

Wellington City Council Civil Defence Preparations

At a meeting held on 16th May 2009 the Wellington City Council (and other relevant Councils) was called on to report back on 6th June as to whether [or not] adequate civil defence preparations are in place to deal with a catastrophic earthquake or pandemic.

At the meeting on the 6th June it was anticipated to review:

- The current and proposed staffing levels of the Wellington Emergency Management Centre and its funding.
- The number and membership levels of Wellington Civil Defence Centres and their funding.
- The civil defence training of Wellington City Council Staff and contractors and its frequency.

The purpose of this synopsis is to report back on civil defence preparations, staffing levels and training to inform discussion.

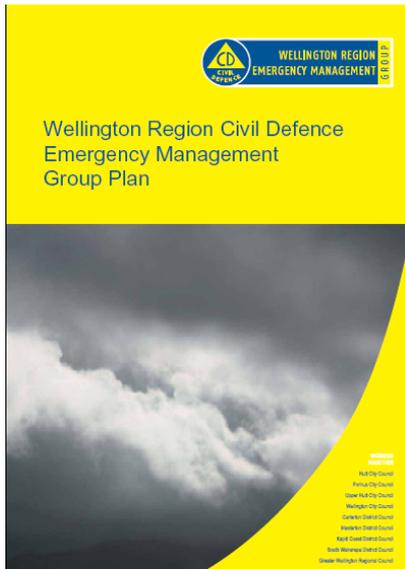
Background

The Civil Defence and Emergency Management Act 2002 sets out to achieve resilience through communities understanding and managing their hazards. The Act is complemented by the National CDEM Strategy, the overarching document that describes the overall framework for CDEM in New Zealand. The framework involves the support and participation of local and central government, emergency services, lifeline utilities, other infrastructure providers, businesses and volunteer agencies who are implementing CDEM arrangements. Local and regional cooperation and coordination are paramount cornerstones of CDEM.



Local government is required to establish Emergency Management Groups as a vehicle for:

- Identifying, communicating and mitigating relevant hazards and risks,
- Ensuring trained, organised and competent personnel, information and resources are available for effective civil defence emergency management,
- Responding to and recovery from the adverse effects of emergencies,
- Being prepared to assist other Groups,
- Promoting and raising public awareness of CDEM.



In the Wellington Region, the Emergency Management Group is overseen by GWRC, which has overall responsibility for CDEM planning and co-ordination in the Region. The WCC is delegated responsibility for the direct control and management of events within the City's boundaries. Details are contained in the Group Plan, a public document that is available at <http://www.wrcdemg.govt.nz>.

The Group Plan sets the scene for Wellington City and the Council.

The Wellington City Council must plan and provide for CDEM within the City, and ensure the Council can function to the fullest possible extent during and after an emergency. The

Council's stated intent is that Wellingtonians will be well prepared and co-ordinated to deal with any CD emergency and its aftermath.

The Council's Civil Defence Plan was approved in 2002. The Plan is sound in principle but it does require updating. This is one of the reasons for the review of WEMO and is one of the first tasks expected of the new Manager. The Civil Defence Plan is a high level document that does not contain significant detail. Operational detail is contained in other plans that are addressed later.

WELLINGTON CITY COUNCIL
CIVIL DEFENCE
PLAN

October, 2002

The **Council's** approach is to achieve resilience through ensuring:

- That our communities are aware of the risks we face.
- That communities take action to manage those risks.
- Everyone understands personal roles and responsibilities.
- Our communities and staff have the skills, knowledge and resources to respond and recover from an emergency event.
- Wherever possible, our processes and reporting lines in peacetime will reflect those in the case of an emergency.
- All Council leaders and staff have a responsibility during a CDEM event.
- Maintaining co-operative, trusting and fully engaged working relationships with emergency services, other TLAs, volunteer groups and others **before, during and following** a disaster.
- CDEM must be characterised by dynamic and fluid thinking and decision making. This characteristic needs to be practised in peacetime if it is to be delivered in an emergency event.

This approach is applied to the main hazards for Wellington City, which includes (but is not limited to):

Earthquake - following a 7.6 Richter event, Wellington City is expected to experience:

- 20% of buildings in the CBD extensively damaged or destroyed, with widespread damage to buildings in the suburbs.
- Closure of SH1 and SH2, with major disruption to other routes within the City, including to the hospital, and partial or complete failure of telecommunications, electricity, gas, water and wastewater lifelines.
- Closure of airport and port.
- Likely fires in Newtown and Eastern suburbs, fuelled by fractured gas reticulation system.
- Requirement for large scale evacuations.
- Neighbouring cities likely to be similarly affected.

Tsunami - a tsunami originating from offshore will result in:

- Widespread seawater damage and flooding in areas.
- Closure of the CBD, airport and port.
- Requirement for evacuations.
- Neighbouring cities likely to be similarly affected, or worse.

An immediate tsunami will result in the widespread loss of life.

Flooding - flooding from a severe weather event will affect areas as follows:

- Landslides.
- Dispersed evacuations.
- Limited damage to lifelines.
- Neighbouring cities likely to be affected more than Wellington.

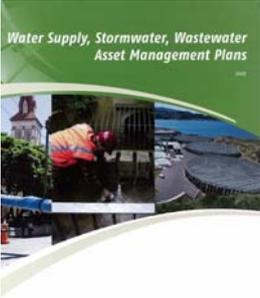
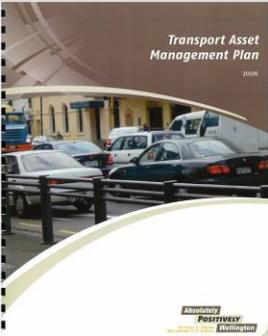
Pandemic

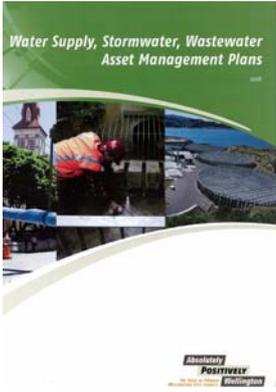
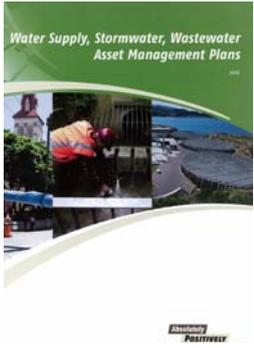
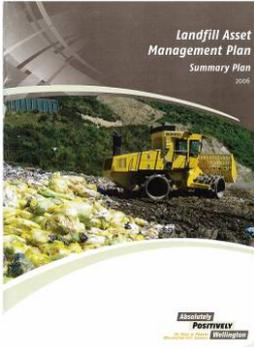
- Widespread social disruption – Ministry of Health likely to be lead agency.

The Council is not starting from ground zero. Significant work has already been undertaken and we are looking to build on that work. This includes:

The Council takes the standard ‘four Rs’ approach to detailed civil defence planning (Reduce (risk), Readiness, Response and Recovery). Under each one of these stages of the Plan, WCC works collaboratively with a range of other authorities and community groups. Each one of these partners has their own detailed preparation and escalation plans that by necessity cannot be fully covered in this report.

Reduction

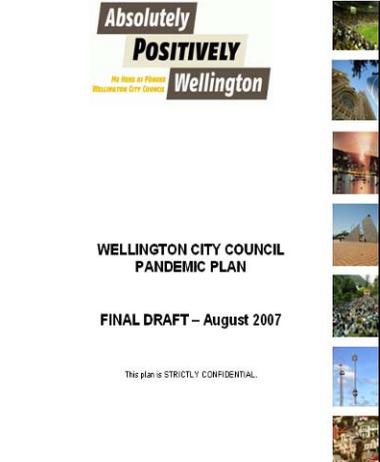
Element	Primary Responsibility	Supported by
<p>Urban Design</p> <ul style="list-style-type: none"> The District Plan specifically addresses natural hazards through urban planning and design. <p>S8 Reducing Risk</p> <p>Wellington experiences earthquake activity and other natural hazards, including flooding and landslips. This requires measures to reduce risks to acceptable levels. This also applies to technological hazards such as the use, storage or transportation of hazardous substances.</p> 	<p>District Plan</p>	<p>Strategy Unit</p>
<p>Water</p> <ul style="list-style-type: none"> Transportation of bulk water supply to the city with a long term plan to develop two alternative routes for resiliency. A reduced number of reservoirs, larger, earthquake resistant, equipped with seismic valves to retain as much water as possible. Water mains gradual renewal using tensile strength pipes. Mobile tank units dispersed at key locations to be transportable to key points of demand. Network design with inbuilt redundancy for alternative points of supply. 	<p>WCC Infrastructure Asset Management Plans</p> 	<p>Capacity</p>
<p>Transport</p> <ul style="list-style-type: none"> Defined priority routes – Port, airport, hospitals, medical centres. Gradual strengthening of all retaining structures on priority routes. Seismic upgrade of key tunnels, bridges, culverts on hierarchy routes. Gradual expansion of CCTV coverage via air lines and fibreoptics to enhance city assessments. 	<p>WCC Infrastructure AMPs</p> 	<p>Transport Unit</p>

<p>Sewerage</p> <ul style="list-style-type: none"> • Interceptor upgrade and strengthening. • Enhancement of storage capacity at key pump stations and CBD low areas. • Power supply alternative redundancy through generators and support of pumping stations. • Network upgrades using resilient materials (such as HDPE). 	<p>WCC Infrastructure AMPs</p> 	<p>Capacity</p>
<p>Stormwater</p> <ul style="list-style-type: none"> • Augmenting mains of catchments to 1:50 capacity. • Prioritisation of catchment upgrades on basis of risk hierarchy. • Enhancement and monitoring of critical drains. • Enhancement and monitoring of critical intakes. • Design of new outlets within the framework of projected sea level rising. 	<p>WCC Infrastructure AMPs</p> 	<p>Capacity</p>
<p>Waste</p> <ul style="list-style-type: none"> • Landfill seismic protection through slope design. • Flood protection through tunnel enhancement. • Leachate management through sewer connections. • Fire protection through gas capturing and re-use. 	<p>WCC Infrastructure AMPs</p> 	<p>GWRC/Nova</p>

<p>Buildings/Facilities</p> <ul style="list-style-type: none"> • Earthquake assessment strengthening regulations. • Power generation and self support. • Access protection. 	WCC Property AMPs	BCLS
<p>Finance</p> <ul style="list-style-type: none"> • Banking services redundancy (spread) • Cash flow protection. • Processing and data resiliency systems. 	Finance Group	KS
<p>Information/management and communications</p> <ul style="list-style-type: none"> • Hardware protection (environment) • Storage duplication (back up systems) • Portable devices deployment. • Air links as back up to land lines. • Radio/data transmission. 	WCC ICT Strategy	KS
<p>Welfare</p> <ul style="list-style-type: none"> • Community and recreation facilities resilience. • Food/Clothing supplies. • Community support agencies/NGOs. 	WCC Community Services	NGOs

Readiness

Element	Primary Responsibility	Supported by
Community preparation		
Household plans and emergency kits, contact details, meeting place, residence safety.	Individuals	WEMO
Business premises, safety, contact points, assembly points, basic supplies.	Businesses	WEMO
Educational facilities, safety, guardianship role, contacts, basic supplies.	E. Facilities Management	WEMO
Suitable shelters for displaced <ul style="list-style-type: none"> • Schedule of possible shelters to accommodate displaced residents on temporary basis. • Structural safety, space, supplies and lead roles. 	WCC WEMO CDCs	GWRC/ Ministry
Pandemic Plan Details how the Council will continue to provide essential services in the event of a pandemic. Note: MoH is the lead agency.		
Reconnaissance Plan Details priorities and actions for initial assessments and passing of information to enable mitigation to occur.		
Evacuation Plan Details the actions required if an area needs to be evacuated.		

WCC Service continuity planning	Business Unit Managers	WEMO
<p>Critical Business Units</p> <ul style="list-style-type: none"> • CitiOps • Parks and Gardens • Transport • Water/wastewater/stormwater • Contact centre • Property • Housing • Building Consents and Licensing (includes building inspectors) • Finance • External Communications • IT services • Convention centre 		<p>All critical Units are required to have an up to date business continuity plan detailing how they will identify and prioritise their key services in the event of a major disruption/emergency.</p> <p>The plan includes resources, actions, contacts and rostering.</p> <p>Key functions:</p> <ul style="list-style-type: none"> • Primary activities • Roles to all staff • Roster duties
<p>Non critical services (list)</p> <ul style="list-style-type: none"> • Strategy and Planning • Resource consents • Procurement • HR • Web centre • City Events • City Communities • City safety • Libraries • Publication and Design • Recreation 		<p>All non critical units are required to have an emergency plan for their resources.</p> <p>The plan calls for the allocation of non necessary resources to Units of critical services to assist administration and rostering duties.</p>
<p>Estimated staff available</p>	<p>1500</p>	

Plant and equipment availability	Excavators Dozers Loaders Trucks Utilities Generators Pumps Light vehicles Communications
Service providers (contractors in addition to Council's own resources) All contractually required to provide emergency services to WCC.	Lead Unit
Roading contracts	Transport Unit
Drainage contracts	Capacity/Infrastructure
Water contracts	Capacity/Infrastructure
Waste management contracts	CitiOperations
Tree Management contracts	Parks and Gardens
Facilities contracts	Property Unit
Enforcement contracts	Infrastructure
Quarry contracts	Infrastructure
Utilities services	Infrastructure
Special projects contracts	Project Management Office
Estimated human resources at all times	400

Plant and equipment availability	Excavators Dozers Loaders Trucks Utilities Generators Pumps Light vehicles Communications Trained and experienced staff	
The Regional EM Group <ul style="list-style-type: none"> • Maintain network of EMOs. • Provide and monitor training of EMOs • Linking with the Ministry of CD. • Monitoring development of emergencies and impacts on geographical scale. 	Primary responsibility with the GWRC and supported by regional EMOs as well as the Ministry of CD.	
MCDEM (National level) <ul style="list-style-type: none"> • National monitoring of EM preparations. • Maintain regional network groups. • Linking with the government. • Monitoring/liasing with international events. • Initiating national level assistance to regions. 	Primary responsibility with the government and supported by regional groups.	
Training Provision	Lead responsibility	Supported by
WCC Units/staff <ul style="list-style-type: none"> • Crisis Management team (annual) • DR – simulations on systems (annual) • BCP – Audits annual • CIMS – Key staff (all levels attained) • Rural fire fighting and urban search and rescue • Library staff (secondary role of radio) 	WCC	WEMO



Wellington City Council

Crisis Management Team Roles
April 2008

The colour of the border on each of the roles reflects the coloured vest to be worn by that role/team in a response situation
Standard Operating Procedures (available at WEMO) should be read in conjunction with these roles

Last Updated 7 April 2008

<ul style="list-style-type: none"> operators) <ul style="list-style-type: none"> • CitiOperations (flood control) 		
Community Groups	WEMO	GWRC/ Ministry
CDC Volunteers <ul style="list-style-type: none"> • Intelligence gathering • Information management/sorting • Communications management • First aid/basic medical • Community assistance/information • Community leadership 		
Other groups involved in readiness		
<ul style="list-style-type: none"> • NGOs (food – shelter- clothing) 	NGOs	Government/ WCC
<ul style="list-style-type: none"> • Medical centres (provisions) 	Health Boards	Government/ WCC
<ul style="list-style-type: none"> • Specialists (engineers – technical service providers) 	Consulting firms	Government/ WCC
Other Emergency Services		
Police	Police	Government
Fire	Fire	Government
Health	DHBs	Government
Defence Force	MOD	Government

Response

Element	Primary Responsibility	Supported by
<p>Emergency declaration</p> <ul style="list-style-type: none"> In an event situation whereby the Council together with other emergency services cannot restore city functionality within reasonably normal operating timeframes, a Civil Defence Emergency is declared to enable mobilisation of all available resources and to suspend routine activities. A declaration requires elected members to activate at the recommendation of the assigned controller. 	Elected members (Mayor)	Controller and CMT.
<p>Crisis Team mobilisation</p> <ul style="list-style-type: none"> Following an emergency declaration, command and control is passed onto the assigned controller. The members of the CMT perform functions required to assist the controller to manage the emergency event. The CMT operates under the framework of CIMS (Coordinated Incident Management System). The CMT is located at the WEMO facility with the controller. Appropriate operational staff from the Council's critical Units are also relocated to WEMO facilities where they act as conduits of instructions between the controller, CMT and field staff who direct on site operations. In parallel, appropriate staff from other emergency services and utilities, are also based at WEMO whereby they liaise with the CMT and their field staff. Staff from non-critical units are assigned support duties at WEMO on communications, mapping, minutes of meetings, note taking, records and general administration duties required to support all critical priorities focused on the emergency event. Depending on the nature and scale of emergency event, schedules of resource rostering are drafted to enable 24/7 operations. 	Controller	CMT and other services
<p>Emergency scale assessment (depending on type of event key high level priority actions are)</p>		
<p>Physical (quake / storm / fire) – key objectives;</p> <ul style="list-style-type: none"> Impact evaluation, effects, scale, risks. Life preservation options (short term search & rescue / specialised need) Potential for safety zones. Need to evacuation of at risk persons. 		

- Focus on clearance of priority corridors (ports/hospitals)
- Design of containment actions.
- Life support options (water, food, medical supplies, clothing, shelter)

Pandemic (escalation status / procedures)

Response to a pandemic is based on the NZ Ministry of Health alert levels. These are stratified as;

Trigger	Alert Level
<p>Interpandemic period as defined by WHO.</p> <p>No new influenza virus subtypes have been detected in humans, however a circulating animal influenza virus subtype poses a substantial risk of human disease.</p>	<p>WHITE</p>
<p>Human infection(s) with a new subtype but no human to human spread or at most rare instances of spread close to contact.</p>	<p>YELLOW (Stand-by)</p>
<p>Human to human transmission overseas, or very high suspicion of human to human transmission overseas, or Australia and/or Singapore close borders.</p> <p>Human pandemic strain case(s) found in New Zealand.</p> <p>Multiple (more than 10) clusters at separate locations or clusters spreading out of control.</p>	<p>RED</p>
<p>Population protected by vaccination or pandemic abated in New Zealand.</p>	<p>GREEN</p>
<p>World Health Organisation ALERT LEVELS</p>	
<p>Low risk of human cases</p>	<p>1</p>
<p>Higher risk of human cases</p>	<p>2</p>
<p>No or very limited human to human transmission</p>	<p>3</p>
<p>Evidence of increased human to human transmission</p>	<p>4</p>

Evidence of significant human to human transmission	5
Efficient and sustained human to human transmission	6
<p>Yellow Alert</p> <ul style="list-style-type: none"> • Activate CMT and appropriate BU managers. • Gather information on business impact and confirm critical services to be continued. • Develop key messages for staff and residents. • Identify staff required for critical processes and services. • Contact critical vendors and confirm ability to continue to provide services. • Controller report to CEO and Council. • Ensure CMT can operate from remote locations to support isolation if RED alert activated. • Identify skeleton staff required for WEMO and ensure provisions are available. • Identify facilities and vehicles to support CDEM response. 	
<p>Red Alert</p> <ul style="list-style-type: none"> • CMT operate from homes through conference calling. Skeleton staff remain at WEMO to support CDEM response. • Advise staff not required for critical services to remain home until further notice. • Develop and deliver messages to community in conjunction with the MOH. • Controller report to CEO and councillors. • Continue to monitor status through MOH until status level changes. 	
<p>Green Alert</p> <ul style="list-style-type: none"> • CMT to meet at WEMO. • Assess overall impact. • Determine return to normal operations process. • Develop and deliver key messages to staff and community in conjunction with MOH. • Controller reports to CEO and Council. 	

Note: Escalation status (local / regional / national)

Where the developing situation requires resources and expertise not available locally or where the timeframe for managing the emergency is too long for locally available resources assistance status is requested from the regional group and then the national level.

Actions prioritisation	Lead Agency	Supported by
Life preservation (Access clearance to medical centres and to enable evacuations)	Infrastructure	Police
Rescue trapped persons (local communities immediate 97% / Others – expert teams from region and nationally)	Community Fire Service Search and Rescue	Police Infrastructure
Water (network status evaluation/security/distribution)	Infrastructure	Police
Food (security/distribution)	WCC NGOs Welfare	Infrastructure Police Community
Works prioritisation		
<ul style="list-style-type: none"> • Access security (main arterials routes) 	Infrastructure	Police
<ul style="list-style-type: none"> • Water supply (mains/reservoirs/distribution) 	Infrastructure	
<ul style="list-style-type: none"> • Make safe (dangerous facilities) 	Building Inspectors	Specialists
<ul style="list-style-type: none"> • Make safe utilities (cables/gas) 	Utilities	Fire
<ul style="list-style-type: none"> • Fire fighting 	Fire Service	Volunteers
<ul style="list-style-type: none"> • Surveillance and assessment of damage 	Infrastructure Specialists Community	
Logistics		

Resource Utilisation – Address key areas in order of priority only.
EMO – staffing levels required to maintain operational continuity.
Critical functions – personnel required to provide critical functions.
Rosters to enable 24/7 – utilise all available non critical units staff.
Equipment – allocation of local equipment and assessment of needs for additional items.

Recovery

Element	Primary Responsibility	Supported by
Co-ordinates and manage recovery of facilities, infrastructure, economic and social welfare after an emergency/crisis		
Accounts for expenditure for recovery in line with CDEM Act requirements		
Completes reporting, internally and externally (eg Group, National)		

WEMO ROLES / FUNCTIONS

To enable the appropriate deployment of the Council's emergency management plan the WEMO has distinct responsibilities and these are primarily focused on the following elements:

Element	Primary Responsibility	Supported by
Maintenance of EMO at operational readiness at all times.	Manager	Property Unit
Oversee communications networks functionality	Manager	KS
Management of logistics support networks <ul style="list-style-type: none"> • Supplies (food, medicine, clothing, water) • Equipment (light and heavy) • Specialist resources 	Advisors	WCC Units
Management of relationships and connections with other EM Authorities. <ul style="list-style-type: none"> • Monitoring national and international issues • Exchange of information and knowledge • Practising escalation scenarios 	Manager/Advisors	Regional Group
Identification of suitable facilities for shelter/operations/storage	Manager/Advisors	WCC units Regional Group
Community education/preparation	Manager/Advisors	WCC marketing & Comms Team.
Community training facilitation <ul style="list-style-type: none"> • Information gathering and transmission • Operation of communications equipment • First Aid • Networking 	Manager/Advisors	Regional Group
Emergency scenarios planning <ul style="list-style-type: none"> • Local • Dispersed • Quake 	Controller Manager Advisors CMT	Regional Group MCDE

<ul style="list-style-type: none"> • Fire • Flood • Storm • Pandemic • Terrorism • Financial 		
<p>Training facilitation for WCC staff and contractors</p> <ul style="list-style-type: none"> • CIMS (all levels) • Controllers/Operations/Welfare etc • Rostering schedules (criticality based) 	<p>Controller Manager Advisors</p>	<p>Regional Group</p>
<p>Auditing of Business Continuity Planning by WCC</p>	<p>Controller Manager Advisors</p>	<p>WCC MB</p>
<p>Organising simulation exercises at different levels</p> <ul style="list-style-type: none"> • Whole city (Community/agencies/WCC) • Whole of WCC • Specific functions of WCC • Specific Units of WCC 	<p>Controller Manager Advisors</p>	<p>CMT</p>
<p>Rural Fire fighting</p> <ul style="list-style-type: none"> • Volunteer draft • Training • Equipment provision • Resource rostering • Relationship with Fire Service management 	<p>Manager Advisors</p>	<p>Fire Service</p>

WEMO SKILLS / RESOURCES / FUNDING

To enable WEMO to discharge their responsibilities and functions above the following resources and skills are required:

Positions	Skills/Competencies
Manager (1)	(full role description is attached)
Advisors Roles (3)	<ul style="list-style-type: none"> • Provide guidance, leadership, support and resources to Civil Defence Centres to enable CDCs to operate in a way that is integrated and interoperable. • Proactively and systematically provide advice to businesses, schools, community groups, residents associations, Community Boards and others on CDEM matters. • Undertake provision of training for volunteers, Council staff and contractors. • Maintain a detailed knowledge of the WEMO building and be capable of running it in an emergency. • Be conversant with the radio telephone network and be capable of basic network operation and training. • Be capable of carrying out CIMS roles. • Build and maintain key relationships with emergency services so that key personnel have a common understanding of tasks, operating principles and plans. • Build and maintain working relationships with other TLAs, NZTA and CCDHB so that there is a common understanding of operating principles and plans. • Undertake detailed planning and engagement in areas where special hazards exist, such as the CBD, South Coast and Eastern Suburbs. • Input and advice for operational plans, policies and procedures.

Fire Officer (1)	<ul style="list-style-type: none"> • Recruit, train, exercise and lead the Rural Fire Force. • Manage Fire Permits and, with BCLS, enforce the fire bylaw. • Ensure that the Council meets all obligations with respect to rural firefighting. • Provide firefighting advice to the Council. • Investigate & report on rural fires and, make necessary arrangements with Finance to recover any costs. • Manage the WCC Fire Plan. • Lead the Council's relationship with NZFS. • Engage with rural residents to mitigate and educate on fire hazards. • Maintain a detailed knowledge of the WEMO building and be capable of running it in an emergency. • Capable of carrying out CIMS roles. 	
Facilities	WEMO Building	Property
Communications	IT/Phones/Radios/Satellite comms	KS
Marketing	Information/printing/media/web site/education aids	WCC
Fleet	All terrain vehicles/Normal light fleet	FMU
Administration Support	Recruiting, purchasing, publications	CitiOperations
Funding covers:	<ul style="list-style-type: none"> • Personnel • Contractors • Equipment • Support services 	
	\$1,700,000 per annum	

Specific questions asked:

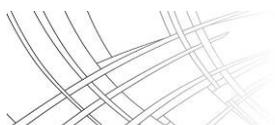
Are adequate civil defence preparations in place to deal with a catastrophic earthquake?

Yes (qualified). The response is qualified because the truth is we will never know until we have a catastrophic earthquake. And 'adequate' can be debated. Currently there are significant investments in resilient infrastructure, however it is acknowledged that more work with volunteer communities is required to build resilience. We can always do better.

Are adequate civil defence preparations in place to deal with a pandemic?

Yes (qualified). Please note: the Ministry of Health is the lead agency for pandemic planning. The Council's pandemic plan focuses on maintaining critical services and responding to requests from the Ministry of Health. It is acknowledged that the role of volunteers is unclear and that requires further work and consultation.

The Council's Pandemic Plan is available from WEMO on request.



April 2009

<p>Role Title:</p>	<p>Manager, Emergency Preparedness</p> <p>Wellington Emergency Management Office</p>
<p>Wellington City Council</p>	<p>Wellington City Council’s goal for the city is quality of life, growth and prosperity.</p> <p>Wellington has identified its global competitive advantage is its creativity. We articulate this in our city vision – <i>Creative Wellington, Innovation Capital</i>.</p> <p>Our foundation values are:</p> <ul style="list-style-type: none"> • Aim High • Act with Integrity and Respect. • Deliver What’s Right • Encourage Fresh Thinking • Work Together <p>We expect all employees to exhibit these values in everything they do. Further, Wellington City Council employees need to be committed, competent and confident – these ‘three Cs’ (as we call them) are our personal values. We also have organisational values, which we follow in all our work. These state that we:</p> <p><i>are enterprising, deliver, work together, take responsibility, take pride</i></p>
<p>Business Unit:</p>	<p>CitiOperations</p>
<p>Role of Business Unit:</p>	<p>CitiOperations is a Unit within the Infrastructure Directorate. This is a complex and dynamic business unit within the Council with around 150 staff and multiple commercial activities with a turnover of around \$25m.</p> <p>The Manager, CitiOperations is the City’s Civil Defence Controller, with overall responsibility for ensuring that the Council meets its obligations under the CDEM Act 2002.</p>
<p>Purpose of Role:</p>	<p>The primary purpose of this role is to ensure – on behalf of the Manager, CitiOperations – that the Council is able to and is meeting its obligations under the CDEM Act 2002.</p> <p>To provide the Council, through proactive and robust relationship building, guidance, support and leadership, with an effective CDEM</p>

	<p>vision, direction, drive, empowerment and influence to ensure that Wellington City's communities can successfully respond and recover from a CDEM event.</p> <p>To lead WEMO towards becoming and being recognised as the Centre of Excellence for emergency management practice in Council and in the local/regional community.</p>
Reports to:	Manager, CitiOperations
Specific Functional Reports:	<ul style="list-style-type: none"> - In peacetime, up to 10 staff - Principal Rural Fire Officer - On activation, a range of staff and sub-units depending on the circumstances
Interpersonal Contacts	This is a senior role and it is expected to be in continual contact with a wide range of contacts, including Councillors, Community Boards and the Management Board, the media, Business Unit Managers, Emergency Services, other TLAs, MCDem, GNS, Residents Associations and Civil Defence volunteers.

KEY RESPONSIBILITIES AND OUTCOMES

Emergency Preparedness Planning

The Manager, Emergency Preparedness is expected to continually be evaluating the city's capacity and capability to address a variety of emergency scenarios with the potential to disrupt and/or damage the community's way of life:

- Develop and recommend secure approval and implement the necessary strategies to ensure that Wellington City's communities can adequately prepare for, and effectively respond to and successfully recover from a CDEM event.
- Evaluate the current status of emergency capability not only of the City Council but of the community as a whole.
- Take stock of past performance. Identify performance gaps and design tactical plans to achieve the closing of these gaps.
- Design an organisational capability **for the Council** whereby the necessary resources, skills and competencies are **developed and enhanced across the Council** in the pursuit of achieving the implicit objectives of the CDEM.

- Inject an organisational culture whereby the duty of the civil service in the safekeeping of our communities is paramount.
- Identify and pursue current and future opportunities for a stronger, more effective regional and national emergency management capability

COMMUNITY ENGAGEMENT

The role is expected to own several key relationships, and through those relationships engage with and influence the partners and communities that are involved before, during and after a civil defence event. Those relationships include, but are not limited to:

Our Communities

- Residents Associations, especially where there are clearly multiple or heightened hazards, primarily coastal areas and the CBD. The role is expected to attend or have staff attend Residents group meetings from time to time.
- Councillors and Community Board elected members.
- Vulnerable communities, primarily through the Council's own forums.
- Civil Defence volunteers. Provide leadership, guidance and support to the Civil Defence Centres, and in particular to build leadership that encourages people to want to join and stay with civil defence.

Internal Council

- Develop a relationship with Management Board members through constant contact to develop profile and credibility, and to ensure there are adequately trained senior staff to fulfil key appointments during response.
- Ensure Business Unit Managers are fully engaged so that their staff know their responsibilities in the event of an emergency and are able to assist with readiness
- Develop a close relationship with marketing so that CDEM is continually in the media.
- Develop a close relationship with Knowledge Solutions to allow KS to undertake the bulk of business continuity planning with oversight by the Manager, Emergency Preparedness.
- Provide input, as an active Member of the Infrastructure leadership group and the Council's Leaders Forum, regarding decisions and discussions made at those forums.
- Develop a close working relationship with GWRC Emergency Management staff, systems and processes, ensuring that activities are synchronised and where possible amalgamated.

Other

- Working relationships with Emergency Services Senior Commanders.
- Key media, including RNZ, TVNZ, local radio and the Dominion Post.

INFORMATION MANAGEMENT

Working closely with Knowledge Solutions, Parks and Gardens, CitiOperations and other stakeholders:

- Ensure that a standard, resilient radio telephone network with built-in redundancy is available to key Business Units, key staff and volunteer organisations to enable information to flow to the areas where decisions need to be made.
- Ensure that training is provided to enable communications.
- Test the radio network to ensure that hardware and training are adequate.

HAZARD MANAGEMENT

Working closely with Marketing and other parts of the Council:

- Lead the Identification of the main hazards in the City.
- Ensure the relevant communities are aware of those hazards.
- Develop and roll out a programme that ensures that communities know what to do when presented with those hazards.

EMERGENCY OPERATIONS AND CIVIL DEFENCE CENTRES

- Ensure the EOC is able to be fully functional at any time, including:
- The EOC and equipment is maintained in a state that is in constant readiness.
- Key staff are identified, trained and with a minimum of two alternates for each CIMS role.

Ensure that there is adequate CDC coverage for the City, focussing on:

- Building confidence that the Council's leadership in CDEM is sound and that the Controller will have resources and information to enable decisions to be made and prioritisation to be effectively undertaken in the event of activation.
- Where there are no volunteers, to address this through either recruitment or other mode of service delivery to provide the capability required.
- A model where information, processes and resources are provided centrally and are standardised so that CDC's do not have to individually or bilaterally develop resources themselves.
- This role is expected to Chair the CDC Managers' Meetings and to make arrangements to provide secretarial services.

With other stakeholders, ensure that early warning systems are in place that are appropriate and tailored to local needs but within an agreed regional framework. These systems should be cognisant of technology developments and their limitations.

FINANCIAL MANAGEMENT

- Ensure operational and capital budgets are prepared in line with Asset Management and Business Plans and the LTCCP.
- Ensure that exposure to financial risk is identified, controlled and minimised while enabling the businesses to operate effectively.
- Maintain financial control, performance targets and measures, and ensure full integration of the control and reporting methodology with the Finance group reporting standards and policy.
- Interface with Finance for all financial management forecasts and cost reporting.

CONTRACT MANAGEMENT

- Ensure integrity of contracting and tendering processes through Council standards or written authorisation to dispense with those standards.
- Provide assurance that contracted services are provided to the service level required and if not instigate remedial action.

PLANNING, PERFORMANCE MONITORING AND REPORTING

- Draft Business Plan for approval.
- Draft Evacuation Plan for approval.
- Draft Communications Plan for approval.
- Draft Welfare Plan for approval.
- Draft Reconnaissance Plan for approval.
- Explore opportunities for working smarter with GWRC and PCC, and present those opportunities to senior management.
- Responsible for ensuring quarterly business and financial reporting is completed accurately and on time, with acceptable comments reflecting the status of each Annual Plan project.
- Regular briefings and updates of Council and Community Boards are expected.

HEALTH AND SAFETY

All employees and volunteers have a responsibility to work towards keeping a safe and healthy work environment by practising safe work methods, identifying work place hazards and using appropriate safety equipment. This role maintains responsibility for the risks and analyses incident reports and information to identify trends, risks and areas for improvement.

QUALIFICATIONS

- A University Degree or equivalent in marketing, communications or similar discipline.
- At least 5 years experience in a dynamic, diverse and high profile organisation leading staff.
- Experience in community engagement is essential.

COUNCIL STAFF – CORE COMPETENCIES

PROFESSIONALISM - Demonstrating behaviours and commitment to the vision, values and decisions of the Council, your unit, and your team.

All Staff	<ul style="list-style-type: none"> • Supports and models the Council's values at all times • Values the Council's partnership with Iwi Treaty partners and its relationship with the wider Maori community • Complies with and actively supports the Council's policies, standards and procedures <i>(HR guidelines, Finance guidelines, Marketing guidelines, Code of Conduct)</i> • Displays integrity and takes responsibility for own actions • Understands and practices the concept of work/life balance • Makes balanced judgements that are in line with Council policies and procedures • Takes an active approach to acknowledging, learning about and understanding diversity in the workplace • Identifies and participates in learning opportunities as appropriate for personal and career development • Accepts and manages personal responses to change in a positive manner • Demonstrates a commitment to achieving quality outcomes for ratepayers and the Wellington community • Works collaboratively within their team, business unit, and across Council to deliver the best outcome for the Wellington community
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EFFECTIVENESS FOR MAORI - Understanding and meeting the needs of Māori in the Council's internal working environment and in the delivery of services to the Wellington community.

All Staff	<ul style="list-style-type: none"> • Appreciates, understands and applies a bi-cultural perspective in internal and external interactions • Ensures that the Council's services meet the needs of our Treaty partners and the wider Māori community wherever possible • Looks for opportunities to implement practices that enhance the Council's Effectiveness for Maori
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	<ul style="list-style-type: none"> • Contributes positively to relationships with Tangata Whenua • Understands and takes into account the relationship between Iwi Treaty partners and physical resources; land, air, water, waahi tapu, flora and fauna and other taonga
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COMMUNICATION - Delivering messages effectively (and using the most effective means) to individuals or groups so that they are clearly understood and accepted. Includes writing, speaking and listening skills.

<p>Role requires working with networks, persuading, negotiating, mediating and influencing. Adapts style to different audiences.</p>	<p>Verbal</p> <ul style="list-style-type: none"> • Adopts appropriate communication styles for a wide range of audiences (internal and external) • Actively encourages the use of Te Reo Maori and protocol by using or responding to Maori language in face to face or telephone greetings, mihi (<i>introductions</i>), waiata and karakia • Mediates constructively and effectively to resolve differences and conflict • Uses appropriate interpersonal styles to influence and gain agreement from others on issues that have a strategic impact on the Council or its objectives <p>Written</p> <ul style="list-style-type: none"> • Can prepare and clearly present complex/strategic documents • Can coach and offer guidance to others in this area • Uses Council resources (External Communications, Publication & Design, HR, Learning, Organisational Communications, Marketing, and Treaty Relations) as appropriate to reach required standards of written and verbal communication
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RELATIONSHIP MANAGEMENT - Interacting with your team, other staff, members of the public, communities and other contacts in a way that inspires confidence and builds productive relationships.

<p>Role manages complex or significant relationships</p>	<ul style="list-style-type: none"> • Identifies the needs of internal (direct team and Council) and external customer or stakeholders • Develops new and enhances existing relationships with all networks (including Iwi Treaty partners and wider Maori community) • Develops strategies to address the needs of new and existing customers • In all work situations, models customer/stakeholder focused behaviour • Ensures internal/external customer focus within strategic/project/business planning • Maintains focus and consistency for self and others during any change or conflict • Identifies key influences/stakeholders with whom consultation is required or beneficial, and effectively liaises and consults with them as appropriate • Delivers high quality customer service and encourages others to do likewise • Works positively and proactively with senior management and other business units • Sets and monitors objectives for relationships with stakeholders • Shares information about stakeholder relationships appropriately
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PLANNING AND ORGANISING FOR RESULTS - Organising your own work or work of others, or project resources to achieve outputs.

<p>Role needs to prioritise own work and plan /co-ordinate the contribution of others for programmes/ projects.</p>	<ul style="list-style-type: none"> • Manages work commitments through effective time management and delegation (where appropriate) • Establishes systems/methods for organising resources and/or documentation to provide project history, audit trail and future reference • Identifies and escalates risks and opportunities during the planning process • Applies judgement when committing to an action by considering all implications • Pays necessary attention to finances/budget, makes savings where possible • Understands and applies project management tools to plan and implement projects to meet agreed outcomes. Requests training if unable to understand or apply these tools • Negotiates workloads and priorities with team members/management and delivers to these agreed priorities • Takes responsibility for project outputs and accountabilities across projects
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PROBLEM SOLVING (AND DECISION MAKING) - Effective analysis of situation or problem to make sound decisions based on consultation and knowledge. Consideration is given to impact of immediate and strategic situations.

<p>Role requires making sound decisions under complex circumstances.</p>	<ul style="list-style-type: none"> • Provides creative and innovative input and research directed towards improving practices in their work area • Carries out appropriate risk assessment before selecting courses of action that best achieve the goals for operational outcomes • Looks for opportunities to involve the Council's Iwi Treaty partners and the wider Maori community in decision making • Checks bi-cultural perspectives when analysing issues • Uses appropriate questioning approaches (written/oral) to collect data • Uses information from internal and external sources to draw logical conclusions and implement appropriate actions • Keeps appropriate people involved and informed during the decision making process • Interprets information to identify underlying themes and key issues • Considers wider implications for business unit and Council where relevant • Develops sound proposals in which feasibility, costs and benefits are effectively assessed
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PEOPLE MANAGEMENT

<p>Needs to manage staff and people</p>	<ul style="list-style-type: none"> • Understands and adheres to HR policies and processes. • Encourages and fosters an open, honest and participative environment for staff. • Models the Council's values. • Manages and values diversity i.e. supports and takes into account individual needs and differences (<i>culture, gender, personal/ family circumstances</i>). • Effectively manages and allocates staff workloads.
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| | <ul style="list-style-type: none">• Completes performance development plans within a month of the start of the annual cycle, where clear performance expectations are agreed and negotiated with staff.• Gives staff honest, regular and constructive feedback and coaching on their performance.• Addresses staff training and development needs to ensure people capability is continually improved by using Council resources (<i>Learning and Development Manager/ HR</i>).• Takes a constructive approach, and models behaviour that supports and assists staff to cope with change.• Manages and fully implements change (<i>planned or reactive</i>) by providing the appropriate support for staff, being objective and ensuring continuity of day to day operations.• Promotes a healthy, happy and satisfying workplace and motivates staff. |
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