

From: Grace Ockwell
To: Georgina.O'Reilly@parliament.govt.nz
Cc: [Sandy Graham](#); [Kristy Rusher](#)
Subject: LGOIMA - Various requests - DCC CEO
Date: Friday, 18 September 2015 04:38:33 p.m.
Attachments: [image001.png](#)
[image002.jpg](#)
[image003.jpg](#)
[image004.jpg](#)
[Curran, Clare LGOIMA 19 August 2015 Attachment 1.pdf](#)
[Curran, Clare LGOIMA Part 1 Organisational Debriefing Information for the CDEM Sector 06_05.pdf](#)

Dear Clare

Thank you for your email of 19 August 2015 sent to the Dunedin City Council (DCC) Chief Executive Officer (CEO) requesting information under the Local Government Official Information and Meetings Act 1987(LGOIMA).

Your request has been forwarded to me to process under the provisions of LGOIMA.

The following response is provided. I have repeated your questions and added numbering to give context to our response.

Request number 1

All reports, briefings, notes, memos, correspondence, and written updates compiled or received by the Chief Executive or the office of the Chief Executive for all meetings with the Minister for Civil Defence and Emergency Management regarding the Dunedin flood event of Wednesday 3 June 2015.

DCC Response

There were no communications of any type between the Chief Executive Officer (or the office of the Chief Executive Officer) directly with the Minister of Civil Defence and Emergency Management regarding this event.

Request number 2

All reports, briefings, written updates, notes, minutes, memos, and correspondence the Chief Executive or the office of the Chief Executive has sought or received regarding the flood event on Wednesday 3 June 2015.

DCC Response

I have attached various emails sent and received by the DCC CEO.

Some names of DCC officers, other than those of Group Managers, General Managers and the Executive Leadership Team have been withheld pursuant to section 7(2)(a) of LGOIMA in order to protect their privacy.

The names and addresses of Dunedin residents referred to in the email correspondence between the Otago Daily Times reporter and the DCC have also been withheld pursuant to section 7(2)(a) of LGOIMA in order to protect their privacy.

A report from a debrief meeting held on 25 June 2015 in the Civic Defence Emergency Operations Centre is withheld pursuant to section 7(2)(f)(i) of LGOIMA as withholding the information is necessary to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between officers in the course of their employment. However the information presented at the debrief meeting will be used to develop a corrective action plan which will be publicly available upon completion.

Correspondence received from the Southern District Health Board is withheld pursuant to section 7(2)(f)(i) of LGOIMA as withholding the information is necessary to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between officers in the course of their employment. This correspondence is also withheld pursuant to section 7(2)(a) of LGOIMA in order to protect the privacy of individuals.

The Mayoral access fund internal assessment process document referred to in the email (5 June 2015) from the Group Manager Community and Planning, Nicola Pinfold has been withheld pursuant to section 7(f)(ii) in order to maintain the effective conduct of public affairs through the protection of officers from improper pressure or harassment.

Please note that the public criteria for eligibility for the fund have been promulgated and are available on our website. ([Mayoral-Relief-Fund](#))

We are extending the time for release of further email correspondence pursuant to section 14(1)(a) of LGOIMA as consultations necessary to make a decision on the request are such that a proper response cannot reasonably be made within the original time frame

Request number 3

All reports, briefings, written updates, notes, minutes, memos, and correspondence the Chief Executive or the office of the Chief Executive has sought or received regarding the use of emergency services and New Zealand Army personnel to assist due to flooding between 9.00AM Wednesday 3 June and 9.00AM Thursday 4 June.

DCC Response

Information in response to this question is provided in the response to question two.

Request number 4

How many instances have faults been reported on the Dunedin City Council's after hours telephony system since 1 January 2015?

DCC Response

There has been one fault in the contracted after-hours telephony system since 1 January 2015. The fault, which has now been rectified, arose when a parameter setting was omitted during an upgrade which resulted in reporting data for calls being unavailable for the month of June 2015.

Request number 5

How many of the calls logged at the Dunedin City Council in the 24 hour period from 9.00AM Wednesday 3 June were from schools, rest homes, social services agencies and local businesses?

DCC Response

The DCC is unable to supply this information as the information is not recorded.

Request number 6

How many of the calls logged from schools, rest homes, social services agencies and local businesses to the Dunedin City Council in the 24 hour period from 9.00AM Wednesday 3 June were referred to Dunedin Civil Defence?

DCC Response

The DCC is unable to supply this information as the information is not recorded.

Request number 7

What evacuation and water contamination advice was given to schools, social service agencies, rest homes and businesses?

DCC Response:

There was information (including information on treating flood water as potentially contaminated and the safety of DCC reticulated drinking water) delivered continuously to the public via news media, social media and the council website,

As no managed evacuations by the DCC were required, no information was provided on evacuation. Most people who chose to leave their homes made their own accommodation arrangements although some were accommodated in the duty motel.

Some of the relocated families were assisted by the Welfare Group and their costs were met by Civil Defence.

With respect to your request concerning rest homes, we have transferred this aspect of your request, pursuant to section 12(b)(ii) of LGOIMA to the Southern District Health Board who have responsibility for such matters.

Request number 8

How many complaints, by suburb, has the Dunedin City Council received regarding groundwater flooding to property since 1 January 2012?

DCC Response

Verification of flooding type is not a function of the DCC. To assist we have referred this part of your enquiry to the Otago Regional Council (pursuant to section 12(b)(ii) of LGOIMA) who can advise you what properties may be affected by groundwater flooding and in what type of rain event.

As some information has been withheld or declined and the time for response to question 3 has been extended, you have the right to have our decision reviewed by the Office of the Ombudsman.

Yours sincerely

Grace Ockwell

Governance Support Officer

Civic and Legal

Dunedin City Council

50 The Octagon, Dunedin; P O Box 5045, Moray Place, Dunedin 9058, New Zealand

Telephone: 03 477 4000

Email: grace.ockwell@dcc.govt.nz



Please consider the environment before printing this e-mail

Grace Ockwell

From: Vivienne Harvey on behalf of Sue Bidrose
Sent: Thursday, 17 September 2015 11:32 a.m.
To: Grace Ockwell
Subject: FW: Street Appeal for Flood relief - 6 managers to oversee collection areas

From: Nicola Pinfold
Sent: 18 June 2015 8:43 a.m.
To: Leadership Forum
Subject: Street Appeal for Flood relief - 6 managers to oversee collection areas

Dear All

As you are aware, there is a street appeal for Flood Relief on Friday (11.30 – 3.30) and Saturday (Farmers Market 8am – 11am). We are seeking volunteer collectors from staff and councillors to be partnered up with volunteers from the community.

We are also looking for 6 management level volunteers to oversee the 6 areas for the street appeal, and work with Kerry Buchan who is co-ordinating the exercise, alongside myself and Simon Pickford.

The areas are:

- (i) Central area
- (ii) South Dunedin
- (iii) North Dunedin (Uni and Gardens)
- (iv) Mosgiel
- (v) Farmers' Market (Saturday am)
- (vi) Stadium (Sat evening) *

The overseer's role is:

- Ensuring all volunteers are equipped and briefed.
- Being available to advise collectors and trouble shoot as required.
- Collecting cash from the volunteers and delivering back to base.

NB: The stadium collection is to be run by service clubs and the DCC overseer's role will be just trouble shooting and collecting cash at the end of the event and getting it to safe keeping.

Please let me know if you can assist.

Thanks

Nicola

Nicola Pinfold
Group Manager
Community and Planning
Dunedin City Council

50 The Octagon, P.O. Box 5045, Moray Place, Dunedin 9058, New Zealand
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Mobile: 027 543 4568
Fax: 03 474 3594
E-mail: nicola.pinfold@dcc.govt.nz
www.dunedin.govt.nz

Grace Ockwell

From: Vivienne Harvey on behalf of Sue Bidrose
Sent: Thursday, 17 September 2015 11:32 a.m.
To: Grace Ockwell
Subject: FW: Mayoral access fund application form (and for internal use only - assessment process).docx
Attachments: Mayoral Relief Fund Application Form (5) .docx; Mayoral access fund assessment process.docx

From: Nicola Pinfold
Sent: 5 June 2015 4:01 p.m.
To: derek@cargillenterprises.co.nz; robyn.dawson001@msd.govt.nz; alan@COSSD.org.nz
Cc: Executive Leadership Team (ELT); [REDACTED]
Subject: FW: Mayoral access fund application form (and for internal use only - assessment process).docx

Thanks for your help in pulling together the process for managing applications to the Mayoral Fund. Attached is the final version of the forms which will be loaded on the website later this afternoon. Also attached, for your information is the process for assessing applications.
Kind regards
Nicola

Nicola Pinfold
Group Manager
Community and Planning
Dunedin City Council

50 The Octagon, P.O. Box 5045, Moray Place, Dunedin 9058, New Zealand
Telephone: 03 474 3327
Mobile: 027 543 4568
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E-mail: nicola.pinfold@dcc.govt.nz
www.dunedin.govt.nz

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From: Nicola Pinfold
Sent: Friday, 5 June 2015 3:56 p.m.
To: CSA Front Counter
Cc: [REDACTED]
Subject: Mayoral access fund application form (and for internal use only - assessment process).docx

Hi there

I'm not sure whether you are aware that the Mayor has offered to provide financial assistance to people needing assistance with essential clean up works.

Attached is the application form that explains what the eligibility criteria are. This will also be available on the website later this afternoon.

[REDACTED] will be managing and tracking the assessment of the applications, which we have undertaken to complete within 24 hours of receipt. The proposed process and groups involved in the assessment process are set out in the file attached. Please note this process is for internal use only – not for sharing with applicants.

Please contact me or [REDACTED] if you have any queries. I'm not in the office on Monday and Tuesday but contactable by cell phone.

Nicola

Mayoral Relief Fund 5- 20 June 2015

Application Form

Complete this form to request financial assistance (up to a maximum \$5,000) from the DCC's Mayoral Relief Fund.

Assistance will be provided to enable citizens in need to complete essential works so that they can get back into clean dry homes. The assistance will be focused primarily on cleaning and drying of carpets and floor coverings, but could also cover other essential such as replacing wall linings.

The assistance is offered as a last resort option, once all other avenues, including insurance, have been exhausted. Assistance will be limited to houses which are primary residences. It will not apply to holiday homes, sleepouts, garages etc.

To be eligible for assistance you must:

- be affected by the flood event of 3 June 2015,
- have no financial means of undertaking the essential cleaning and repair work yourself
- not be eligible for government assistance for this event through Work and Income,
- own and occupy the property as a primary residence

NB: To check your eligibility for Work and Income support, contact them on 0800 559 009 or visit your Work and Income Service Centre in either Mosgiel or at the Dunedin City Link in St Andrews Street.

If property is rented, then you should contact your landlord in the first instance and seek assistance through them. If you need help with furniture / bedding the Council of Social Services Dunedin may be able to assist. Please call 471 6177 or contact Alan@COSSD.org.nz.

Your Details

		Office use
Name:		
Physical Address:		
Postal Address (if different):		
Phone number (Day):		
(Evening):		
(Cell):		
Email:		
Is the property owned or rented?		
If rented, have you sought assistance from your landlord?		
Is the property covered by insurance ?		
If yes, who is the insurer?		
If yes, what is the excess on your policy?		

Annual Household income before tax:		
Source of Household income: Eg: wage, self-employed		
Does anyone in your household hold a valid community service card?		

Assistance Required

Assistance sought (e.g. carpet cleaning / wall relining)	Provider (including contact details)	Estimated Cost (please attach a quote)	DCC Purchase Order (Office use only)

Forms (and quote) should be submitted to Dunedin City Council, **by 20 June 2015**, marked "Mayoral Relief Fund."

- * Delivered to any Customer Service Agency
- * Posted to Mayoral Relief Fund in Dunedin City Council, PO Box 5045 Dunedin 9016
- * Emailed to mayoralfund@dcc.govt.nz

Declaration: *I declare that the details shown on this form are true and correct.*

I acknowledge that in receiving financial assistance from the Mayoral Relief Fund, I agree that Dunedin City Council takes no responsibility and has no liability for any services that may be provided to me as a result of such assistance.

Name:

Signature:

Date:

We will get back to you the same day we receive your application. Please note: the DCC will make direct payment to the provider on behalf on the applicant.

Grace Ockwell

From: Vivienne Harvey on behalf of Sue Bidrose
Sent: Thursday, 17 September 2015 11:30 a.m.
To: Grace Ockwell
Subject: FW: Summary of Flood Event.docx
Attachments: Summary of Flood Event.docx

From: Neil Brown
Sent: 4 June 2015 5:33 p.m.
To: Wayne.Scott@orc.govt.nz; Sue Bidrose
Subject: Summary of Flood Event.docx

Hi Wayne

I hope this will suffice for reporting purposes at this stage. It has taken a while, given some expected interruptions (even though I am not officially here!) and me operating a bit slower than I would like. Off for a break now.

Neil

Summary of Flood Event

Dunedin City 03 June 2015

Warning & Activation

0918 02 June 2015 - Heavy rain warning from Met Service received and passed at 0925 to all emergency services and other response agencies.

1258, 2050 02 June and 0900 03 June - Updates (no significant change for Dunedin)

0953 03 June 2015 - Situation update on waterways received from Otago Regional Council Duty Flood Manager. Not expecting significant issues.

1056 03 June - New Zealand Fire Service advised they had 5 crews attending surface flooding at various locations. Requested Civil Defence Emergency Management flood barriers should be deployed.

1202 03 June - New Zealand Police advised dealing with flooded roads at various locations.

1215 03 June 2015 – Discussion with J Guthrie, Police re need for activation – not needed.

1228 03 June 2015 – Discussion with P Marsh New Zealand Fire Service re need for activation – believed it would be beneficial for inter-agency co-ordination.

1230 03 June 2015 – Full activation commenced. Note that during this activation, an updated forecast was passed on by Otago Regional Council indicating a further 100mm rainfall could be expected during the afternoon.

Operational Co-ordination (1330 – 2330 03 June)

The Emergency Operations Centre held 4 operations briefings and the various agencies worked as a highly functional team to prioritise and co-ordinate a wide range of emergency responses. The participating agencies/operational groups were:

- Dunedin City Civil Defence Emergency Management

- Planning Group

- Intelligence Group

- Public Information Group

- News Media Liaison Group

- New Zealand Police

- New Zealand Fire Service

- Logistics Group

- Communications Group

- Engineering Group

- St John Ambulance

- District Health Board

- Welfare Group

- Community Assessment Group

- New Zealand Army

- New Zealand Red Cross

Throughout this phase of response, there was frequent contact between the Emergency Operations Centre and the Otago Regional Council Flood Management Unit, which provided timely and useful data and analysis, including field observations.

Offers of support were made by the Otago Group Office and two neighbouring territorial local authorities of the group. The accepted practice in lower-level activations was followed, with the Group Controller making initial contact and being available if required.

Community based response centres were established at two outlying communities and there was regular contact with key personnel in other communities, including the University of Otago.

Co-ordinated media, social media and public information releases were continuously updated and promulgated through this phase, with pre-planned action agreed for the following morning.

At the operations briefing at 2030 it was agreed that all indications were that the main threat was past, the situation had eased and responding agency workloads were reducing. Accordingly all agencies agreed to continue operating until at least 2130 and then leave once all their tasks were completed.

Contingencies for re-activating resources overnight were put in place, along with priority actions for the next morning.

Representatives left at various times over the following two hours, with the last to do so being New Zealand Police, Planning, Intelligence and Public Information.

By the time the Emergency Operations Centre closed at 2330, public calls had reduced to occasional requests for sandbags. As there was a voluntary group carrying out sandbagging the after-hours call service was given instructions to pass those calls them (having first obtained their agreement for this). It has been noted that while regular reports of the numbers of sandbags distributed were received in the Emergency Operations Centre from this group but not information about the severity of flooding of houses, which they assembled after the Emergency Operations Centre closed. It is considered that better liaison arrangements with such groups in future events will minimise loss of situational information.

In spite of the widespread impacts of this event, at no stage did any of the responding agencies consider themselves to be over-extended, although some prioritised urgent responses. This and no perceived need for emergency powers meant that a declaration of emergency was never considered.

Post Emergency Operations Centre Closure

In the period from 2330 03 June to 0530 04 June, the New Zealand Police responded to 4 calls relating to the flooding and New Zealand Fire Service to 15. Neither considered there was a need to re-activate based on any of the information and calls they received.

Following an opinion received and passed on by the Ministry of Civil Defence and Emergency Management (0200 04 June) of much wider flooding impact in the South Dunedin area than the Emergency Operations

Centre's or emergency services' assessments, the New Zealand Police was asked to carry out a reconnaissance of the flooded areas and then to meet with Chief Executive Officer Sue Bidrose and Manager, Civil Defence Emergency Management Neil Brown, who each surveyed a part of the flooded area prior to the meeting at the Police District Command Centre. The consensus at this meeting (0300) was that the earlier assessments appeared to be confirmed by the inspections and the Police did not see a need to re-activate the Emergency Operations Centre.

While an outcome of the last operations briefing had been to set up initial recovery actions and not re-activate the Emergency Operations Centre unless required, the uncertainty created by the differing impact assessments led to a decision to re-open at 0530 04 June to plan and coordinate a recovery assessment and support process. This continues at the time of this report (0900).

Nature of Impacts

The period of intense rainfall experienced on 03 June 2015 did not follow the pattern of previous high intensity, limited duration rainfall events in that it impacted across many urban areas, leaving little of Dunedin unaffected by flooding, slips, electricity outages and transport disruption. Previous events had affected either only a limited urban area or one or more of the four urban streams.

Having no precedent, there was no mapped risk area or detailed understanding of the flow and depth parameters to be expected and some unusual characteristics were noted in the relationship between the Otago Regional Council rainfall and river monitoring (showing dropping intensity/levels) and the relatively constant level of the surface flooding water in South Dunedin. The surface water was observed to 'flow' within the affected areas, creating localised rises and falls.

Recovery

A recovery operation under the guidance of Controller/Recovery Manager Ruth Stokes commenced at 0530 04 June 2015 with an operational briefing.

In order to assess the needs of people affected by the event, a range of tools is being implemented to contact those in the worst affected areas, including door-to-door visits of the 96 properties assisted by the volunteer sandbagging teams (placing around 3,500 filled bags), phone-in registration and a recovery centre in South Dunedin.

Assistance may be offered in the form of property inspections (building control and public/environmental health), access to information on other sources of help (WINZ, temporary housing etc) and, under some circumstances, Mayoral fund grants for cleaning and drying of carpets to make homes habitable.

As the writer has not participated following the initial stages this process (being officially off-duty) further details of recovery planning is unknown.

Grace Ockwell

From: Vivienne Harvey on behalf of Sue Bidrose
Sent: Thursday, 17 September 2015 11:29 a.m.
To: Grace Ockwell
Subject: FW: Debrief on the flood event

Importance: High

From: Sandy Graham
Sent: 18 June 2015 2:04 p.m.
To: Executive Leadership Team (ELT)
Subject: Debrief on the flood event
Importance: High

Colleagues

An early heads up that we will be running a debrief next week on the flood response.

Peter Cameron from MCDEM will run the process for us. He will be here Wed/Thurs/Friday next week. It is likely that the main debrief will be held on Thursday 25th with various additional meetings held as required on Wed and Friday. The debrief will focus on all aspects of the flood response from the EOC operation to recovery.

We will base the debrief in the EOC and Neil is organising the logistics around this. Further details will follow but this may require rejigging of diaries as this needs to be a priority. Can you also please forward the early heads up to those in your areas you think might need to be involved in the debrief.

Cheers
Sandy

Sandy Graham
Group Manager Corporate Services
Dunedin City Council

50 The Octagon, Dunedin; PO Box 5045, Moray Place, Dunedin 9058, New Zealand
Telephone: 03 474 3429; Fax: 03 474 3488
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Grace Ockwell

From: Vivienne Harvey on behalf of Sue Bidrose
Sent: Thursday, 17 September 2015 11:29 a.m.
To: Grace Ockwell
Subject: FW: Debrief
Attachments: is-06-05-organisational-debriefing.pdf

From: Sandy Graham
Sent: 18 June 2015 5:10 p.m.
To: Sue Bidrose
Subject: FW: Debrief

FYI

From: Sandy Graham
Sent: Thursday, 18 June 2015 5:09 p.m.
To: Neil Brown
Cc: Peter Cameron [DPMC] (Peter.Cameron@dpmc.govt.nz)
Subject: Debrief

Afternoon Neil

Further to our conversation today please find below a high level overview of what is required by way of the DCC debrief of the flood event.

Peter Cameron from MCDEM will Chair the debrief process and coordinate the production of the debrief report. There will be a minute taker there as part of the process – you will be required to provide whatever support Peter requires to produce the report.

The debrief will focus on the DCC's handling and management of the incident, including but not limited to, information flow, coordination ,EOC (operational) arrangements, community liaison ,stakeholder engagement and transition to recovery . A full assessment of our recovery processes and outcomes will be undertaken when the recovery phase is completed sometime in the future.

For this major debrief, the participants should be our key external partners and stakeholders and the key DCC personal. I won't list them but the they are the key leads in each of the areas (Police, Fire, Health , Welfare and EOC functions)

The Mayor and the CEO (or acting CEO) are to be invited.

The format of the debrief will follow a structured approach as outlined in the Ministry's guidance on organisational debriefing that allows all participants (including yourself) to communicate their experiences during the incident and identify lessons . I have forwarded Peter the local debrief template and have attached the Ministry's one for your information. I will leave it to you to liaise with Peter as to which you use.

Peter will need some assistance with setting the context for the debrief. Please provide whatever material and information he requires.

The aim of the process will be to formulate a corrective action plan that can then be used to validate our DCC DCEMP and inform our annual business plan for EM

Regards
Sandy

Sandy Graham
Group Manager Corporate Services
Dunedin City Council

50 The Octagon, Dunedin; PO Box 5045, Moray Place, Dunedin 9058, New Zealand
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Email: sandy.graham@dcc.govt.nz; www.dunedin.govt.nz

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Grace Ockwell

From: Vivienne Harvey on behalf of Sue Bidrose
Sent: Thursday, 17 September 2015 11:28 a.m.
To: Grace Ockwell
Subject: FW: South Dunedin maintenance
Attachments: image001.png; image002.png

From: Ruth Stokes
Sent: 7 June 2015 7:53 p.m.
To: [REDACTED]
Cc: Sue Bidrose
Subject: Re: South Dunedin maintenance

Hi guys

Just letting you know Dave rang me tonight to get a debrief on the weekend's activities before he did the pre-record for Paul Henry in the morning.

I covered the CRC and volunteers with Red Cross, waste mgmt, Roading and the week ahead's focus of identifying and prioritising infrastructure repairs, clearing waste and finalising the handing over of resident care to welfare agencies.

Cheers

On 7/06/2015, at 5:47 pm, [REDACTED] wrote:

Thanks Ruth, sounds great. The Mayor has just called – Chris has phoned him so Dave will speak to him along these lines and then I will email Chris your response below.

Cheers

[REDACTED]
Communications Team Leader, Council Communications and Marketing
Dunedin City Council

50 The Octagon, Dunedin; P O Box 5045, Moray Place, Dunedin 9058, New Zealand
Telephone: [REDACTED]
Email: [REDACTED]

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From: Ruth Stokes
Sent: Sunday, 7 June 2015 5:40 p.m.
To: [REDACTED]
Cc: [REDACTED] Laura McElhone
Subject: Re: South Dunedin maintenance

Hi [REDACTED]

It would be worth saying that whilst yes we are confident in our contract management and performance across Roading and 3 waters, as part of the overall debrief and analysis of the flood and its management we will review all contractor performance, as well as our own.

Cheers

Ruth

On 7/06/2015, at 5:25 pm, [REDACTED]@dcc.govt.nz wrote:

Hi

I suggest I go back to Chris and say clearly we have no concerns about contractor performance as we are saying the maintenance has been carried out. No evaluation is planned above what already occurs as part of the contract monitoring. Is that okay? Anything else I should add?

Cheers

[REDACTED]
Communications Team Leader, Council Communications and Marketing
Dunedin City Council

50 The Octagon, Dunedin; P O Box 5045, Moray Place, Dunedin 9058, New Zealand

Telephone: [REDACTED]

Email: [REDACTED]

Please consider the environment before printing this e-mail

From: Chris Morris [<mailto:chris.morris@odt.co.nz>]

Sent: Sunday, 7 June 2015 5:14 p.m.

To: [REDACTED]

Subject: Re: South Dunedin maintenance

This doesn't address the questions around the performance of the contractor... specifically whether their performance is currently considered adequate or not, and whether it will be evaluated in light of what's happened or not. Can you respond to that? It's basically the crux of concerns I'm hearing...

Chris.

<image001.png>

On 07/06/2015 5:05 PM, [REDACTED] wrote:

Hi Chris

Here's our response. I've got to pop out briefly, but hopefully this is enough for you to go on.

The Dunedin City Council is confident its stormwater system coped as well as could be expected with such a huge amount of rain over a short period and that overall appropriate maintenance has been done.

General Manager Infrastructure and Networks Ruth Stokes says all calls received by the Customer Services Agency are logged, tracked and responded to. During the storm event, particularly as water levels were dropping, staff and contractors were

opening manhole covers to confirm the pipes were at capacity. They could see the pipes were full so the water could not drain away. Even if there had been minor obstruction issues they would not have contributed to the overall flooding effect.

DCC Roothing Maintenance Engineer Peter Standing says mud tanks are a particular work item which are within the general roading maintenance contract, which is competitively tendered every six years. It is a performance based contract which sets an agreed standard for performance and stipulates the standard to be reached, not the methods used. The current contractor, Fulton Hogan, uses inspections to determine the tanks which need attention. Records are kept of all inspections and vacuum work carried out. There are several aspects to mud tank maintenance, including cleaning the grate above and clearing the tank itself.

With about 7500 mud tanks to maintain, Mr Standing says there may occasionally be one which blocks between checks, but the stormwater system works as a network so water which cannot be dealt with by one tank runs on to the next. Residents are welcome to contact the DCC if they have any concerns. Because of the intensity of the rain, a lot of rubbish was carried down into mud tanks at the same time. Once the rain had stopped, overall the surface water drained away quickly, indicating the system was working well.

Cheers

[REDACTED]
Communications Team Leader, Council Communications and Marketing
Dunedin City Council

50 The Octagon, Dunedin; P O Box 5045, Moray Place, Dunedin 9058, New Zealand
Telephone: [REDACTED]
Email: [REDACTED]

Please consider the environment before printing this e-mail

From: Chris Morris [<mailto:chris.morris@odt.co.nz>]
Sent: Sunday, 7 June 2015 12:59 p.m.
To: [REDACTED]
Subject: South Dunedin maintenance

Hi,

As discussed, I've been contacted by a [REDACTED] resident, [REDACTED] who disputes the comments made by Dave Cull about maintenance of the SD network being up to scratch.

She has lived in the street for 30 years, and says there have been regular complaints about sumps/mud tanks not being properly cleaned out. She's saying she hasn't seen a vacuum truck in the street for years. One sump just down the street from her house has plants growing in it. I visited this morning and saw it, and spoke to several other residents who say the same thing about lack of maintenance.

She also says she spoke to a [REDACTED] resident, post-flood, who told her he rang the DCC two weeks ago to get a blocked sump cleared. A contractor turned up, swept leaves off the grate, but didn't clear the silt below, and then drove off.

Another [REDACTED] resident told me there's a collapsed pipe (evidenced by a pothole above) in [REDACTED], which the council has been told about repeatedly, but which hasn't been fixed either. He thinks that may have contributed.

[REDACTED] is saying she believes poor maintenance contributed to flooding. She acknowledges work may have been done without her witnessing it, or done by a newer method than a visit by a vacuum truck, but questions why plants would be left to grow inside a sump even if that were the case.

She's challenging Mr Cull to produce the records for [REDACTED] and surrounding streets to prove his comments. She's also saying that even if the records show maintenance, it's possible contractors are not doing the work properly, but recording it as done (as she believes may have been the case in [REDACTED]).

I need to get a detailed response to this, including:

1. A response to [REDACTED] comments, including the specific claims made about inadequate cleaning of sumps/mudtanks on [REDACTED] and the collapsed pipe on [REDACTED]
2. Are vacuum trucks still used to clear mudtanks in the area, or is another method used? If so, what, and how often?
3. Do the records show all mudtanks etc in this area have been regularly maintained and cleared of debris/silt? If so, how often are they done, and when was the last time?
4. Is it possible contractors are recording work as done that they are not actually doing, or not doing satisfactorily? Has/will that be looked into?
5. Who are the contractors responsible in the South Dunedin area (company name)?

Chris.

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<image002.png>

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Vivienne Harvey

From: Clare Curran <Clare.Curran@parliament.govt.nz>
Sent: 8 June 2015 2:50 p.m.
To: Sue Bidrose
Subject: MSD response

FYI

As I said on Thursday and Friday MSD has no extra funding for flood relief. See below. My constituent was told she could get a \$1500 loan to buy a fridge, and other essential furniture and clothing items which is unsustainable. She is in a Housing NZ house and is a single parent. As she doesn't own her home but is uninsured she started to fill out the Mayoral Relief fund application but thinks she is not eligible.

From: Olwyn Dixon [<mailto:olwyn.dixon001@msd.govt.nz>]
Sent: Monday, 8 June 2015 2:42 p.m.
To: Clare Curran
Subject: RE: Taylor Smith

Hi Clare

I tried to call you on Friday in response to this issue.

There was no Civil Defence State of Emergency call around this flooding, therefore there are no specific CD packages available.

Clients and non-clients can be helped within the Work and Income Special Needs Grants and Advance guidelines.

There are some items that can be non-recoverable but others under the Advance scheme are refundable.

In this case, your constituent should go to either Mosgiel or Dunedin Central to apply for the immediate help required, however, if she is out of her property, purchasing furniture may need to wait until she is able to return to her home.

She should let the case manager know that she will need furniture for them to note her record.

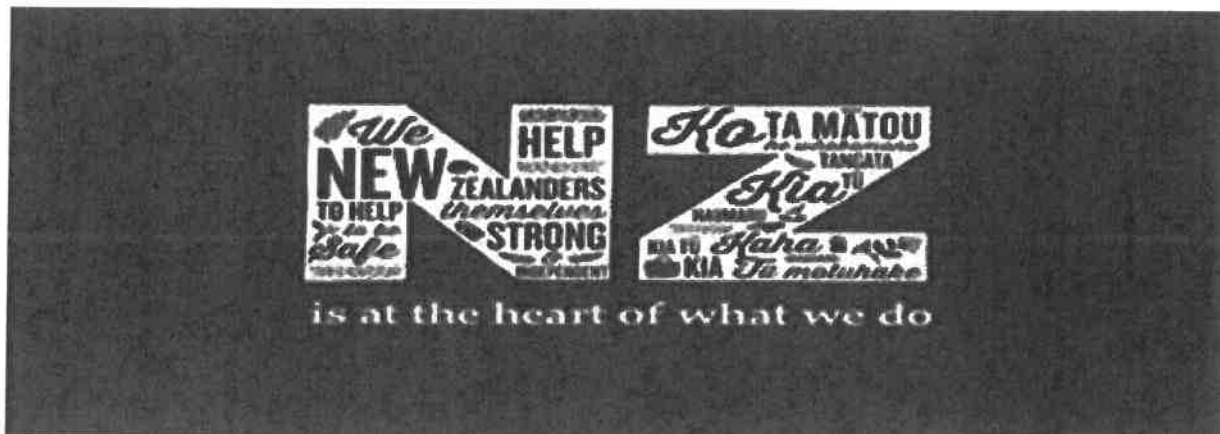
Thanks

Olwyn Dixon | Branch Manager | Work and Income

☎ DDI 03-9556595 | ☎ Internal Ext 36595 | 📠 Fax 03-9550038 | ✉ Email olwyn.dixon001@msd.govt.nz

📮 Work and Income, Dunedin Central Community Link

| PO Box 5646 | Dunedin Central | Dunedin 9058 | New Zealand



Grace Ockwell

From: Vivienne Harvey
Sent: Thursday, 17 September 2015 11:16 a.m.
To: Grace Ockwell
Subject: Two update emails from Sue
Attachments: Dunedin Flood Recovery update; Dunedin Flood Recovery update - Week 6

Grace Ockwell

From: Simon Pickford
Sent: Friday, 10 July 2015 01:44 p.m.
To: Marika Hughes
Cc: Peter Cameron [DPMC]; recovery@dpmc.govt.nz; [REDACTED] Dave Cull;
Executive Leadership Team (ELT)
Subject: Dunedin Flood Recovery update

Hello Marika,

Here's DCC's weekly update the Dunedin Flood Recovery situation.

- We have received 55 applications to the Dunedin Mayoral Fund to date. 49 of those have been approved (fully or in part) and one application was withdrawn.
- The DCC-organised street appeal raised over \$6000. Donations have been received from a concert at the weekend and students from the Otago Polytechnic undertaking a fundraiser event.
- In terms of those still displaced from their homes, the DCC or our welfare agency partners are aware of approximately 30 cases. This was primarily in South Dunedin but also in Mosgiel, Brighton and the Peninsula. However we estimate there are a further 70 individuals/families who are still displaced (i.e. approximately 100 in total). These cases have not made contact with us or the agencies to request assistance so are not part of our database. We made significant effort to contact as many residents as we could post-event via repeated door-knocks, leaflets and local media. However, many appear to be staying with family or friends and do not require assistance at this stage.

Have a great weekend.

Simon

Simon Pickford
General Manager Services and Development
Dunedin City Council

50 The Octagon, Dunedin; P O Box 5045, Moray Place, Dunedin 9058, New Zealand
Telephone: 03 477 4000; Mobile: 021 949 922; Fax: 03 474 3594
Email: simon.pickford@dcc.govt.nz



DUNEDIN CITY



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Grace Ockwell

From: Simon Pickford
Sent: Friday, 17 July 2015 10:38 a.m.
To: recovery@dpmc.govt.nz
Cc: Simon Chambers [DPMC]; Executive Leadership Team (ELT); Dave Cull; [REDACTED]
Subject: Dunedin Flood Recovery update - Week 6

Hi,

Here's DCC's weekly update the Dunedin Flood Recovery situation (week 6):

- We have received a total of 58 applications to the Mayoral Relief Fund. Of these 58 – 6 have been declined, and 7 are new applications from people we had received earlier applications for i.e. – first application was emergency accommodation and then they have followed up with a second application for furniture etc. To date the fund has paid out just over \$47,000.
- The Dunedin Flood Appeal's received a boost with the addition of \$1,123 raised through the 'Rise Above' South Dunedin Benefit Concert.
- In addition, smaller amounts continue to be donated from groups organising fundraising events.
- A local theatre donated tickets to 'The Wiggles' show to be given to some lucky South Dunedin families.
- Planning is underway for a further round of publicity to ensure we have made contact with those that require assistance.

If you have any questions please let me know.

Thanks

Simon

Simon Pickford
General Manager Services and Development – Flood recovery Manager
Dunedin City Council

50 The Octagon, Dunedin; P O Box 5045, Moray Place, Dunedin 9058, New Zealand
Telephone: 03 477 4000; Mobile: 021 949 922; Fax: 03 474 3594
Email: simon.pickford@dcc.govt.nz



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Organisational Debriefing

INFORMATION FOR THE CDEM SECTOR [IS6/05]



Te Rākau Whakamarumaru

Ministry of Civil Defence
& Emergency Management



Te Rākau
Whakamarumaru

Ministry of Civil Defence
& Emergency Management

Organisational Debriefing Information for the CDEM Sector [IS6/06]

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Organisational Debriefing

INFORMATION FOR THE CDEM SECTOR [IS6/06]

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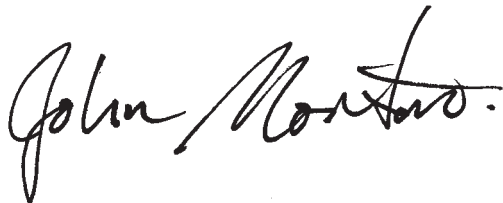
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Foreword

Following the response to and recovery from a number of flood events during 2004 and 2005, the importance of undertaking organisational debriefing following an emergency was reinforced. CDEM Groups, emergency services, government agencies and Non Governmental Organisations (NGOs) were eager to identify lessons from their experience of these floods and to ensure these lessons could be embedded within planning arrangements in anticipation of future emergencies.

Although there are a number of ways of facilitating an organisational debrief including different methodologies, this guideline has been developed to provide a framework for organisational debriefing that can be used by CDEM stakeholders. Examples of three other debriefing models are also reproduced in this document with the kind permission of the New Zealand Police Service, New Zealand Fire Service and Rural Fire Authorities.

I wish to acknowledge the positive involvement and levels of commitment that the Ministry has encountered in producing this guideline and look forward to continuing to work with CDEM stakeholders as together we improve New Zealand's resilience to emergencies.

A handwritten signature in black ink, reading 'John Norton'.

John Norton

Director: Ministry of Civil Defence & Emergency Management

Introduction

This guideline has been developed to provide a framework for organisational debriefing that can be used by CDEM stakeholders. The guide outlines a practical framework that can be applied in a variety of settings by either a single agency or by groups of agencies.

Recognising that organisational debriefing may be a new concept to some readers, examples of three other debriefing models are also reproduced in this document with the kind permission of the New Zealand Police Service, New Zealand Fire Service and Rural Fire Authorities.

This guideline begins with **Part 1 – Pre-event Debriefing Considerations**, which provides the aim of organisational debriefing and key considerations regarding official information and privacy when undertaking debriefing.

Part 2 - Post-event Organisational Debriefing Process provides detail of post-event activities including the preparation of reports, undertaking organisational debriefs and reviewing plans and arrangements. This section provides a step-by-step guide to arranging and facilitating an organisational debrief. Part 2 also links to additional resources and templates provided in the annexes.

Part 3 - Other Organisational Debriefing Models, in the final part of this document, organisational debriefing models used by the New Zealand Police Service, New Zealand Fire Service and Rural Fire Authorities are reproduced.

Part 1: Pre-event Organisational Debriefing Considerations

1.1 The aim

The aim of organisational debriefing is for staff to communicate their experiences of an emergency (eg response, transition and/or recovery), an exercise or other activity so that lessons can be identified. Arrangements (plans, training etc) can then be modified to reflect lessons identified and best practice and therefore improve the organisation's ability to respond in future emergencies.

It is important during pre-event planning to establish a process for learning from an emergency. This should involve identifying a process for organisational debriefing and reviewing plans and arrangements post-event.

It is vital that all staff involved, regardless of seniority, understand that an organisational debrief is about improving performance and not about assigning blame. All staff who contributed to the activity being debriefed should be able to contribute to the debriefing process. These expectations should be communicated with all stakeholders pre-event.

Although staff support mechanisms are not addressed in this document it is important for organisations to plan to provide a range of support for staff involved in responding to emergencies. Box 1 provides a brief overview of support mechanisms that could be offered to staff.

Box 1: Support mechanisms for staff

Staff should be offered a range of support services following an emergency. These support services should be made available for those who wish to use them on a confidential basis. Consideration should be given to the individual in the context of the family / household as well as the workplace. Support mechanisms that may be offered include:

- support from fellow staff members (peer support);
- support from managers;
- access to support via helplines;
- access to counselling;
- encouragement of a no-blame culture;
- psychological intervention including large group therapy, defusing and individual crisis intervention; and
- access to occupational health services for the follow-up and aftercare of staff and their families.

1.2 Official information and privacy

Organisations conducting debriefings that are subject to the Official Information Act or the Local Government Official Information and Meetings Act must be familiar with:

- the **principle of availability** under those Acts, and
- the **exceptions to disclosure**,

The organisation should advise participants unfamiliar with these matters of the effects of them. Participants should be made aware that **exceptions to disclosure** are **limited** and **specific** and that views they express **may** be sought under an official information request. Reasons **not** to disclose may include:

- to protect the privacy of natural persons,
- to protect information supplied under an obligation of confidentiality where making the information available would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should be supplied, and
- to maintain the effective conduct of public affairs through the free and frank expression of opinions by or to members of an organisation or department, etc.

Section 2.3.6 also provides guidance on the distribution of debrief material, however it is important to note that decisions on distribution must be made by the organisation before the debrief is undertaken.

Where information identifies individuals, participants should be aware that the Privacy Principles under the Privacy Act apply and should be aware of their effect.

1.3 Key terms

For the purposes of this document, three key terms are defined in Part 1 to ensure readers understand the context in which these terms are used:

- Organisational Debriefing:** Organisational Debriefing is a process in which staff within or across organisations communicate their experiences of how their organisational operated during an emergency (eg response, transition and/or recovery), an exercise or other activity so that lessons can be identified.
- Structured Debriefing:** Structured Debriefing is a flexible model for learning through reflection by sharing experiences, gathering information and developing ideas for the future.
- Review:** A Review analyses the plans and arrangements in place at the time of the event. It compares them against what was done and how things did or did not work.

Pre-event Checklist

✓	CDEM sector stakeholders plan to:
	ascertain the level of disclosure or confidentiality of debriefing material required by their organisation before undertaking organisational debriefing.
	hold appropriate and timely organisational debriefs during and following any event.
	hold appropriate and timely reviews following any event.

Part 2: Post-event Debriefing Processes

Post-event activity will include preparing reports, undertaking organisational debriefs, reviewing plans and arrangements and documenting and implementing lessons.

As well as providing organisational debriefing opportunities for the agencies involved, consider the community's need for debriefing. This may take the form of public meetings, focus groups or other community meetings to discuss what lessons community members have identified from an event. Feedback from community meetings should be factored into organisational debriefs. Such a process may also highlight areas of further work to be done to resolve underlying recovery issues.

2.1 Reporting

The purpose of reporting is to maintain accountability and transparency, to keep the wider community informed, to gain support and assistance and to record an account of response/recovery efforts, including lessons identified. For details on post-event reporting, see Part 6 of *Recovery Management: Director's Guideline for Recovery Management* [DGL4/05].

2.2 Organisational debriefing

Post-event learning is an essential aspect of both the planning process and successful recovery¹. Events occur on an infrequent basis and it is 'important to document any lessons identified from managing incidents and to change current procedures and plans and provide reasons for any changes, so that they can be referred to in future incidents, which may not be managed by the same team. Many of the lessons identified in managing an incident have value for others working in the field'².

2.2.1 Ground rules when undertaking organisational debriefing

It is vital that debriefing is carried out in a manner conducive to promoting organisational learning and encouraging a no-blame culture. Arney³ (2000) suggests using ground rules when debriefing. Debriefing should:

- be conducted openly and honestly
- pursue personal, group or organisational understanding and learning
- be consistent with professional responsibilities
- respect the rights of individuals
- value equally all those concerned.

2.2.2 Types of organisational debriefing

Three types of organisational debriefing can be used to promote post-event learning. They can be held at different times for example at the end of each shift, following the end of the response, after the transition from response to recovery, throughout the recovery activity (such as at three-monthly intervals) and following the exit strategy.

¹ Section 2.2 adapted from Norman, (2003) *Organisational Debriefing* (Working Paper) Coventry Centre for Disaster Management, England

² Eagles, E, Goodfellow, F, Welsh, F, Murray, V, (2003) *Environmental and Public Health*, HMSO, London

³ Arney, (2000) *Structured Debriefing* (Course Notes)

1 The hot (or immediate post-event) debrief

Key features

- Held **immediately after the incident response or shift is completed**.
- Allows a rapid 'off-load' of a variety of issues and concerns.
- Should address key health and safety issues.
- Provides an opportunity to thank staff and provide positive feedback.
- May be facilitated by a number of people from within the organisation.
- A number of hot debriefs may be held within an organisation simultaneously following an incident. Each department/unit may wish to hold their own hot debrief to identify key issues within their locality.

2 The internal organisational debrief

Key features

- Should be **held within four weeks of the incident**. If the incident continues to be managed over the medium to long-term it may be necessary to hold regular internal organisational debriefs at key milestones.
- Should involve the same key players within the organisation that were involved in the response to the incident.
- Should address organisational issues not personal or psychological issues.
- Should look for both strengths and weaknesses as well as ideas for future learning.
- Provides an opportunity to thank staff and provide positive feedback.
- May be facilitated by a range of people within the organisation.

3 The multi-agency debrief

Key features

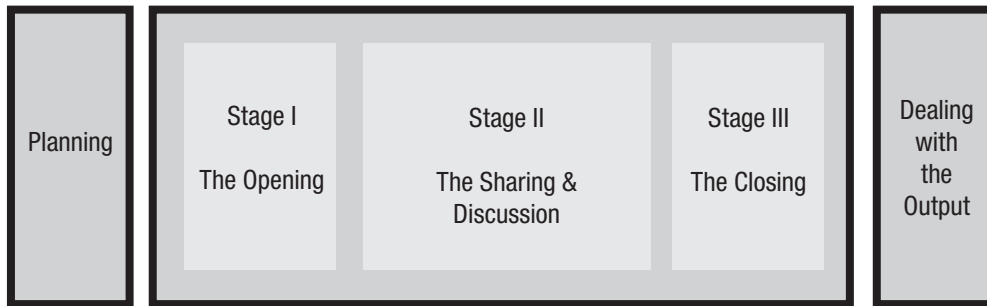
- Should be held **within six weeks of the incident**. If the incident continues to be managed over the medium to long-term it may be necessary to hold regular multi-agency debriefs at key milestones.
- Should focus on the effectiveness of inter-agency coordination.
- Should address multi-agency organisational issues not personal or psychological issues.
- Should look for both strengths and weaknesses as well as ideas for future learning.
- Provides an opportunity to thank staff and provide positive feedback.
- May be facilitated by a range of organisations such as Police, Local Authority or Fire Service.
- May form part of tiered debriefing process, eg local authorities in a region affected by an emergency may undertake an internal debrief initially; followed by local authorities in the region contributing to a multi-agency CDEM Group debrief; followed by CDEM Group representatives contributing to a debrief of government agencies at national level or a debrief between affected CDEM Groups and agencies involved in the National Crisis Management Centre.

2.3 Process of organisational debriefing

A number of methods are already used within the CDEM sector for undertaking organisational debriefs⁴ (see **Part 3**). One method used effectively by a number of organisations following the February 2004 Flood and the Eastern Bay of Plenty flood in July 2004, as well as internationally is a method for Structured Debriefing developed by John Arney in 1998. *Structured Debriefing* is flexible model for learning through reflection by sharing experiences, gathering information and developing ideas for the future. The process is provided in this section for those wishing to develop a method for organisational debriefing.

⁴ Section 2.3 adapted from Arney (2000) *Structured Debriefing* (Course Notes)

Figure 1: Process for Debriefing



2.3.1 Planning your organisational debrief

- Four roles exist within structured debriefing. One person can lead all four or the tasks can be broken down into separate roles.
 - Initiator – the person who requests and is ultimately accountable for the debriefing process.
 - Planner – the person who plans the debrief based on key areas and questions.
 - Leader – acts as facilitator for the debrief.
 - Participants – attend and participate in the debrief.
- Before arranging an organisational debrief consider the key areas and questions outlined in the table below:

Table 1: Key areas & questions

Key Areas	Questions
Purpose	<ul style="list-style-type: none"> • What is the purpose (aim) of the debrief? • What event is being reviewed? • What period of time is to be covered?
Authority Issues	<ul style="list-style-type: none"> • What additional role does the initiator (the person who requested a debrief) wish to adopt? • Will anyone in a position of authority be taking part or wish to be present? • Confirm the level of disclosure or confidentiality of debriefing material required by the organisation.
Participants	<ul style="list-style-type: none"> • Are the participants aware of the debrief? • Are they all willing to take part? • What experience have they of debriefing? • Consider questions they may ask.
Numbers	<ul style="list-style-type: none"> • How many people were involved in the event? • How many people are keen to take part in the debrief?
Time	<ul style="list-style-type: none"> • What is the minimum and maximum time available for the debrief? • When does the debrief have to be completed? • Is some sort of social gathering (if appropriate) planned at the end of the debrief eg morning tea, BBQ etc?
Location	<ul style="list-style-type: none"> • Where is the best place in the circumstances?
Leader	<ul style="list-style-type: none"> • Who will lead the debrief? • What experience does the leader (person facilitating) have of debriefing?
Resources	<ul style="list-style-type: none"> • What maps, charts, photos, reports etc should the facilitator and/or participants have access to both before and during the debrief?

- Once these key areas and questions have been considered, a debriefing plan (see **Annex A**) can be compiled. The time required for the debrief will depend on the number of participants attending.
- A list of key considerations and hints for best practice when debriefing is provided in **Annex B**.

2.3.2 Pre-debrief

- (a) Dissemination of information
 - Send invitations to all those involved
 - Confirm attendees and then set the timeframes for the session based on the number of people attending eg does the session need to be an hour or three hours?
 - Confirm venue, set-up and duration of meeting
 - Create an agenda or programme
- (b) Setting up the room
 - Ensure room is set up with enough seats, refreshments, etc.
 - Using three different colours of sticky notes eg blue, pink and yellow, put three blue and three pink sticky notes on each chair. Hold onto yellow sticky notes for later.
 - Print out in poster size or write up on whiteboard:
 - ground rules for debriefing
 - debriefing aims
 - the three key prompt questions

2.3.3 Stage I: The opening

- (a) Introduction

Like meetings, facilitating a debrief involves providing:

 - a welcome to participants
 - an overview of the reason for the debrief eg following a flood, train derailment etc
 - an overview of the aim of the debrief
 - an overview of the method for debriefing, including potential actions following the debrief ie notes will be written up and given to the person initiating the debrief and a process developed for addressing lessons identified
 - an opportunity for participants to introduce themselves and their role in the event
 - details on the discoverability and transparency of debriefing documentation (also see section 1.2)
 - an explanation of how and why the debrief facilitator was appointed.
- (c) Review

Provide an explanation of the prompt diagram which should be based on the event or issue being explored in the debrief. A prompt diagram could be a hand-drawn diagram on a white board or a large piece of butchers paper or something created on computer and printed in A1 or A2 size. The prompt diagram may depict key milestones, key decisions, timelines, etc. Two examples of prompt diagrams are provided in **Annex C**.
- (d) Ponder

Ask the participants to take 2-3 minutes to consider the first two prompt questions eg

 - (i) What, for me, were the negative aspects of the emergency/event?
 - (ii) What, for me, were the most positive parts about the emergency/event?

Participants should write three answers to the first question on the three blue sticky notes and the three answers for the second question on the pink sticky notes.

2.3.4 Stage II: The sharing and discussion

- Once the participants have finished writing down their answers, ask them one at a time to volunteer a brief explanation (about 20 seconds) of their three answers to the first question and then place the blue sticky notes on the relevant place on the prompt diagram. Please note: It is optional for people to verbally share their experiences with the group.
- When everyone who would like to give their answers to the first question has spoken, ask them to volunteer a brief explanation (about 20 seconds) of their three answers to the second question, one at a time. Place the pink sticky notes on the relevant place on the prompt diagram.
- When everyone who would like to give their answers to the second question has spoken, the leader (facilitator) then asks if anyone has any additional comments to make before the leader summarises the main points raised.

2.3.5 Stage III: The closing

- Ponder: Give each of the participants one yellow sticky note and ask them to take 2-3 minutes to consider the final (two part) question:
 - For me the most significant thing I have learnt during this event has been and
 - If I was involved in the response/recovery/function of another disaster I would.....
- Once the participants have finished writing down their answers, ask them one at a time to volunteer a brief explanation (about 20 seconds) of their answer and then place their yellow sticky notes on the relevant place on the prompt diagram.
- When everyone who would like to give their answer has spoken, the leader then summarises the main points raised and again reiterates what actions will be taken following the completion of the debrief - ie that the notes will be written up and given to the person initiating the debrief and a process developed for addressing lessons identified. All participants are then thanked for their contribution as well as their attendance and the debrief is then closed.
- Consider the suitability of social functions to continue building relationships developed during the event. The function could involve for example, food, refreshments, sports, games, or site visit follow-up.

2.3.6 Dealing with the output

- The leader then types up the notes under the heading of each of the three questions used in the debrief. The comments are grouped into key areas raised eg some or all of the following may be key issues: communications, teamwork, human resources, planning, activation, staff welfare, coordination, etc. This forms a summary of the debrief – an example of an organisational debrief summary is provided in **Annex D**.
- These notes are then handed over to the initiator of the debrief. It is the initiator who is responsible for developing the actions and activities for post-event organisational learning.
- The leader should provide details of to whom the debrief documentation will be distributed, for example the initiator and all participants. The initiator may also have to distribute the documentation to additional stakeholders (in the case of an internal debrief this may include managers and the chief executive or in the case of a multi-agency debrief, external organisations. In all cases, the initiator must:
 - keep an accurate distribution list and any comments received;
 - ensure distribution of documentation to all participants; and
 - ensure participants are clear on to whom they can distribute the document within their own organisation or externally - for example *not for general distribution or for distribution to managers only or for general distribution*.

2.4 Actions and activities for post-event organisational learning

Once organisational debriefing has been completed, a number of activities should be undertaken, including:

2.4.1 Notes from organisational debriefing

Following the debrief, the collection of comments should be compiled into a single **internal** document. It is these notes that provide the basis for identifying lessons from the event. Debriefing sessions and the subsequent notes must be treated as confidential to promote a no-blame culture and ensure staff feel able to share their experiences openly and honestly.

2.4.2 An organisational report

An organisational report should be completed after the hot debrief and internal organisational debrief have been completed. It should:

- summarise the sequence of events
- identify the individuals involved
- describe the actions of staff
- provide an accurate timeline
- remain factual, concise, objective and blame-free.

2.4.3 Identifying lessons from the event

An organisational report should allow an organisation to:

- demonstrate where the response was effective and where it was not
- establish why this was the case at corporate level – objectively
- recommend ways to improve future response
- resist a critique of individual actions
- encourage a no-blame culture.

2.4.4 Reviews

A review analyses the plans and arrangements in place at the time of the event. It compares them against what was done and how things did or did not work. The report can provide findings and recommendations and be undertaken by a single organisation or as part of a multi-agency review. Reviews can also focus on particular areas of plans or arrangements such as communications or standard operating procedures. They can also address the response and recovery activity in its entirety up until a particular point in time. Therefore it is important to identify terms of reference as well as aims and objectives of any review.

The review process can be carried out by someone within the organisation. More often it is conducted by an independent person/team to provide objectivity. This person will need to have a defined scope for operating, and will need access to appropriate people within the organisation.

2.4.5 Developing an action plan

By developing an action plan, lessons from the event can be identified and focused reviews undertaken. A named individual should be responsible for completing each action within an agreed timeframe. Review dates should be set and progress should be documented. An action plan:

- identifies the work activities/programme needed to address the findings, recommendations and lessons against a timeframe

- should also identify any amendments, changes or additions to the emergency management plans (eg CDEM Group plans) against a timeframe
- includes a programme of identified training and exercising as appropriate
- aligns with any changes required of other planning documents such as the CDEM Group, Long Term Council Community Plans (LTCCPs), district plans or regional policy statements, national policy documents, strategies or other documentation.

2.4.6 Lessons learnt?

Have the lessons been learnt? Learning from an event requires a genuine process – the lessons must have been identified, the action plan completed and the CDEM Group plan tested and validated by exercising. Only when past mistakes are not repeated can the lessons be considered learnt.

Post-event Checklist

✓	CDEM Stakeholders should:
	hold an appropriate organisational debriefing following an event
	undertake a review of plans and arrangements to promote organisational learning
	develop reports and action plans as necessary to address identified lessons and/or gaps
	identify suitable training and exercising following the debriefing process to validate new arrangements

Part 3: Other Organisational Debriefing Models

3.1 New Zealand Police debriefing guidelines

The following information has been reproduced from the Planning and Command chapter in the New Zealand Police Manual of Best Practice (1998) with the kind permission of the New Zealand Police.

Debriefing is a subsequent examination of the operation.

Debriefing is necessary to:

- Critically examine an operation.
- Record successful actions and techniques, for inclusion in future plans and training.
- Evaluate what went wrong, so that it won't happen again.
- Solicit suggestions for improvement and consider valid criticisms.
- Identify any need for welfare assistance or support, and provide that assistance if required.

Debriefing should take place as soon as possible after the operation.

Guidelines

When you are holding a debriefing, observe the following guidelines:

- Set an agenda.
- If the operation was large, ask only key people to attend. If it was small, all staff can be included.
- The Operation Commander should chair the debrief.
- Ask a writer of shorthand to record the names of those attending and apologies from those unable to attend and to record all points raised during the debrief.
- Do not apportion blame. Complaints about individuals must be constructive.
- Acknowledge and record any member's exemplary contribution.
- Clarify misunderstandings. If the Operation Commander cannot resolve any problem, he or she must notify the proper authority, follow the matter up and give the staff feedback.
- After the debrief, have the shorthand notes typed and distribute copies to those who attended. A copy of the notes and a record of all subsequent action should be placed on the operation file before it is finally 'filed'.

3.2 New Zealand Fire Service post-event report template

The following template has been reproduced with the kind permission of the New Zealand Fire Service.

Report Type _____	Incident Detail (date, time, location) _____
Local File Number _____	Event Type eg serious harm accident _____
Report completed by _____	

1. Report Summary

This is a summary of the report. It should be about 1 page and highlight the important events and significant conclusions.

2. Terms of Reference

The Terms of Reference are provided by the report Sponsor. The will include the key areas that the investigation is to address, the investigation team members and can be in draft form until the investigation is under way. The Team Leader can approach the Sponsor to alter the Terms of Reference if they feel that additional findings will be of value. It is the Sponsors role to determine/ agree the Terms of Reference.

3. Incident Details

This will be a summary of events leading to the accident, including a description of what happened and actions immediately following. One or two photographs may serve to help in this description.

4. Contributing Factors/Evidence

This is the area where you write the summary of all evidence gathered. Including a summary of witness statements, records, policy and procedures that apply. Also evidence relating to equipment etc that was involved. It is not a verbatim record. One or 2 photos that are important may help here.

5. Compliance with Operational Procedures etc

This is where you write your assessment based on evidence, records and procedures of any issues relating to Operational Procedures etc.

6. Conclusions (assessment of what happened)

This is where your knowledge and expertise is applied to drawing on all your findings to identify what happened.

7. Considerations for Corrective Action Plan

As it is the Sponsors role to develop the Corrective Action Plan, this is where you identify those areas that need to be considered in the Corrective Action Plan. The result of the assessment of Business risk (legislative compliance, breeches of H&S etc from the Regional H&S Manager) are brought together as matters for the sponsor to consider.

8. Appendix

List and attach those items that form a vital part of the investigation. This may include Technical/ Expert reports, photographs, witness list etc. You may want to scan items so they can be included electronically.

9. Investigation and report completed by:

Name: _____ Date: _____

10. Report approved/received by:

Name: _____ Date: _____

3.3 Rural Fire Authorities national debrief guideline and debriefing template

The following information has been reproduced from the National Debrief Guideline (2001) with the kind permission of the Rural Fire Authorities (RFA).

NATIONAL DEBRIEF GUIDELINE

1. Introduction

The objective of a fire debrief is for a Fire Authority to review the events of a fire incident and the associated development and control efforts. Through discussion with those participating at the fire an overall perspective of the operation can be gained. This provides an opportunity to evaluate the practices and procedures involved and make recommendations for improvement where necessary. A debrief is not intended to justify actions, make recriminations, push a personal agenda or apportion blame. It is a fact finding exercise that should be both positive and constructive. This set of guidelines and template is intended to standardise the debriefing process throughout New Zealand.

2. When to debrief

A debrief is mandatory when there is:

- A likely claim on the Rural Fire Fighting Fund (e.g. over \$1,000 of fire fighting expenses)
- Significant injury(s) to fire fighters or public
- Significant operational short comings or unforeseen events

A debrief is optional when:

- Landowner requests
- There is media interest
- There is arson/malicious intent
- Any other occasion when lessons can be learned.

3. When to hold the debrief

As soon as possible and at least within two weeks after the fire is declared out.

4. Preparation prior to debrief

Where possible an independent facilitator/chairperson needs to be retained. It is that person's job to work through the agenda, manage the participants and draw out pertinent comments. The facilitator needs to work through the attached template, selecting and recording the relevant detail. Action points, lessons learnt, and other recommendations also need to be recorded.

The purpose of the debrief is **not** a 'witch hunt'. It is important that the debrief is honest and open and that shortcomings of the fire operation are addressed. The facilitator/chairperson needs to:

- Ensure that invitations have been sent, including notification of expectations where presentations or reports are expected.
- Introductions – welcome participants including 'who is who' and their role/responsibilities
- Outline reasons for debrief being held
- Record attendance
- Designate a note taker
- Comments recorded on debrief template.

5. Debriefing requirements:

It is the obligation for the Principal Rural Fire Officer (PRFO) to ensure that the practical requirements for the debrief are completed. These include:

- Venue, date and time and notification details decided by the RFA and PRFO
- Supply a paper or electronic version of the national debrief template
- Preparation of aids, including:
 - Map of fire area, 260 NZMS series preferable blown to a larger scale, with fire marked at different times including location of key operational facilities
 - Overhead projector, slide projector
 - Fire log(s)
 - White board and pen
 - Large sheets of paper for making up charts and summarising key points
 - Power point presentation data projector if needed.

6. Recommendations and action points

As the debrief session progresses, recommended action points (concerns, ideas for improvement or problems incurred) raised by the participants or facilitator are to be listed in the table provided, see debrief template. Assigning a person responsible for looking into the action point and indicating an expected completion date will ensure that ideas are not lost.

<i>Debrief Reference</i>	<i>Action Required</i>	<i>Person to Action</i>	<i>Expected Completion Date</i>
4.1 Notifications	Liaise with Comcen on zone callout	B Wright	Dec 2001
4.0 Topography & 4.10.2 Fire Equipment	Boots too heavy – for arduous hill climbing over long duration	B Neat	Jan 2002

7. Facilitator's Summary

It is important to end the meeting in a positive way. The facilitator/chairperson can achieve this by:

- Identifying the good things that happened at the fire
- Supporting the recommendations suggested by the debrief participants
- Comment on whether an Operational Review should be recommended
- Advising when and how the debrief notes will be made available
- Thanking debrief participants for their attendance

8. Attachments

It is preferable for the persons who make comments on specific debrief points, to have supporting documentation for attachment to the debrief report. These can include maps, debrief presentation notes, communication charts, accident reports, media comments, and photos.

NATIONAL DEBRIEFING TEMPLATE

Fire Name

Rural Fire Authority

Debrief Date Reference

Venue

Facilitator/Chairperson

Note: Complete sections relevant to this fire only.

1.0	Overview: Incident management personnel to provide comment and prepare reports	<i>Designated person to comment on the following points in this section.</i>
1.1	Summary Details (Name:.....)	
1.1.1	Location	
1.1.2	Date and Duration	
1.1.3	Incident background	
1.1.4	Impact and Area Burnt	
1.1.5	Cause	
1.1.6	Fire Environment: Weather, Topography, Fuel(s)	Fireground Weather:
1.1.7	Threats	
1.1.8	Fire Resources Deployed (equipment/ personnel)	
1.1.9	Incident Management and Officer(s) in charge	CIMS Used? Yes / No Other comments:
1.1.10	Supporting agencies and organisations	
2.0	Planning and Intelligence (Name:.....)	
3.0	Operations:	
3.1	Ground (Name:.....)	
3.2	Aerial (Name:.....)	
4.0	Logistics (Name:.....)	
5.0	Safety (Name:.....)	
6.0	Liaison and cooperation with agencies, landowners and others. (Name:.....)	
7.0	Event Details: The key personnel of the incident management are to provide comment and/or prepare reports	
7.1	Notifications	
7.2	Turnout	
7.3	Incident Management (Incident Controller) (Name:.....)	
7.4	CIMS organisation (Incident Controller) (Name:.....)	

7.5	Media Liaison (Name:.....)		
7.6	Comment on preparedness for initial response (Name:.....)		
7.7	Comment on competencies and skills of personnel. (Name:.....)		
7.8	Other Briefs:		
7.8.1	Communications (Name:)		
7.8.2	Performance of Fire Equipment (Name:)		
7.8.3	Facilities (Name:)		
7.8.4	Food & Water (Name:)		
7.8.5	Fire ground rehabilitation (Name:)		
7.8.6	Others (Name:)		
8.0	Fire Plan Relevance (Are changes needed?)		
9.0	Other Stakeholders Name	Name	Comments
10.0	Recommendations & Action Points		
	<i>Debrief Reference</i>	<i>Action Required</i>	<i>Person to action</i>
			<i>Expected completion date</i>
11.0	Facilitator Summary (Points to cover)		
11.1	Identify the good things that happened	Notes:	
11.2	Pre planning	Notes:	
11.3	Cooperation between Fire Authorities	Notes:	
11.4	Fire fighting strategies	Notes:	
11.5	Notifications & turnout	Notes:	
11.6	Recommendations	Notes:	
11.7	Others	Notes:	
11.8	Conclusions	Notes:	

Signature (Facilitator/Chairperson)

Signature (PRFO)

12. Summary of attached documents (e.g. maps, debrief presentations, communication diagrams, accident reports, media comments, photos).

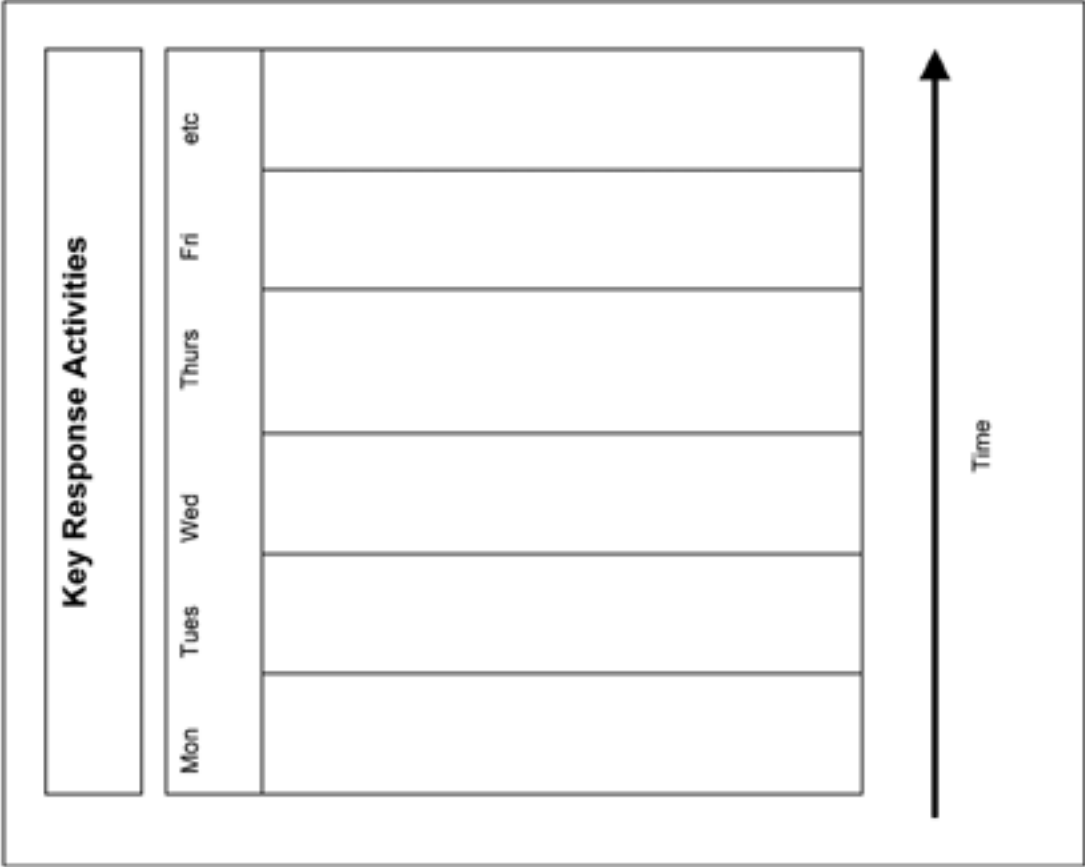
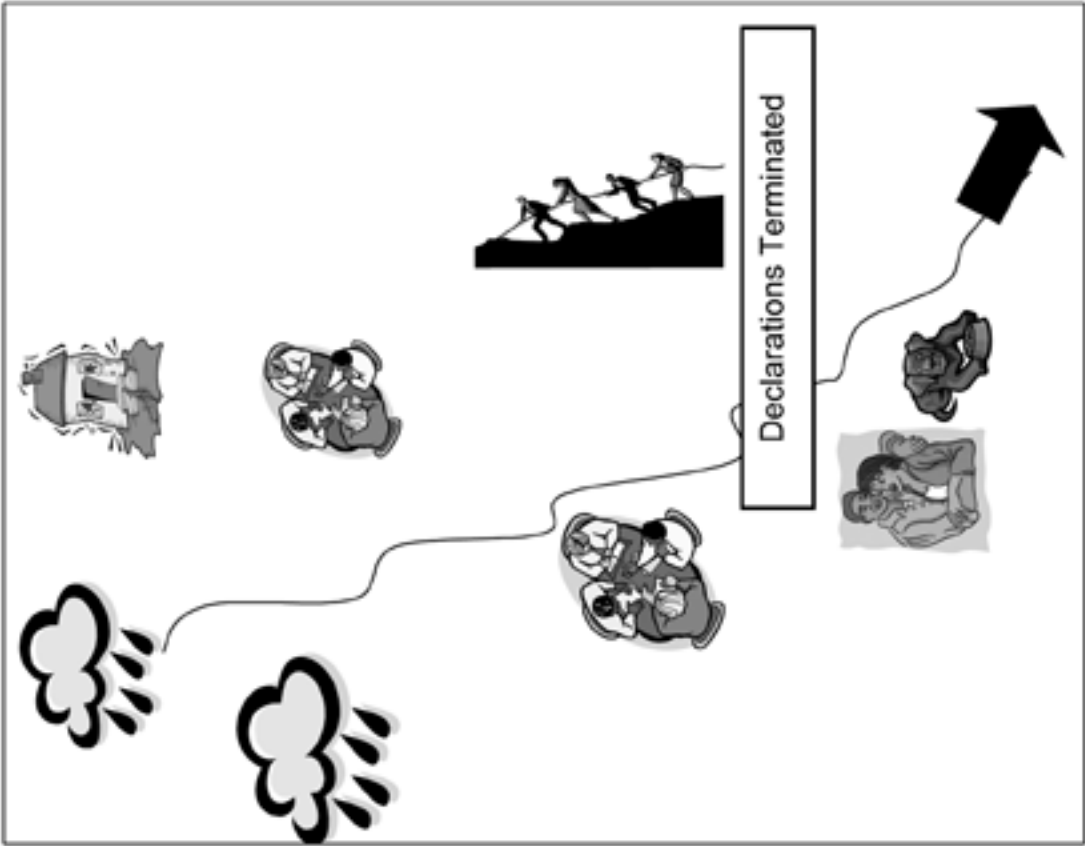
Annex A: Example of a structured debriefing plan

Structured Debrief (based on approximately 20 attendees)	
Experience: The response to the _____ emergency/event	
Date: / /	Time: _____ minutes Participants (number): _____
Introduction 4 minutes	Debrief Aims <ol style="list-style-type: none"> 1. To reflect on the experiences of staff involved in the _____ event from _____ (day, month) until _____ (day, month) _____ (year). 2. Identify personal experiences. 3. Views shared and discussed to establish: <ol style="list-style-type: none"> (a) personal learning and the future positive use of that learning, and (b) ideas for the future of your organisation's involvement in the response and/or recovery of communities from disasters.
Review 4 minutes	Visual aid (a prompt diagram) while participants consider their responses to the first two questions.
Ponder 10 minutes	<p>What for me were the negative/worst/bad/lowest/least successful aspects of the _____ event?</p> <p>(a)</p> <p>(b)</p> <p>(c)</p> <p>What for me were the most positive/good/best/most successful parts of the _____ event?</p> <p>(a)</p> <p>(b)</p> <p>(c)</p>
Sharing and discussion 54 minutes	Views shared during a facilitator-led discussion
Summary 2 minutes	Facilitator summarises main points raised
Ponder 6 minutes	<p>(a) For me the most significant thing I have learnt during this event has been, and</p> <p>(b) If I was involved in the response and/or recovery of another disaster I would.....</p>
Sharing 10 minutes	
Closure 2 minutes	
Debrief led & planned by:	_____ (Name and Organisation)

Annex B: Key considerations when debriefing

Introduction	→	<ul style="list-style-type: none"> • Aims – write up and keep in view (this can be done on a whiteboard, butcher's paper etc) • Explain overall approach (stages) and the time the debrief should finish • Explain the presence of observers ie an initiator • Explain ground rules of organisational debriefing • Ask group to be as open and honest as they feel they can be • Remind – all views will be valued – focus is future positive • Not making group decisions or looking for consensus • Say what you intend doing with the debrief output
Review	→	<ul style="list-style-type: none"> • Go for a clear visual outline – keep it simple • Introduce and keep in view • Its purpose is to stimulate thinking and provide hooks for their ideas
Ponder	→	<ul style="list-style-type: none"> • Write up your prompt questions if possible • Check understanding and ask for the ponder to be in silence • Possible use of 'sticky notes' (not always necessary) • Keep control of time, "A few seconds more..."
Sharing and Discussion	→	<ul style="list-style-type: none"> • Tell group "we now move on to the Sharing and Discussion Stage" • Divide your time between the prompt questions used (usually two). Consider the following subjects for prompt questions: <ul style="list-style-type: none"> - Notification/activation - Deployment/mobilisation - Operational issues - Relationship management • Ask one person to speak at a time and control any side conversations • Deal with the negative views first • All to have an equal opportunity to share their thoughts • Create picture by mapping 'sticky notes' or key words • Ask facilitative questions to bring out/develop points made • Do not express your own views • Difficulty in making notes – consider options such as 'sticky notes', flip chart, a note taker • Be aware of individuals wanting to speak – bring them in • Encourage discussion between individuals • Keep an eye on the time • Move on to positive views for the second half of the period • Remember to remain neutral during feedback and provide encouragement when someone comments eg "thanks for that", head nod
Summary	→	<ul style="list-style-type: none"> • Be concise and do not try to evaluate what has been raised • Refer the group to what is before them if visually displayed • Remind the group that there will be no further structured opportunity for discussion
Ponder	→	<ul style="list-style-type: none"> • Tell group they are now starting the "closing stage" of the debrief • Write up the final prompt question • Consider using 'sticky notes' to write answers on • Check all understand – ask for this to be done without discussion • Keep control of time
Sharing	→	<ul style="list-style-type: none"> • Remind – no further discussion – listen to each other • Each to read out their known words in turn • Do not let anyone expand on their views • Collect 'sticky notes' and display on the prompt diagram
Closure	→	<ul style="list-style-type: none"> • Thank all for their participation • Say what you intend doing with their final views (the output) • Consider using a social occasion for continued relationship development if appropriate

Annex C: Examples of prompt diagrams for debriefing



Annex D: Example of an organisational debrief summary

Occasion/Event:	The Response/Recovery to the February 2004 Flood Event
Aim of debrief:	<ol style="list-style-type: none"> 1. To reflect on the experiences of staff involved in _____ event from _____(date) until _____(date). 2. Identify personal experiences. 3. Views shared and discussed to establish: <ol style="list-style-type: none"> (a) personal learning and the future positive use of that learning, and (b) ideas for the future of your organisation's involvement in the response and/or recovery of communities from disasters.
Place:	
Time:	
Debrief led by:	
Initiator/Client:	
Participants:	
Material output of debrief:	<ol style="list-style-type: none"> 1 Original notes and response 2 Debrief summary (this document) 3 Responses made during the debrief (attached as an annex)
Debrief Report:	<p>Example only</p> <p>The debrief took place following an intensive period of both response and recovery activity by staff during the _____ event. Twenty-five staff members attended with representatives from the central office as well as field staff from the affected regions.</p> <p>The debrief focused on each individual's personal learning and its future use. All were given time to reflect, to generate and express personal views and to listen to others. Final responses were expressed to the whole group. All participants were given the opportunity to reflect on their roles and to contribute their views in discussion. The main issues raised:</p> <p>Main negative aspects:</p> <ul style="list-style-type: none"> • communications • catering • personal impacts • etc <p>Main positive aspects:</p> <ul style="list-style-type: none"> • teamwork • multi-agency relationships • staff welfare • etc <p>In closing the debrief participants were each asked to identify:</p> <ol style="list-style-type: none"> 1. Personal Learning and its use 2 Ideas for the future <p>Attach sticky notes as an annex to this summary but list key points:</p> <p>Personal learning and future use of those learnings</p> <ul style="list-style-type: none"> • Increase personal preparedness • Clarifying role and responsibilities • Strengthening communications • etc
Signed:	
Date:	
Roles taken:	Planner and Leader

