

Waimakariri District Council

EMERGENCY OPERATIONS CENTRE

STANDARD OPERATING PROCEDURES



LAST UPDATED: DECEMBER 2009

Procedures	1
Introduction	3
The Emergency Operation Centre (EOC)	3
Part 1.....	5
Activation	5
Event Types And Status.....	6
Declaration Check List.....	9
Part 2.....	14
Opening Up/ Getting Started	14
The Rangiora Service centre Alarm	15
How to change the phone system from ‘After Hours Service’ setup.....	16
Setting Up The CDHQ.....	16
EOC Computer	17
EMERGENCY POWER.....	18
Emergency Operations Centre Layout	20
EOC Set-up Council Chambers.....	22
Part 4.....	24
Operations.....	24
Emergency Response Team – Scene (Emergency Event/Civil Defence Emergency)	26
Chart 2	26
Incident Management Team – Scene (Fire).....	27
Chart 3	27
Key Outputs Of The Emergency Operations Centre.....	28
Role Of The Area Headquarters	29
Key Tasks Of The Area Headquarters	29
SECTOR POSTS: “Operating Instructions”.....	30
Key Tasks For Sector Posts	30
Rural Fire Incident Management Team – IMT	31
Part 5.....	33
Resources Available.....	33
Part 6.....	35
Communications.....	35
Communications:.....	36
The Civil Defence Communications liaison contact is:	36
IC-F3GS Hand-helds.....	37
MOTOROLA GM 339 Base /Mobile Sets – Frequencies	37
Tx Freq.....	38
Rx Freq.....	38
Radio Operating Procedures	40
Part 7 Job Descriptions	45
Description Of Functions.....	53
Identification Vests / Identification Badges	53
Operations Functions	55
Planning/Intelligence Function	56
Logistics Functions	57
Communications Functions	58
Public Information Function.....	59
SECURITY FUNCTIONS.....	59
Welfare.....	60
The function of the Welfare group is to:	60
Welfare Sites include:.....	60
The Welfare Team are:.....	60

Medical Coordinator.....	60
Liaison Officers	61
Local Recovery Manager	61
Rescue Manager.....	61
For CIMS Related Activities.....	62
Part 8.....	71
Documentation.....	71
Staff Branch Desk Diaries	71
Correspondence Filing.....	71
Display Data	71
Appendices	72

Introduction

THE EMERGENCY OPERATION CENTRE (EOC)

The EOC provides control and coordination, operational support and decision-making ability in support of the Local Controller. It may also be activated in support of an Emergency Event or a significant Rural Fire Emergency.

Waimakariri District EOC's may be set up at the Rangiora Service Centre Council Chambers...

In order to run an EOC, certain functions are required and this document deals with these in an overview or checklist way.

Information on Resources and Contacts Information are found in supporting documents.

This document has the following parts:

1. Activation
2. Opening Up/Getting Started
3. Emergency Operations Centre Layout
4. Operations
5. Resources Available
6. Communications
7. Job Descriptions
8. Documentation

PART 1

ACTIVATION

PART 1

ACTIVATION

Emergency Operations Centre Activation Levels

STANDBY A watching brief is maintained only and arising from a potential emergency event. The EOC is not activated

Staff Emergency Management Officer or if not available, the Local Controller or Operations Officer

Notified Local Controller
Senior Council Staff
Local Emergency Services
Mayor
Chief Executive Officer

PARTIAL ACTIVATION Is required as an emergency situation develops. The EOC will be set up and staffed to levels required by the event. Levels 1 & 2 event.

Staff Local Controller
Emergency Management Officer
Operations Officer (as required)
Local Emergency Services

Notified Mayor
Chief Executive Officer
Civil Defence Organisation Senior Council Staff (as required)
Local Emergency Services

FULL ACTIVATION An emergency event has occurred or is likely to occur. The EOC will be fully staffed. A Civil Defence emergency has been declared or may be declared. Levels 3, 4 or 5 event.

Staff Local Controller
Emergency Management Officer
All Section Managers
First HQ Shift
Welfare Manager and Team (as required)
Liaison Officers
Senior Council Staff

Note: Ensure Group Emergency Coordination Centre (ECC) is notified when EOC is activated for Levels 3, 4 or 5 events

EVENT TYPES AND STATUS

<i>EVENT TYPE</i>	<i>EVENT STATUS/PROCEDURES</i>	<i>CDEM EOC/ECC ROLE</i>	<i>CDEM CONTROLLERS' ROLES</i>
<p>Level 1</p> <p>Local incident for which a declaration is not required or appropriate:</p> <p>Can be dealt with by Emergency Services and/or Local Authority resources alone; Specialists may be required for specific circumstances</p>	<p>No Declaration</p> <p>The incident is dealt with using CIMS Multi-Agency Event structures and processes</p> <p>Nature of the incident will usually determine the Lead Agency</p> <p>Immediate joint decision as to Lead Agency/Incident Controller necessary if Lead Agency is unclear.</p>	<p>EOC Support</p> <p>Local Coordination Centres/Lead Agency/TA EOCs may be alerted or be partially operative in support of the Multi-Agency Response</p>	<p>Local Controller and Group EMO notified if Local EOC is likely to be involved.</p>
<p>Level 2</p> <p>Local incident for which a declaration is not required or appropriate</p> <p>Can be dealt with by Emergency Services and/or Local Authority resources alone;</p> <p>Higher level of inter-agency coordination required;</p> <p>Specialists may be required for specific circumstances</p>	<p>No Declaration</p> <p>The incident is dealt with using CIMS and Joint Coordination through Lead Agency EOC;</p> <p>Nature of the incident will dictate the Lead Agency</p> <p>Civil Defence Emergency Welfare needs likely driver for TA Civil Defence involvement</p> <p>TA may become a Key Support Agency in terms of coordinating support/management functions designated on the day.</p>	<p>Lead Agency EOC/Communications Centre/commanders communicating event and response intelligence/information to Local EOC.</p> <p>Local EOC partially or fully activated and coordinating functions in support of joint response and Lead Agency.</p> <p>Local EOC collecting and analysing event and response intelligence/information to assist with Joint Coordination and potential transition/escalation to Level 3.</p> <p>Group Emergency Coordination Centre (ECC) in monitoring role.</p>	<ul style="list-style-type: none"> • Local Controller (or delegated staff = EMO) ➤ Coordination of Local Authority functions ➤ Coordination/delivery of designated functions. ➤ Notify and inform Group Controller ➤ Inform Ministry of CDEM.

<i>EVENT TYPE</i>	<i>EVENT STATUS/PROCEDURES</i>	<i>CDEM EOC/ECC ROLE</i>	<i>CDEM CONTROLLERS' ROLES</i>
Level 3			
<p>Imminent of State of Local Emergency involving a single TA</p> <p>Escalates from Level 1 or 2 event, or a warning of a major event is received, that may not be able to be managed without the adoption of emergency powers;</p> <p>OR</p> <p>Immediately recognisable as an event that cannot be managed without the adoption of emergency powers.</p>	<p>Declaration of State of Local Emergency is being considered, or has been deemed necessary involving a single TA.</p> <p>Declaration can be for an entire district or one or more wards.</p> <p>Plan and manage transition from Lead Agency EOC coordination to Local EOC coordination.</p>	<p>Local EOC Fully Activated and is coordinating response and management of the emergency.</p> <p>Group ECC and adjacent EOCs alerted or partially activated to monitor the situation and prepare to respond if the situation deteriorates.</p> <p>Group ECC collecting and analysing event and response intelligence/information to assist with Joint Coordination and potential transition/escalation to Level 4.</p>	<p>Local Controller:</p> <ul style="list-style-type: none"> ➤ Coordination of local response ➤ Notify and inform Group Controller <p>Group Controller:</p> <ul style="list-style-type: none"> ➤ Support Local Response ➤ Inform Ministry of CDEM ➤ Consideration of escalation ➤ Notify adjacent/partner CDEM Groups
Level 4			
<p>Imminent or State of Local Emergency that is regionally significant.</p> <p>Due to the magnitude or geographic spread of the emergency, actual or predicted, a higher level or remote coordination of local responses and/or resources is required;</p> <p>OR</p> <p>A warning of a significant event that will have a significant impact has been received;</p> <p>OR</p> <p>Coordinated assistance is required to support other CDEM Group(s)</p>	<p>Declaration of State of Local Emergency in the Canterbury CDEM Group Area being considered, or deemed necessary, that involves the entire Group Area, or one or more districts require external assistance.</p> <p>OR</p> <p>Adjacent or partner CDEM Group(s) require assistance.</p>	<p>Group ECC and affected Local EOCs fully activated.</p> <p>NCMC and adjacent Group EOCs may be alerted or partially activated to monitor the situation and be ready to respond if the situation deteriorates.</p>	<p>Local Controller:</p> <ul style="list-style-type: none"> ➤ Coordination of local response ➤ Respond to priorities set by the Group Controller <p>Group Controller:</p> <ul style="list-style-type: none"> ➤ Set Group Priorities ➤ Coordination of Group response ➤ Support Local Responses <p>National Controller:</p> <ul style="list-style-type: none"> ➤ Support Group response(s) ➤ Consideration of escalation

<i>EVENT TYPE</i>	<i>EVENT STATUS/PROCEDURES</i>	<i>CDEM EOC/ECC ROLE</i>	<i>CDEM CONTROLLERS' ROLES</i>
Level 5			
Imminent or State of National Emergency	Declaration of State of National Emergency is being considered or has been deemed necessary	NCMC, Group ECC9s) and affected Local EOCs fully activated.	<p>Local Controller:</p> <ul style="list-style-type: none"> ➤ Coordination of local response ➤ Respond to priorities set by National and Group Controller <p>Group Controller:</p> <ul style="list-style-type: none"> ➤ Coordination of Group and Local responses ➤ Respond to priorities set by the National Controller <p>National Controller:</p> <ul style="list-style-type: none"> ➤ Coordination of National level response ➤ Support Group response(s)

DECLARATION CHECK LIST

Consider

<i>Consideration</i>	<i>Yes</i>	<i>No</i>
Is there a threat to life or property?		
Have any people been injured, is there a likelihood of injury		
Is anyone in distress?		
Is there a public health problem or potential for one		
Is there a need for evacuation; is there a potential need for evacuation?		
Do you know how large an area has been affected, or could be affected?		
Are services and utilities still functioning (water, sewerage, power)?		
Are there any communications problems (telephones, roads)?		
Do you perceive problems if any services are out for several days?		
Is there any threat to stock or property?		
Will the weather conditions lead to deterioration in the circumstances?		
What is the opinion of the emergency services about the situation?		

Most importantly do you believe you have enough information to be assured that the community can look after itself without the need for a Local declaration?

**DECLARATION OF A STATE OF LOCAL EMERGENCY
FOR THE CANTERBURY
CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP**



Pursuant to Section 68 of the Civil Defence Emergency Management Act 2002, I

(Full name)

Declare that a State of Local Emergency exists in:

(Name of the CDEM Group Area, District or Ward)

This State of Local Emergency comes into force on the date of this declaration,

Or

Comes into force on

_____ *(specify later date)*

This State of Local Emergency expires on:

_____ *(date)*

Or

With the commencement of the seventh day after the date on which this declaration was declared, whichever is the earliest.

Declared by:

Designation:

Time and Date of Declaration

DECLARATION EXTENDING A STATE OF LOCAL EMERGENCY

FOR THE CANTERBURY

CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP



Pursuant to Section 71 of the Civil Defence Emergency Management Act 2002, I

(full name)

Extend the State of Local Emergency declared in respect of:

(the Areas or Districts over which the State of Emergency exists)

On _____ *(date)*

Until: _____ *(date)* at _____ *(time)*
(must not be late than the commencement of the seventh day after the date of this declaration)

Declared by:

Designation:

Time and Date of Declaration

DECLARATION TERMINATING A STATE OF LOCAL EMERGENCY

FOR THE CANTERBURY

CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP



Pursuant to Section 72 of the Civil Defence Emergency Management Act 2002, I

(full name)

Terminate the State of Local Emergency declared in respect of:

(Areas, Districts or Wards over which the State of Emergency existed)

On:

(date)

The termination of the State of Local Emergency takes effect from:

(date)

Declared by:

Designation:

Time and Date of Declaration

PART 2

OPENING UP / GETTING STARTED

PART 2

OPENING UP/ GETTING STARTED

Initial Actions

1. Open building and turn off alarm as per instructions on following pages;
2. Ensure power is on and telephone system is working;
3. Switch on radios – establish radio, telephone and facsimile communications with other EOC's and agencies;
4. Physically set up the EOC;
5. Start the Operations Log of decisions and events.
6. Seek information on the event – ensure information is Logged and Displayed.
7. Establish radio and telephone communications with CDEM Group Emergency Coordination Centre (ECC); Log on computer.
8. Advise Rangiora Office Customer Services Staff to direct any calls relating to the emergency to the EOC.
9. Tell other agencies and EOCs that you are open. This includes the Mayor and CEO.
10. Start message flow system for the EOC.
11. Ensure all Waimakariri District Council staff are briefed on the situation. Issue SITREPS when available;
12. Establish staffing levels and shift schedule.
13. Establish administration needs and support.

Note: Your **first priority** is to establish communications and record actions and activities. **Steps 3, 5, 6 and 7 should be your first actions.** It is essential to keep a record of all actions/information as soon as you become aware of an event. This information will form part of the Operations Log set-up under Step 5.

THE RANGIORA SERVICE CENTRE ALARM

- This section not for public viewing.

HOW TO CHANGE THE PHONE SYSTEM FROM ‘AFTER HOURS SERVICE’ SETUP

- This section not for public viewing.

SETTING UP THE CDHQ

- This section not for public viewing.

EOC COMPUTER

- This section not for public viewing.

EMERGENCY POWER

The Diesel Emergency Power generator is permanently wired into the EOC and will start automatically a power failure is detected. It is located on the rear wall of the EOC to the left of the northwest entrance door.

Instructions for use.

Key locations

- This section not for public viewing.

To start generator

- This section not for public viewing.

Fuel

A **diesel** motor powers the generator
Check the fuel ever four hours

Note:

In any scenario where there is likely to be a power outage, it may be wise to divert to the generator power when opening the EOC

To Stop

- This section not for public viewing.

Portable Lighting:

- This section not for public viewing.

PART 3

**EMERGENCY
OPERATIONS
CENTRE LAYOUT**

Part 3

EMERGENCY OPERATIONS CENTRE LAYOUT

Set Up Instructions for Council Chambers Rangiora

Open up room; turn on lights, heaters or air conditioning as appropriate.

From the “blue” Civil Defence Cupboard, located in the hallway at the base of the stairs Obtain:

- Resource box;
- Full set of maps;
- EOC SOP;
- Resources SOP;
- Contacts and information SOP.

Room Set Up

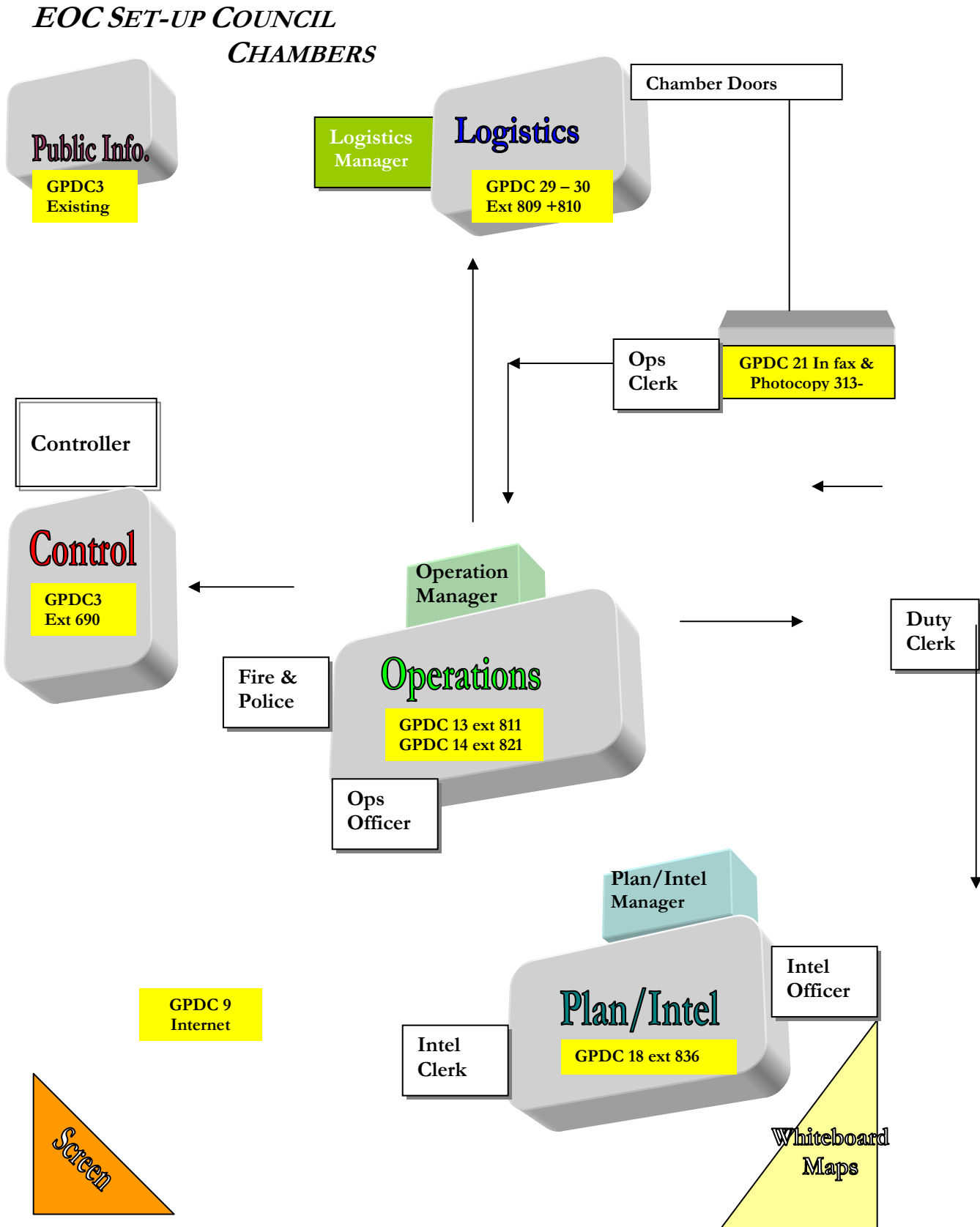
- The key functions of this room are:
 - Operations
 - Intelligence
 - Logistics
- The room is to be set out as per the Operations Room Set-up diagram.

Ensure You:

- Set up the state boards;
- Display maps;
- Set out function holders and identification vests;
- Put out logs, message pads, clipboards and stationery.
- Allocate identification vests to the appropriate managers.

Waimakariri EOC Staff List as at 12/12/09

- This section not for public viewing.



PART 4

OPERATIONS

Part 4

OPERATIONS

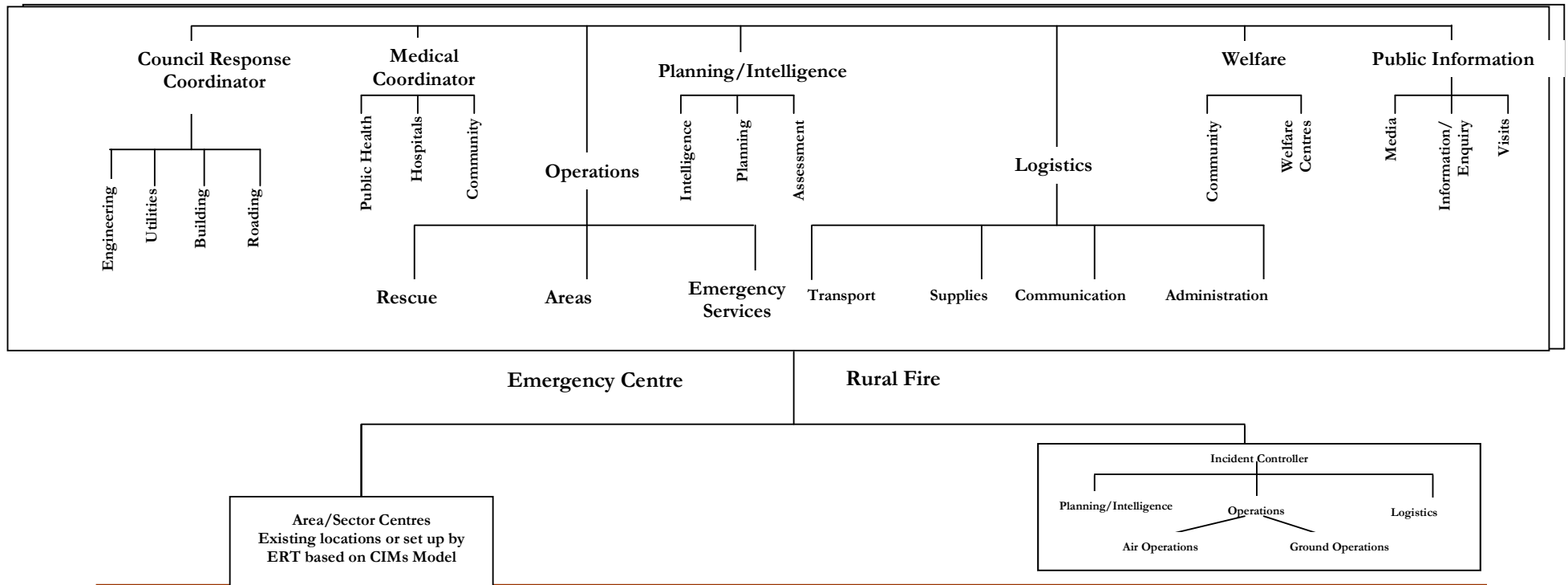
Emergency Operations Centre – Line Chart

Local Controller

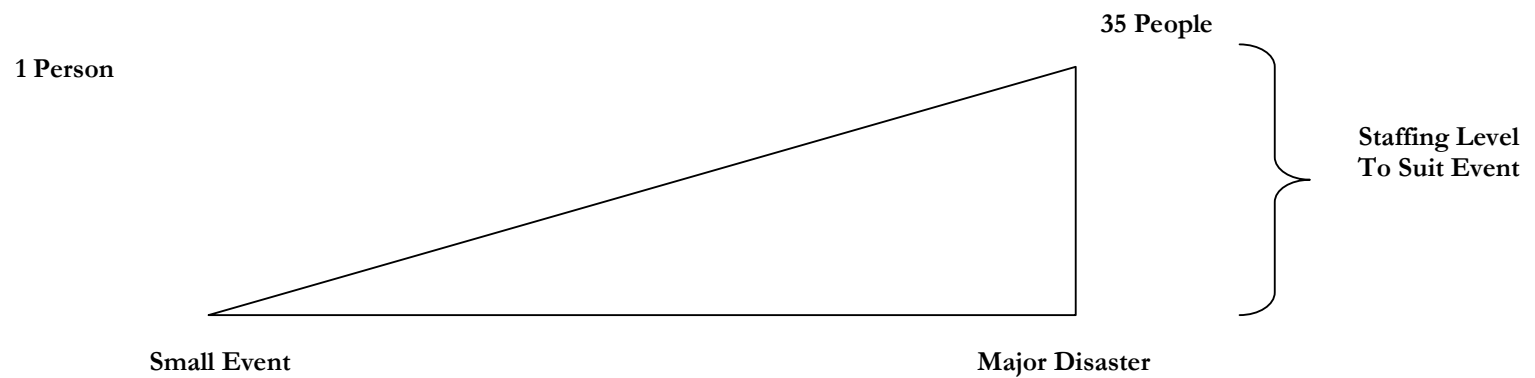
or

Response Coordinator

} Can be same person

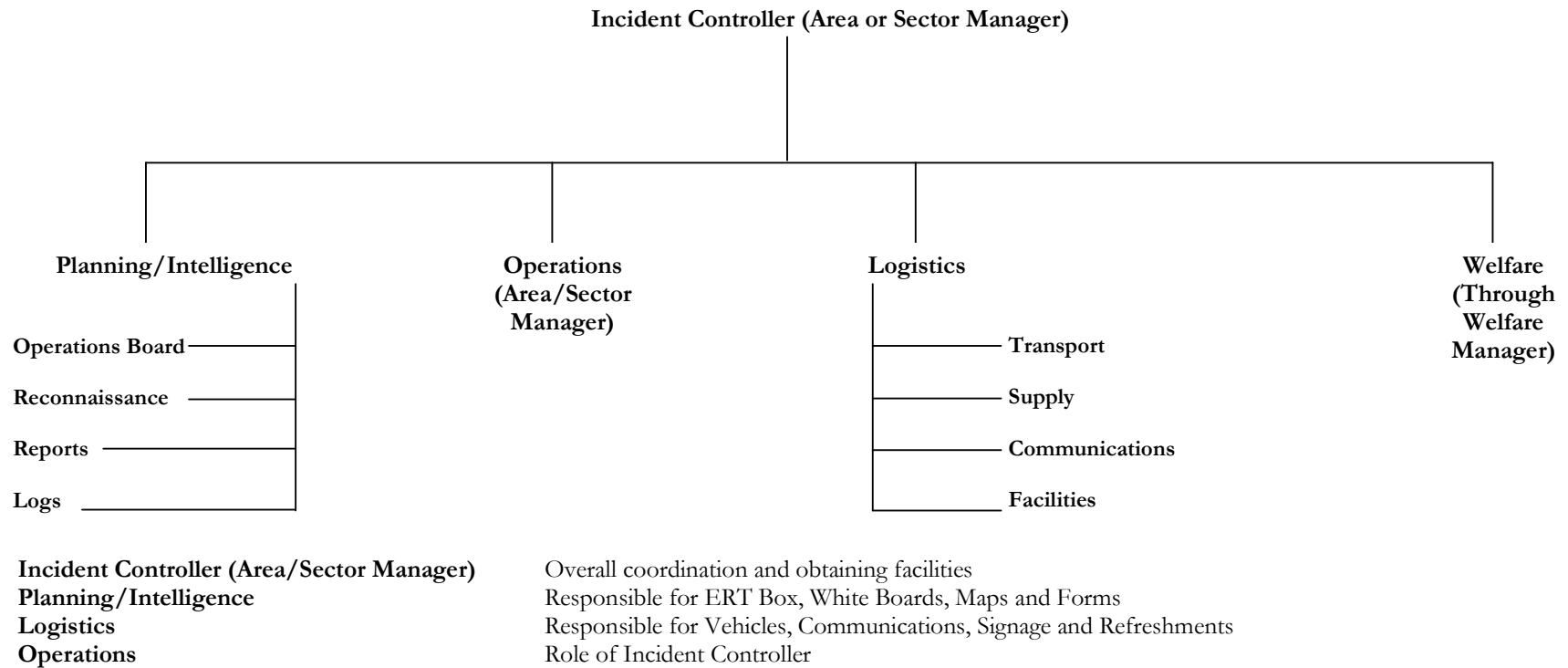


1. Operations Manager at EOC level is responsible for the efficient operations of the Headquarters, ensures all tasks actioned and coordinates major incidents across each section.
2. Emergency events either managed in immediate area through dedicated centre or set up by an Emergency Response Team – Chart 2.
3. Rural Fire Scene managed by Incident Management Team – Chart 3.
4. EOC is staffed to level required by event.

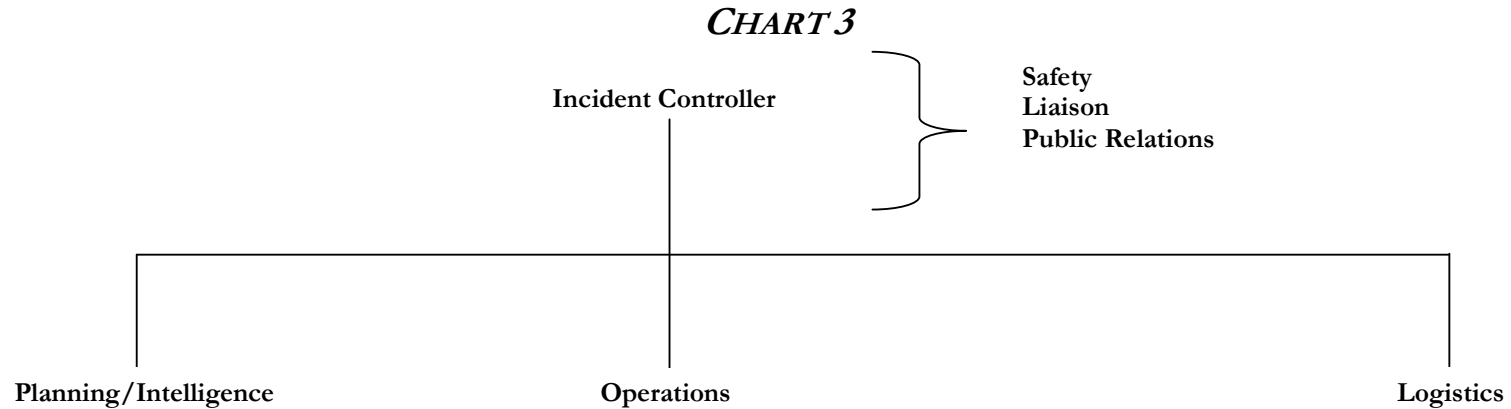


EMERGENCY RESPONSE TEAM – SCENE (EMERGENCY EVENT/CIVIL DEFENCE EMERGENCY)

CHART 2



INCIDENT MANAGEMENT TEAM – SCENE (FIRE)



Staffing

- | | |
|---|--|
| 1. Incident Controller | Overall direction of response activities and is the person in charge of the incident |
| 2. Planning/Intelligence Manager | Responsible for gathering, evaluating and dissemination of information about the Incident and status of resources. Will develop the Incident Action Plan (IAP) |
| 3. Operations Manager | Responsible for directing and carrying out the response activities required in the IAP. |
| 4. Logistics Manager | Responsible for providing facilities, materials, services and resources in support of the Incident. |

KEY OUTPUTS OF THE EMERGENCY OPERATIONS CENTRE

The key outputs of the EOC are to:

- **Produce written Situation Reports (SITREP) of the emergency event to key response agencies.** The Planning/Intelligence cell is responsible for producing this report and the Local Controller must sign it. A SITREP template is contained in Part 8 Appendix 1.
- **Produce an Incident Action Plan (IAP) in response to the emergency.** The Planning/Intelligence cell is also responsible for producing this report and again the Local Controller must sign it. An IAP template is contained in Part 8 Appendix 2. The IAP should cover the following critical areas:
 - Summary of the incident/event.
 - List of key response objectives.
 - List of key tasks and who should perform each of them.
 - List of key resources needed for each task.
 - Communication's network diagram that enables coordination of the various tasks between the agencies that are performing them.
- **Provide a written copy of the IAP to all the response agencies** and various managers within the EOC, and a copy to CDEM Group ECC. Planning/Intelligence cell is responsible for this.
- **Verbally present the IAP to the principal EOC staff** and relevant response agencies (e.g. police, fire fighters, St Johns Ambulance, transport providers etc). The Operations Manager is responsible for this.
- **Execute the IAP as briefed** and monitor its progress. The Operations cell is responsible for this.
- The recovery cell will commence initial planning for long-term recovery from the event.
- Identify the termination point of the *response* to enable transition to *recovery*. The Local Controller is responsible for this, and he should arrange for a handover to the Recovery Manager.
- On termination of *response* activities, closedown the *hub* of the EOC (plans/intelligence, operations and logistics cells) and handover to the Recovery team. This may require engagement of agencies that contributed to the *response* phase, and during this period the Local Controller can be expected to issue a formal declaration for the *termination* of the emergency.

ROLE OF THE AREA HEADQUARTERS

The Area Headquarters are based on Waimakariri District Ward Boundaries and based at the Kaiapoi and Oxford Service Centres and will manage the response activities within the Ward on behalf of the Local Controller.

The Area Headquarters reports to the Emergency Operating Centres. Sector Posts established within the Ward report to the EOC or Area Headquarters depending on severity of the event.

If the Area Headquarters is not activated or not in a position to manager their Area, then Sector Posts will report direct to the Emergency Operations Centre.

KEY TASKS OF THE AREA HEADQUARTERS

Pre-Event

Set up an Area Headquarters;

Recruit and train staff;

Carry out training and exercises.

During An Event

Information gathering	-	Reconnaissance
	-	Display information on boards and maps
	-	Provide briefings and reports
Provides support	-	Personnel
	-	Equipment
	-	Resources
Responds to problems	-	Road blocks or road management
	-	Assist in evacuations
	-	Cordons
	-	Sandbagging
	-	Assist welfare
	-	Etc
Community link	-	Rallying point for the community
	-	Source of information

SECTOR POSTS: “OPERATING INSTRUCTIONS”

The Civil Defence Sector Post is the focal point for the community in a disaster.

These are located in each of the State Primary Schools across the District.

It will take time for Civil Defence to establish effective control. Until then, local people must take responsibility for relief work in the neighbourhood.

KEY TASKS FOR SECTOR POSTS

1. Use available people and resources to save and protect human life and safety and to care for people in the vicinity of this Civil Defence Sector post. Organise available people to check on the sector for:
 - injured people or people in danger
 - serious risks to safety
 - people needing welfare care
 - degree of danger to buildings and services (roads, power, water etc).

2. Make contact with Civil Defence at:

Rangiora EOC	
Phone	(03) 313-6136
Facsimile	(03) 313-4432
Mobile	021-480-829
Email	cdeoc@wmk.govt.nz

- Pass on to them important information and detailed situation reports from checks in 1. above. Keep doing this regularly.
3. Try to record information obtained and action taken as fully as possible.
4. The Area Welfare Centre may be open – make contact with them for welfare support.
5. After the first 6 hours, begin to arrange relief to start taking over the work you and others have been doing.

RURAL FIRE INCIDENT MANAGEMENT TEAM – IMT

The Rural Fire Incident Management Team may consist of one Rural Fire Officer carrying out all roles right through to the activation the full Incident Management Team.

Activation Levels

The RFO attending the fire scene may request the support of another RFO to assist him in carrying out the functions of the IMT.

If the duration or nature of the fire requires a full IMT to be activated then the PRFO is to be advised.

The decision to activate the full Incident Management Team is the responsibility of the PRFO at the request of the Duty RFO or the RFO attending the fire.

The trigger level to activating a full IMT will depend on a number of circumstances such as size of fire, potential duration and the need to coordinate a number of responding agencies and resources. No hard and fast rules are set down and each incident will be looked at on an individual bases. However if doubt exists whether to activate the IMT or not, then activation is to take place.

Activation Procedures

The RFO attending the fire will contact the PRFO or Duty RFO (who every being available). This person will contact the other RFOs of the IMT and either put them on Standby or Respond them to the scene.

The RFOs will respond to the scene and assume their allocated roles.

If the situation is such that the mobile ICP is not required, then an ICP will be set up using one of the RFO vehicles.

The list of equipment to go with an ICP is found on the clipboard in the Operations Section of the Trailer.

Emergency Operations Centre - EOC

The EOC will be activated in support of the ICP when in the opinion of the PRFO the situation requires. The role of the EOC will be to provide support to the ICP.

For those incidents when the EOC is not required and the RFO at the scene requires assistance in obtaining resources then an available RFO will manage this from either their home or office.

PART 5

**RESOURCE
AVAILABLE**

Part 5

RESOURCES AVAILABLE

Maps

NZTopo50 1: 50,000 Series

BW 25	Amberley
BW 24	Rangiora
BW 23	Cust
BW22	Oxford
BW 21	Springfield
BW 20	Lake Coleridge
BW 19	Taylors Camp

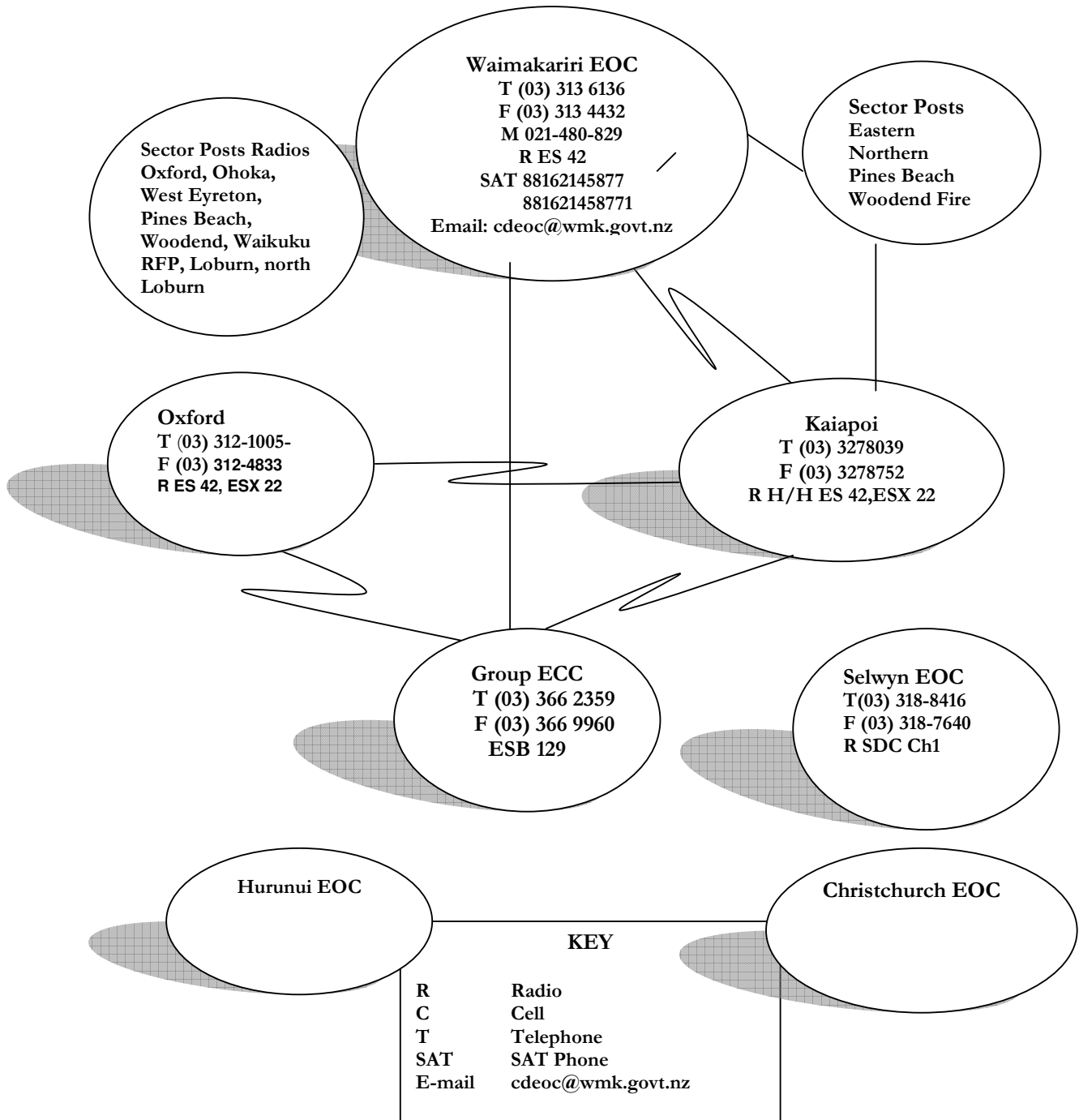
PART 6

COMMUNICATIONS

Part 6

COMMUNICATIONS

Waimakariri District CDEM Communications Network



COMMUNICATIONS:

Group Communication Principles

- A HF radiotelephone link between the Canterbury Group ECC and MCDEM will be provided and maintained by MCDEM.
- Radio telecommunications between the Canterbury Group ECC and the ten Territorial Authority EOC's as well as partner organisations will be provided and maintained by the Canterbury CDEM Group.
- Communications from the EOC of each of the Territorial Authorities out to their communities will be the responsibility of the respective territorial authority.

In undertaking to provide the above, Waimakariri District shall:

Use the existing telecommunications system as the primary means of communication: eg

1. Telephone
2. Mobile/cellular
3. Email
4. Internet

Have an established secondary/alternate backup communication systems utilising VHF radio networks for voice communications, and radio and/or satellite-phone for data + voice communications;

Should the telephone systems fail, several alternatives are available. The local AREC (local radio operators' club) can provide radios and operators. These persons are experienced and trained in this role.

The Civil Defence Communications liaison contact is:

- This section not for public viewing.

The Council operates numerous vehicles, hand-helds and base sets within the radio net.

Emergency Service Band Repeater

The Council has a dedicated ES Band repeater network, which is to be used to relay messages to and from Waimakariri EOC, Kaiapoi and Oxford in emergencies. The repeater is based on Mt. Grey in the Ashley Forest and in all cases the handheld radios have been programmed so that Channel one "WDC-R" is the first channel to be displayed.

Portable Repeater

This is kept in the shelving in a yellow pelican case behind the door of the EMOs office and the aerial is a stainless steel pole beside the shelving next to the CD Cabinet.

Emergency Services Band Simplex Network

In addition there is also a "line of sight" simplex channel dedicated to the district that is to be used as an "incident operational" channel. This means that all incidents will communicate with each other using simplex however whenever there is a need to relay a message back to the Sector Post/Area EOC or to Waimakariri EOC then the repeater network is to be used.

The CDEM Officer has 12 VHF hand held radios, suitable for "Line of Sight" simplex and repeater transmissions. The EOC Communications room is situated in the Councillors lounge, just inside the main entrance, is fitted out as a communications centre.

IC-F3GS HAND-HELDS

Channel	Display	Notes
1	01WdC-R	Waimakariri Council Main Repeater Mt Grey ESB 42
2	02WdC -S	Waimakariri District Council Simplex ESX22
3	03ESL -S	ESX Liaison Simplex
4	04ESL -R	ESB Liaison Repeater
5	05Cd -NG	Mt Grey – Group North Canterbury Net
6		Not allocated
7	07SdC -R	Selwyn DC Repeater Mt. Benmore
8	08FG1 - S	Simplex Fire 1
9	09FG2 - S	Simplex Fire 2
10	03FG3 -S	Simplex Fire 3
11	11FG4 - S	Air Operations Fire 4
12	Fire Repeater	Fire Portable Repeater
13	SICON	
14	DOC 13	Mt Herbert (Selwyn Plains & Port Hills)
15	DOC 8	Mt Hamilton (Waimakariri High Country)
16	DOC 9	Kelly's Hill (Arthur's Pass, West Coast)
17	SAR R1	
18	SAR R 2	
19	SAR S1	
20	SAR S2	

MOTOROLA GM 339 BASE /MOBILE SETS – FREQUENCIES

CHANNEL	FREQUENCY	NOTES
1	WDC --R	Waimakariri DC Repeater Mt Grey ESB 42
2	WDC - S	Waimakariri DC Simplex ESX 22
3	ESL - S	Liaison simplex ESX 39
4	ESL - R	Liaison Repeater EXB164
5	CD--NC	Canterbury Group Nth Cant Net ESB 129
6	HURNI RP	Hurunui ESB Net
7	SDC --R	Selwyn DC Repeater Mt Benmore ESB131
8	FIRESX1	Rural Fire Simplex
9	FIRESX2	Rural Fire Simplex
10	FIRESX3	Rural Fire Simplex
11	FIRESX4	Rural Fire Simplex
12	FIRERPT	Rural Fire Repeater
13	SICON	Roading Contractors
14		Not allocated
15		Not allocated
16		Not allocated
17	SAR R1	
18	SAR R2	
19	SAR S1	
20	SAR S2	

TAIT 2020 Group Radio Located in CDEMO office and Comms Room

<i>Channel</i>	<i>ESB Ch</i>	<i>TX FREQ</i>	<i>RX FREQ</i>
CHCH 1	ESX16		
CHCH 2	ESX21		
CCC ENGR	ESX27		
RESCUE 1	ESX25		
RESCUE 2	ESX18		
LYTTELTN	ESX17		
CHANNL A	ESX19		
CHANNL B	ESX23		
LIAISON	ESX39		
MARLEYS	ESB6		
MT PLEAS	ESB41		
HILLTOP	ESB45S		
MT GREY	ESB129		
MT STUDH	ESB134		
BANKSPEN	ESB150		
LIAISONR	ESB164		

Air Ground Frequencies

<i>CHANNEL</i>	<i>FREQUENCY</i>
----------------	------------------

CH 1
CH 2
CH 3

<i>Frequency</i>	<i>In (RX)</i>	<i>Out (TX)</i>
------------------	----------------	-----------------

ES131
ES164
ESX39
ES129
ES42
EN195
ES137
ES123
ES121

ES180

Satellite Phone

Two Satellite phones are owned by council and stored in the CDEMO's office.

The contact numbers for these are:

+64-881621458770'

+64-881621458771'

These are Iridium Phones supplied and serviced by "ROCOM" contact David Thorpe +64 9-912-2352

PRS Network Hand-Held radios

There are 12 hand held radios in a silver case in the EMOs office, these are a public radio network and a pre determined channel must be selected before distribution.

RADIO OPERATING PROCEDURES

Operating Techniques

1. The aim of any radio operator should be to get the message through with complete accuracy and with a minimum of delay
2. Messages should contain the essential information, written in straight forward language, using simple sentences and a minimum of punctuation
3. Listen before you call – Someone else may already be using the channel and you may cause interference
4. Speak clearly – Use your normal voice and do not speak too fast. Hold the microphone or hand-held radio approximately 5 – 6 centimetres away from your mouth while talking. By holding the microphone or radio at right angles and speaking across it, it can help to reduce distortion
5. Think before you speak – Know what you are going to say before you press the transmit button. Divide your message into natural phrases, not individual words
6. Eliminate all unnecessary conversation. You may be preventing someone else using the channel

Calling and Replying

7. Calling: The call sign of the station being called should be used first, followed by the word 'this is' and then the call sign of the station calling, followed by the word 'over'. Example: 'Waimakariri Emergency Operations Centre this is Waimakariri Mobile 2, over'
8. Replying: The station responding to a call should acknowledge using their own call sign. Example: 'Waimakariri Emergency Operations Centre receiving, over'
9. Call signs are allocated by the EOC/ICP controlling the event and need only be used when establishing communication and at the conclusion of any transmission when signing out
10. Until message handling is completed, the word 'over' is used to indicate that you are putting the transmission back to the other station and awaiting a reply.
11. When the message handling has been completed and no further reply is required the station then signs off using its own call sign followed by the word 'out'. Example: 'this is Waimakariri Mobile 2, out'
12. The words 'over' and 'out' are not used together. For each of those words a different response is required.

Parts of a Message

13. Messages consist of two main parts:
 - The '**preamble**', which is all that part of the message which gives details of the sender, the addressee to whom the message is being sent, any reference number and any other details such as the date and time etc.
 - The 'text', which is the subject matter of the message being sent from one person to another.

Sending a Message:

14. When sending text of long messages the word 'break', may be used to indicate a pause in reading of the text to allow the receiving station time to complete writing it down to that point. When the text is finally concluded, the words 'end of message', may be used to advise there is nothing further to follow
15. If an error is made, the word 'correction', should be used and then the transmission re-commenced starting with the last word sent correctly
16. If part of a message is not understood or received correctly, the words 'I say again', are used, followed by a repeat of that part of the message which was not received properly
17. Where difficult or unusual words are used in a message text, special action may be taken to assist the receiving operator by spelling the word or words using the 'International Phonetic Alphabet'. With this alphabet a word is used, of which, the first letter of that word indicates the letter being spelt out.

Complete details of the phonetic alphabet are on the following page.

The International Phonetic Alphabet

The phonetic alphabet is used when it is necessary to spell out letters, words, or numbers. Excessive use should be avoided, as it can become time consuming and frustrating to the receiving operator.

Letter	Phonetic Equivalent	Pronunciation
A	ALPHA	<u>AL</u> FAH
B	BRAVO	<u>BRAH</u> VIH
C	CHARLIE	<u>CHAR</u> LEE
D	DELTA	<u>DELL</u> TAH
E	ECHO	<u>ECK</u> OH
F	FOXTROT	<u>FOKS</u> TROT
G	GOLF	<u>GOLF</u>
H	HOTEL	HOH <u>TELL</u>
I	INDIA	<u>IN</u> DEE AH
J	JULIET	<u>JEW</u> LEE ETT
K	KILO	<u>KEY</u> LOH
L	LIMA	<u>LEE</u> MAH
M	MIKE	<u>MIKE</u>
N	NOVEMBER	NO <u>VEM</u> BER
O	OSCA	<u>OSS</u> CAH
P	PAPA	PAH <u>PAH</u>
Q	QUEBEC	KEY <u>BECK</u>
R	ROMEO	<u>ROW</u> ME HOH
S	SIERRA	SEE <u>AIR</u> RAH
T	TANGO	<u>TANG</u> GO
U	UNIFORM	<u>YOU</u> NEE FORM
V	VICTOR	<u>VIC</u> TAH
W	WHISKEY	<u>WISS</u> KEY
X	X-RAY	<u>ECKS</u> RAY
Y	YANKEE	<u>YANG</u> KEY
Z	ZULU	<u>ZOO</u> LOO

NUMERAL	PRONUNCIATION
0	ZERO
1	WUM
2	TOO
3	THUH-REE
4	FO-WER
5	FIFE
6	SIX
7	SEV-EN
8	ATE
9	NINER

Prowords (Procedure Words)

'Prowords' are standard, easily pronounced words, which have been assigned meanings to speed up message handling. They may be used whenever appropriate but should never replace a word or phrase in the written text of a message.

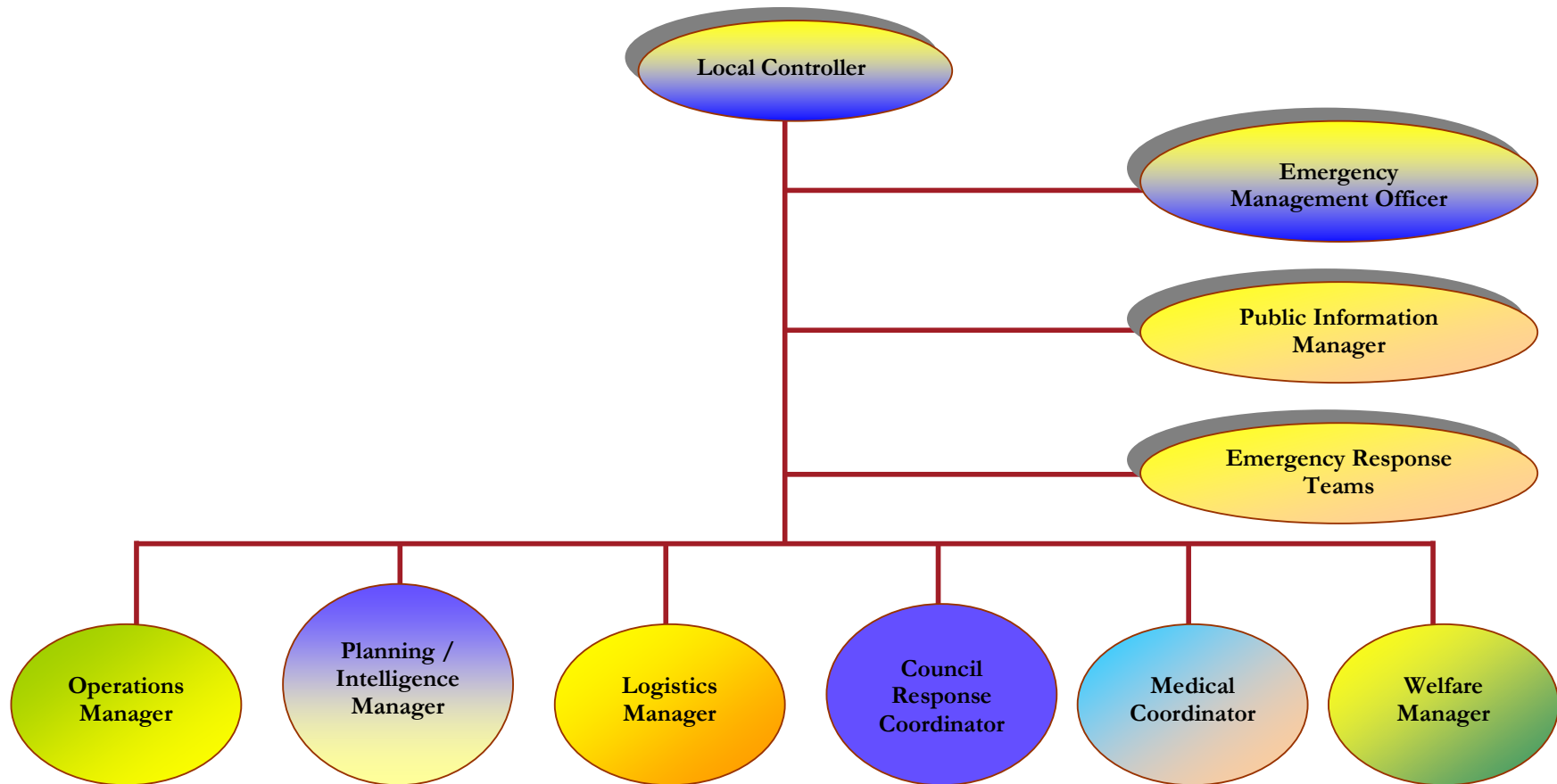
The following 'prowords' are in general use:

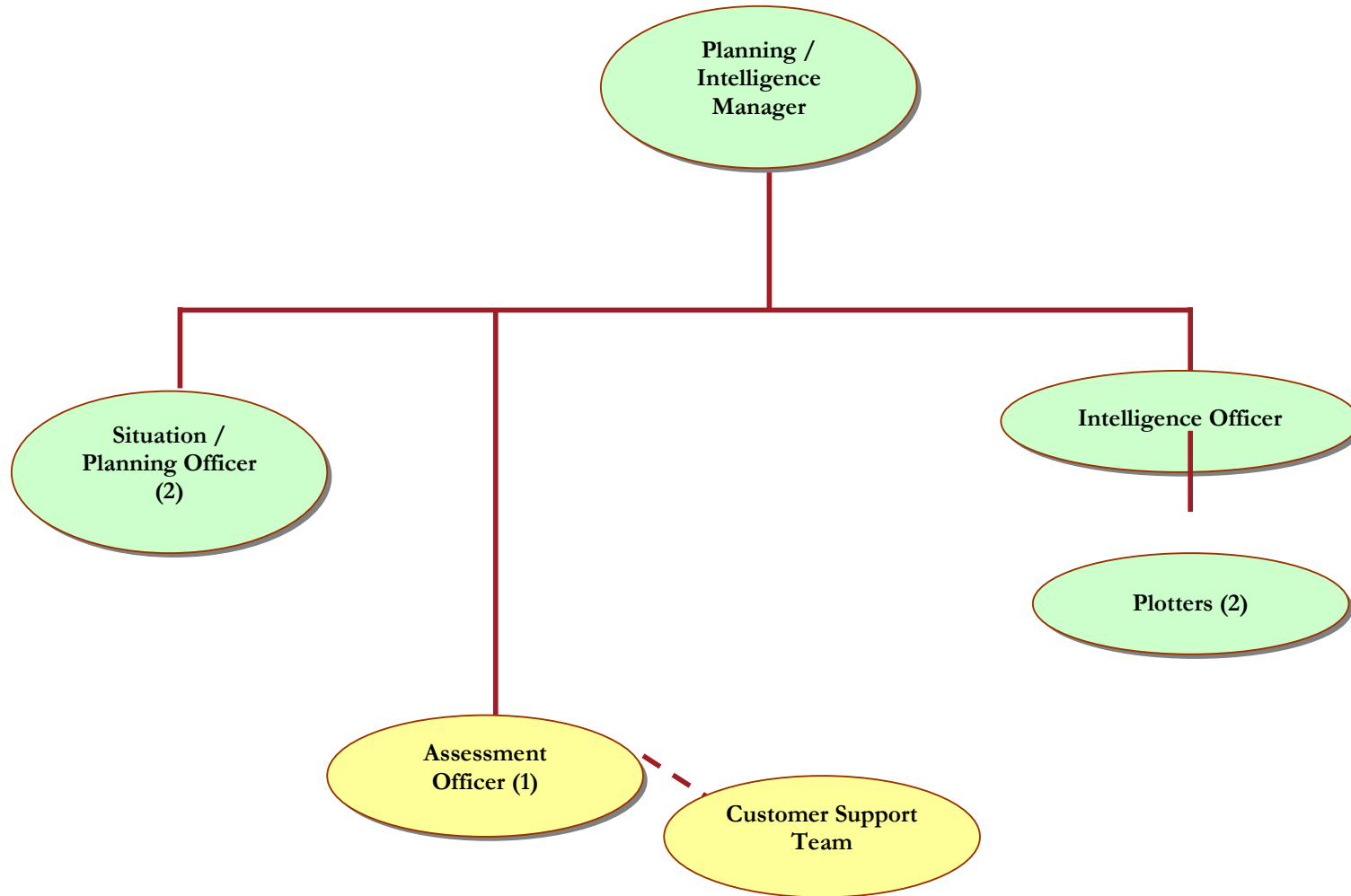
PROWORD	MEANING
OVER	This is the end of my transmission and an answer is required.
OUT	This is the end of my transmission and NO answer is required.
ROGER	Message received and understood.
WILCO	I will comply with your message.
I SAY AGAIN	I am repeating the message, or part of it.
ALL BEFORE/AFTER	Used to ask for the repetition of that portion of a message proceeding or following a key word.
I SPELL	The next word(s) will be spelt phonetically
FIGURES	Numerals to follow.
WAIT	I am pausing for a short period.
WAIT OUT	I will call again.
ACKNOWLEDGE	The addressee must acknowledge receipt of this message.

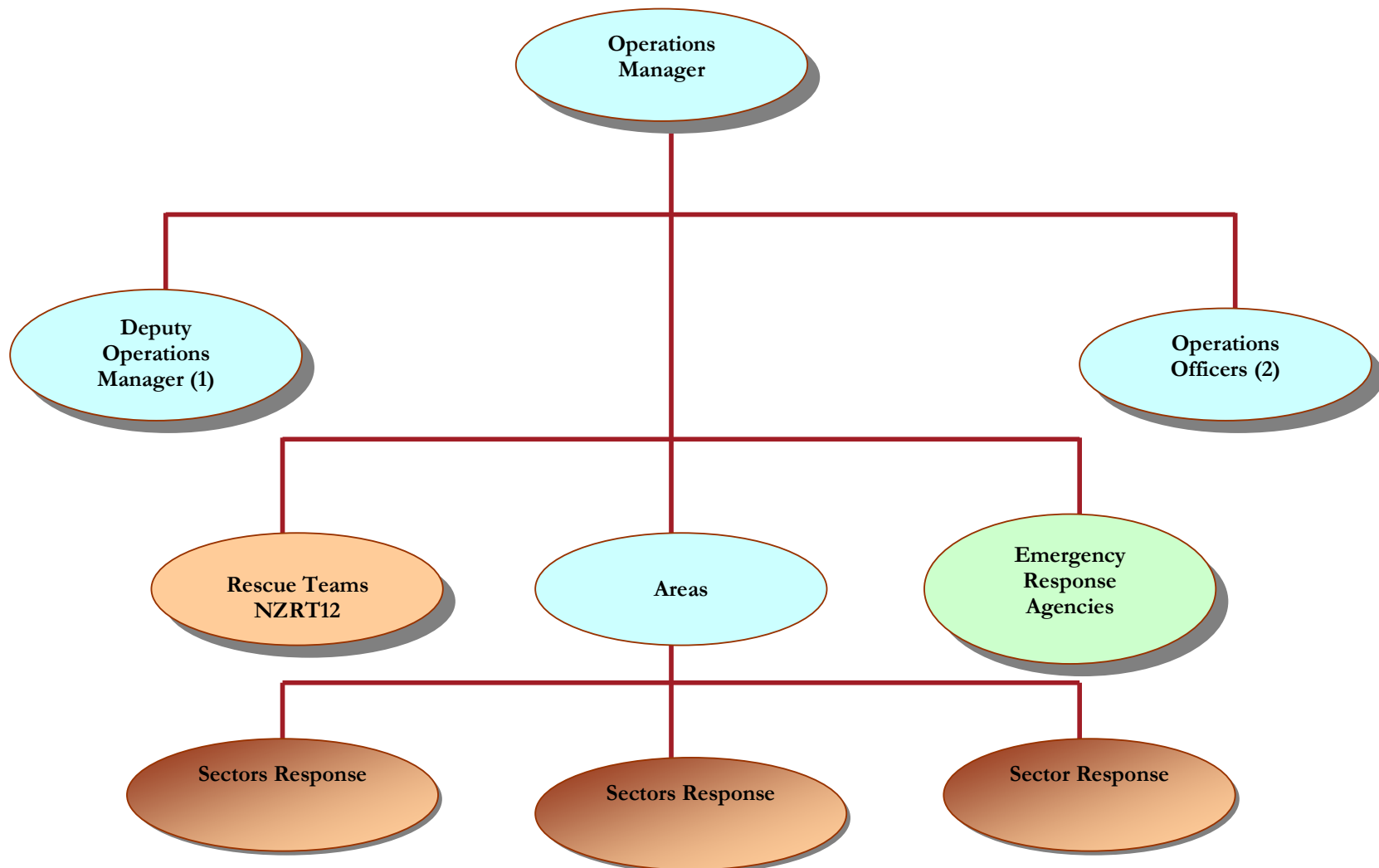
PART 7

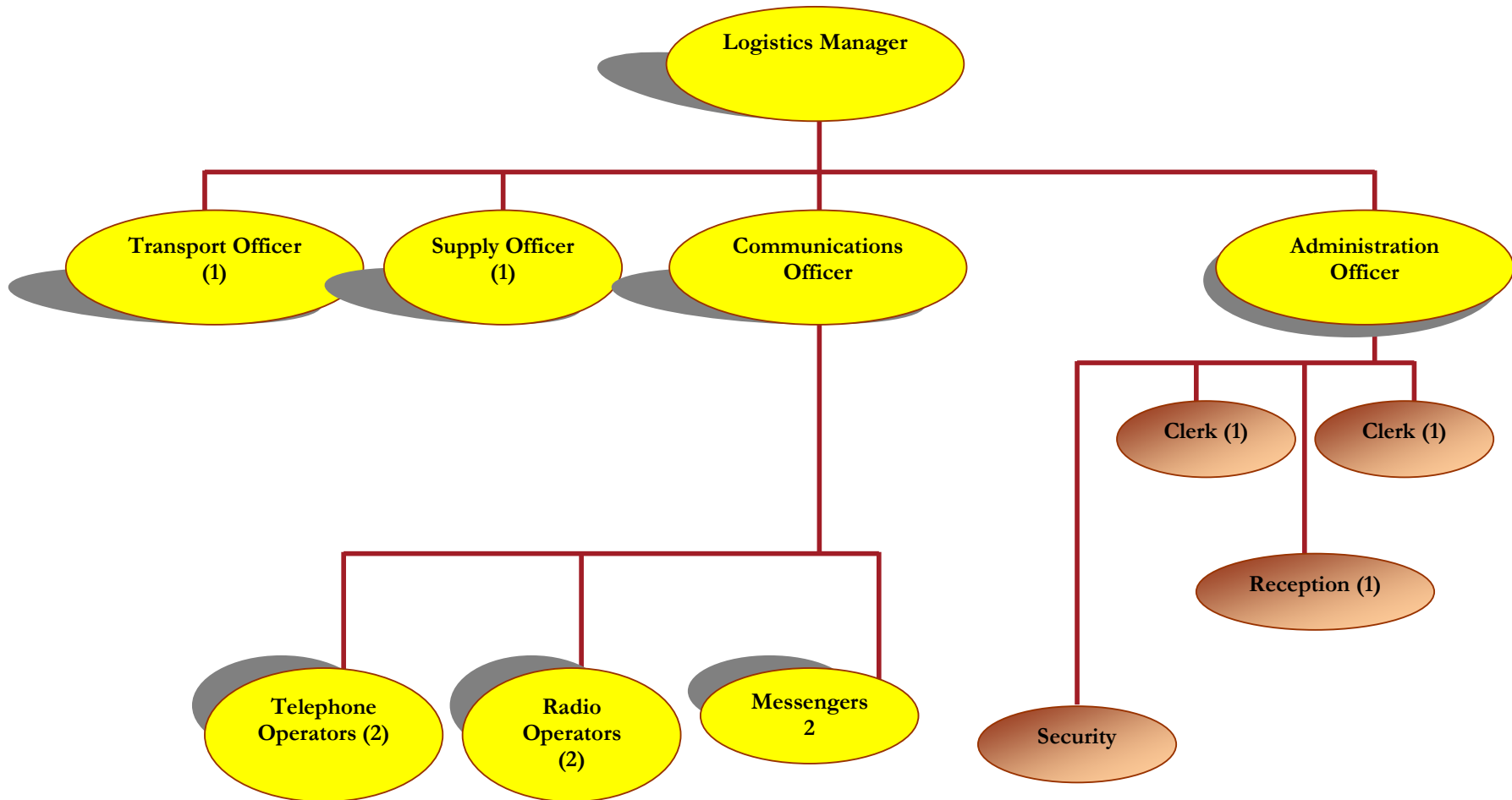
JOB DESCRIPTIONS

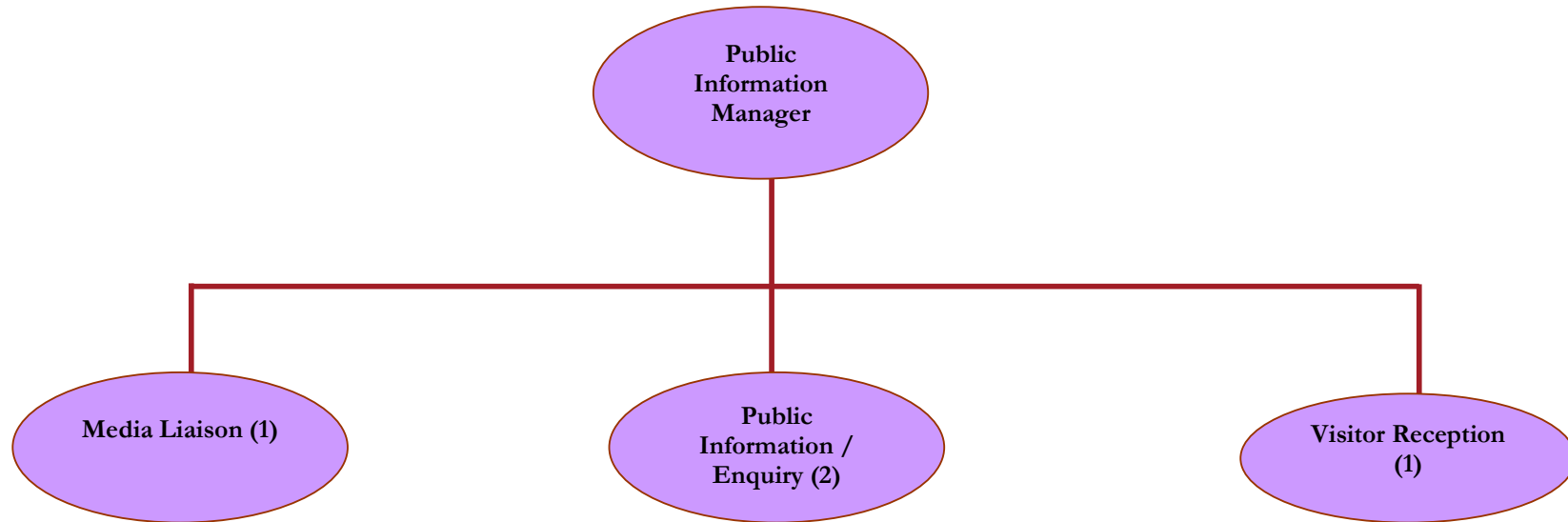
PART 7 JOB DESCRIPTIONS

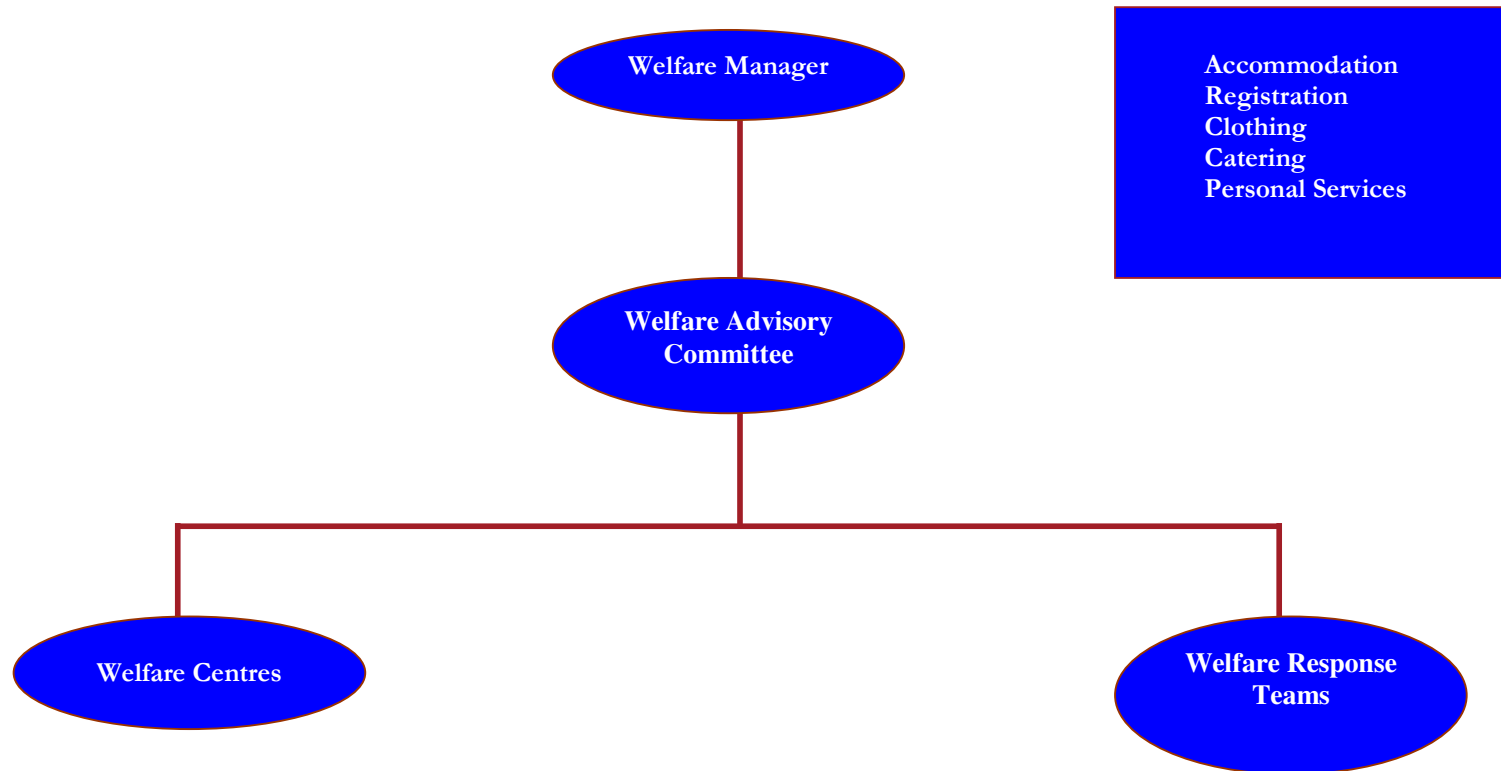


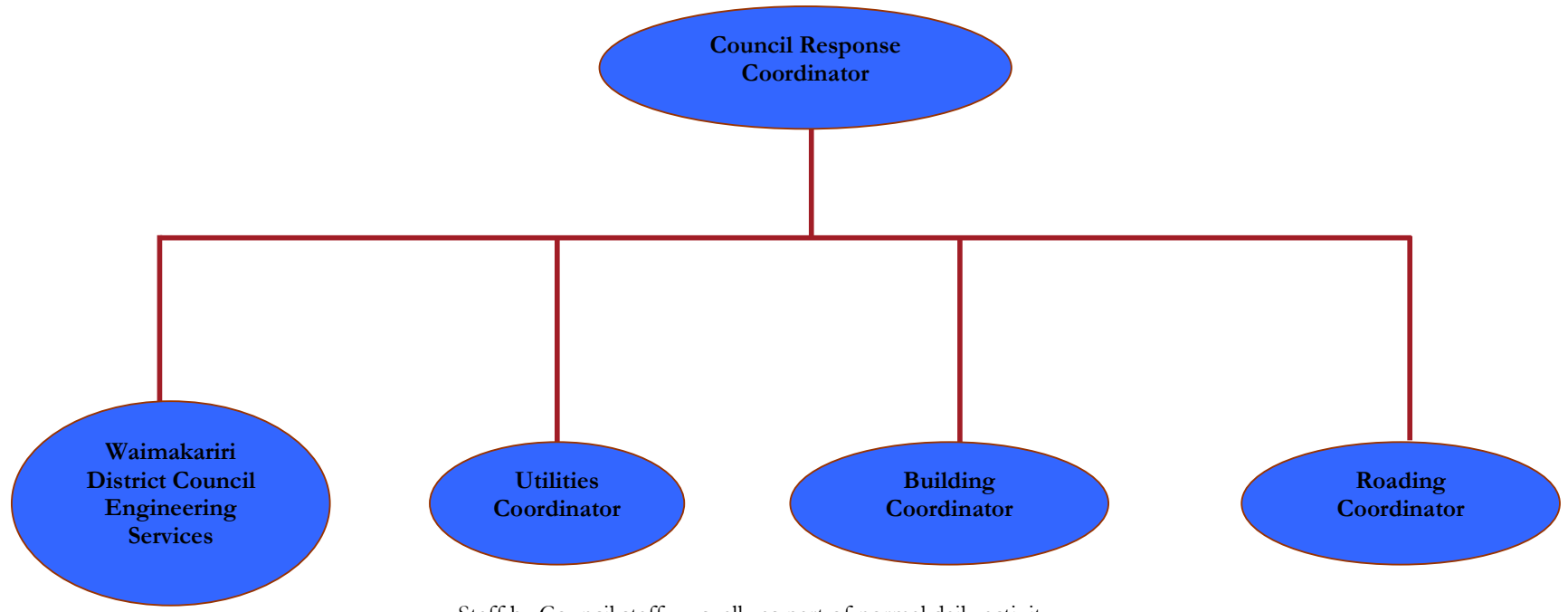




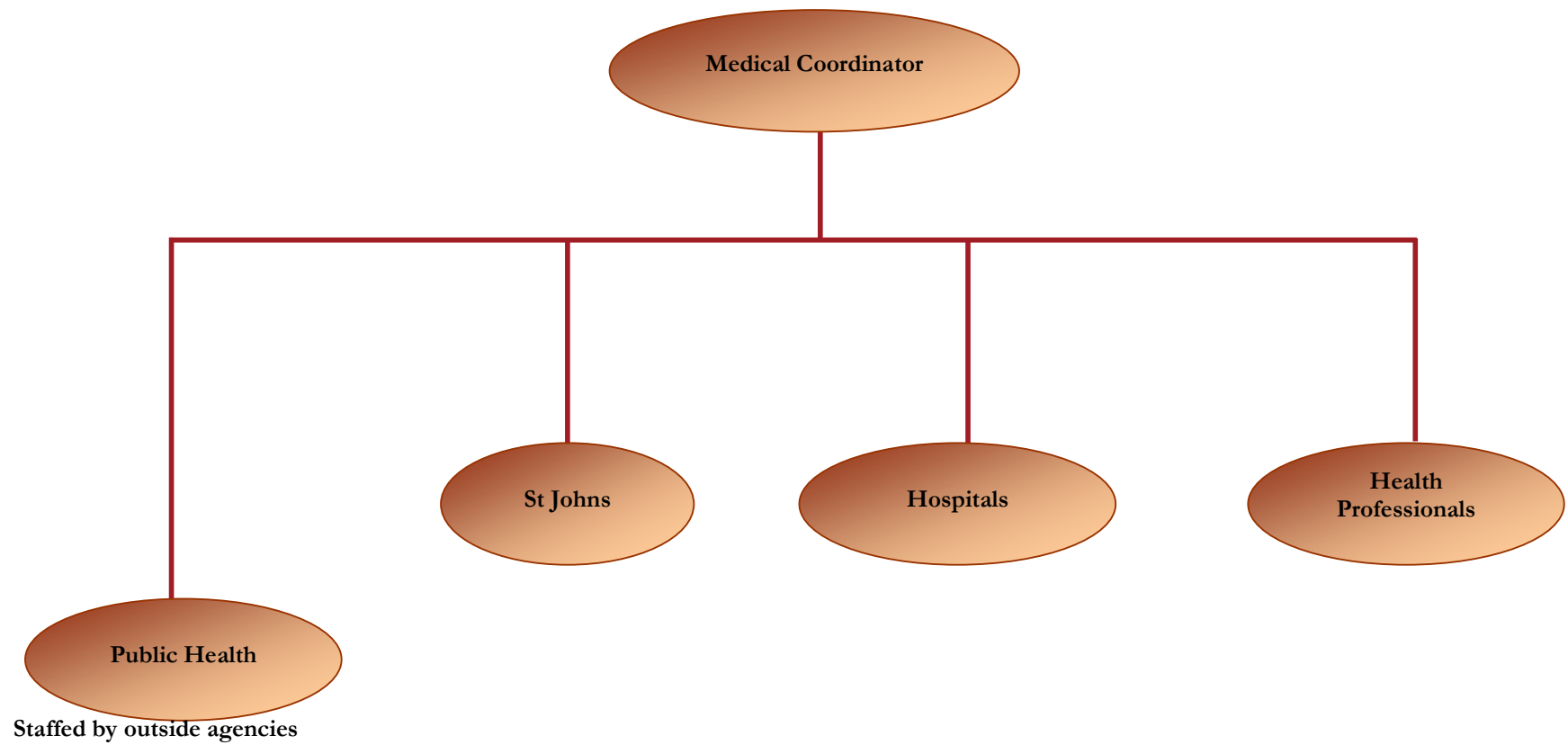








Staff by Council staff – usually as part of normal daily activity



DESCRIPTION OF FUNCTIONS

The following outlines the functions for those who will be operating at the Waimakariri District Civil Defence Emergency Operations Centre during a **Declared Local Emergency**, an Adverse Event or significant and prolonged rural fire event.

It may be necessary to adjust the roles of some positions to staff available.

The Local Controller's powers during a Declared Local Emergency are as per the powers delegated to that person under the Canterbury CDEM Group Plan.

A Response Coordinator may also activate the EOC for an Emergency Event (i.e. snow, storm) or major incident (i.e. rural fire). This person has no statutory powers other than those vested in the Principal Rural Fire Officer.

Refer Line Chart on Page 28.

IDENTIFICATION VESTS / IDENTIFICATION BADGES

Key managers in the EOC have been allocated orange identification vests. These must be worn at all times when on duty.

All other personnel will be allocated identification badges for their position. These are to be worn at all times when on duty.

Local Controller

The Local Controller is responsible for all aspects of an emergency with regard to control within the terms of the Civil Defence Emergency Management Act (2002). He/she will:

- have overall control of the emergency operations for the District;
- will allocate priorities, direct and coordinate all personnel and resources necessary to respond effectively to the impact of a disaster;
- will convene meetings of Specialists and Liaison Officers to coordinate the operational actions of their agencies.

Alternate Controller(s)

In the absence of the Local Controller, the Alternate Controller assumes all the powers and responsibilities of that position.

OPERATIONS FUNCTIONS

The Operations Manager

The Operations Manager manages the Emergency Operations Centre and is responsible for all mainstream decisions that do not require reference to the Local Controller.

The Operations Manager will ensure that he will receive all important messages and matters requiring action by the Controller as soon as possible.

Responsibilities are to:

- manages the efficient operations of the headquarters;
- keep the Controller informed of all major issues;
- ensure that key staff are fully briefed as situations develop;
- ensure supporting agencies are kept informed of relevant developments;
- resolve operational problems;
- participate in Planning meetings.

Deputy Operations Manager (if appointed)

The Deputy Operations Manager will assist the Operations Manager with the duties listed above and in his/her absence will assume the responsibilities of the Operations Manager.

Operations Officers

- handle routine inquiries and if appropriate provide advice to callers;
- ensure messages or information is delivered promptly to the appropriate person or agency who is to take action;
- call to the immediate attention of the Operations Manager all matters of an urgent or more complex nature;
- ensure that all formal messages and important information received is recorded in a master register;
- Coordinate support and information to/from community response sector.

PLANNING/INTELLIGENCE FUNCTION

The Planning/Intelligence Manager

The Planning/Intelligence Manager is responsible to the Controller for planning/Intelligence functions.

The Planning/Intelligence Section has the role in evaluating exactly what the situation is with regard to damage caused by the emergency. By the use of maps and display boards, a current display of the overall situation will be maintained so the Controller and other sections in the Emergency Operations Centre will have a clear picture of the events.

The responsibilities of the Planning/Intelligence are

- to collect ,process and disseminate information;
- overview and determine strategic direction of the response actions;
- determine information needs;
- gather, clarify, confirm and analyse information;
- observe deadlines and critical information needs;
- maintain maps and display boards;
- conduct planning meetings;
- develop reports and briefings;
- prepare incident action plan.

Planning Officer

Maintains an overview of the situation, develops Situation Reports and strategic plans to respond to the event.

Intelligence Officer

Identifies information needs, collects and displays information and disseminates information to all interested parties.

Plotters

- creates and updates State boards;
- creates and updates Operational Maps.

Assessment Officer

Provides and maintains an assessment of the situation as well as identifying issues or problems to be managed. Ensure that the Group ECC and the Council's Customer Support Teams are kept up to date with relevant information.

LOGISTICS FUNCTIONS

The **Logistics Manager** is responsible for providing and maintaining facilities, services and materials.

This includes :

- estimate future services and support requirements;
- provide supplies, facilities, communications, catering, refuelling, mechanical and transport support as required;
- track costs;
- administration;
- staff Welfare.

Transport Officer

- arranges suitable operational vehicles for civil defence sections;
- establishes a pool of vehicles for the movement of people and supplies.

Supply Officer

- coordinates request for supplies by civil defence sections;
- arrange supplies;
- maintains records of supplies requested.;
- ensures recovery of supplies not required;
- arranges return of requisitioned items to owners.

Administration Officer

- provides the housekeeping to keep the headquarters operating and includes;
- provision of stationary ;
- retention of records;
- secretarial Services;
- manages staff welfare requirements which includes feeding, toilet facilities, staff and dependent relative support;
- controls entry to the Emergency Operations Centre.

COMMUNICATIONS FUNCTIONS

The **Communications Manager** is responsible for all of the communication throughout the District during an emergency and will:

- manage all communication operations and allocate systems;
- liaise with other agencies operating communications within the District to ensure the most efficient use is being achieved;
- ensure that all messages are being recorded and that the message flow is being maintained at a high level;
- arrange shifts for duty operators and for their replacements.

Messengers

Messengers are assigned to carry out movement of documented messages in the Emergency Operations Centre.

They will ensure that:

- messages received by radio or fax are cleared immediately to the Operations Section for processing;
- messages are transferred promptly to person or agency who is to respond;
- any urgent or important messages are given priority.

Radio/Facsimile Operators

Operators are responsible for the correct handling of all radio and facsimile messages and the maintenance of any records associated with those messages.

Telephonists

Telephonists will answer all incoming calls and quickly transfer callers to the Operations Manager or the specific agency operating within the headquarters.

Couriers

Couriers may be used to carry messages to Area/Sector HQs and other posts in the field when telephone or radio communications are not available.

PUBLIC INFORMATION FUNCTION

The Public Information Manager

The Public Information Manager is responsible to the Local Controller for managing the following functions during a Civil Defence emergency:

- issuing public instructions and advice from the Local Controller;
- making arrangements to meet and escort Government Officials and other VIPs inspecting the emergency area;
- establish and maintain Public Enquiry Centres as required.

Media Liaison Officer

A Media spokesperson has been appointed to assist the Public Information Manager. If this person is not available, these duties will be carried out by the Public Information Manager.

The Media Liaison Officer's function is to liaise between Waimakariri District and the Media, and may include:

- preparing news releases on the emergency situation;
- answering media enquiries and providing media briefings as necessary;
- arranging interviews or press conferences with the Local Controller or key Civil Defence personnel;
- arranging access for the media, where possible and desirable, to areas covered by the emergency;
- controlling the issue and withdrawal of media passes.

Public Information/Enquiry Officer

- develops Public Information material for dissemination in conjunction with the Welfare Group and establish and maintain a Public Enquiry System;
- ensures that a master record of all registered evacuees is current at all times;
- makes contact with and transfers information between Waimakariri Public Enquiry Centre and any group or National Public Enquiry Centre set up.

Visitor Reception Officer

- develops visit programme for visiting Ministers or other authorised agencies;
- coordinates visit programme.

SECURITY FUNCTIONS

The Security Officers will be responsible to the Controller for maintaining security at Civil Defence Headquarters. They will cooperate with the Police on all security matters effecting Headquarters. They will also ensure all personnel at Headquarters are registered and wearing identifications name tags. If necessary they will remove persons not authorised to be in the Headquarters. The Controller, the Emergency Management Officer, or the Operation Manager are the authorising authority for the Civil Defence Headquarters.

WELFARE

Community Welfare Manager

The Community Welfare Manager operates from the District Civil Emergency Operations Centre and is responsible for the establishment, staffing and continued operational efficiency of the welfare response. The Welfare Manager also maintains close liaison with the Logistics Section of Civil Defence.



The Community Welfare Manager is supported by the Welfare Committee and through them manages all Welfare Response activities.

THE FUNCTION OF THE WELFARE GROUP IS TO:

- Facilitate welfare centre for persons who have been evacuated
- Provide catering arrangements
- Arrange emergency clothing
- Personal services, counselling and support
- Registration of persons evacuated

WELFARE SITES INCLUDE:

Rangiora High School-	- Rangiora
Kaiapoi Community Centre	- Kaiapoi
Kaiapoi High School	- Kaiapoi
Oxford Area School	- Oxford
Woodend Community Centre	- Woodend
Tuahiwi Marae	- Tuahiwi

Depending on the circumstances, *any* appropriate site can be used as a welfare centre provided it is safe and proper to do so. This could include any school or sports facility. A Sector Post may not be the best option for a welfare centre if more appropriate premises are available.

THE WELFARE TEAM ARE:

- This section not for public viewing.

MEDICAL COORDINATOR

The Medical Coordinator is responsible to the Controller for coordinating all Public health and medical activities in the District during an emergency.

This person will monitor Public health and advise on and implement preventative or remedial measures where necessary. They may deploy Public Health resources and staff in support of other sections of Civil Defence as may be required. Some likely tasks may be:

- to monitor environmental health in areas of the District effected by the emergency;
- implement preventative and remedial health measures where necessary;
- assist with and advise on water treatment and sewerage disposal;
- with the authority of the controller, advise the public on health related matters;
- set up and deploy 'Health Inspection Teams' if and when necessary.

LIAISON OFFICERS

Effective coordination requires a link between the activities of many different organisations involved in response to an emergency and the Controller. Liaison Officers are this key link and relay information between their organisation and the Headquarters and act as specialist advisers to the Controller.

These specialist advisers may be drawn from many areas and may include representatives from:

- emergency services (i.e. Fire Service, Police etc.);
- government departments;
- any other organisation as required by the Controller.

LOCAL RECOVERY MANAGER

During a declared state of 'Local Emergency' the Local Recovery manager has no legal powers as such, but will liaise closely with the Controller to ensure a smooth transition to 'Recovery Phase' once the 'Local Emergency' has been terminated.

As the 'Local Emergency' scales down the Local Recovery manager will begin to assume responsibility of those elements, which will require a recovery response, while the overall authority still remains with the Controller.

Upon the termination of the state of 'Local Emergency' and unless a 'Disaster Recovery Coordinator' has otherwise been appointed by Central Government, the Local Recovery Manager will assume responsibility for the coordination of disaster activities within the Waimakariri District in accordance with the Waimakariri District Council's Local Recovery Plan, the Group Recovery Plan and the national Civil Defence plan.

RESCUE MANAGER

The Rescue Manager will be responsible to the Local Controller for the coordination of rescue activities and will work and liaise closely with all sections of the organisation.

FOR CIMS RELATED ACTIVITIES

Incident Controller

The Incident Controller has the primary responsibility for managing a particular incident. This will entail ‘control’ across organisations as well as ‘command’ within the home organisation.

Key tasks can be as follows:

➤ **Assess the Incident**

Start to consider:

- ❖ What is the problem?;
- ❖ How is this situation likely to develop?;
- ❖ What resources will be required?

➤ **Assume Control**

Authority needs to be clearly passed over when assuming this position and all involved need to be aware of this. Clear identification of the Incident Controller can reduce confusion as to who is in charge of a particular incident. The Incident Controller also needs to establish a focal point for control at the incident.

➤ **Appoint Staff**

Appoint incident staff according to the size and complexity of the incident. Anticipate management requirements and make appointments as early as possible. Be careful not to underestimate the management needs of an incident: better too many than not enough.

➤ **Ensure Incident Action Plan is Developed**

Follow the process outlined in the CIMS Manual. Note that if the Incident Action Plan is prepared by a subordinate, it must be approved by the Incident controller. The objective, strategies and tactics should reflect the policy and aims of the Lead Agency.

➤ **Allocate Tasks**

The Action Plan will identify critical tasks for the incident. Tasks should be assigned with clear expectations, time restraints, and adequate resources. Request status reports. Monitor progress, and revise as required.

➤ **Liaison Needs**

Supporting organisations require clear directions on their allocated role and how they fit into the Incident Action Plan. Ensure that they are kept informed as to the latest developments. Potential areas of conflict should be identified and addressed. The Incident Controller may appoint a Liaison Officer.

➤ **Report to the Lead Agency**

The Response Coordinator, if appointed and the Lead Agency will be kept informed through regular reports using the CIMS forms and other information as required. Keep relevant authorities well informed and consult as appropriate.

➤ **Conduct Briefings**

Regular meetings with the Incident Management Team should focus on the critical success factors for the incident and assess effectiveness of the strategies and tactics in place. The Incident Controller determines the frequency of each meeting, its location and duration. If appointed, the Planning Officer provides assistance and advice.

➤ **Organise Changeovers**

The period of changeover of personnel is one of the most critical times of the incident and should be organised following the CIMS Manual.

➤ **Manage the Media at this Incident**

The Incident Controller may be delegated the task of making statements to the media on behalf of the Lead Agency. Ensure that this authority is given and that any statements made are consistent with the overall aims of the effort. The incident Controller may need to appoint a Public Information Officer.

➤ **Maintain Safe Practices**

The Incident Controller is ultimately responsible for the safety of all combating crews, support personnel and the public who may be involved at the incident. The Incident Controller may need to appoint a Public Information Officer.

➤ **Maintain a Log of Activities**

Maintain a log of all activities, issues and decisions.

Operations

As an incident develops, the Incident Controller of an Incident Management Team may decide to delegate some functions. Operations are normally the first function delegated.

Key tasks can be as follows:

➤ **Obtain a Briefing from the Incident Controller**

Familiarise yourself with the ‘big picture’ and your role. Obtain a copy of the Situation Report, Incident Action Plan, Logs, and a summary of the resources available. Get clear direction on initial activities to be undertaken.

➤ **Develop Tactics in Support of the Incident Action Plan**

Discuss the situation with immediate subordinates:

- ❖ obtain plans for the next work period;
- ❖ review operations, considering:
 - resources availability;
 - situation status;
 - incident behaviour prediction;
 - weather;
 - communications capability;
- ❖ develop plans for each Division and/or Sector;
- ❖ make resources allocations for each division and Sector.

➤ **Brief Personnel and Allocate Tasks in Accordance with the Incident Action Plan**

Identify key personnel appointed to the incident:

- ❖ conduct a briefing meeting with them using the Incident Action Plan;
- ❖ make sure that they have copies of the plan relevant to their responsibilities;
- ❖ establish reporting arrangements concerning implementation of the plan;
- ❖ provide additional information if requested.

➤ **Establish and Maintain Assembly and Staging Areas**

Identify required location/s, expected resources to be assembled at each area, and anticipated duration of use. Work with Logistics, if appointed, to develop these areas and ensure they are properly supported.

➤ **Manage and Supervise Operations at the Incident**

Acquire information on Operations activities:

- ❖ provide information on changes to Incident Controller and Planning (if appointed).
- ❖ implement any necessary changes with operation;
- ❖ handle unresolved problems.

➤ **Evaluate Operations**

Assess progress of Operations activities and provide reports to the Incident Controller and Planning/Intelligence, outlining progress, incident prognosis, and other relevant information.

➤ **Determine Need for and Request Additional Resources**

If additional resources are required from the Incident Controller, provide details of:

- ❖ type and quantity;
- ❖ time and location needed;
- ❖ officer in charge and communications access.

➤ **Initiative Recommendations for the Release of Resources**

The Operations Manager is responsible for:

- ❖ evaluating the adequacy of existing Operations resources;
- ❖ estimating current and future resource requirements;
- ❖ designating recommendations for release of resources.

➤ **Report Special Incidents and Accidents**

Indicate the nature of event using the format of the Situation Report, specifying additional assistance needed.

➤ **Maintain a Log of Activities**

Maintain a log of all activities, issues and decisions.

Logistics

The Logistics Manager is responsible for providing facilities, services and materials in support of management of the incident.

Key tasks can be as follows:

➤ **Obtain a Briefing from the Incident Controller**

To be successful, the Logistics Manager needs information from the Incident Controller about the facilities, services and materials required at an incident. It is necessary to identify:

- ❖ current status of the incident;
- ❖ resources that are allocated, available and en-route;
- ❖ unserviceable resources;
- ❖ geography and topography of the incident area.

➤ **Plan the Organisation of Logistics**

Logistics responds to the needs specified in the Incident Action Plan. The size of Logistics will vary in accordance with the numbers of personnel and resources working at the incident.

At its largest, Logistics may comprise:

- ❖ *Supply Unit* – organising additional personnel, equipment and consumables;
- ❖ facilities unit – preparing and managing locations for work, sleeping, eating and maintenance;
- ❖ *Ground Support Unit* – providing transport for personnel, supplies and food, arranging refuelling, mechanical maintenance and security of equipment and where necessary, managing traffic;
- ❖ *Communications Unit* – arranging the installation and maintenance of equipment and providing technical advice;
- ❖ Medical Unit – ensuring that ill or injured personnel receive immediate medical treatment;
- ❖ *Catering Unit* - providing food and refreshments to combating personnel;
- ❖ *Finance Unit* – organising time records of personnel, accounts for purchases of supplies and hire of equipment, compensation and insurance, and the collection of cost data.

➤ **Allocate Task**

After determining the function and structure of the Logistics Section, the Logistics Manager allocates tasks to appropriate personnel. Those with special experience or abilities should be given tasks appropriate to their particular capabilities. Because personnel and resources are often extended during major incidents, it is important to place key personnel in their positions quickly.

➤ **Participate in the Preparation of the Incident Action Plan**

The Logistics Manager participates in the preparation of Incident Action plans. In particular, Logistics seeks to anticipate Operations' likely requirements for supplies, services, materials and consumables.

➤ **Ensure that a Communications Plan is Prepared**

The Incident Communications Plan identifies:

- ❖ communications needs;
- ❖ types of equipment required;
- ❖ personnel needed to establish and operate the equipment.

➤ **Estimate Future Service and Support Requirements**

Once the Logistics Manager has gained knowledge about the incident and the servicing and support facilities that are in place at the time, it is possible to plan future logistics requirements. These may include:

- ❖ *Structural* – putting in place additional logistics elements;
- ❖ *Managerial* – organising an appropriate span of control amongst personnel;
- ❖ *Physical* – ordering additional materials and equipment.

➤ **Provide Management Support**

Management support involves the provision of those administrative and communications services required to assist in the management of large and complex incidents. The logistics Manager assumes responsibility for photocopying, typing and record keeping, as well as the operation of radios and telephones, facsimile machines, computers and similar equipment.

➤ **Maintain a Log of Activities**

Maintain a log of all activities, issues and decisions.

Planning/Intelligence

Complex incidents demand high levels of planning. The Incident Controller of an incident Management Team will experience great difficulty in managing an incident which is large, complicated in nature, or extends over a lengthy period unless the planning function is delegated.

Key tasks can be as follows:

➤ **Obtain a Briefing from the Incident Controller**

The Planning/Intelligence Manager needs to be aware of the current incident situation and the plan being utilised in the management of the incident. The Planning Manager must also understand the incident. The Planning Manager must also understand the Incident Controller's concerns and priorities in order to continue the planning process. Thus, alternative objectives and strategies can be developed for use in line with predicted incident activity.

➤ **Process Information Relating to the Current and Predicted Incident Situation**

The Planning/Intelligence Manager is responsible for maintaining and updating all information relating to the incident including e\weather forecasts, situation reports, maps and estimates of losses. He or she will also use knowledge of the current situation to assist in forecasting incident behaviour.

➤ **Maintain Records About the Location and Deployment of Resources**

The planning/Intelligence Manager will develop an effective system to record what resources are deployed on the incident and what they are doing at any particular time.

➤ **Maintain an Information Service**

The Planning Manager is responsible for maintaining an information service to provide up to date information relating to incident cause, size, current situation, resources and other matters of general interest. This information service enables personnel at the incident, other agencies, the media and the public to be kept informed of the latest developments.

➤ **Liaise with Technical Specialists**

Technical specialists may be employed at large and complex incidents. They assist in the development of plans for combating the incident as well as help predict incident behaviour. The Planning/Intelligence Manager liaises closely with these technical specialists when developing plans and determining strategies for the Incident Controller's approval.

➤ **Conduct Planning Meetings**

Planning meetings form an integral part of the process of incident management. The Planning/Intelligence Manager works with the Incident Controller to schedule and conduct planning meetings. The degree of involvement will depend on the scale of the incident. On larger incidents the Planning/Intelligence Manager will conduct preliminary meetings on behalf of the Incident Controller, with the recommended options brought to the incident Controller for approval. Smaller incidents would involve the entire Incident management Team in the Incident Action Planning process.

➤ **Develop Alternative Control Objectives and Strategies**

The Planning/Intelligence Manager, in consultation with other members of the Incident Management Team, is responsible for developing alternative strategies for the Incident Controller's consideration.

➤ **Disseminate the Incident Action Plan**

The Planning/Intelligence Manager prepares plans for demobilization at the incident and the return of all resources to their home locations. Demobilisation plans are submitted to the Incident Controller for approval.

➤ **Maintain a Log of Activities**

Maintain a log of all activities, issues and decisions.

PART 8

DOCUMENTATION

Part 8

DOCUMENTATION

Key Documents

Templates for Situation Reports (SITREP) and Incident Action Plans (IAP) are contained at Appendices 1 and 2 respectively. Planning/Intelligence cell is responsible for production of both of these documents.

A template for verbal briefing of the IAP is contained at Appendix 3. The brief follows the format:

- S – Situation
- M – Mission
- E – Execution
- A – Administration and Logistics
- C – Communications and Control.

Operations cell is responsible for production and delivery of this brief.

STAFF BRANCH DESK DIARIES

Each staff branch (Local Controller, Operations, Planning/Intelligence, Logistics, Public Information, Council Response Coordination and Welfare) should maintain a desk diary. This document records specific tasks that the respective staff branch has been assigned and records progress on those tasks through to their completion.

CORRESPONDENCE FILING

Attached as Appendix 4 are two flow charts that show the processing of correspondence (including radio messages) that come into the EOC and which are released out of the EOC.

All such correspondence is recorded in the “Master Record” (Appendix 5). If the correspondence is a radio or telephone message, the contents are first transcribed on to a “*C D 1 – Message Form*” (Appendix 6) and each CD1 Message Form is assigned an individual reference number by the Operations Officer. That reference number is then recorded in the Master Record. If the correspondence is a written document, again it is assigned an individual reference number by Operations Officer, and then recorded in the Master Record.

The Operations Officer is responsible for correspondence filing.

A standard facsimile template is attached as Appendix 7.

DISPLAY DATA

State Boards (Appendix 8) display general information about the incident that quickly show what has happened and where and what key services have been affected. Some of this data can then be made available to the public via the Public Notice Board at the Customer Service Desk. Operations staff maintain the State Board.

Resource Boards (Appendix 9) display which key Logistics resources are located where. Logistics staff maintain the Resource Board.

Staff Location Records (Appendix 10) display details of EOC staff (who they are, when they are on duty and how to contact them). Logistics staff produce this data and give a copy to the Operations Manager to display centrally so the Duty Officer can access it easily.

APPENDICES

1. Situation Report (SITREP) Template
2. Incident Action Plan (IAP) Template
3. 'SMEAC' Verbal Brief Template
4. Flow Charts
5. Master Record Template
6. CD1 – Message Form Template
7. Facsimile Template
8. State Board Template
9. Resource Board Template
10. Staff Location Record Template

- SITREP

1. SITREP Number	2. Situation as at:	SITREP COVER SHEET
	Time Date	
3. ECC/EOC		4. Originator Master Record #

SITUATION REPORT

The items checked below are included in the SITREP

(The minimum SITREP will comprise a Cover Sheet and Situation Analysis page.)

- SITUATION ANALYSIS**
- EVENT MAP(S)**
- EVACUATIONS TABLE**
- DEATHS + INJURIES TABLE**
- TRANSPORT ROUTES STATUS TABLE**
- INFRASTRUCTURE STATUS TABLE**
- SOCIAL/COMMUNITY STATUS TABLE**
- CRITICAL RESOURCES TABLE**
- ECC/EOC STAFFING**
- EXTERNAL INFORMATION** (Weather, tides, etc)

5. Approved for release by Controller:

Name	Signed	Time Date

SITUATION ANALYSIS

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

--

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

--

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

--

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

--

10. Prepared by:

Time Date

--	--

Ⓒ *EVENT MAP(S)*

Canterbury CDEM Group – Evacuations Table

District / Agency	Collating EOC/ECC	Date:	of completion / update of table	Time:	of completion / update of table
-------------------	-------------------	--------------	---------------------------------	--------------	---------------------------------

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

Canterbury CDEM Group – Deaths / Injuries Table

District / Agency	Collating EOC/ECC	Date:	of completion / update of table	Time:	of completion / update of table
-------------------	-------------------	-------	---------------------------------	-------	---------------------------------

Location	<i>Injured</i>			<i>Deaths</i>			Issues
	No. Known	No. Est'	Nature + Causes	No. Known	No. Est'	Causes	
Group/Region	#	#	Nature + Cause of injuries	#	#	Cause of death	
District							
District							
District							
District							
<i>Details – where available / necessary</i>							
Location							
Location							
Location							
Location							
Location							

Note: We may need to develop these tables further, to be able to keep track of what has previously been reported and what is being reported in this SITREP. Comments?

CDEM Group – Transport Routes Status Table

District / Agency	Collating EOC/ECC	Date:	of completion / update of table	Time:	of completion/ update of table
-------------------	-------------------	--------------	---------------------------------	--------------	--------------------------------

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

Canterbury CDEM Group – Infrastructure Status Table

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

District / Agency	Collating EOC/ECC	Date:	of completion / update of table	Time:	of completion/ update of table
-------------------	-------------------	-------	---------------------------------	-------	--------------------------------

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

☰ Canterbury CDEM Group – Social/Community Status Table

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

District / Agency	Collating EOC/ECC	Date:	of completion / update of table	Time:	of completion/ update of table
-------------------	-------------------	-------	---------------------------------	-------	--------------------------------

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

Canterbury CDEM Group – Critical Resources Status Table

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

District / Agency	Collating EOC/ECC	Date:	of completion / update of table	Time:	of completion/ update of table
-------------------	-------------------	--------------	---------------------------------	--------------	--------------------------------

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

Canterbury CDEM Group – EOC/ECC Staffing Status Table

(EOC/ECC Staffing includes all staff carrying out functions.)


District / Agency	Collating EOC/ECC	Date:	of completion / update of table	Time:	of completion / update of table
-------------------	-------------------	-------	---------------------------------	-------	---------------------------------

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

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

- ACTION PLAN

1. Action Plan Number	2. Action Plan as at:		ACTION PLAN COVER SHEET
	Date / Time		
3. EOC		4. Originator Master Record #	
<p>INCIDENT ACTION PLAN</p> <p style="text-align: center;">The items checked below are included in the Action Plan</p> <ul style="list-style-type: none"> <input type="checkbox"/> SITUATION SUMMARY <input type="checkbox"/> ACTION TAKEN <input type="checkbox"/> OVERALL OBJECTIVE(s) <input type="checkbox"/> GOALS + OUTLINE STRATEGIES <input type="checkbox"/> LIMITING FACTORS <input type="checkbox"/> SPECIFIC TASKS <input type="checkbox"/> RESOURCE NEEDS <input type="checkbox"/> INFORMATION FLOW <input type="checkbox"/> TELE-COMMUNICATIONS PLAN <input type="checkbox"/> RECOVERY 			
5. Approved for release by Controller:			
Name	Signed	Date/Time	

 *(These arrows will take you back to the contents page in electronic versions of this Action Plan)*

6. Situation Summary

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



7. Action Taken

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



8. Overall Objective(s)

(Enter clear, concise statements of the objectives for managing the emergency response.)



9. Goals + Outline Strategies

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



10. Limiting Factors

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



11. Specific Tasks

(Outline specific tasks, lead + support agencies, timelines, etc – where they are critical)

Do not enter into detailed planning here. That is the role of Task Planning, lead by the Task Lead Agency.



12. Resource Needs

(Outline management of critical resources.)



13. Information Flow

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

Blank area for content under section 13.



14. Tele-Communications Plan

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

Blank area for content under section 14.



15. Recovery

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

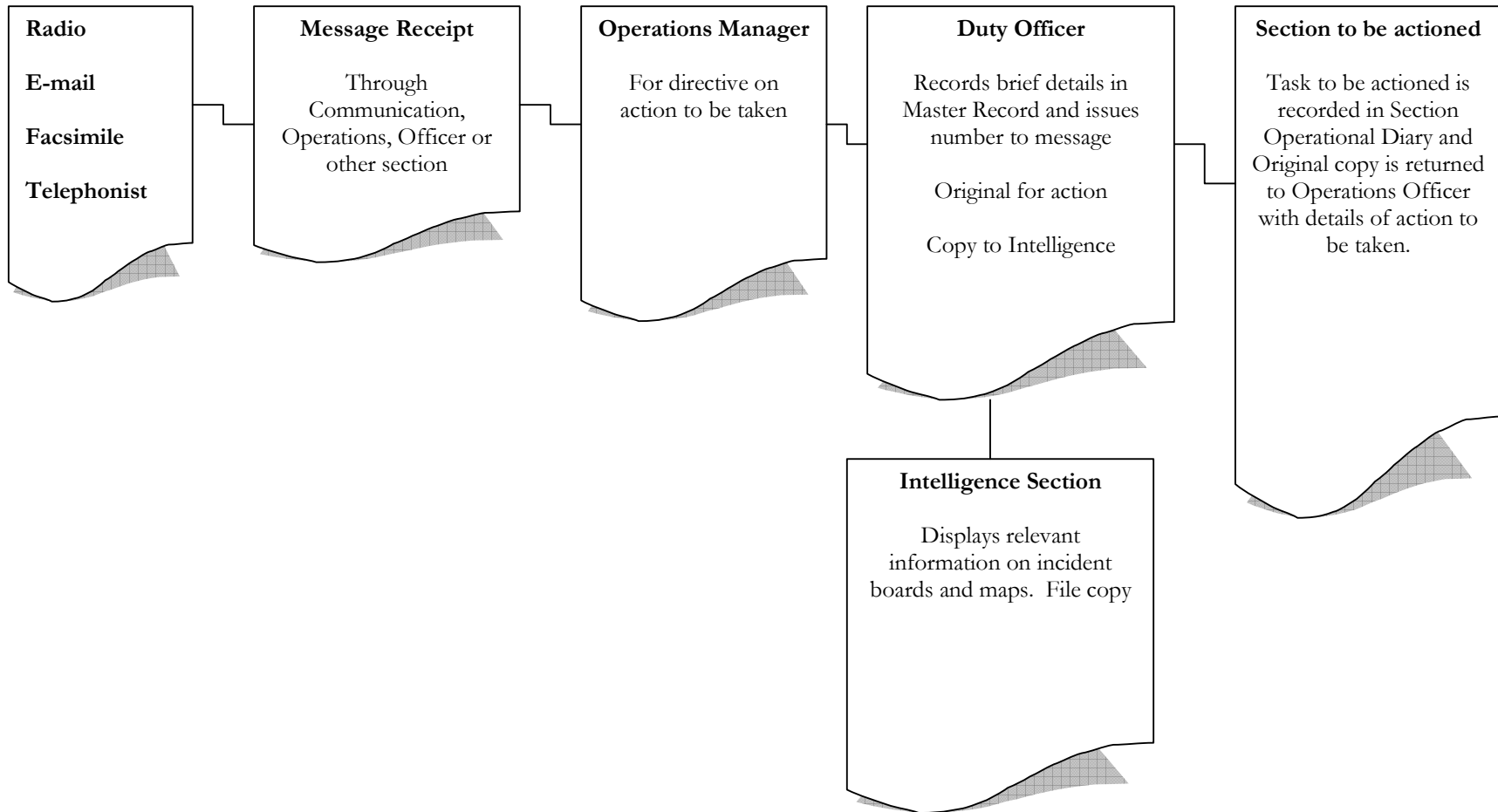
16. Prepared by:

Date/Time

- SMEAC

- FLOW CHARTS

Formal Message Flow Through Headquarters (Inward Messages)



Formal Message Flow Through Headquarters (Outward Messages)

CD1 Message Form

Message Generated
On CD1 message form
by person sending
formal message

Operations Officer
Records brief details in 'Master
Record' and issues number to
message.
Original passed to Communications
Section for transmission.
Copy is sent to Intelligence

Communications
Transmitted by facsimile, radio
etc.
Original then returned to
Operations Officer

Intelligence Section
Displays relevant information on incident boards
and maps. Message copy filed

- FACSIMILE

Waimakariri District Civil Defence Emergency Management

Facsimile Communication

Date:	Time:	Number of Pages: (including this page)
To:	From:	
Attention:	Fax No:	

Message:

- STATE BOARD

Produced by Planning / Intelligence Staff – Plotters – and displayed near the Operations Map.

Area	Area	General Information	Incident		
		<table border="1"> <thead> <tr> <th data-bbox="1045 600 1486 634">Road Information</th> </tr> </thead> <tbody> <tr> <td data-bbox="1045 634 1486 787"></td> </tr> </tbody> </table>	Road Information		
Road Information					
		Utilities	Situation Report		
		<table border="1"> <thead> <tr> <th data-bbox="1045 1071 1486 1105">Communications</th> </tr> </thead> <tbody> <tr> <td data-bbox="1045 1105 1486 1222"></td> </tr> </tbody> </table>	Communications		
Communications					

- RESOURCE BOARD

Produced and displayed by Logistics Staff at the Logistics Desk.

Resources	Location	Deployment

Emergency Operations Centre – Standard Operating Procedures

