



# Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

## OTAGO CIVIL DEFENCE EMERGENCY MANAGEMENT JOINT COMMITTEE AGENDA

**Thursday 10th December 2020 3.00pm**

**Philip Laing House, Rattray St, Dunedin**

### **Members**

Aaron Hawkins	Mayor, Dunedin City Council (Chair)
Andrew Noone	Chairperson, Otago Regional Council (Dep Chair)
Tim Cadogan	Mayor, Central Otago District
Bryan Cadogan	Mayor, Clutha District Council
Jim Boulton	Mayor, Queenstown Lakes District
Gary Kircher	Mayor, Waitaki District Council

### **In Attendance:**

Sandy Graham	Chief Executive, Dunedin City Council
Sanchia Jacobs	Chief Executive, Central Otago District
Sarah Gardner	Chief Executive, Otago Regional Council
Steve Hill	Chief Executive, Clutha District Council
Mike Theelen	Chief Executive, Queenstown Lakes District
Fergus Power	Chief Executive, Waitaki District Council
Matt Alley	Acting Regional Manager, CDEM
Simon Chambers	Regional Emergency Management Advisor, NEMA
<i>Vicky Swaney</i>	<i>Minute Taker</i>

## **1. Apologies**

## **2. Attendance**

## **3. Confirmation of Agenda**

## **4. Confirmation of Minutes**

### **Recommendation**

*That the minutes of the meetings held on 31 July 2020 and 17<sup>th</sup> August 2020 be received and confirmed as a true and correct record.*

## **5. Action Items**

*Nil*

## **6. Items of Business**

**6.1 Acting Director's Report**

**6.2 Ohau Fire Presentation – Graeme Still (FENZ)**

**6.3 Stan Leishman to be appointed as Local Controller for Clutha**

## **7. Closure**



# Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

**Minutes of a meeting of the  
Otago Civil Defence Emergency Management Group  
Joint Committee  
31 July 2020  
9.56am**

**Otaru Room, Dunedin City Council, 50 The Octagon, Dunedin**

**Members in Attendance:**

Mayor Aaron Hawkins Acting Chair, Dunedin City  
Mayor Jim Boulton Queenstown Lakes District  
Mayor Bryan Cadogan Clutha District  
Mayor Tim Cadogan Central Otago District  
Mayor Gary Kircher Waitaki District  
Sarah Gardner CE, Otago Regional Council  
Sandy Graham Acting CE, Dunedin City Council  
Julie Muir Acting CE, Central Otago District Council  
Steve Hill CE, Clutha District Council  
Fergus Power CE, Waitaki District Council  
Mike Theelen CE, Queenstown Lakes District Council.  
Matt Alley Acting Director, Emergency Management Otago

**In Attendance:**

Marianna Brook Mayoral Forum Secretariat  
Cr Cheryl Laws Councillor, Central Otago District  
Kim Wainscott Minute taker

**1 Apologies**

Apologies from Ms Sanchia Jacobs were received.

**2 Attendance & Welcome**

**3 Confirmation of Agenda**

**4 Items of Business**

**Appointment of Chair**

With the incumbent no longer a member of the Joint Committee, members were required to agree a voting method and then appoint a new Chair.

**Resolved:**

That the Committee adopts voting system A.

Moved: A Hawkins  
Seconded: T Cadogan  
Carried

**Nominations for Chair of the Joint Committee were called for.**

**Resolved:**

That Mayor Hawkins be appointed the new Chair of the Committee.

Moved: T Cadogan  
Seconded: G Kircher  
Carried

**Nominations for Deputy Chair of the Joint Committee were called for.**

**Resolved:**

That Cr Noone be appointed the new Deputy Chair of the Committee.

Moved: G Kircher  
Seconded: T Cadogan  
Carried

*Meeting adjourned at 9:59am*

*Meeting Reconvened again at 11:17am*

**Additionally, in attendance:**

**Sarah Stuart-Black Director of Civil Defence Emergency Management**

**Simon Chambers Senior Regional Emergency Management Advisor**

**8. General Business – Discussion with Sarah Stuart-Black and Simon Chambers**

Ms Stuart-Black discussed the recent Covid-19 CDEM debrief, key messages: pace, intensity, complexity and uncertainty with Covid-19 and the recent floods, drought and earthquakes. She recognised that Covid-19 has slowed down the process of the work which was underway with the review and workshops.

Ms Stuart-Black acknowledged Richard Saunders and Michele Poole for engaging so proactively and confidently in their roles.

An open discussion was held on where the level of ambition for step change might be individually and collectively, considering the last six months:

Mayor Boulton thanked Ms Stuart-Black for the work she has undertaken, particularly for the Queenstown district when they reached out. Noted concern about social issues and unemployment with the wage subsidy finishing and post ski season.

A strong regional leadership in emergency management is required urgently to understand what the needs are and how emergency management should be delivered in the future. The Committee must build consistency across all response areas. Ms Graham endorsed, noting the Queenstown and Dunedin approaches have been vastly different.

Resourcing is an issue and needs to be addressed quickly, training for controllers is hard to source. Consider if the entire South Island was affected by disaster, how to resource, capacity, transfer of people.

To improve, the committee needs to agree how to progress and resource accordingly. This would mean people are more transferrable in skills, with common systems and language.

Ms Stuart-Black suggested being bold and ambitious in driving progress around the step-change across governance issues.

*Mayor Boulton and Mr Theelan left the meeting at 11:35am.*

Discussion around need for role clarity of social services and Local Government, as well as issues around duplication of process for reporting. Ms Stuart-Black noted there is opportunity in the RMA, LGA, Building Act and CDEM Act to leverage for resilience outcomes.

There has been a disconnect between Central and Local Govt over roles and the Committee would be appreciative of any assistance Ms Stuart-Black can provide to bridge those gaps.

Ms Stuart-Black welcomed Mr Matt Alley into the role of Acting Director, Emergency Management Otago and reiterated her willingness to provide support at meetings or discussions.

*Meeting closed at 12:12pm*

**Minutes of an extraordinary meeting of the  
Otago CDEM Joint Committee,  
held via zoom on Monday 17 August 2020 at 10am**

**Present:**

DCC Mayor Aaron Hawkins (Chair)  
CODC Mayor Tim Cadogan  
ORC Chair Andrew Noone

**In Attendance:**

ORC CE Sarah Gardner  
CODC CE Sanchia Jacobs  
DCC Acting CE Sandy Graham  
WDC CE Fergus Power  
QLDC CE Mike Theelen  
CDC GM John Scott (Representing Steve Hill)  
Matt Alley (Acting Director Emergency Management Otago)

**Apologies:**

Mayor Jim Boulton, Mayor Gary Kircher, Mayor Bryan Cadogan, Simon Chambers (NEMA)

**ITEM 1 – Appointment of Group Controllers**

The Committee considered Mr Alley's report.

The recommended appointments will increase Otago's Group Controller capacity to seven, noting that Richard Saunders, Laurence Voight and Sandy Graham have previously been appointed.

**Resolved:**

- 1. That Matthew Alley, Sarah Gardner, Gavin Palmer and Steve Rushbrook be appointed Otago Group Controllers.**
- 2. That Matthew Alley be designated Primary Group Controller**

**(Cr Noone / Mayor Cadogan)**

**Carried**

**ITEM 2 – General Business – Regional Leadership Group**

Mayor Hawkins raised the membership of the new Regional Leadership Group, required to be established under the Caring for Communities pillar of the national COVID-19 response. The consensus was that there should be a small core membership, ensuring representation from the Joint Committee, CEG, rūnanga and the senior public service leaders in this region, and a wider list of optional attendees. Agreed that regular meetings should be scheduled to ensure availability and cancelled if not required.

**Resolved**

- 1. That the Otago Regional Leadership Group will comprise the Chair and Deputy of the Joint Committee (i.e. Mayor Hawkins and Cr Noone), the Chair and Deputy of the Coordinating Executive Group (Mrs Gardner and Mrs Thompson), a representative of the Otago**

**Papatipu Rūnanga, and the Chair of the Otago Public Service Managers' Group (Jason Tibble). 2. That all other members of the Joint Committee and Coordinating Executive Group will be ex officio members of the RLG and will be invited to attend meetings as optional attendees.**

**(Mayor Hawkins / Mayor Cadogan)**

The meeting ended at 10.30am.



## Item 6:

### Acting Director's Report

**To:** Otago CDEM Joint Committee  
**From:** Matt Alley, Acting Director  
**Date:** 10<sup>th</sup> December 2020

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#### Overview

Since the last meeting of the Joint Committee on 17<sup>th</sup> August, Emergency Management Otago has completely resumed BAU duties following the COVID response:

- Michele Poole was seconded to FENZ for two days for the Lake Ohau Fire.
- Six CDEM staff assisted Waitaki DC with the response for the Lake Ohau Fire.
- Continued planning for the resurgence of COVID 19
- Supported AF8 high school training program
- Training
  - Integrated Training Framework (ITF) Foundation x 2 Courses
  - D4H Training x 2 Courses
  - CIMS4 x 2
  - Incident Control Point (60 People)

<b>Item 1:</b>	<b>Staffing</b> Compiled by Matt Alley – Acting Director, Emergency Management
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Trevor Andrews continues to cover the vacant planning development position via a short-term contract basis. Recruitment of this vacancy is on hold while CE's implement review findings.

I am seconded in the role of Acting Director until the end of January 2021. Oliver Varley, Emergency Management Officer for Upper Clutha is covering my substantive role during my secondment. Recruitment of this vacancy is also under review as details for the job description are being finalised.

The Queenstown Lakes area also have additional resource with Craig Gibson employed via a one-year fixed term contract, a position we are seeking to make permanent in the next financial year.

Michele Poole has resigned effective 22<sup>nd</sup> January 2021.

#### Recommendation:

**That the Joint Committee notes this report.**

<b>Item 2:</b>	<b><u>EM Otago Review</u></b> Compiled by Matt Alley – Acting Director, Emergency Management
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Almost a year has past since Bruce Robertson tendered his document to this committee which concluded a significant period of review / consultation. I am conscious that this matter still remains largely unresolved for the staff in question; a period that is now approaching two years.

Unanswered questions around the group is having an impact on LTP considerations.

In my opinion the group office structure and current staffing does not meet the needs for the region with current roles either too acutely defined or too broad within their respective functions. The broader group structure is also too horizontal in nature with additional supervision / leadership required.

Although the EM team remain positive throughout, this lack of clarity is detrimental to the team's effectiveness. This is proving a large hinderance to the progression and resolution of matters that were initially identified by the Coordinating Executive Group that the review was initiated to resolve.

**Recommendation:**

**That the Joint Committee notes this report.**

<b>Item 3:</b>	<b><u>CDEM Business Plan</u></b> Compiled by Matt Alley – Acting Director, Emergency Management
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The CDEM business plan for 20-21 has been completed and is attached as **Appendix 1**.

This is the first plan of it's type completed for the Otago CDEM group and defines activity and key performance indicators.

Although this financial year in well underway this plan has proved valuable in creating a framework for long-term planning considerations. Most of the activity contained in this plan will roll into the 21/22 financial year.

**Recommendation:**

**That the Joint Committee notes this report.**

<b>Item 4:</b>	<b><u>CDEM Partnership Agreement</u></b> Compiled by Matt Alley – Acting Director, Emergency Management
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A draft partnership agreement has been completed and is currently under review by the GM Operations (ORC).

This agreement will be socialised with the liaison committee and stakeholders once approved by ORC.

**Recommendation:**

**That the Joint Committee notes this report.**

<b>Item 5:</b>	<b>Lake Ohau Fire</b> Compiled by Michele Poole, Public Information Manager, Emergency Management Otago
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The following salient points have been observed following the initial response. A debrief was completed during the week starting the 2<sup>nd</sup> November, matters of note include:

- The community had an emergency plan for a wildfire; they were familiar with the plan and exercised it regularly. The couple who first noticed the fire put the plan into action and everyone was evacuated safely.
- Cross boundary issues: the fire was in the Waitaki District, but the residents and visitors evacuated to Twizel in the Mackenzie District and received welfare support there. Due to the good relationship between both Councils, evacuees were provided with the support they needed seamlessly.
- Managing access to the village and the release of information about property damage: the intention was that residents / property owners should learn the status of their homes before they found out via media or on social media. FENZ and CDEM escorted residents back to the village on 5 October, however in some cases property owners had already seen images of their homes circulating on social media.
- The large number of non-resident ratepayers created significant pressure to provide early information about the status of their properties.
- The decision not to declare a state of emergency deprived the local controller of the ability to use emergency powers and complicated the official transition to recovery.
- There was a strong media presence in Twizel and demand for access to the fireground, to FENZ and CDEM spokespeople, and to the survivors. This was managed through close cooperation between FENZ and CDEM.
- Initial staffing levels in the EOC were inadequate for the scale of the CDEM response required. Having EOC staff split between Twizel and Oamaru posed challenges. Once the majority of the EOC team relocated to Twizel, the EOC operated effectively.

Principal Rural Fire Chief - Graeme Still will attend and present on Fire and Emergencies Ohau activity.

#### **Recommendation:**

**That the Joint Committee notes this report.**

<b>Item 6:</b>	<b>Air Operations Plan and FENZ MOU</b> Compiled by Trevor Andrews, Planning Manager, Emergency Management Otago
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**Background:**

A significant need has been identified for the coordination of “aircraft” within the Otago region during major event(s) e.g. AF8. Lessons learnt following the Christchurch and Kaikoura earthquakes such as aircraft use prioritization, coordination, deployment, tasking, fuel management, and the control of airspace needed to be considered. The Otago Group Plan, Business Plan and the Lifelines Programme also required the development of such a plan. Alignment with community response plans also needed to be built into the document

Initial workshops were undertaken with a wide range of stakeholders, along with a literature review of existing air operations plans in NZ and Australia. There was a need to avoid duplication of effort and cross over into other mandated response agencies areas of responsibility i.e. St John, NZ Police, Rescue Coordination Centre of NZ (RCCNZ), Airways NZ and the NZ Defence Forces

Fire & Emergency NZ already have significant experience and associated doctrine developed for the management of aircraft and of unmanned aerial devices. Approaches were made to FENZ about their ability to support Emergency Management Otago with aircraft management, from which an MoU was developed with the support and advice of the FENZ regional manager, Mike Grant.

**Purpose:**

The paragraph below is the purpose statement directly from the AESOP document....

*“In the event of region wide natural disasters, to ensure the overall coordination of aircraft movements within the Emergency Management Otago (EMO) area of operations (AoO) and across its regional boundaries, with the intent of ensuring the efficient use of limited aircraft resources and aviation fuel supplies. To ensure compliance with the National Emergency Management Agency (NEMA) Directors Guideline - Damage Assessments [DGL 22/19] to undertake early aerial reconnaissance that will enable the development of a common operating picture for the benefit of local, regional, and national emergency management agencies and lifeline & utility organisations. The transportation of key emergency management staff to their designated coordination centres as soon as is practicable”*

**Actions:**

A review of the legislation affecting aviation services within NZ that is relevant to emergency management was the first stage of plan design. Aviation is a complex environment with the Civil Aviation Authority (CAA) of NZ being the government agency responsible for aviation services within NZ. Other agencies such as Airways NZ are legally responsible for the safe management of airspace. It was important the AESOP didn’t over-reach its purpose and attempt to develop de-facto air traffic control services, passenger and air freight logistics or medevac capability

However, clarification of the Otago groups or controllers’ powers to manage aircraft during a state of emergency was necessary in case controllers needed to limit or prioritise aircraft resources. Legal advice was sought from NEMA that gave Otago CDEM confidence that the CDEM Act 2002 enabled such authority. The critical role of lifeline & utilities and councils in the maintenance, repair, and recovery of infrastructure with lifeline utility coordinators (LUC’s) taking a key role within the AESOPS CIMS structure has been addressed in the plan. The plan also meets the requirements of the NEMA Directors Guidelines – Response Management [DGL 06/08], Damage Assessments [DGL 22/19], Logistics in CDEM [DGL 17/15], Lifelines Utilities and CDEM [DGL 16/14] and the Tsunami Advisory & Warning Plan [SP 01/20]

Development of a regional reconnaissance plan is a critical component of the plan. Drawing on the information and data of councils, the ORC and the Otago lifelines members a comprehensive reconnaissance plan has been developed. This reconnaissance plan has been developed with local aviation operators’ knowledge, experience, and locale i.e. close liaison with operators to ensure their buy-in and compliance.

A copy of the MOU document is attached as **Appendix 2.**

**Recommendation:**

**That the Joint Committee approves this MOU and is signed by the Chair.**

**Item 9:**

**Financial Report**

Compiled by Matt Alley – Acting Director, Emergency Management

The quarterly financial report (to November 2020) is attached as **Appendix 3**.

I have included a second document that outlines a financial forecast for LTP consideration and a breakdown of overhead costs.

**Recommendation:**

**That the Joint Committee notes this report.**