



AGENDA

**Ordinary meeting of the Nelson Tasman Civil Defence
Emergency Management Group**

**Wednesday 17 December 2014
Commencing at the conclusion of the meeting of
the Joint Committee
Council Chamber
Civic House
110 Trafalgar Street, Nelson**

Membership: His Worship the Mayor of Tasman R Kempthorne (Chair), Her Worship the Mayor of Nelson R Reese, Deputy Mayor of Tasman Councillor T King, Deputy Mayor of Nelson Councillor P Matheson

Apologies

1. Conflicts of Interest

- 1.1 Identify any conflicts of interest in the agenda.

2. Confirmation of Minutes – 7 October 2014 4-6

Document number A1265545

Recommendation

THAT the minutes of the meeting of the Nelson Tasman Civil Defence Emergency Management Group, held on 7 October 2014, be confirmed as a true and correct record.

Note: As the only business transacted in public excluded was to confirm minutes, this business has been recorded in the public minutes. There are no public excluded minutes for 7 October 2014.

3. Minutes of the Nelson Tasman Civil Defence Emergency Management Co-ordinating Executive Group (CEG) Meeting – 12 November 2014 7-14

Document number A1273547

Recommendation

THAT the minutes of the Nelson Tasman Civil Defence Emergency Management Co-ordinating Executive Group (CEG) meeting held on 12 November 2014, be received.

3.1 Appointment of Alternate Group Controller

Recommendation to the Nelson Tasman Civil Defence Emergency Management Group

THAT Roger Ball is appointed as Alternate Group Controller under the Civil Defence Emergency Management Act 2002, Section 26, and in accordance with the Nelson Tasman Civil Defence Emergency Management Group Plan 2012, Section 5.6.1.

4. Report of the Emergency Management Office 15-23

Document number A1266174

Note: Attached for information is the report of the Emergency Management Office as presented to the Coordinating Executive Group on 12 November 2014.

Recommendation

THAT the Report of the Emergency Management Office (A1266174) and its attachment (A1260526) be received.

5. Appointment of Alternate Group Controller 24-34

Document number A1269214

Note: Attached for information is the report of the Emergency Management Office as presented to the Co-ordinating Executive Group on 12 November 2014.

Recommendation

THAT the Appointment of Alternate Group Controller report (A1269214) and its attachment (A1269216) be received.

**Minutes of a meeting of the Nelson Tasman Civil Defence
Emergency Management Group**

**Held in Tasman District Council Chamber, Queen Street,
Richmond**

On Tuesday 7 October 2014, commencing at 2.50pm

Present: His Worship the Mayor of Tasman R Kempthorne
(Chairperson), and Nelson City Councillor P Matheson

In Attendance: Tasman District Council Chief Executive (L McKenzie), Nelson
City Council Manager Emergency Management (R Ball), and
Nelson City Council Administration Adviser (E Farrell)

Apology: Her Worship the Mayor of Nelson R Reese

1. Apologies

Resolved

***THAT apologies be received and accepted from
Her Worship the Mayor of Nelson.***

Matheson/His Worship the Mayor of Tasman

Carried

2. Interests

No conflicts of interest were declared with any agenda items.

3. Confirmation of Minutes

3.1 Nelson Tasman Civil Defence Emergency Management Group -
4 April 2014

Document number A1166432, agenda pages 4-6 refer.

Resolved

***THAT the minutes of a meeting of the Nelson
Tasman Civil Defence Emergency Management
Group, held on 4 April 2014, be confirmed as a
true and correct record.***

Matheson/His Worship the Mayor of Tasman

Carried

3.2 Nelson Tasman Civil Defence Emergency Management Co-ordinating Executive Group (CEG) Meeting - 28 May 2014

Document number A1256020, agenda pages 7-16 refer.

Resolved

THAT the minutes of the Nelson Tasman Civil Defence Emergency Management Co-ordinating Executive Group (CEG) meeting held on 28 My 2014, be received.

Matheson/His Worship the Mayor of Tasman

Carried

4. **Report of the Emergency Management Office**

Document number A1185171, agenda pages 17-45 refer.

Resolved

THAT the Report of the Emergency Management Office (A1185171) be received.

Matheson/His Worship the Mayor of Tasman

Carried

5. **Exclusion of the Public**

Recommendation

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

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

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	Nelson Tasman Civil Defence Emergency Management Group Public Excluded Minutes- 4 April 2014	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure	The withholding of the information is necessary: <ul style="list-style-type: none"> Section 7(2)(a) To protect the privacy of natural

	These minutes contain information regarding preferred candidates recommended for appointment as Local Controllers	of information for which good reason exists under section 7	persons
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Matheson/His Worship the Mayor of Tasman

Carried

The meeting went into public excluded session at 3.43pm and resumed in public session at 3.50pm.

During the public excluded part of the meeting, the Committee confirmed the public excluded minutes of 4 April 2014 as below.

6. Confirmation of Minutes – Public Excluded

6.1 Nelson Tasman Civil Defence Emergency Management Group – 4 April 2014

Document number A1166439, agenda pages 3-4 refer.

Resolved

THAT the minutes of part of the meeting of the Nelson Tasman Civil Defence Emergency Management Group, held with the public excluded on 4 April 2014, be confirmed as a true and correct record.

His Worship the Mayor of Tasman/Matheson

Carried

7. Re-admittance of the Public

Resolved

THAT the public be re-admitted to the meeting.

Matheson/His Worship the Mayor of Tasman

Carried

There being no further business the meeting ended at 3.50pm.

Confirmed as a correct record of proceedings:

_____ Chairperson _____ Date

**Minutes of a meeting of the Nelson Tasman Civil Defence
Emergency Management Co-ordinating Executive Group (CEG)**

**Held in Seminar Room 1, Nelson Marlborough District Health
Board, Waimea Road, Nelson**

On Wednesday 12 November 2014, commencing at 10.30am

Present: Lindsay McKenzie (Chairperson), Graeme Daikee, and
Harvey Ruru

In Attendance: Jim Frater, Anne Maree Harris, Dennis Bush-King, Paul
Shattock, Joe Kennedy, Roger Ball, Ronnie Gibson, Angela
Ricker, Adrian Humphries, Michelle Griffiths, Pete Kara, and
Eoin Farrell

Apologies: Karen Vaughan, Alec Louverdis, Chris Ward, Clare Hadley,
Clare Barton, Chris Choat, Janine Dowding, Steve Grealley,
Peter Thomson, Susan Coleman, and John Lovell

1. Apologies

The Chairperson noted that Nelson City Council was working on its
Long Term Plan today and some of their staff were unable to attend.

Resolved

***THAT apologies be received from Karen
Vaughan, Alec Louverdis, Chris Ward, Clare
Hadley, Clare Barton, Chris Choat, Janine
Dowding, Steve Grealley, Peter Thomson, Susan
Coleman and John Lovell.***

McKenzie/Ball

Carried

2. Confirmation of Order of Business

There was no change to the order of business.

3. Interests

No updates were made to the interests register and no conflicts with
items on the agenda were declared.

4. Confirmation of Minutes – CEG 28 May 2014

Document number A1256020, agenda pages 7-16 refer

Resolved

THAT the minutes of a meeting of the Nelson Tasman Civil Defence Emergency Management Co-ordinating Executive Group, held on 28 May 2014, be confirmed as a true and correct record.

McKenzie/Ball

Carried

5. Update from Agencies

- 5.1 Graeme Daikee informed the group that the Fire Service was operating well. He mentioned that that a high number of motor vehicle traffic accidents had occurred in the region and this was a concern.
- 5.2 Mr Daikee informed the group that the fire service had recently undertaken a series of exercises at Sealords premises. These included dealing with a chemical spill and a fire on a ship.
- 5.3 Ronnie Gibson informed the group of a security review following the incidents at the Work & Income Offices at Ashburton.
- 5.4 Anne Maree Harris informed the group of St John's summer plan. The group were also told that St John's were working with the airport to address issues that related to ebola.
- 5.5 Harvey Ruru informed the group that there was a need to address Murai readiness and dealing with Waahi Tapu in an emergency event.
- 5.6 Lindsay McKenzie gave the group an update from Tasman District Council. He informed the group that despite proposed cuts in spending to other areas, there had been no reduction in CDEM investment. Mr McKenzie mentioned the issue of organizational security in light of the incidents that occurred in Ashburton.
- 5.7 Jim Frater informed the group that the Work & Income office in Richmond had been shut down the previous day as a security measure. Mr Frater discussed upcoming training events and mentioned that he had been invited to attend the National Controllers Seminar along with Mr Dennis Bush-King and Mr Alec Louverdis.

6. Ebola Update

Mr Pete Kara of the Nelson Marlborough District Health Board provided the group with an update on matters related to the ebola virus.

The Group was told that there had been 13,000 cases of ebola reported and 5,000 deaths worldwide.

Mr Kara placed the situation of New Zealand into perspective in relation to other countries. He told the group that New Zealand received seven people per week from ebola affected countries compared to Australia 250 people per week. The group was informed that measures were in place at border controls that could confirm if a person had passed through an affected area.

The group was told that ebola was a virus and not bacteria. It was stated that the virus was not "aerosolised".

The group were told that in the event of a confirmed case of ebola there was a plan in place to isolate and transfer the patient to a controlled area.

It was mentioned that a suspected case of ebola at Nelson Airport turned out to be a false alarm.

7. Report of the Emergency Management Office

Document number A1266174, agenda pages 17-25 refer.

Manager Emergency Management, Mr Roger Ball, presented the report.

Mr Ball informed the group that Clare Barton, Adrian Humphries and Kevin Patterson were being appointed as Alternate Group Recovery Managers. The group was told that Manager Communications, Nelson City Council, Mr Paul Shattock was being appointed as the groups Alternate Public Information Manager.

Mr Ball told the group that Ms Lauren Stockbridge had been employed to replace Ms Debbie De Geus. Ms De Geus' contribution to the regions emergency management services was noted and the group expressed their appreciation. It was agreed that a letter of gratitude should be sent to Ms De Geus.

Emergency Management Officer, Mr Joe Kennedy informed the group of Exercise Kaka which took place on September 17, 2014.

Resolved

THAT the Report of the Emergency Management Office (A1266174) be received;

AND THAT Clare Barton, Adrian Humphries and Kevin Patterson are appointed as Alternate Group Recovery Managers;

AND THAT Paul Shattock, Manager Communications, Nelson City Council, is

appointed Alternate Public Information Manager;

AND THAT the Nelson Tasman Civil Defence Emergency Management Group Ten Year Exercise Programme 2015 – 2024 (A1260526) be adopted.

Ruru/Daikee

Carried

8. Changes in CDEM Welfare: Report of the Welfare Co-ordination Group

Document number A1244198, agenda pages 26-44 refer.

Resolved

THAT the member agencies of the Coordinating Executive Group note the changes outlined in report A1244198 and take steps necessary to implement the changes described;

AND THAT the Chief Executive Officers of Nelson City Council and Tasman District Council be invited to consider resourcing the role of Group Welfare Manager as part of Councils' Long Term Plan process.

McKenzie/Gibson

Carried

9. Civil Defence Centres: Earthquake Prone Issues

Document Number A1246535, agenda pages 45-50 refer.

Mr Roger Ball presented the report and gave the group an update on the earthquake prone status of Civil Defence Centres (CDCs). The group was told that more CDCs were required in the city centre due to the unsuitability of the Trafalgar Centre and the Suburban Club. Another area of concern was Takaka due to the unsuitability of the Recreation Grounds.

Proposed alternative CDCs included the Salvation Army Building on Rutherford Street, the Victory Community Centre and the Whakatu Marae.

Resolved

THAT this update (A1246535) on Civil Defence Centres and its attachment (A1137725) be received;

AND THAT further options for Civil Defence Centres in Nelson City be explored and reported back to the next meeting of the Coordinating Executive Group;

AND THAT the current policy of not pre-identifying Civil Defence Centres through signage is confirmed.

Daikee/McKenzie

Carried

10. Tsunami Evacuation Zones

Document number A1270165, agenda pages 51-91 refer.

Resource Scientist, Tasman District Council, Mr Glenn Stevens presented the report.

Mr Stevens distributed a map of Tasman Bay and surrounding areas with areas highlighted in red, orange and yellow highlighting the potential risks of tsunami to the region.

The group mentioned that a degree of caution should be exercised when considering the risks contained in the maps.

Resolved

THAT the Coordinating Executive Group (CEG) receives the report Tsunami modelling and evacuation zone mapping for Tasman and Golden Bay, GNS Science Consultancy 2012/139 (August 2014)(A1241996);

AND THAT the CEG notes that tsunami evacuation maps are being prepared and will be available to the Nelson Tasman Coordinating Executive Group for approval in early 2015;

AND THAT it is proposed to then bring the proposals to Nelson Tasman Coordinating Executive Group and respective Council's with a view to releasing the maps publicly with appropriate commentary after presentation to the two Councils.

McKenzie/Daikee

Carried

REPORTS FROM COMMITTEES

11. Nelson Tasman Civil Defence Emergency Management Group Reduction Committee - 30 September 2014

Document number A1255703, agenda pages 92-97 refer.

Resolved

THAT the minutes of a meeting of the Nelson Tasman Civil Defence Emergency Management Group Reduction Committee, held on 30 September 2014, be received.

McKenzie/Kara

Carried

12. Nelson Tasman Civil Defence Emergency Management Group Public Education Public Information Committee – 1 October 2014

Document number A1256191, agenda pages 98-103 refer.

Resolved

THAT the minutes of a meeting of the Nelson Tasman Civil Defence Emergency Management Group Public Education Public Information Committee, held on 1 October 2014, be received.

Harris/Gibson

Carried

13. Nelson Tasman Civil Defence Emergency Management Welfare Coordination Group – 3 October 2014

Document number A1255660, agenda pages 104-107 refer.

Resolved

THAT the minutes of a meeting of the Nelson Tasman Civil Defence Emergency Management Welfare Coordination Group, held on 3 October 2014, be received.

McKenzie/Ball

Carried

13.1 Appointment of Welfare Managers

Resolved

THAT Shanine Hermsen be appointed as Alternate Group Welfare Manager;

AND THAT Ian Coles be appointed as Alternate Group Welfare Manager.

McKenzie/Frater

Carried

14. Nelson Tasman Civil Defence Emergency Management Group Readiness and Response Committee – 8 October 2014

Document number A1265726, agenda pages 108-114 refer.

Resolved

THAT the minutes of a meeting of the Nelson Tasman Civil Defence Emergency Management Group Readiness and Response Committee, held on 8 October 2014, be received.

McKenzie/Ball

Carried

15. Nelson Tasman Civil Defence Emergency Management Group Recovery Committee – 9 October 2014

Document number A1260669, agenda pages 115-117 refer

Resolved

THAT the minutes of a meeting of the Nelson Tasman Civil Defence Emergency Management Group Recovery Committee, held on 9 October 2014, be received.

McKenzie/Gibson

Carried

16. Appointment of Alternate Group Controller

Document number A1269214, agenda pages 118-128 refer.

Resolved

THAT the report Appointment of Alternate Group Controller (A1269214) and its attachment (A1269216) be received;

AND THAT it is recommended to the Nelson Tasman Civil Defence Emergency Management Group:

- **THAT Roger Ball is appointed as Alternate Group Controller under the Civil Defence Emergency Management Act 2002, Section 26, and in accordance with the**

**Nelson Tasman Civil Defence Emergency
Management Group Plan 2012, Section
5.6.1.**

Ruru/Gibson

Carried

There being no further business the meeting ended at 12.20pm.

Confirmed as a correct record of proceedings:

_____ Chairperson _____ Date

Unconfirmed



Report of the Emergency Management Office

1. Purpose for Report

- 1.1. To provide an update for the Coordinating Executive Group (CEG) on recent activity of the Emergency Management Office; to seek agreement to the appointment of personnel; and to seek agreement on the Civil Defence Emergency Management (CDEM) Group's ten year exercise programme.

2. Recommendation

THAT the Report of the Emergency Management Office (A1266174) be received;

AND THAT the following are appointed as Alternate Group Recovery Managers:

Clare Barton, Group Manager Strategy and Environment, Nelson City Council

Adrian Humphries, Regulatory Manager, Tasman District Council

Kevin Patterson, Manager Asset Management, Nelson City Council;

AND THAT Paul Shattock, Manager Communications, Nelson City Council, is appointed Alternate Public Information Manager;

AND THAT the Nelson Tasman Civil Defence Emergency Management Group Ten Year Exercise Programme 2015 – 2024 (A1260526) be adopted;

3. New Group Emergency Operations Centre

- 3.1. The new Group Emergency Operations Centre (EOC) project, scheduled for the first half of this calendar year was completed. All timeframes and budgets were achieved. At the conclusion of the financial year (June 2014) \$299,189.42 of the \$300,000 capital expenditure assigned to the project had been utilised. The focus now is on the development of facility procedure and system documentation.

- 3.2. The budget for the EOC in the current financial year (which will be the first full year of operation) is tracking to expectations. There are no major surprises to report! Electricity costs are the main unknown.
- 3.3. The new EOC is being very well utilised. In recent months it has been used for training or exercises on CDEM response, oil spill, rural fire, and environmental health. Staff are also making regular use of the facility as a training space for 'business as usual' Council processes.

4. Appointments to CDEM Group Roles

- 4.1. With changes in Council staff there is a need to make new appointments to a number of CDEM Group positions. These roles do not have statutory authority (unlike Controller roles), but they are significant leadership appointments under the CDEM Group Plan 2012, requiring a commitment of time for training, exercising, and at the time of an emergency event.
- 4.2. *Alternate Group Recovery Managers*
- 4.3. Our practice has been to have a recovery leadership team made up of four staff, two from each Council. Peter Thomson, Engineering Services Manager, Tasman District Council, is the Group's appointed Recovery Manager. It is proposed to appoint the following staff to be Alternate Group Recovery Managers, in this order:
 - Clare Barton, Group Manager Strategy and Environment, Nelson City Council
 - Adrian Humphries, Regulatory Manager, Tasman District Council
 - Kevin Patterson, Manager Asset Management, Nelson City Council
- 4.4. The new Alternate Group Recovery Managers will also become members of the Recovery Committee.
- 4.5. *Alternate Public Information Manager (PIM)*
- 4.6. The practice has been for the Communications Managers from Nelson City Council and Tasman District Council to undertake the role of PIM for the CDEM Group, supported by their team members. Currently Chris Choat (Tasman District Council) is the PIM. It is proposed to appoint Paul Shattock, Manager Communications, Nelson City Council, as Alternate PIM. Paul will also join the Public Education Public Information Committee.

5. Exercise Kaka

- 5.1. The CDEM Group participated in a large multi-agency exercise on 17 September called Exercise Kaka, led by Rural Fire. The scenario involved a large fire on the urban-rural fringe of north Nelson, with another fire taking place simultaneously at St Arnaud. The resulting need for mass evacuation from areas north of Nelson City required extensive agency coordination and response.
- 5.2. The exercise was evaluated by Jim Frater, Group Controller, and he may wish to comment further. From my perspective, this was a well put

together scenario and further evidence of the closer alignment that we have been able to build with Rural Fire since moving to the new EOC. The response to the evacuations posed some challenging operational issues that we need to work through as part of the debrief process, including who the lead agency would be in such a scenario.

6. Group Ten Year Exercise Programme

- 6.1. We have reached the end of our CDEM Group ten year exercise programme. Looking back, we have come a long way in terms of inter-agency cooperation and the standard of exercising. Attached is a new ten year programme, recommended for adoption. Once again, the fundamental premise of the programme is a multi-agency approach to regional CDEM, as is required of all CEG partners under the CDEM Act 2002.

7. NZ-RT2

- 7.1. We have been advised by Fire Service that, as a result of operational changes and the Canterbury earthquakes, the use of the Nelson station is changing and the space allocated as a base for the Nelson Tasman Emergency Response Team (NZ-RT2) will eventually no longer be available. A time frame for a move has been discussed but in the meantime the team is able to continue using the station. We are now looking into future options for housing the team. We have been fortunate over many years to have had rent free accommodation for the team, and the support of the NZ Fire Service in this respect is gratefully acknowledged. It is likely that any future option will involve cost, either as rent or to construct a facility.
- 7.2. Another significant change being explored is the possibility of establishing the team under a separate legal structure, such as a charitable trust. This would give the team a greater level of control over its future and potentially deliver benefits in being able to apply for funding. This is currently being discussed by the team management, with input from Nelson City Council's Senior Legal Advisor.

8. Lifelines: Next Steps

- 8.1. As advised at previous CEG meetings, our regional Lifelines group has become fairly inactive in recent years and this is starting to draw critical comments. Meetings and some activity are still taking place, however there is no work programme on an inter-agency basis and actions from the 2009 report remain outstanding. Also, I have been advised that our Lifelines Coordinator, Kim Arnold (TDC), is no longer available to fill the role due to other work commitments. By default the regional Lifelines coordination work now sits with me, reporting to the Reduction Committee.
- 8.2. Looking ahead, I would like the CEG's support to re-launch the regional Lifelines programme in the next financial year. This is dependent on securing funding and the Councils providing input. I understand that each Council has put \$10,000 into their respective Long Term Plan bids for 2014/15. I have also been speaking to EQC about applying for funding (we may be able to get at least \$10,000). A project plan needs to be developed, however the proposed approach would focus on:

revisiting the 2009 report (but not necessarily doing 'another report'), the outstanding actions from 2009, development of a work programme, and looking at how to make the Lifelines group effective on a sustainable basis. I would appreciate any feedback the CEG wishes to give.

9. Community Engagement

- 9.1. A good session was held with the Golden Bay CDEM team on 5 November. In Golden Bay our most significant gap at present is the need for Alternate Controllers for Golden Bay – we are currently talking to one prospective volunteer. A similar get together is planned in Murchison on 27 November. Welfare training was undertaken in Motueka on 13 September and staff participated in the Motueka Ecofest.
- 9.2. The following list illustrates the sorts of groups we have engaged with in recent months, usually by way of presenting at their meetings or meeting with management: Red Cross Refugee Services, Victory Community Centre, Neighbourhood Support (Nelson and Waimea), Richmond Lions, Volunteer Nelson, IHC Nelson, Moutere Hills Community Centre, Community Patrol, and Richmond Women's Fellowship.
- 9.3. An outstanding task is to look at community plans in a number of areas, some of which are in need of updating. This task is currently on hold pending the commencement of a new team member.

10. Budget Update

- 10.1. A Statement of Income and Expenditure for the Emergency Management Office to the end of September 2014 is attached to this report (Attachment 2). This shows a current deficit of \$6,355 for the year. The intention is a planned \$50,000 deficit, which will be funded from accumulated funds (this is funding for the Administrator role).

11. Brief Updates

- 11.1. **Monitoring and Evaluation:** The Ministry of Civil Defence and Emergency Management has confirmed the timetable for Nelson Tasman's monitoring and evaluation review, with interviews taking place over 11-15 May 2015. Members of the CEG will be asked to participate in the process. The review is part of a national assessment of CDEM Groups. We were last reviewed in 2010.
- 11.2. **Revised National CDEM Plan:** As requested by the CEG at the last meeting, a submission was completed and sent to MCDEM on the revised national CDEM Plan.
- 11.3. **Emergency Management Office:** Lauren Stockbridge has been recruited as a new Emergency Management Officer, replacing Debbie de Geus. Lauren commences 24 November
- 11.4. **Emergency Data Collection Project:** A cross-Council project is underway to develop better systems for data collection at the time of an emergency. This is a follow up action from recent emergency events. The project seeks to integrate reporting and damage assessments from teams working in areas such as building, engineering, customer service,

emergency management and others. Susan Shaw (Nelson City Council) is the project lead.

- 11.5. **Cricket World Cup:** Emergency services are undertaking planning around arrangements for the Cricket World Cup, to be held next February.
- 11.6. **Treaty Settlements:** I have attended two Treaty of Waitangi workshops in recent months. My sense is that the addition of iwi representatives to both the CEG and Welfare Coordination Group has been a good step forward, however we do need to look at engagement with iwi (especially on emergency welfare issues) as part of the community engagement plans referred to above.
- 11.7. **Revised National Civil Defence Emergency Management Plan: As** requested at the last CEG, a submission was prepared on the revised National CDEM Plan. A key area of concern for us (and many other CDEM Groups) is the increased resource implications of changes in the Welfare area, with the function reverting to Council leadership.
- 11.8. **CEG Chairs:** A meeting of CEG Chairs will take place in Wellington on 28 November. We hope to learn the outcome of our application to the Resilience Fund for a regional trainer (combined with Marlborough and West Coast). A representative from the CEG is requested to attend (Lindsay McKenzie is unable to attend due to prior commitments).
- 11.9. **Retirement of Director MCDEM:** John Hamilton is retiring from his role as Director of the Ministry of CDEM. It is proposed to write a letter from the CEG Chair on behalf of the CDEM Group thanking John for his work through many years, including his leadership during the Canterbury earthquakes.

Roger Ball
Manager Emergency Management

Attachments:

Attachment 1: Nelson Tasman Civil Defence Emergency Management Group Ten Year Exercise Programme 2015 – 2024 (A1260526)

Attachment 2: Statement of Income and Expenditure to September 2014

Attachment 2

Nelson Tasman Emergency Management						
Statement of Income and Expenditure						
For Period to		September-14				
		Current Month		Year to Date		Full Year
		Actual	Budget	Actual	Budget	Budget
Income						
1	Levy NCC	28,248	25,470	84,745	76,409	305,635
2	Levy TDC	28,248	25,470	84,744	76,409	305,635
3	Grant Internal Affairs	-	9,083	-	27,250	109,000
4	Interest	1,949	125	5,837	375	1,500
5	Sundry Income	-	-	322	-	
		58,445	60,148	175,647	180,443	721,770
Less Expenditure						
Staffing Costs						
6	Salaries	24,948	22,862	84,829	68,586	274,343
7	Staff Reward	206	-	206	-	-
8	Staff Training	-	625	647	1,875	7,500
9	Travel & Conference	388	417	1,798	1,250	5,000
10	Long Service	-	-	-	-	-
11	Fringe Benefit tax	206	-	206	-	-
12	Accident Insurance	572	572	1,715	1,715	6,859
13	Superannuation	1,109	514	2,596	1,543	6,173
14	Recruitment	-	-	-	-	-
Operational Costs						
16	Vehicle	568	833	2,751	2,500	10,000
17	Weather Forecasting	215	208	644	625	2,500
18	Equipment Maintenance	-	417	-	1,250	5,000
19	Mtce Tsunami Signage		83		250	1,000
20	Insurance	126	100	377	300	1,200
21	Maps	-	-	-	-	-
22	Public Education/Advertising	642	1,083	10,100	3,250	13,000
23	Training Council Staff	-	-	-	-	-
24	Training Exercises	-	-	74	-	-
25	Info tech Mtce	-	258	-	775	3,100

26	New Eoc	328	8,750	850	26,250	105,000
27	Postage	-	-	-	-	-
28	Electricity	249	-	746	-	* -
29	General Expenses	243	208	297	625	2,500
30	Computer Rental & Records	2,750	2,750	8,251	8,251	33,005
	NZ - RT2					-
31	NZRT2 Training	92	1,083	1,476	3,250	13,000
32	NZRT2 Repairs & Maintenance	-	333	597	1,000	4,000
33	NZRT2 Response Vehicle	-	333	1,490	1,000	4,000
34	Welfare	385	208	1,330	625	2,500
35	Emergency Response	-	167	-	500	2,000
36	Uniforms	299	208	299	625	2,500
37	Training CDEM Group	136	2,500	2,833	7,500	30,000
38	Training Exercise		333		1,000	4,000
39	CDEM Plan			-		-
40	Lifelines		333		1,000	4,000
	Office Costs					-
41	Printing & Stationery	-	125	-	375	1,500
42	Photocopying	-	42	-	125	500
43	Postage	-	4	-	13	50
44	Rental	6,063	-	30,316	-	* -
45	Audit Fees	-	308	-	925	3,700
46	Administration Fee	1,092	1,042	3,277	3,125	12,500
47	Relief Staff Provision	-	-	-	-	-
48	EMIS	242	9,083	896	27,250	109,000
	Communication Costs					-
49	Telephones	242	750	1,049	2,250	9,000
50	Radio System	220	167	418	500	2,000
51	Satellite Comms	-	300	-	900	3,600
52	Depreciation	7,312	7,312	21,935	21,935	87,740
53	Total Expenses	48,631	64,311	182,002	192,943	771,770
54	Net Income (Deficit)	9,814	(4,163)	(6,355)	(12,500)	(50,000)

* Budget for these items shown in line 26

Nelson Tasman Civil Defence Emergency Management Group Ten Year Exercise Programme 2015 - 2024

Background

Exercises provide opportunities to review and test procedures and practice participants in defined roles. Exercises form part of the operational development process and contribute to improvements in consistency and the identification of best practices.

There are obvious benefits both tangible and intangible to a united multi agency approach across all sectors of CDEM widely referred to as the four R's (Reduction, Readiness, Response and Recovery).

In line with this, from a Response and Recovery aspect, paragraph 4.7 on page 29 of the Nelson Tasman Civil Defence Emergency Management Group Plan 2012, ratified by the Coordinating Executive Group and subsequently by the Nelson Tasman CDEM Joint Standing Committee in July 2012, details the exercising requirements of the Nelson Tasman CDEM Group.

This local approach to exercising adheres to and compliments the intentions of the Civil Defence Emergency Management Act 2002, The National CDEM Plan Order 2005 and the National Civil Defence Emergency Management Strategy. The relevant parts of which are detailed in Appendix one.

Exercise concept Within New Zealand, a four tier approach to exercising has been adopted.

Tier	Description
1	Local exercise (individual organisation)
2	Group exercise (with CDEM Group)
3	Inter-Group exercise (across CDEM Groups, may include MCDEM)
4	National exercise (New Zealand or part thereof, including central government)

Table 1: National Exercise Programme tier structure

The focus of this note is on the inter-agency arrangements for tier 2 (Group) and tier 3 (national) exercises.

In Nelson Tasman, between 2005 and 2014 tier 2 exercises have involved all Coordinating Executive Group members and have occurred twice per annum (historically around April and September).

The lead for planning and conducting tier 2 exercises in April each year has been undertaken by a CDEM Group partner on a rotational basis, supported by the CDEM office. The September exercise is usually led and organised by the Emergency Management Office.

Tier 3 exercises have occurred every three years replacing the tier 2 in the latter half of the year in line with the Ministry of Civil Defence Emergency Management exercise programme.

The exercise programme shown below represents a minimum and is supplemented as required by tier 1 exercises (for individual agencies) and

on issues that are not usually on the CEG agenda (such as Rural Fire and oil spill).

In table 2 below a calendar is set out showing the lead agency for CDEM Group exercises in accordance with the concept above.

Date	Lead	Tier
April 2015	NMDHB	2
September 2015	CDEM	2
April 2016	FIRE	2
September 2016	CDEM	3
April 2017	POLICE	2
September 2017	CDEM	2
April 2018	ST JOHN	2
September 2018	CDEM	2
April 2019	NMDHB	2
September 2019	CDEM	3
April 2020	FIRE	2
September 2020	CDEM	2
April 2021	POLICE	2
September 2021	CDEM	2
April 2022	St JOHN	2
September 2022	CDEM	3
April 2023	NMDHB	2
September 2023	CDEM	2
April 2024	FIRE	2
September 2024	CDEM	2

Table 2: Nelson Tasman Exercise Programme 2015-2024

Nelson Tasman Civil Defence Emergency Management

Report to: Coordinating Executive Group

From: Jim Frater, Group Controller, Nelson Tasman Civil Defence Emergency Management

Date: 22 October 2014

Appointment of Alternate Group Controller

1. Purpose for Report

To recommend the appointment of Roger Ball as Alternate Group Controller to replace the vacancy created by the resignation of Hugh Kettlewell.

2. Recommendation

That the report Appointment of Alternate Group Controller, and its attachment, be received.

That it is recommended to the Nelson Tasman Civil Defence Emergency Management Group:

That Roger Ball is appointed as Alternate Group Controller under the Civil Defence Emergency Management Act 2002, Section 26, and in accordance with the Nelson Tasman Civil Defence Emergency Management Group Plan 2012, Section 5.6.1.

3. Background

- 3.1 Nelson Tasman Civil Defence Emergency Management has traditionally appointed a Group Controller and three Alternates. With the resignation of Hugh Kettlewell, Alec Louverdis and Dennis Bush-King remain to support, or act as Group Controller during the Group Controller's absence, or during an emergency.
- 3.2 Whenever the Group Controller is absent from the District, an Alternate Group Controller must assume the position of Group Controller in order that the Civil Defence Emergency Management Group (CDEMG) can meet its statutory requirements in the event of an emergency. There are often occasions when three of the four Group Controllers have been absent from the region, but only one occasion in the past 20 years when all Group Controllers have been absent from the region at one time.
- 3.3 During the 2011 declared emergency, the Emergency Operations Centre functioned with the controllers operating 12 hour shifts, although in reality these became 16 hour days. In hindsight, response may have been more effective with shifts of 8 hours using three controllers.
- 3.4 Until recently, the Group Controller's duties remained with the controller during annual leave, provided they remain within the region, but that is now considered poor practice and the Group Controller functions are now passed to an Alternate Group Controller. As a consequence, it is considered that there is sufficient justification to continue to appoint three Alternate Group Controllers for the CDEMG.

- 3.5 Attachment one is the job description of the Group Controller. This sets out the working relationships, functions of the Group Controller, delegated authorities, key results, health and safety, extent of authority, and person specification.
- 3.6 The person specification outlines the qualifications, experience, abilities and skills expected for a Group Controller. Traditionally, second tier managers have been considered for appointment ahead of other Council staff to the Group Controller position. While second tier managers maybe very capable of fulfilling the role of Alternate Group Controllers, as is already evidenced by Alec Louverdis and Dennis Bush-King, it was evident during the 2011 emergency that the additional demands of managing an emergency, in conjunction with business as usual requirements of a second tier manager could place an unfair workload on a Group Controller.
- 3.7 The role is becoming more demanding as the result of learnings and enquiries following the Canterbury earthquakes, Pike River and the Rena grounding. The Minister of Civil Defence and Emergency Management (MCDEM) has embarked on a major redevelopment of the Controller Professional Development Programme and the expectations of time commitment have increased. Coupled with local activities, the following time commitment has been estimated for the first year of a newly-appointed Group Controller.

Item	Time	Cost
Controllers' Course (new MCDEM Course, November) (Costs unconfirmed at this stage, this is an estimate)	5 days	\$2000
Pre- and post-course professional development (MCDEM)	5 days	\$500
CDEM Group Exercises/EOC Training/CIMS	5 days	\$500
Attend one external conference/forum (eg Emergency Mgt national conference, Hazards Forum etc)	2 days	\$3000
CDEM Group activity: CEG, committee meetings, consultations etc	3 days	0
Emergency events/debriefs/follow up actions	5-7 days	\$100
Total	25-27 days	\$6100 <i>(Excludes staff time/remuneration)</i>

- 3.8 Once established, less time and expense would be required for subsequent years. Perhaps 17 to 20 days per annum for the Group Controller and 8 to 10 days per annum for an Alternate Controller.
- 3.9 Many other CDEM groups have moved to a new model whereby the position of Group Controller has been rolled into the CDEM Manager role. This model has been adopted in Auckland, Waikato, Hawkes Bay, Bay of Plenty, Wellington, Canterbury and Southland. West Coast made this transition from 1 July 2014.
- 3.10 One of the Coordinating Executive Group functions in section 8.2.2 of the Group Plan includes "Recommending to the CDEM Group the appointment of any CDEM personnel including the Group and Local Controllers ..."

- 3.11 The current Group Controller expects that he will step down from the role within five years. This would provide sufficient time for all Alternate Group Controllers to be considered for appointment as Group Controller. However, the time commitments of a Group Controller are real and it is expected that in future, the CDEMG will require Group Controllers to have a higher level of training and engagement than has previously been the case.
- 3.12 Succession planning is important and the model that has been adopted by a number of groups, with the appointment of Group Controller as part of the Civil Defence Emergency Management Manager's role would provide for that. It would give sufficient time for the Manager to meet the person specifications should he be considered suitable for appointment to the position of Group Controller in due course.
- 3.13 Roger Ball began as an Emergency Management Officer in 2006 and was appointed Manager in 2010. For 15 months in 2012/13 he was seconded to Nelson City Council as Acting Executive Manager Community Services. Roger's recent operational experience includes providing leadership and advice in response to regional emergencies, notably the 2011 regional floods when he was EOC Manager for the event. Roger co-ordinated the Nelson Tasman CDEM response to the Canterbury earthquake series and was deployed to Christchurch twice. He has previously been manager of the Nelson Tasman Emergency Response Team, NZ-RT2, including their deployment for the second Canterbury earthquake. Roger is also a member of the Waimea Rural Fire Committee. Roger's current major focus is the development of the new Group EOC located at Richmond.
- 3.14 Roger holds a Master of Arts in Strategic Studies and in 2012 he completed a Post Graduate Diploma in Business Administration. He has completed a wide range of professional training including CIMS 4, the (old) MCDEM Controllers Course, and the MCDEM Recovery Managers Course. Roger has commenced the new MCDEM Controller's Course, which will take place over the next 18 months.
- 3.15 Prior to entering the emergency management profession, Roger worked for the Ministry of Defence in policy roles and then the Ministry of Foreign Affairs and Trade (MFAT). His assignments with MFAT included New York (1996-99) where he served on New Zealand's team at the United Nations and, from 2000-04, he was Deputy High Commissioner to Fiji following the George Speight coup.
- 3.16 As Group Controller I am satisfied that Roger meets the person specification for an alternate group controller.
- 3.17 Both the Chief Executive for Nelson City Council and Tasman District Council have been consulted over this proposal and have been supportive.

4. Next Steps

- 4.1 If the Committee agrees with the report recommendation, the CDEM Group will be requested to confirm the appointment. This will be followed by a letter of appointment and negotiation of a training and development programme with Roger Ball.

Attachment 1: Position Description for Group Controller ([A1269216](#))

**NELSON - TASMAN CIVIL DEFENCE
EMERGENCY MANAGEMENT GROUP**

JOB DESCRIPTION

TITLE: GROUP CONTROLLER

LOCATION: Nelson-Tasman

PURPOSE: The Nelson-Tasman CDEM Group (the Group) is required to take all steps necessary to maintain and provide, or to arrange the provision of, material, services, information and any other resources for effective Civil Defence Emergency Management (CDEM) in the area.

The Group Controller is responsible for:

- Leading, directing and co-ordinating all the resources necessary to respond effectively to the impact of a declared local emergency event in the Group's area.
- Where requested, assisting the responsible lead agency, affected Territorial Authorities, in their co-ordination and management of undeclared emergency events.
- Planning and implementation of Group Controller activities which will better prepare the community to deal with the effects of hazards and enable it to effectively respond to and then recover from emergency events.

The Group Controller is a statutory appointment that is crucial to the fulfillment of the Group's role. The Group Controller is appointed by the Group.

WORKING RELATIONSHIPS

1. WITHIN THE NELSON-TASMAN CDEM GROUP

The Group Controller reports to the Group's Co-ordinating and Executive Group (CEG) and is responsible to the Group for the conduct of the position's responsibilities. The Group Controller has a close working relationship with the Group Chair and CEG members.

The Group Controller will make frequent contact with individuals and organisations across the region. In carrying out this function the Group Controller represents the Group in communicating to these individuals and organisations the desires, directives and responses of the Group on all matters relating to CDEM. These contacts include:

- a) Local Civil Defence Controllers, Emergency Management Office, Civil Defence Officers and management.
- b) Alternate Group Controllers
- c) The Emergency Services NZ Police, NZ Fire Service, District Health Boards and Ambulance, Rural Fire.
- d) Relevant government departments – e.g. the Ministry of Civil Defence and Emergency Management, Ministry of Agriculture and Fisheries, Child, Youth and Family.
- e) Local commercial, industrial and rural representatives
- f) Voluntary and community groups.
- g) Business groups.

2. WITHIN NELSON AND TASMAN DISTRICT COUNCILS

- a) The Group Controller has a close working relationship with the Regional CDEM Manager and Emergency Management Office staff that are responsible for providing the administrative support necessary to enable the Group Controller to carry out his/her functions.
- b) The Group Controller works on a regular basis with Nelson City Council administrative staff and on an occasional basis with members of Tasman District Council.

3. FUNCTIONS OF GROUP CONTROLLER

:

- a) The Group Controller must, during a state of local emergency for the area for which the Group Controller is appointed, direct and co-ordinate, for the purposes of the Civil Defence Emergency Management Act 2002, the use of the personnel, material, information, services, and other resources made available by departments, Civil Defence Emergency Management Groups, and other persons.
- b) The Group Controller must also perform any functions or duties delegated to the Group Controller by the Civil Defence Emergency Management Group or conferred on Controllers by this Act or any other enactment, and may exercise any power conferred on the Group Controller by delegation under this Act
- c) A Group Controller or person directed under section 27 may authorise any suitably

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qualified and experienced person to exercise any power or function or fulfill any duty of that Group Controller or directed person, including the power to authorise the use of those powers, functions and duties.

- d) No Group Controller or person directed under Section 27 may exercise any power conferred on Controllers by this Act during any state of national emergency in any manner contrary to any priorities for the use of resources and services that have been determined by the Director or National Controller

At all times, the Group Controller must work within the provisions of the Group Plan.

4. DELEGATED AUTHORITIES

The Nelson-Tasman CDEM Group has delegated to the Group Controller the powers and functions listed in Section 85 (1) of the Act, during a State of Emergency.

Specifically these are:

- a) Carry out or require to be carried out works, clearing of road and other public places, and the removal and disposal of dangerous structures and materials.
- b) Provide for the rescue of endangered persons and their removal to areas of safety.
- c) Set up first-aid posts, and provide for first aid to casualties and their movement to hospital or areas of safety.
- d) Provide for the relief of distress including emergency food, clothing and shelter.
- e) Provide for the conservation and supply of food, fuel, and other essential supplies.
- f) Prohibit or regulate land, air, and water traffic within the Region to give effect to Civil Defence measures.
- g) Undertake emergency measures for the disposal of the dead where it is satisfied that such measures are urgently necessary in the interest of public health.
- h) Disseminate information and advice to the public.
- i) Enter into arrangements, including employment arrangements, with any person for the purpose of carrying out civil defence emergency management as may be agreed.
- j) Provide equipment, accommodation, and facilities for the exercise of any of the powers conferred above.

The Group Controller has of right the powers contained in Sections 86 to 90 of the Act. Specifically these are:

- a) Section 86 - To preserve human life, the right to evacuate any premise or place (including any public place).
- b) Section 87 - Entry or break into any premise to save life or prevent injury.
- c) Section 88 - Prohibit or restrict public access on roads or public places.
- d) Section 89 - Remove vehicles impeding Civil Defence operations from roads or public places.
- e) Section 90 - Requisition of land, buildings, vehicles, engineering plant, construction materials or equipment, furniture, bedding, food, medicines, medical supplies etc,

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urgently needed for the preservation of human life.

KEY RESULTS EXPECTED

(a) Lead and manage the Group response in emergency events:

	Key Tasks	Expected Results
(i)	Exercise the authority of a controller as specified in the Act and the delegations made by the Nelson-Tasman CDEM Group in accordance with the provisions of the Group plan.	<ul style="list-style-type: none"> • The Group Controller's direction and co-ordination of resources results in an effective response to the impact of declared local emergency event in the Group area. • The responsible lead agencies, affected Territorial Authorities, are effectively assisted in the co-ordination of adverse events that require the provision of additional assistance/resources. • In the event of a national declaration, respond as required. • Strong ethical and practical leadership is provided to staff, volunteers and others under authority.

(b) Civil Defence Planning and Preparation

	Key Tasks	Expected Results
(i)	Contribute to the preparation and maintenance of the Nelson-Tasman CDEM Group Plan, Standard Operating Procedures and contingency plans.	<ul style="list-style-type: none"> • Maintain an in depth understanding and knowledge of the civil defence legislation and Group and local plan. • Have a working knowledge of other CDEM plans. • Participate in contingency and preparedness planning and identification/analysis of hazard • Prepare plans and contingency reports as required. • Liaise and work with local emergency services and agencies in contingency awareness campaigns.
(ii)	Contribute to the Ministry of CDEM National Strategy and National Plan.	<ul style="list-style-type: none"> • Working with Emergency Management Office staff, Group views on National Strategy and National Plans matters are effectively represented
(iii)	Chair the CEG Readiness Response Committee. Note: The Group Controller is also a member of the other current CEG committees: <ul style="list-style-type: none"> • Reduction • Public Education and Public Information • Recovery 	<ul style="list-style-type: none"> • The Readiness Response Committee, its sub-committees and project teams contribute to the preparation and maintenance of the Group CDEM Plan, Standard Operating Procedures, Training and other readiness response matters in accordance with Group timelines/ requirements. • A CDEM organisation and processes are developed in the Group area that enables an effective response to emergency events.

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	<ul style="list-style-type: none"> • Training 	
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(iv)	Maintains effective working relationships	<ul style="list-style-type: none"> • Partnerships and local collaborative relationships are built with other Controllers in the CDEM Group and neighbouring groups. • Proactive, collaborative relationships are developed with local and regional emergency services, government departments/agencies, utility providers, community organisations, media and politicians.
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(c) Civil Defence Emergency Management Training

	Key Tasks	Expected Results
(i)	Contribute to the development and maintenance of the Nelson-Tasman CDEM Group Training Strategy and training programmes.	<ul style="list-style-type: none"> • The Group Training Strategy and resultant training programmes reflect the training needs required for staff and organisations for the Group Controller to be able to effectively carry out his/her duties. • The required training is carried out. • The Group Controller leads and monitors exercises, receives feedback and comment and ensures that these are actioned.
(ii)	Monitor the training and development of Alternate Group and Local Controllers and senior CDEM management staff.	<ul style="list-style-type: none"> • Suitably trained Group and Local Controllers and other senior and key staff involved in CDEM activities are in place with an effective training and development programme in place to maintain and improve on their skills.
(iii)	Undertakes ongoing development and training.	<ul style="list-style-type: none"> • Maintains and develops knowledge and skills (best practice) through participation in training and simulation exercises. • Actively seeks feedback, appraisal and opportunities for development. • Encourages team and colleagues to undertake regular training and development.

(d) Communications

	Key Tasks	Expected Results
(i)	Maintain functional communication with colleagues, emergency services, volunteers and staff.	<ul style="list-style-type: none"> • Strong working relationships are built. • Information is communicated in a way that increases and builds positive relationships and credibility.

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(ii)	Maintain active communications with the Group, CEG, Emergency Management Office, Territorial Authorities, relevant agencies and the public.	<ul style="list-style-type: none"> • Strong working relationships are built. • Information is communicated in a way that increases and builds positive relationships and credibility.
(iii)	Manage the release of information during emergency events.	<ul style="list-style-type: none"> • Handles media (interviews and press statements) in a calm and informative manner without causing undue alarm. Responds to questioning in a straightforward manner that informs. • There is an awareness displayed of what is appropriate information and where applicable releases are managed on a "need to know basis".

(e) The above statements are intended to describe the general nature and level of work being performed. They are not intended to be construed as an exhaustive list of all responsibilities, duties and skills required of the position and incumbent. However, from time to time the Group Controller will be required to accept and carry out other duties as assigned by CEG.

HEALTH AND SAFETY

Outside a Declared Emergency

The Group Controller has specific responsibilities for training and supervising 'employee's and volunteers under supervision, under the Health and Safety in Employment Act 1992.

This means:

- Ensuring every worker has, or is supervised by a person with, the knowledge and experience to ensure that they and others are not harmed while they work.
- Ensuring that workers are adequately trained in the safe use of plant, machinery, substances and protective clothing and that safe equipment is provided.
- Ensuring that workers are made aware of all hazards they may be exposed to, or create, while at work.
- Informing workers what to do if an emergency arises while at work.

During a Declared Emergency

During a declared emergency, under the 'General Duty of Care' provisions of the Health and Safety in Employment Act 1992, the Group Controller is to ensure that **all practicable steps** are taken to ensure the health and safety of persons working under his/her directions.

EXTENT OF AUTHORITY

Under Section 94 of the CDEM Act 2002 the Group Controller may, during a state of emergency, enter into a contract on behalf of the CDEM Group for any purposes of the Act. If this authority is exercised, the Group Controller must report the full circumstances of this to the Nelson-Tasman CDEM Group at its next meeting.

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PERSON SPECIFICATION

1. QUALIFICATIONS

The Group Controller should have a recognised tertiary qualification in public sector management, emergency management, risk management or a related field, or appropriate equivalent experience/training in fields such as planning, communication skills, training, organisation and management.

A current driver's licence is essential for the position.

2. EXPERIENCE

The Group Controller must have proven experience in team building and collaborative leadership. Experience in other areas such as planning, training, budget management, public speaking and organisational matters will be necessary.

3. ABILITIES AND SKILLS

PROBLEM SOLVING	The ability to effectively gather multiple sources of information by applying technical skills to make decisions that result in forward momentum.
TEAMWORK	The ability to effectively supervise or manage a team to achieve optimal outcomes by displaying competent leadership skills.
LEADERSHIP	Ability to provide firm but participative leadership, to influence individuals and groups towards attainment of objectives and to lead in emergency and/or conflict situations.
INFLUENCING	The ability to influence and persuade a wide range of people, both internal and external to the organisation, through effective oral and written communication.
RESILIENCE	The ability to effectively deal with pressure and stress created both internally and externally to ensure a high volume and quality of work is maintained.
CONSCIENTIOUS ACHIEVEMENT	The ability to effectively plan, organise and co-ordinate to ensure that goals are achieved with the highest quality of work possible within agreed timeframes.
STRATEGIC THINKING	The ability to take a leadership role in the strategic direction of the organisation by planning and co-ordinating multiple resources and being accountable for the long-term implications of decisions.
RELATIONSHIP	The ability to build and maintain effective working relationships with widely disparate groups.
INFORMATION TECHNOLOGY	The ability to effectively use the range of information technology applications available to the sector

Note:

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The Group Controller is expected to have the required attributes, abilities and job competencies as outlined in the Civil Defence Emergency Management 'Controllers Manual,' as re-printed in March 2005.

SPECIAL CONDITIONS

During a Civil Defence Emergency or undeclared adverse event anywhere in the Group area, the Group Controller will be on call for the duration of the event.

The Group Controller Pager shall be on call for an emergency at all times. This requires a cellphone or other means of communication to be carried. In the event where the Group Controller is not available or out of the region, arrangements must be made with an alternate Group Controller to be on call for the duration of the absence.