rise, increased drought, and a heightened risk of fires.</li> </ul>
	Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents.	★	<ul style="list-style-type: none"> <li>Investment in equipment and technology such as tsunami warning systems, emergency alerting capabilities, communications equipment and response vehicles enables our CDEM capability to be flexible, adaptable, and ready to respond at a moment's notice, thereby providing our community with cost-effective services that reduce the financial impact on the community.</li> </ul>
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind.	★★	<ul style="list-style-type: none"> <li>Actively involving long term recovery planning in the readiness and response activities of large-scale events.</li> </ul>
<b>*Levels of contribution - what this means</b>			
★★★★	This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service		
★★★	This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements		
★★	This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable		
★	This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact		

## 2.3 Climate Resilience Goals: How this activity supports climate resilience goals


### Net zero emissions Christchurch

	Key sources of greenhouse gas emissions from this activity includes vehicle use	
	Emergency Management are taking the following actions to reduce greenhouse gas emissions: Operational/embedded greenhouse gas emissions <ul style="list-style-type: none"> <li>• Use PHEV where possible</li> <li>• Seek low carbon response options – where possible</li> </ul>	Greenhouse gas emissions by users of Emergency Management <ul style="list-style-type: none"> <li>• Use PHEV where possible</li> </ul>

### We understand and are preparing for the ongoing impact of Climate change

	Key climate risks for the Emergency Management activity includes:	
	<ul style="list-style-type: none"> <li>• Sea level rise and weather events of greater frequency, intensity, duration will increase the need for response capability and capacity.</li> </ul> Options being considered to reduce the risks to the Emergency Management activity and the community posed by those climate risks include: <ul style="list-style-type: none"> <li>• Use PHEV where possible</li> <li>• Seek low carbon response options – where possible</li> <li>• Work with Orion to determine how to build a resilient network of buildings and facilities that can be used in emergency events.</li> </ul>	
	This activity will support the Council organisation and numerous diverse communities in planning for, responding to; and recovering from emergencies. Many of which are because of climate change. <ul style="list-style-type: none"> <li>• For example, it is intended to run a pilot (trial) large scale evacuation drill that encourages coastal communities to physically practice an evacuation, using the routes and transport options most appropriate to them and the risk.</li> <li>• These drills will be especially useful as sea level rise creates more situations that will require communities to retreat from areas impacted by climate change.</li> <li>• Greater collaboration with Council’s Community Development activities will ensure appropriate resource and community connections are available.</li> </ul>	

### We are guardians of our natural environment and taonga

	<ul style="list-style-type: none"> <li>• Increasingly readiness, response and recovery activities will include a consideration of our natural environment and taonga. This is particularly the case through engagement and planning with papatipu runanga and when areas of significant cultural and ecological value are considered.</li> </ul>	
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## Strengthening Communities Goals: How this activity supports strengthening communities’ goals

This Activity relies on close collaboration with the Community Support & Partnerships Unit to deliver on the goals of Council’s Strengthening Communities together Strategy (2022) in respect of Emergency Management & Community Resilience:

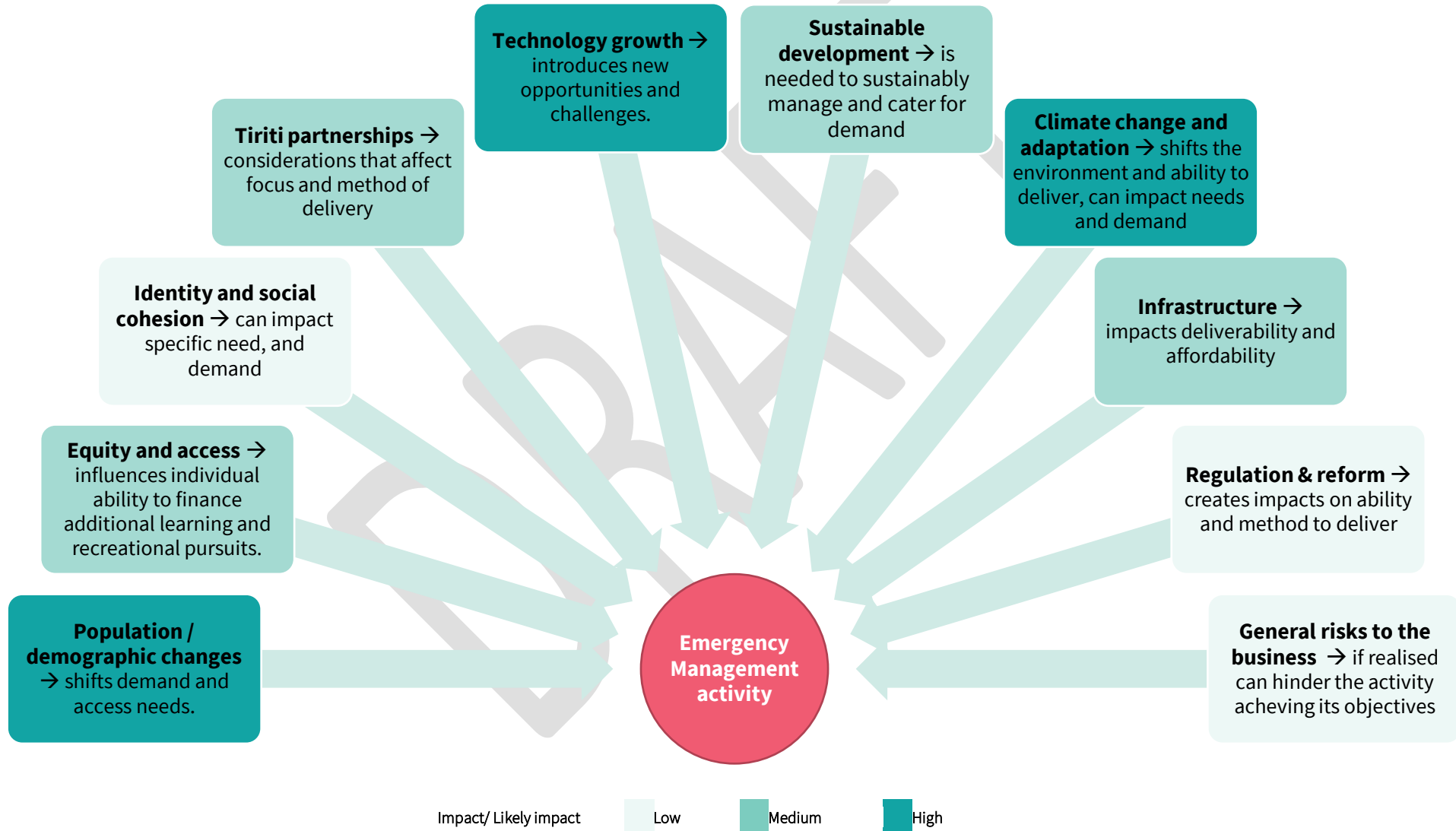
- Strengthening Communities Together Strategy Objective 4.4: Collaborate with Community Support teams to support the development of community response plans. Priority given to vulnerable and/or difficult to reach communities.
- Strengthening Communities Together Strategy Objective 3.4: Develop social capital by showcasing best practice recruitment and support of volunteers for the full spectrum of Emergency Management & Community Resilience activities.



# 3. How we are planning for future impacts

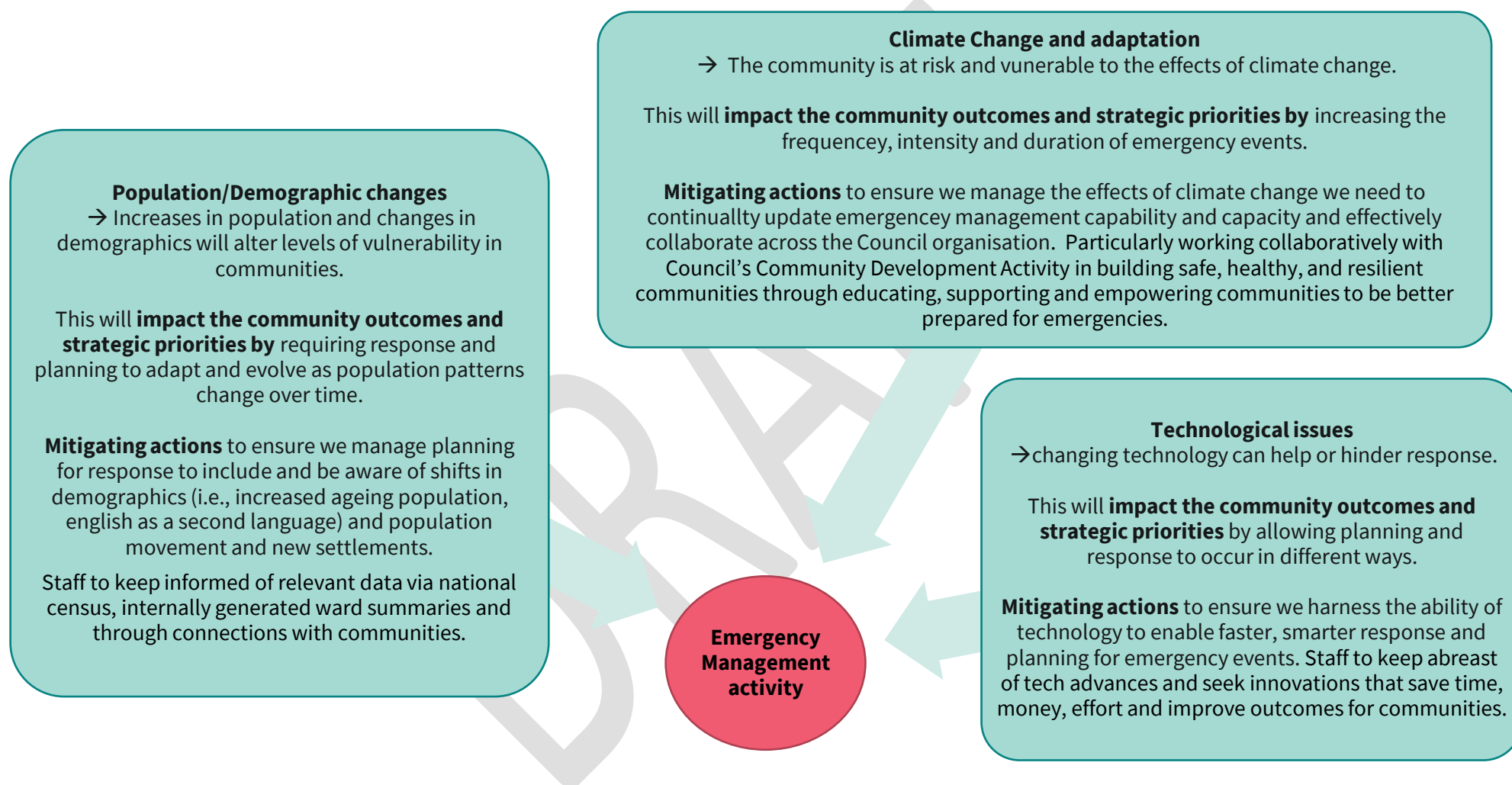
There are various factors influencing current and future demand for Council library facilities and the ability to deliver them. These are listed below.

## 3.1. Issues impacting current and future activity demand and deliverability



## 3.2. The high impact issues and mitigations planned

The more prominent ones that in particular effect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.



## 4. Our levels of service

Council’s Levels of Service (LoS) measures enable us to monitor and report against our outcomes and service performance. See Appendix A: Levels of Service Details for more detail.

### Services & Level of Service Statements, with Measures of Success and future year Targets

Level of Service statement (What we will provide)	Measures of success (What our community can expect)	Performance Targets/Outputs			
		2024/25	2025/26	2026/27	2027 - 34
<b>Co-ordinates civil defence emergency management readiness and response</b>					
<b>Co-ordinates effective civil defence emergency management readiness and response</b>	Christchurch CDEM plans covering local response arrangements are in place (2.5.1.1)	CDEM Plans are reviewed annually			
	Maintain an effective response capability and capacity to manage civil defence emergencies (EOC) (2.5.2.1)	One primary and one secondary Emergency Operations Centre (EOC) facility available to be activated within 60 minutes			
<b>Working collaboratively with Council’s Community Development Activity to increase community resilience through supporting communities to play, respond and recover from emergencies and adverse events at all levels</b>					
<b>Work collaboratively to increase community resilience through supporting communities to play, respond and recover from emergencies and adverse events at all levels</b>	Build community resilience through public education and community engagement programmes (2.5.4.1)	At least 60 community resilience education and/or engagement programmes occur annually			
	Build community resilience through developing community response plans (2.5.4.2)	At least 30 community-based groups are actively supported in developing community response plans			
<b>Increase the capacity and resilience of the Council in the readiness, response and recovery from adverse events and emergencies</b>					
<b>Increase the capacity and resilience of the Council in the readiness, response and recovery from adverse events and emergencies</b>	Sufficient capacity within Council to maintain an Incident Management Team (IMT) or EOC response for 5 consecutive days (NEW)	An IMT or EOC is stood up a minimum of 3 times per annum either in response or to practice			

## 5. How assets will be managed to deliver the services

The activity has office and operational space (shared) provided at the Justice & Emergency Services Precinct. This provides working (desk) and meeting space for eight staff, and the ability to scale up, when needed. The physical space is checked each working day by staff, and we have an annual review process to ensure they are fit for purpose for both business-as-usual activities and in the event, we need to stand up an Emergency Operations Centre and the supporting infrastructure. The emergency configuration is tested during each Civil Defence Emergency Management exercise and as part of the after-action review of each actual event.

Potential to upgrade or alter the configuration is managed in collaboration with the Canterbury Civil Defence Emergency Management Group office (as the lead tenant and shared space user).

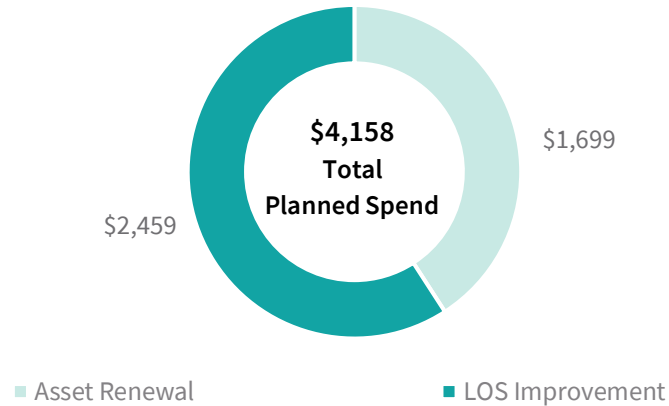
The activity has a shared operational and training facility at Kilronan Place. This allows for the regular practical (and classroom) training and occasional deployment of the Christchurch City Council funded New Zealand Response Teams and the Emergency Support Team. The physical space is checked each training session by the volunteers, and we have an annual review process to ensure they are fit for purpose for both businesses as usual (training) activities and in the event, we need to stand up an operations support base.

The activity provides and maintains a range of specialist assets to respond to emergencies immediately 24/7 – 365. These include but are not limited to vehicles, specialist rescue, training, safety, and communication equipment. These assets are accounted for and tested weekly – monthly, serviced and replaced as per manufactures recommendations or as necessary through use. Assets are regularly reviewed as being fit for purpose and upgraded where necessary.

## 6. Capital expenditure and key capital projects

To ensure the continued ability to deliver on our activities and services, and contributing to our community outcomes and strategic priorities, projects have been planned and budgeted for the next 10 years.

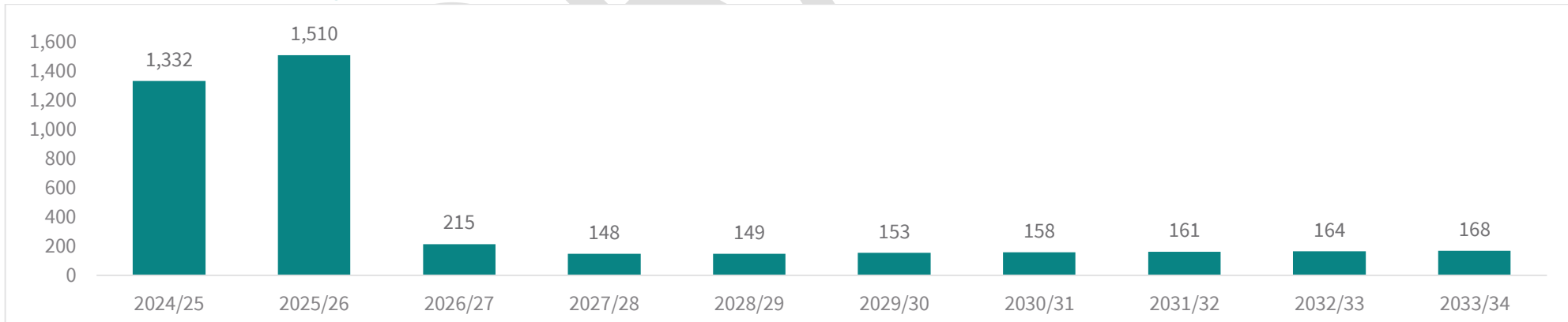
### Emergency Management Programme over 10 years (\$000)



### Planned significant projects and programmes include:

1. FY 25/26 Tsunami Warning system upgrade

### Total Planned Capital Programme summary (\$000)



See [Asset Management Plans](#) for more detail on the Planned Capital Programme.

# 7. Financial resources needed

## 7.1. Resources needed

Financial projections reflect the direction from Council as at the adoption meetings of 14, 21, 27 February 2024.

### Emergency Management & Community Resilience

000's	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31	LTP 2031/32	LTP 2032/33	LTP 2033/34
<b>Activity Costs Before Overheads by Service</b>										
Co-Ordinate Civil Defence Readiness, Resilience	129	47	(7)	(27)	(4)	56	66	65	63	67
Training of Emergency Ops Centre Personnel	1,259	1,382	1,467	1,520	1,533	1,505	1,527	1,561	1,595	1,622
	<b>1,388</b>	<b>1,429</b>	<b>1,460</b>	<b>1,493</b>	<b>1,528</b>	<b>1,561</b>	<b>1,593</b>	<b>1,625</b>	<b>1,658</b>	<b>1,689</b>
<b>Activity Costs by Cost Type</b>										
Direct Operating Costs	582	600	612	626	642	655	668	682	695	709
Direct Maintenance Costs	33	34	35	36	36	37	38	39	40	40
Staff and Contract Personnel Costs	720	741	757	775	792	810	827	843	860	876
Other Activity Costs	52	54	55	56	58	59	60	61	63	64
<b>Overheads, Indirect and Other Costs</b>										
Depreciation	309	333	339	354	369	378	389	407	411	410
Debt Servicing and Interest	301	458	564	604	569	459	446	453	462	472
	41	71	95	111	107	86	84	85	85	85
<b>Total Activity Cost</b>	<b>2,039</b>	<b>2,291</b>	<b>2,458</b>	<b>2,562</b>	<b>2,573</b>	<b>2,485</b>	<b>2,513</b>	<b>2,570</b>	<b>2,616</b>	<b>2,656</b>
<b>Funded By:</b>										
Fees and Charges										
Grants and Subsidies										
Cost Recoveries										
<b>Total Operational Revenue</b>										
<b>Net Cost of Service</b>	<b>2,039</b>	<b>2,291</b>	<b>2,458</b>	<b>2,562</b>	<b>2,573</b>	<b>2,485</b>	<b>2,513</b>	<b>2,570</b>	<b>2,616</b>	<b>2,656</b>
<b>Funding Percentages</b>										
Rates	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Fees and Charges	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Capital Expenditure</b>										
Improved Service Levels	1,018	1,370	71							
Replace Existing Assets	314	140	144	148	149	153	158	161	164	168
<b>Total Activity Capital</b>	<b>1,332</b>	<b>1,510</b>	<b>215</b>	<b>148</b>	<b>149</b>	<b>153</b>	<b>158</b>	<b>161</b>	<b>164</b>	<b>168</b>

## 7.2. Revenue consideration and outcome

Section 101 Local Government Act 2002 - Funding Consideration. The following tables are based on the financials from the previous page.

Council funds the Emergency Management Activity predominately through the general rate. This means that most funding comes from all rateable properties in the district mostly on the basis of the capital value of each property.

- **Operating expenditure** is largely funded through general rates as this Activity benefits the community as a whole, and the benefits are received mostly in the same year the expenditure is incurred.
- **Capital expenditure** is largely funded from rates in the year the expenditure occurs as the capital expenditure is mostly on asset renewals.

This funding approach is based on applying the following main funding principles to determine the funding policy.

### Funding principles considered for operating costs

Consideration for funding method	Result	Implication
<b>User-Pays</b> <i>the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole</i>	Low	Fund from general rates
<b>Exacerbator-Pays</b> <i>the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups</i>	Low	Fund from general rates
<b>Inter-Generational Equity</b> <i>the degree to which benefits can be attributed to future periods</i>	Low	Fund from general rates
<b>Separate Funding?</b> <i>the degree to which the costs and benefits justify separate funding for the Activity</i>	Low	Fund from general rates

### Outcome: Funding for operating costs

Source	Proportion funded*	Funding Mechanisms
Individual / Group	Low	n/a
Community	High	General Rates High

### Funding of net capital expenditure

Net means after specific capital grants/subsidies/funding

Category of capex	How it is funded initially - Refer also to Financial Strategy	Proportion*
<b>Renewal/replacement</b>	<i>Mix of rates and debt, but mostly rates – because the renewal / replacement programme is continuous. In future years, debt repayment is funded by rates.</i>	Medium
<b>Service improvement</b>	<i>Debt – because the benefits of capital expenditure on service improvement are received in future periods. In future years, debt repayment is funded by rates.</i>	Medium
<b>Growth</b>	<i>Development contributions and debt – because the benefits of capital expenditure relating to growth are received in future periods. In future years, debt repayment is funded by a mix of development contributions and rates.</i>	Low

### Outcome: Initial funding for capital

Initial funding source	Proportion of capex funded*
Rates	Medium
Borrowing	Medium
Development Contributions	n/a
Grants and Other	n/a

\* Low = this source provides 0%-25% of the funding for this Activity, Medium = this source provides 25%-75% of the funding for this Activity, High = this source provides 75%-100% of the funding for this Activity

More information on the Council's Finance and Funding Polices can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

## 8. Possible significant negative impacts on wellbeing



This activity may have significant negative effects on social, economic, environmental, or cultural wellbeing of the local community, now or in the future.

Negative Effect	Mitigation
<b>Social</b>	
Undertaking resilience activities within communities can inadvertently trigger feelings of unease and apprehension, particularly when addressing the threat of natural disasters like floods, tsunamis, and climate change. Such discussions may unearth distressing recollections or concern about an uncertain future, negatively affecting individuals' emotional wellbeing. This impact is especially relevant in the Eastern Suburbs where the earthquakes and subsequent red zone activities have been challenging issues for the community to navigate.	To lessen this impact, we collaborate with the community and our Christchurch City Council Community Development teams. The goal is to foster open dialogue through strong, supportive networks, providing empathy, practical actionable information, and reassurance to the community.
<b>Economic</b>	
This activity does not expect to have any significant effects on economic wellbeing of the local community, now or in the future	
<b>Environmental</b>	
The response mechanisms and training components of our emergency management arrangements depend on infrastructure, travel, and equipment that has moderate/high carbon footprints. Assets (e.g., helicopters, four-wheel-drive vehicles etc) are integral to response operations but will contribute to environmental degradation.	To mitigate this impact, transitioning towards electric or plug-in hybrid electric vehicles (PHEVs) for ground operations can reduce the dependency on hydrocarbon fuelled transport.
<b>Cultural</b>	
This activity does not expect to have any significant effects on cultural wellbeing of the local community, now or in the future	



# Appendices

The background of the slide is a solid teal color. Overlaid on this is a repeating pattern of light teal diamonds. Each diamond is formed by two overlapping squares, creating a grid of smaller diamonds. The pattern is consistent across the entire page.

# A. Appendix A: Levels of Service detail

## A.1. Continuous Improvement Review (S17A) – Recommendations for change

No Continuous Improvement Reviews (S17A) have been identified for this Activity.

DRAFT

## A.2. Levels of Service: Performance measures in detail

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027 - 34					
<b>Co-ordinates civil defence emergency management readiness and response</b>											
<b>Co-ordinates effective civil defence emergency management readiness and response</b>	2.5.1.1	Christchurch CDEM plans covering local response arrangements are in place	CDEM Plans are reviewed annually				All Operational Plans to be reviewed at least bi-annually. In addition, 50% of all Operational CDEM Response Plans approved by the Controller and Recovery Manager annually.	Collaborative and confident	2022/23: Achieved 2021/22: Achieved 2020/21: Achieved 2019/20: Achieved 2018/19: Achieved	The National Disaster Resilience Strategy 2019	C
	2.5.2.1	Maintain an effective response capability and capacity to manage civil defence emergencies (EOC)	One primary and one secondary Emergency Operations Centre (EOC) facility available to be activated within 60 minutes				EOC readiness is reviewed by Civil Defence Manager monthly and reported in the Performance Report and comprehensively tested at least once annually in each location	Collaborative and confident	2022/23: Achieved 2021/22: Achieved (New LOS in 2021)	The National Disaster Resilience Strategy 2019	C
	2.5.2.3	Maintain an effective response capability and capacity to manage civil defence emergencies (Equipment)	CDEM emergency response vehicles are available, equipped and maintained for immediate operational use				Vehicles and equipment reviewed by Civil Defence Manager monthly and reported in the Performance Report and each vehicle is field tested at least once annually	Collaborative and confident	2022/23: Achieved 2021/22: Achieved (New LOS in 2021)	The National Disaster Resilience Strategy 2019	M
	2.5.2.4	Maintain an effective response capability and capacity to manage civil defence (Communication Equipment)	CDEM emergency communication s equipment is readily available, and maintained for immediate operational use				Equipment reviewed by Civil Defence Manager monthly and reported in the Performance Report and each piece of equipment is field tested at least once annually	Collaborative and confident	2022/23: Achieved 2021/22: Achieved (New LOS in 2021)	The National Disaster Resilience Strategy 2019	M
<b>Working collaboratively with Council's Community Development Activity to increase community resilience through supporting communities to play, respond and recover from emergencies and adverse events at all levels</b>											
<b>Work collaboratively to increase community resilience through supporting communities to play, respond and recover from emergencies and adverse events at all levels</b>	2.5.4.1	Build community resilience through public education and community engagement programmes	At least 60 community resilience education and/or engagement programmes occur annually				Monthly total reported in the Performance Report and annually to the relevant Community Board. Individual engagement events to be meaningful and comprehensive	Collaborative and confident  Green and liveable	2022/23: 60 2021/22: 36 2020/21: 45 2019/20: 71 2018/19: 71	The National Disaster Resilience Strategy 2019	C
	2.5.4.2	Build community resilience through developing community response plans	At least 30 community-based groups are actively supported in developing community response plans				Monthly total reported in the Performance Report and annually to the relevant Community Board Plans to be developed IAW CDEM guidelines	Collaborative and confident  Green and liveable	2022/23: 31 2021/22: 11 2020/21: 26 2019/20: 20 2018/19: 19	The National Disaster Resilience Strategy 2019	C
<b>Training of EOC personnel and community volunteers</b>											
<b>Development &amp; delivery of local level training to ensure sufficient council staff, EOC</b>	2.5.2.2	Enhance professionalism of EOC personnel and community volunteers through an annual exercise	An annual EOC exercise (with external partners and stakeholders) takes place at the required level to align with the National CDEM Exercise Programme				Annual exercise is reported in the Performance Report. CCC EOC to be activated. KPIs agreed, addressed, and assessed. After action report drafted and actioned	Collaborative and confident	2022/23: Achieved 2021/22: Achieved (New LOS in 2021)	Clause 104 of the National CDEM Plan 2015	M

Level of Service statement (What we will provide) personnel, emergency support team volunteers, and response team members are trained and available	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027 - 34					
	2.5.10.1	Sufficient Council Staff are trained and available to maintain an EOC or Incident Management Team (IMT) response for 5 consecutive days	A minimum of 150 staff trained and available for EOC and /or IMT roles				A staff roster with training records is maintained and reported monthly in the Performance Report. Training to be delivered IAW CCC CDEM/EOC training guidelines	Collaborative and confident	2022/23: 155 staff 2021/22: 150 staff 2020/21: 253 staff 2019/20: 342 staff	The National Disaster Resilience Strategy 2019	M
	2.5.11.1	Emergency Support Team volunteers are trained to support an emergency management response	At least 80% Emergency Support Team volunteers have completed the Emergency Preparedness and Intro to CD Centres training				A roster with training records is maintained and reported monthly in the Performance Report	Collaborative and confident	2022/23: 100% 2021/22: 100% 2020/21: 75% 2019/20: 66% 2018/19: 75% to 94%	The National Disaster Resilience Strategy 2019	M
	2.5.11.2	New Zealand Response Team members are trained to support an emergency management response	At least 80% of New Zealand Response Team members trained to national accreditation standards				A roster with training records is maintained and reported monthly in the Performance Report	Collaborative and confident	2022/23: 100% 2021/22: 100% 2020/21: 100%	The National Disaster Resilience Strategy 2019	M
<b>Increase the capacity and resilience of the Council in the readiness, response and recovery from adverse events and emergencies</b>											
Increase the capacity and resilience of the Council in the readiness, response and recovery from adverse events and emergencies	NEW	Sufficient capacity within Council to maintain an Incident Management Team (IMT) or EOC response for 5 consecutive days	An IMT or EOC is stood up a minimum of at least 3 times per annum either in response or to practice				Activations (either in response or to practice) are reported to the Controller and included in the monthly Performance Report	Collaborative and confident  Green and liveable	NEW LOS	The National Disaster Resilience Strategy 2019	C
	NEW	Sufficient Council Staff are trained and available to lead each functional area of the Incident Management Team (IMT) or EOC response, allowing a response for 5 consecutive days	A minimum of 40 staff trained and available as functional leaders of IMT/EOC				A staff roster with training records is maintained and reported monthly in the Performance Report	Collaborative and confident  Green and liveable	NEW LOS	The National Disaster Resilience Strategy 2019	M

## A.3. Levels of Service changes from Long-term Plan 2021-31, and why

*Related Levels of Service (now known as Measures of Success and Targets) have been grouped together under Level of Service Statements. This provides a reduced suite of levels of service that are most critical and meaningful, rationalising the overall number to be presented in the LTP and included in future reporting to ELT, Council, and the community, while ensuring continued transparency of non-financial performance across services. Applying this process has resulted in no material changes to Measures of Success or Targets beyond those specifically set out below.*

### Deletions

**This Activity has no deleted levels of service.**

### New

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
(M) Sufficient Council Staff are trained and available to lead each functional area of the Incident Management Team (IMT) or EOC response, allowing a response for 5 consecutive days	<p><b>Target:</b> A minimum of 40 staff trained and available as functional leaders of IMT/EOC</p> <p><b>Method of measurement:</b> A staff roster with training records is maintained and reported monthly in the Performance Report</p>	This new level of service is included to increase the focus on ensuring the Council organisation can lead an emergency response over 5 days.	Management measure, no consultation required.
(C) Sufficient capacity within Council to maintain an Incident Management Team (IMT) or EOC response for 5 consecutive days	<p><b>Target:</b> An IMT or EOC is stood up at least 3 times per annum</p> <p><b>Method of measurement:</b> Activations (either in response or to practice) are reported to the Controller and included in the monthly Performance Report</p>	This new level of service is included to increase the focus on ensuring the Council organisation can demonstrate the capacity to sustain an emergency response over 5 days.	No specific consultation required. Change also noted in the Statement of Service Provision.

## Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
2.5.1.1 (C) Christchurch CDEM plans covering local response arrangements are in place	<p><b>Method of measurement:</b></p> <p><b>Change from LTP2021-31:</b></p> <ul style="list-style-type: none"> <li>• <b>Method of Measurement (MoM) :</b> Plans are identified in the CDEM Planning Framework that outline the following:               <ul style="list-style-type: none"> <li>○ Christchurch hazards and risks</li> <li>○ How CCC is to carry out its roles and responsibilities during response</li> <li>○ Communication protocols</li> <li>○ Activation triggers and levels of response (including deactivation criteria)</li> <li>○ Plans include an updated Christchurch Tsunami Response Plan that reflects learnings from previous experience as well as incorporating the new tsunami evacuation zones</li> </ul> </li> </ul> <p><b>To LTP 2024-34:</b></p> <ul style="list-style-type: none"> <li>• <b>MoM:</b> 50% of all Operational CDEM Response Plans approved by the Controller and Recovery Manager annually each May. All Operational Plans to be reviewed at least bi-annually</li> </ul>	<p>The method of measurement has been updated to ensure there is a clear, accountable, and transparent process.</p>	<p>No specific consultation required. Change also noted in the Statement of Service Provision.</p>
2.5.2.1 (C) Maintain an effective response capability and capacity to manage civil defence emergencies (EOC)	<p><b>Change from LTP2021-31:</b></p> <ul style="list-style-type: none"> <li>• <b>LOS:</b> Council maintains an effective response capability and capacity to manage civil defence emergencies in its area (Designated facilities, equipment and infrastructure for use in an Emergency)</li> <li>• <b>MoM:</b> primary Emergency Operations Centre (EOC) available for the coordination of a multi-agency response in event of an emergency) Secondary Emergency Operations Centre (EOC)</li> </ul>	<p>The LOS has been updated and clarified because an effective response extends beyond facilities, equipment, and infrastructure.</p> <p>The method of measurement has been updated to ensure there is a clear, accountable, and transparent process that is reported to Council monthly.</p>	<p>No specific consultation required. Change also noted in the Statement of Service Provision.</p>

	<p><i>available for the coordination of a multi-agency response in event of an emergency)</i></p> <p><b>To LTP 2024-34:</b></p> <ul style="list-style-type: none"> <li>• <b>LOS:</b> Maintain an effective response capability and capacity to manage civil defence emergencies (EOC)</li> <li>• <b>MoM:</b> EOC readiness is reviewed by Civil Defence Manager monthly and reported in the Performance Report and comprehensively tested at least once annually in each location</li> </ul>		
2.5.2.3 (M) Maintain an effective response capability and capacity to manage civil defence emergencies (Equipment)	<p><b>Change from LTP2021-31:</b></p> <ul style="list-style-type: none"> <li>• <b>LOS:</b> <i>Council maintains an effective response capability and capacity to manage civil defence emergencies in its area (Designated facilities, equipment and infrastructure for use in an Emergency)</i></li> <li>• <b>MoM:</b> <i>At least one Response Vehicle is maintained for rapid deployment of personnel and equipment At least one Mobile Emergency Command Unit is maintained for rapid deployment of emergency management capability</i></li> </ul> <p><b>To LTP 2024-34:</b></p> <ul style="list-style-type: none"> <li>• <b>LOS:</b> Maintain an effective response capability and capacity to manage civil defence emergencies (Equipment)</li> <li>• <b>MoM:</b> Vehicles and equipment reviewed by Civil Defence Manager monthly and reported in the Performance Report and each vehicle is field tested at least once annually</li> </ul>	<p>The LOS has been updated and clarified because an effective response extends beyond facilities, equipment, and infrastructure.</p> <p>The method of measurement has been updated to ensure there is a clear, accountable, and transparent process that is reported to Council monthly.</p>	Management measure, no consultation required.
2.5.2.4 (M) Maintain an effective response capability and capacity to	<p><b>Change from LTP2021-31:</b></p> <ul style="list-style-type: none"> <li>• <b>LOS:</b> <i>Council maintains an effective response capability and capacity to manage civil defence</i></li> </ul>	The LOS has been updated and clarified because an effective response	Management measure, no consultation required.

<p>manage civil defence (Communication Equipment)</p>	<p><i>emergencies in its area (Designated facilities, equipment, and infrastructure for use in an Emergency)</i></p> <ul style="list-style-type: none"> <li>• <b>MoM:</b> <i>Communications network/equipment is available and appropriate for use in an emergency response</i></li> </ul> <p><b>To LTP 2024-34:</b></p> <ul style="list-style-type: none"> <li>• <b>LOS:</b> Maintain an effective response capability and capacity to manage civil defence (Communication Equipment)</li> <li>• <b>MoM:</b> Equipment reviewed by Civil Defence Manager monthly and reported in the Performance Report and each piece of equipment is field tested at least once annually</li> </ul>	<p>extends beyond facilities, equipment, and infrastructure.</p> <p>The method of measurement has been updated to ensure there is a clear, accountable, and transparent process that is reported to Council monthly.</p>	
<p>2.5.4.1 (C) Build community resilience through public education and community engagement programmes</p>	<p><b>Change from LTP2021-31:</b></p> <ul style="list-style-type: none"> <li>• <b>Target:</b> <i>At least 60 CDEM public education activities occur annually, including tsunami public education and Stan’s Got a Plan school Programmes</i></li> <li>• <b>MoM:</b> <i>The number of public education activities delivered across the city. Priority will be given to the most ‘at-risk’ communities such as those in coastal areas as well as those at risk from fire and the impacts of other natural disasters</i></li> </ul> <p><b>To LTP 2024-34:</b></p> <ul style="list-style-type: none"> <li>• <b>Target:</b> At least 60 community resilience education and/or engagement programmes occur annually</li> <li>• <b>MoM:</b> Monthly total reported in the Performance Report and annually to the relevant Community Board. Individual engagement events to be meaningful and comprehensive.</li> </ul>	<p>The target has been reworded for simplicity and clarity and to ensure the scope doesn’t remain inflexible.</p> <p>The method of measurement has been updated to ensure there is a clear, accountable, and transparent process that is reported to Council monthly and to the relevant Community Board Annually.</p>	<p>No specific consultation required. Change also noted in the Statement of Service Provision.</p>



<p>2.5.4.2 (C) Build community resilience through developing community response plans</p>	<p><b>Change from LTP2021-31:</b></p> <ul style="list-style-type: none"> <li>• <b>LOS:</b> <i>Build resilience through public education and community engagement programme</i></li> <li>• <b>MoM:</b> <i>the number of community response plans shared with the relevant community board. Community Boards are made aware of relevant CDEM related hazards and risks in their area and have received updates on CDEM related community response plans (CRP), resources and activities within their area</i></li> </ul> <p><b>To LTP 2024-34:</b></p> <ul style="list-style-type: none"> <li>• <b>LOS:</b> Build community resilience through developing community response plans</li> <li>• <b>MoM:</b> Monthly total reported in the Performance Report and annually to the relevant Community Board. Plans to be developed IAW CDEM guidelines</li> </ul>	<p>The LOS has been updated to clarify the requirement for response plans as opposed to “engagement programmes.”</p> <p>The method of measurement has been updated to ensure there is a clear, accountable, and transparent process that is reported to Council monthly and to the relevant Community Board Annually.</p>	<p>No specific consultation required. Change also noted in the Statement of Service Provision.</p>
<p>2.5.2.2 (M) Enhance professionalism of EOC personnel and community volunteers through an annual exercise</p>	<p><b>Change from LTP2021-31:</b></p> <ul style="list-style-type: none"> <li>• <b>Target:</b> <i>An annual exercise takes place at the required level to align with NEMA’s expectation in the National CDEM Exercise Programme</i></li> <li>• <b>MoM:</b> <i>A comprehensive system will be maintained, recording the levels of exercises conducted and will look to incorporate lessons learned for improvement of CDEM processes and plans</i></li> </ul> <p><b>To LTP 2024-34:</b></p> <ul style="list-style-type: none"> <li>• <b>Target:</b> An annual EOC exercise (with external partners and stakeholders) takes place at the required level to align with the National CDEM Exercise Programme</li> <li>• <b>MoM:</b> Annual exercise is reported in the Performance Report. CCC EOC to be activated.</li> </ul>		<p>Management measure, no consultation required.</p>

	KPIs agreed, addressed, and assessed. After action report drafted and actioned		
2.5.10.1 (M) Sufficient Council Staff are trained and available to maintain an EOC or Incident Management Team (IMT) response for 5 consecutive days	<p><b>Change from LTP2021-31:</b></p> <ul style="list-style-type: none"> <li><b>MoM:</b> A comprehensive system will be maintained recording the levels of training undertaken and competencies of staff and volunteers with CDEM roles</li> </ul> <p><b>To LTP 2024-34:</b></p> <ul style="list-style-type: none"> <li><b>MoM:</b> A staff roster with training records is maintained and reported monthly in the Performance Report. Training to be delivered IAW CCC CDEM/EOC training guidelines</li> </ul>		Management measure, no consultation required.
2.5.11.2 (M) New Zealand Response Team members are trained to support an emergency management response	<p><b>Change from LTP2021-31:</b></p> <ul style="list-style-type: none"> <li><b>LOS:</b> Enhance professionalism of EOC personnel and community volunteers through training and exercises</li> <li><b>Target:</b> At least 80% of New Zealand Response Team (NZRT) members trained to national standards</li> <li><b>MoM:</b> A comprehensive system will be maintained recording the levels of training undertaken and competencies of staff and volunteers with CDEM roles</li> </ul> <p><b>To LTP 2024-34:</b></p> <ul style="list-style-type: none"> <li><b>LOS:</b> New Zealand Response Team members are trained to support an emergency management response</li> <li><b>Target:</b> At least 80% of New Zealand Response Team members trained to national accreditation standards</li> <li><b>MoM:</b> A roster with training records is maintained and reported monthly in the Performance Report</li> </ul>	<p>The LOS has been updated to clarify the requirement to focus on NZ Response Teams.</p> <p>The method of measurement has been updated to ensure there is a clear, accountable, and transparent process that is reported to Council monthly</p>	Management measure, no consultation required.

## B. Appendix B: Possible issues impacting the Activity & the mitigations planned

### B.1. Changing customer needs

#### Population / demographic changes (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
Population growth		<ul style="list-style-type: none"> <li>LTP projections using assumptions for Christchurch City.</li> </ul>	<ul style="list-style-type: none"> <li>Changes in population distribution alter vulnerability in communities</li> </ul>	<ul style="list-style-type: none"> <li>Changes are monitored and risks assessed 3yrly</li> </ul>
Ageing population	C6000	<ul style="list-style-type: none"> <li>Population aged 65 years and over is expected to increase by 56% between 2018 and 2048 (from 56,600 to 88,300). As a proportion of the population, will increase from 15% to 20% over the same time period.</li> </ul>	<ul style="list-style-type: none"> <li>Changes in aged population distribution alter vulnerability in communities</li> </ul>	<ul style="list-style-type: none"> <li>Changes are monitored and risks assessed 3yrly</li> </ul>

#### Equity and access (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Equity access across city				<ul style="list-style-type: none"> <li>Staff to keep vulnerable communities at the centre of all CDEM planning, response, and recovery efforts through established and emerging channels.</li> </ul>

#### Identity and social cohesion (High impact)

Engaging with diverse communities, particularly on sensitive and confrontational issues like tsunami warnings and risks, poses numerous challenges. One such issue is the cultural and linguistic diversity found in these communities. Cultural differences can lead to varying perceptions and interpretations of risks and warnings. The use of technical jargon and complex language, for example, may impede effective communication with individuals who are not native English speakers or those with

low literacy levels. Consequently, crucial information may not be comprehended as intended, leading to a misunderstanding of the risks at hand and the necessary precautions to be taken.

Another challenge is the historical experiences and beliefs held by different communities, which can influence their reception and response to risk warnings and disaster preparedness strategies. For instance, communities that have previously experienced traumatic natural disasters might have heightened anxiety when confronted with risk warnings, while others with no such history might underestimate the severity of the threats. These varying levels of risk perception can complicate the process of engaging communities and ensuring everyone is adequately prepared for potential disasters.

Finally, socio-economic disparities within and across communities can further exacerbate the difficulties in engaging them over sensitive issues. Higher-income individuals or families may have better access to resources, making them more prepared to face disaster situations. They may also have more time and ability to engage in disaster preparedness activities. On the other hand, those from lower socio-economic brackets may struggle to access emergency resources and have other, more pressing daily concerns, making engagement on emergency preparedness a lower priority.

Consequently, these socio-economic differences can lead to an uneven level of preparedness across the community, thereby increasing the vulnerability of certain sections of the community to risks.

## B.2. Tiriti Partnerships (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Environmental changes to risks and hazards as a result climate change and adaption	Known environmental risks and hazards are planned for.	<ul style="list-style-type: none"> <li>Climate change and adaption will impact on known environment risks.</li> </ul>	<ul style="list-style-type: none"> <li>Additional planning to mitigate new risks will be required. Papatipu Rūnanga will be involved in this discussion.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to build relationship with Papatipu Rūnanga.</li> <li>Involve Papatipu Rūnanga in response and planning where relevant.</li> </ul>

## B.3. Technological growth/change (Medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Changing technology	Changes to technology are harnessed to help in planning and response.	<ul style="list-style-type: none"> <li>Changes to technology appear to be advancing rapidly with the introduction of cloud-based AI</li> <li>Starlink?</li> <li>Tsunami?</li> </ul>	<ul style="list-style-type: none"> <li>Cloud-based AI could significantly enhance response and planning efforts</li> </ul>	<ul style="list-style-type: none"> <li>Staff to ensure we harness the ability of technology to enable faster, smarter response and planning for emergency events. Staff to</li> </ul>

				keep abreast of tech advances and seek innovations that save time, money, effort and improve outcomes for communities.
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## B.4. Resilience and environmental considerations

### Climate change & adaptation (High impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Sea Level Rise	Low lying coastal land, especially where and subsided following the 21-2011 Canterbury earthquake sequence, may experience coastal flooding during king tides.	Sea level rise of 20 cm predicted by 2050, and 1.5 metres by 2130, with increased direct and indirect coastal flooding. Around 32,700 properties could be at risk from coastal hazards with 1.5 metres of sea level rise. Coastal erosion is also expected to increase.	Increasing rate of sea level rise over expected to put a greater demand on CDEM services.	<ul style="list-style-type: none"> <li>• Increase staffing and volunteer pools</li> <li>• Increase staff/volunteer training</li> <li>• Increase community outreach and engagement with other services (e.g., Fire)</li> </ul>
Rainfall and Flooding	Some areas of the district experience flooding because of severe rain events	Increased frequency of severe rain events with more flooding likely as a result.	Greater demand on CDEM services	<ul style="list-style-type: none"> <li>• Increase staffing and volunteer pools</li> <li>• Increase staff/volunteer training</li> <li>• Increase community outreach and engagement with other services (e.g., Fire)</li> </ul>
Heat, Drought, Fire	The Canterbury Plains, including the Christchurch District, can experience long dry periods during the summer.	Greater risk of higher temperatures, longer or more severe periods of dry weather in summer increases fire risk. Higher temperatures will also contribute to increasing sea level rise	Greater demand on CDEM services	<ul style="list-style-type: none"> <li>• Increase staffing and volunteer pools</li> <li>• Increase staff/volunteer training</li> <li>• Increase community outreach and engagement with other services (e.g., Fire)</li> </ul>

Population movement due to managed retreat and adaptation	Some areas in the district are currently identified in the District Plan as being in High Flood Hazard Management Areas.	Potential for households to be displaced with increasing sea level rise and increased incidence of severe storms and related flooding over time.	Greater demand on CDEM services to support other community services	<ul style="list-style-type: none"> <li>• Increase community outreach and engagement with other services (e.g., Fire)</li> <li>• Increased staffing to meet planning requirements</li> </ul>
Technological Impact	The existing systems and technology we current use to tsunami early warning alerts has been superseded by Civil Defence Emergency Management sector reform and technological advances. The current arrangements could degrade our community's ability to adequately respond to this risk.			We are researching the optimal configuration of our early warning system, exploring a multi-modal model that will provide a high degree of early warning coverage, consistency with the national warning system framework.

## B.5. Infrastructure (Low impact)

**This Activity has identified no possible infrastructure issues impacting the Activity.**

## B.6. Regulations & reform (High impact)

The Trifecta Review initiated by the National Emergency Management Agency (NEMA) in May 2021 may have regulatory impacts, particularly on the existing Civil Defence Emergency Management (CDEM) framework. The review sought to refine and strengthen the existing legislative and regulatory mechanisms, aiming to make them more robust, adaptable, and responsive to the diverse needs of emergency management in a changing global context. This included regulations regarding coordination among agencies, resource allocation, and emergency response protocols.

In terms of reform, the Trifecta Review led to significant improvements in the overall disaster resilience strategy. The feedback from stakeholders will identify gaps in the existing framework and suggest ways to improve its effectiveness. The review underscores the need for clearer lines of communication and decision-making authority during emergencies, more comprehensive training for personnel, and increased community engagement in the preparedness process. Additionally, it advocates for reforms that would enhance inclusivity, by considering the specific needs of iwi, diverse communities, and vulnerable population groups in emergency response planning.

## B.7. Identified Business Unit Risks

Business Units aligned with this activity, i.e., Facilities and Asset Planning, Legal and Democracy, Digital and Community Support & Partnerships, will collaborate to deliver the levels of service for this activity.

Business risks that could impact this activity have been considered. A summary of risks currently assessed as most relevant to the activity are listed below. Risks are recorded and periodically reported to the Executive Leadership Team and the Audit and Risk Management Committee.

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.	<p><b>Lack of trained staff to respond at an EOC in an event</b></p> <p>There is a risk of:</p> <ul style="list-style-type: none"> <li>Not enough staff being trained in CIMS and able to respond to an event.</li> </ul>	<High>	<Medium>	<High>	<ul style="list-style-type: none"> <li>Staff are identified and trained in CIMS.</li> <li>Function leads identified and trained.</li> </ul>	<Low>
Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.	<p><b>Multiple events occur simultaneously</b></p> <p>There is a risk of:</p> <ul style="list-style-type: none"> <li>Multiple events occurring simultaneously in different locations across the city and Banks Peninsula.</li> </ul>	<High>	<Medium>	<Medium>	<ul style="list-style-type: none"> <li>Planning for responding to multiple events exists and will be regularly updated.</li> <li>Response training to include simulations of multiple events taking place throughout the city.</li> <li>Technology and tools to be put in place to help provide capacity to adequately respond to multiple events.</li> </ul>	<Low>
Build trust and confidence in the Council through meaningful partnerships and communication, listening to and	<p><b>Back-to-back events reduce capacity to respond</b></p> <p>There is a risk of:</p> <ul style="list-style-type: none"> <li>Back-to-back events occurring and reducing capacity to respond due to</li> </ul>	<High>	<Medium>	<Medium>	<ul style="list-style-type: none"> <li>Planning for responding to back-to-back events to occur.</li> <li>Technology and tools to be put in place to help provide capacity to adequately respond to multiple events.</li> </ul>	<Low>

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
working with residents.	fatigue, lack of resources or lack of capacity.				<ul style="list-style-type: none"> <li>Logistical support and planning to take into consideration staff welfare and wellbeing when responding to events.</li> </ul>	
Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.	<p><b>Council's capacity</b> Following 12 years of planning, responding, and recovering from almost every emergency along with organisational issues there is a risk that Council no longer has the capacity to lead a response for 5 consecutive days. See section A 3 of this document.</p>	Medium	High	Medium	<ul style="list-style-type: none"> <li>Staff are identified and trained in CIMS.</li> <li>Function leads identified and trained.</li> </ul>	Low
Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents.	<p><b>Changes in technology</b> There is a risk of outdated or obsolete technologies, such as tsunami sirens could be less reliable/effective in emergency situations. As technology evolves, these systems may not be compatible with the National Warning System and newer technologies. Furthermore, they may fail to alert or guide communities appropriately during emergencies, leading to increased vulnerability.</p>	Extreme	Low	High	<ul style="list-style-type: none"> <li>A review is being undertaken to determine the optimal early warning system for the district. It should lead to a multi-modal arrangement that is compliant with the National Warning System (managed by NEMA), and ensures extensive coverage, area specific bespoke arrangements and a significant reduction in operating expense.</li> </ul>	High