

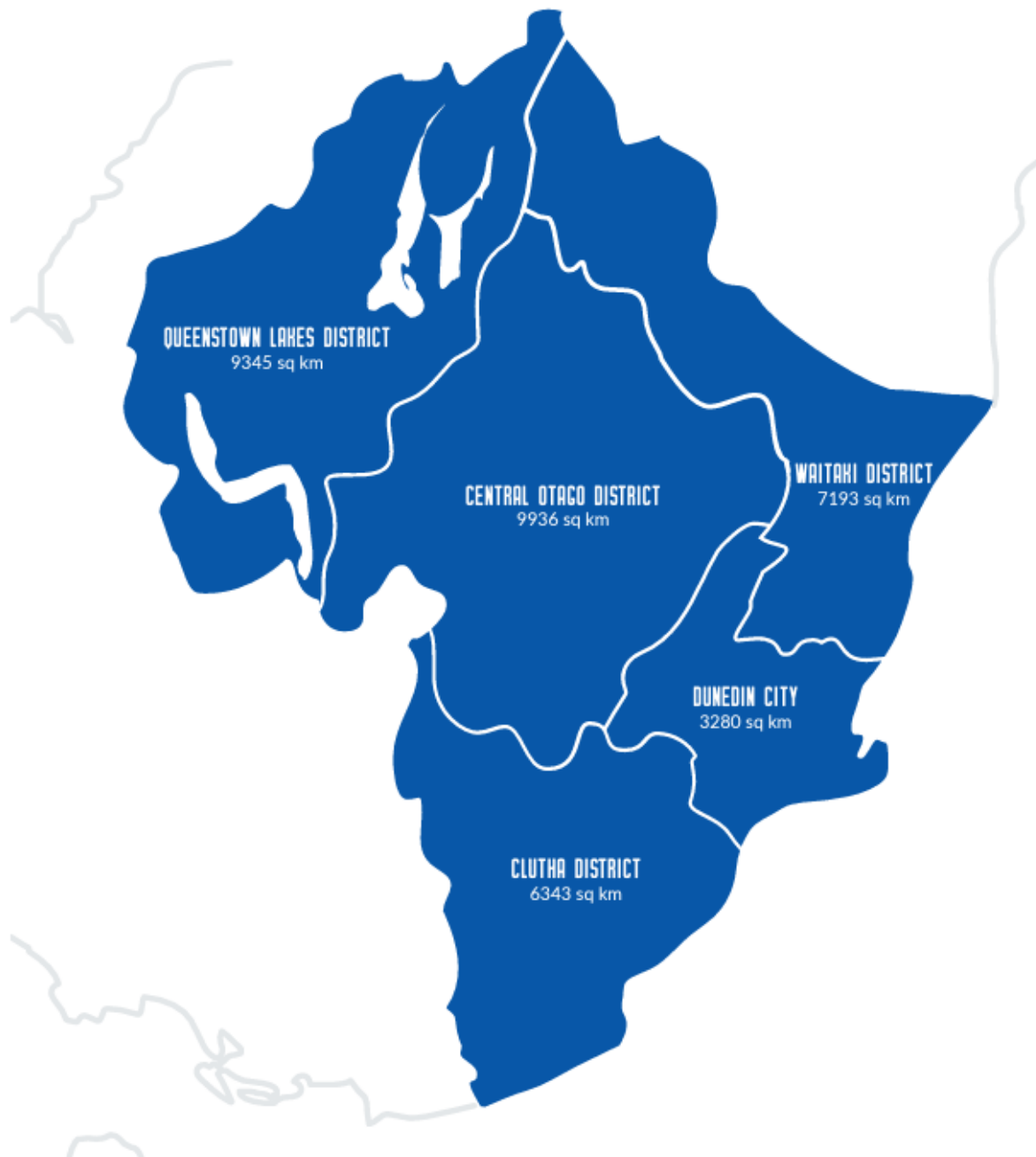


**Emergency  
Management Otago**

Te Rākau Whakamarumaru Ōtākou

## **Otago Civil Defence and Emergency Management Joint Committee**

Date: Thursday, 6<sup>th</sup> June 2024  
Time: 3.00 PM  
Venue: ORC Council Chamber  
Level 2, Philip Laing House  
144 Rattray St, Dunedin



# Otago Civil Defence and Emergency Management Joint Committee

## Membership

### Members

Gretchen Robertson	Chairperson, Otago Regional Council (Chairperson)
Jules Radich	Mayor, Dunedin City Council (Deputy Chairperson)
Tim Cadogan	Mayor, Central Otago District
Bryan Cadogan	Mayor, Clutha District Council
Glyn Lewers	Mayor, Queenstown Lakes District
Gary Kircher	Mayor, Waitaki District Council

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## **1. Karakia Tīmatanga - Opening**

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The meeting will be opened with a karakia.

## **2. Apologies**

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At the time the agenda closed there were no apologies received.

## **3. Minutes**

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- 3.1 Unconfirmed Minutes – Otago Civil Defence and Emergency Management Group – Joint Committee – 14<sup>th</sup> March 2024

### **Recommendations**

That the Otago Civil Defence and Emergency Management Group – Joint Committee:

Confirms the minutes from the Otago Civil Defence and Emergency Management Group – Joint Committee meeting held on 14<sup>th</sup> March 2024.

### **Attachments**

1. Otago Civil Defence and Emergency Management Group – Joint Committee Unconfirmed Minutes 14<sup>th</sup> March 2024 [**3.1.1** - 6 pages]



# Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

## Otago Civil Defence and Emergency Management Group – Joint Committee

TERMS OF REFERENCE  
(Created August 2023)

The Otago Civil Defence Emergency Management (CDEM) Group Committee, a joint committee that comprises elected representatives of local authorities within the region, was formed under the Local Government Act 2002 pursuant to section 12 of the CDEM Act 2002.

Members of the Group Joint Committee are the mayor or chairperson (or delegated councilor) from Waitaki District, Queenstown Lakes District, Central Otago District, Clutha District, Dunedin City, and the Otago Regional Council. Although Waitaki District falls within the boundaries of both Canterbury and Otago Regional Councils, the Waitaki District Council has elected under section 14(2) of the CDEM Act to be a member of the Otago CDEM Group. The Otago CDEM Group may invite observers to attend its meetings. The CDEM group exercises governance and determines CDEM policy for member authorities in relation to risk analysis, reduction, readiness, response, and recovery from emergencies.

The powers and obligations of members of the Otago CDEM Group are set out in section 16 of the CDEM Act. The functions of the CDEM group and its members, as detailed in section 17 of the CDEM Act, are to:

- identify, manage, and reduce relevant risks and hazards.
- ensure suitably trained and competent personnel for all CDEM Group roles are available.
- organise resources, services, and information for the Otago CDEM Group
- respond to and manage the effects of emergencies.
- carry out recovery activities.
- when requested, assist other CDEM groups if practicable.
- promote and educate the public on CDEM and its purpose.
- monitor and report on compliance with the CDEM Act
- develop, implement, monitor, and regularly review the Otago CDEM Group Plan
- participate in the development of the National CDEM Strategy and the National CDEM Plan, and
- promote all aspects of CDEM in the Otago region.

The Group will:

- provide strategic direction through the Otago CDEM Group Plan
- approve the Otago CDEM Group budget.
- approve and monitor the Otago CDEM Group annual work programmes.
- appoint Controllers and delegate powers as required,
- appoint a Recovery Coordinator

The CDEM Group should meet each quarter or as required. The procedure for the conduct of meetings will be in accordance with the Local Government Act.

Meetings are held in public.

A quorum will consist of three members.

A chair and a deputy will be elected, usually following local body elections.

Should the chair or deputy chair resign or otherwise not be available, a replacement will be elected at the next Otago CDEM Group meeting.

The Group will not be discharged by a local body election (section 12 of the CDEM Act).

Following a local body election, any previous delegations made by a local authority under section 13(4) of the CDEM Act must be renewed or rescinded.

In accordance with local government procedures, decisions made by the Otago CDEM Group are binding on all members.

In accordance with section 18(1) of the CDEM Act, the Otago CDEM Group may delegate any of its functions to a member of the Group, the Group Controller, or other persons. These delegations are made by a resolution at a CDEM Group meeting.

## Common Civil Defence and Emergency Management Acronyms

CDEM	Civil Defence Emergency Management
CEG	Coordinating Executive Group
CIMS	Coordinated Incident Management System
COP	Common Operating Picture
D4H	Emergency Operations Platform
DIA	Department of Internal Affairs
ECC	Emergency Coordination Centre
GEM	Group Emergency Manager
EMA	Emergency Management Advisors
EOC	Emergency Operations Centre
FENZ	Fire and Emergency New Zealand
GIS	Geographic Information System
IMT	Incident Management Team
JC	Joint Committee
TLA	Territorial Local Authority
LUC	Lifelines Utility Coordination Group
MPI	Ministry of Primary Industries
MSD	Ministry of Social Development
NCC	National Coordination Centre
NCCMC	National Crisis Management Centre
NEMA	National Emergency Management Agency
NEMDG	National Emergency Management Development Group
NZ - EMAT	NZ Emergency Management Assistance Team
RAG	Rural Advisor Group
R & R	Readiness and Response Group
SIG	CDEM Special Interest Group
WCG	Welfare Coordination Group
4Rs	Reduction, Readiness, Response and Recovery

### **3.1.1 Minutes of the Otago Civil Defence and Emergency Management Group, Joint Committee held in Council Chambers and via Zoom, Philip Laing House, Rattray St, Dunedin on 14<sup>th</sup> March 2024.**

#### **Membership:**

Gretchen Robertson	Chairperson, Otago Regional Council (Chair)
Jules Radich	Mayor, Dunedin City Council (Deputy Chair)
Tim Cadogan	Mayor, Central Otago District
Bryan Cadogan	Mayor, Clutha District Council
Glyn Lewers	Mayor, Queenstown Lakes District
Gary Kircher	Mayor, Waitaki District Council

#### **In Attendance:**

Sandy Graham	Chief Executive, Dunedin City Council
Peter Kelly	Chief Executive, Central Otago District Council
Richard Saunders	Chief Executive, Otago Regional Council
Steve Hill	Chief Executive, Clutha District Council
Mike Theelen	Chief Executive, Queenstown Lakes District
Alex Parmley	Chief Executive, Waitaki District Council
Matt Alley	Regional Manager, CDEM
Kelly Taylor Covey	Minute Taker

Gretchen opened the meeting with a karakia.

#### **1. APOLOGIES**

Sandy Graham, Alex Parmley, Brian Cadogan and Steve Hill were apologies.

*The apologies were accepted.*

*Moved: Gary Kircher*

*Seconded: Gretchen Robertson*

**CARRIED**

#### **2. ATTENDANCE**

Gretchen Robertson, Richard Saunders, Tim Cadogan, Jules Radich, Gary Kircher, Glyn Lewers, Peter Kelly, Mike Theelen, Mauriri Kimura-McGlinchey, Trevor McGlinchey, Matt Alley, Paul Allen, Glen Mitchell, Taylor Hendl, Mel Banks, John Mawhinney, Erica Andrews, Jason Michie, Rochelle Faimalo, Andy Everitt, Paula Cathie and Kelly Taylor Covey (minute taker).

#### **3. CONFIRMATION OF MINUTES**

*The minutes of the meeting held on 15 December 2023 were received and confirmed as a true and correct record.*

*Moved: Tim Cadogan*

*Seconded: Gretchen Robertson*

**CARRIED**

It was noted that NEMA still needed to arrange for the Minister to provide his cell phone number to the mayors, so Rochelle will follow up on that.



Gretchen extended a welcome to Mauriri and he gave a brief introduction to himself.

## 4. ITEMS OF BUSINESS

### 4.1 Group Manager Report

Matt spoke to his report and took it as read. He noted there was a general update on staffing. There was a proposed workshop for 6 June, at the request of the Committee, and the focus would be on declarations, with some presentations. They had a new person starting for the Waitaki role, commencing in April.

#### **Recommendation**

*That the Joint Committee:*

- 1) **Receives** the report.
- 2) **Notes** the information contained within this report.
- 3) **Supports** a 1 Hour workshop on Emergency Declaration on the 6th of June 2024.

*Moved: Glyn Lewers*

*Seconded: Gary Kircher*

**CARRIED**

### 4.2 Lifelines update

A report from Mel Banks informed the Committee of the activity undertaken at the Otago Lifeline Utilities Group meeting on 22 February 2024. Mel spoke to the report and took it as read. They had had a successful quarter with the AF8 workshop. They were meeting with Toa Consultancy for an update on the Otago Vulnerability and Interdependency Assessment project in the morning.

A number of minor factual clarifications in the report were pointed out for Mel to correct.

#### **Recommendation**

*That the Joint Committee:*

- 1) **Receives** this report.
- 2) **Notes** the update from the Otago Lifeline Utilities Group (minutes).

*Moved: Tim Cadogan*

*Seconded: Glyn Lewers*

**CARRIED**

### 4.3 Community Resilience update

A report from Paul Allen updated the Committee on the current state of Community Resilience activity. Paul spoke to the report and took it as read. He noted there had been 14 contacts with community response groups since January and this time of year was normally quiet. The Luggate Community Response Guide was now online, and the others were with EMA at the moment to review. They were doing an audit of several community response groups to see how current they were and make sure the system was fully up to date. Matt noted that now that they had defined the Community Resilience Strategy, it was letting them look at regional consistency.

#### **Recommendation**

*That the Joint Committee:*

- 1) **Receives** the report and notes the current state of Community Response networks.
- 2) **Notes** the update from the Welfare Coordination Group (minutes).

*Moved: Gretchen Robertson*

*Seconded: Jules Radich*

**CARRIED**

#### **4.4 Stakeholder Engagement update**

A report from Erica Andrews informed the Committee of public education and engagement activities undertaken from July to January and advise of upcoming activities from September to February. Erica spoke to the report and took it as read. She noted that the Emergency Management Otago Annual Preparedness survey was going live on April 15 and would run for three weeks. The Emergency Management Otago website upgrade was still going. She noted also she had developed media standup training and will be delivering that across Otago in the next six weeks.

##### **Recommendation**

*That the Joint Committee:*

- 1) **Receives** the report.

*Moved: Gretchen Robertson*

*Seconded: Tm Cadogan*

**CARRIED**

#### **4.5 Training and Capability update**

A report from John Mawhinney outlined the training and capability status of CDEM Otago for the first two quarters of the 2023-24 financial year and included training undertaken up to the start of February 2024. John took the report as read. He noted that the Training Capability Strategy was now being put into the Operational Plan. He noted also that EMA staff were starting to put together their training calendars for the year and there would be more frequent training happening around the region.

It was queried if there was enough training for Runaka or the maraes, and Trevor advised that's what they were hoping to see as an outcome of Mauriri's role.

##### **Recommendation**

*That the Joint Committee:*

- 1) **Receives** the report.
- 2) **Notes** the current training capability of the respective councils in Otago.

*Moved: Tim Cadogan*

*Seconded: Glyn Lewers*

**CARRIED**

#### **4.6 Finance update**

A report from Matt Alley provided an update on the financial activity as it relates to the Otago CDEM Group. Matt spoke to the report and took it as read. He advised that the overspending in the group activity variance was mostly from salary and from some GIS work that was brought forward.

### **Recommendation**

*That the Joint Committee:*

- 1) **Receives** the report.
- 2) **Notes** the current financial status of the CDEM group.

*Moved: Gretchen Robertson*

*Seconded: Tim Cadogan*

**CARRIED**

## **4.7 Wildfire – Roles and Responsibilities**

A report from Matt Alley and others informed the Committee of the Wildfire risk for Otago and to sought to confirm roles and responsibilities for managing that risk. Matt spoke to the report and noted there were two main matters within it – the regional councils' roles of mapping, and the roles and responsibilities across the 4Rs framework. He noted there was a significant grey area there, with a number of agencies being both response agents and landlords.

There was comment that Coronet Forest has been chopped down and Matt advised he will provide feedback to FENZ. There was also query if the number of hectares for Livingstone Forest was correct and Matt advised he will check that with them also. The question was also raised if there was any other type of emergency that was grey like this, and Matt advised there were none other as pressing as this one.

### **Recommendation**

*That the Joint Committee:*

- 1) *Receives this report.*
- 2) *Requests that the Readiness and Response Committee define roles and responsibilities for Wildfire risk in Otago across Reduction, Readiness, Response and Recovery (4Rs), and furnish a report back to the Joint Committee that defines the above.*

*Moved: Gary Kircher*

*Seconded: Tim Cadogan*

**CARRIED**

## **4.8 Otago Rain Radar – Rainfall Analysis and Nowcasting Service**

A report from Matt Alley described developments in the utilisation of the MetService Otago weather radar. Gretchen advised that her Council had suggested she send them a letter as chair of this committee requesting better coverage of the network. Matt noted there was one rain radar site at Hinden but there are gaps inland, and they would look to have another inland to help with forecasting and flood response.

It was queried as to the range of the sites and what number would be ideal. Matt advised this was beyond his knowledge, that one was sufficient for their needs, but he would get further information and come back to the committee with it.

### **Recommendation**

*That the Joint Committee:*

- 1) **Receives** this report.
- 2) *Requests that the Group write to the relevant Minister (Minister of Transport) requesting weather radar coverage for Queenstown Lakes and Central Otago.*

*Moved: Tim Cadogan*

*Seconded: Glyn Lewers*  
*CARRIED*

#### **4.9 Appointment of Local Controllers – Dunedin City Council**

A paper from Matt Alley sought to appoint Scott MacLean (General Manager Climate and City Growth) and Leanne Mash (Deputy CEO, GM Business and Community Engagement) as Local Controllers.

##### **Recommendation**

*That the Joint Committee:*

1) **Approves** the appointment as alternate Local Controller of Scott MacLean.

2) **Approves** the appointment as alternate Local Controller of Leanne Mash.

*Moved: Tim Cadogan*

*Seconded: Jules Radich*

*CARRIED*

#### **4.10 NEMA update**

Rochelle Faimalo spoke to the report and took it as read. She noted that the Emergency Management Bill is set to be reported back on later in the year. There is an upcoming National Exercise, and the team were heavily engaged in that. A lot of work had also been done in the Cat Planning space.

### **5. GENERAL BUSINESS**

Trevor McGlinchey gave a quick update. He advised that Jamie's team has been producing resources to help whanau for Civil Defence. They would also be launching a new resource in conjunction with AF8 early next month, designed to support whanau knowledge of AF8.

### **6. CLOSURE**

There was no further business and Gretchen Robertson closed the meeting with a karakia at 3.48pm.

## 4. Report Items

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### 4.1 Managers Report

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**Prepared For: Otago CDEM Joint Committee**

**Activity: Group Manager Update**

**Author: Matt Alley**

**Date: 14<sup>h</sup> March 2024**

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#### 4.1.1 Staffing

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At the time of writing this report, one vacancy remains, to be filled, (Admin Support Coordinator).

I welcome Paula Cathie and Chris Brooker to their new roles as Coastal Team Leader and Emergency Management Advisor for the DCC respectively.

I would also like to welcome Danny Fountaine (Waitaki Emergency Management Advisor) who has joined the team since the last meeting.

#### 4.1.2 Action Items

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Source - Date	Action	Actioned By	Status
Joint Committee 08/06/2023	Complete a workshop with the Joint Committee, inviting Iwi and Emergency Services to discuss aspects of declaration and confirm a process for multiple district/city declarations.	EMO	<b>Completed</b> – Workshop planned for 6 <sup>th</sup> June 2024

#### 4.1.3 NEMA –Review of Reviews into the 2023 North Island Severe Weather Event

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The NEMA Chief Executive has commissioned the NEMA Continuous Improvement Unit to conduct a review across reports into the emergency management response to the 2023 North Island Severe Weather Events.

This work will be a snapshot of reports finalised by the end of April/early May and is expected to deliver an aggregated view of how frequently the same themes have been raised, how many agencies are working to address the same or similar recommendations and enable comparison with reports on responses to other significant events.

Importantly, we expect this review will confirm the themes the Government Inquiry has identified. If additional themes are identified through this work, that will be important as it will inform thinking as the Government is considering its response to the Government Inquiry.

We also know some organisations and agencies want to consider learnings from others, that may apply to them; having an aggregated view of these reports will make it easier.

NEMA intends to engage with stakeholders (Groups, agencies, etc.) in early to mid-May with the next steps in mind.

#### **4.1.4 Report of the Government Enquiry into the Response to the North Island Severe Weather Events**

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The Inquiry's Terms of Reference state its purpose is to "ensure that the design of New Zealand's emergency management system is appropriate to support readiness for, and responses to, future emergency events" by identifying lessons from the following three events:

- Cyclone Hale, 8 to 12 January 2023;
- Heavy rainfall from 26 January to 3 February 2023 in the Northland, Auckland, Waikato, and Bay of Plenty regions (hereafter referred to as the Auckland Anniversary heavy rainfall), and;
- Cyclone Gabrielle, 12 to 16 February 2023.

A workshop is planned for the 30<sup>th</sup> of May to ascertain the relevance and implications on the Otago CDEM Group. A report outlining these findings will be tabled at CEG in due course.

A link to the full report can be found [here](#).

The following 14 points briefly summarise the report recommendations:

- **Put people and their communities at the heart of an integrated emergency management system.** The government must write into law a community-led emergency management model that explicitly recognises the knowledge and capability of iwi Māori, businesses, and local communities. Communities must be included in planning and response and educated about how to prepare for emergencies.
- **Utilise the value of the wider government ecosystem** including expanding the Defence Force's role to better use their specialist skills like logistics and air coordination.
- **Optimise the effort of iwi Māori**, including legislating to enable iwi to be part of emergency planning and response.
- **Invest in NEMA's primary function:** leading readiness and response. Other responsibilities should be shifted elsewhere - for example, welfare coordination should sit with the Ministry of Social Development.
- **Clarify roles in emergency management**, explicitly stating the roles of central, regional, and local government in a national state of emergency.
- **Increase capability and capacity in emergency management** - including building a larger pool of controllers and other specialists and establishing at least three full-time Emergency

Management Assistance Teams that can be deployed to emergencies.

- **Build a fit-for-purpose National Crisis Management Centre**, as well as a backup centre outside Wellington.
- **Improve real-time situational awareness**, including introducing a single common operating platform to be adopted by every council and NEMA, and reviewing the 111 system so information is shared between police, fire, and ambulance services to help them respond efficiently.
- **Develop a comprehensive warning system** for the public that covers all natural hazards and works even when digital technology fails.
- **Amend the three-day self-sufficiency guidance** so people are prepared to be self-sufficient for at least a week - or two weeks, for isolated communities.
- **Restore power and telecommunications early** and improve electricity resilience.
- **Formally recognise a wider group of critical infrastructure entities** - adding supermarkets, waste management, flood protection systems, and water and river management systems.
- **Bulk up investment in reduction and readiness activities**, including increasing the existing fund communities can apply to support their readiness and resilience efforts.
- **Update the way response costs are distributed**, including shifting the administration of welfare-related costs from NEMA to the Ministry of Social Development and reviewing the reimbursement process for non-welfare costs to allow money to flow more freely.

The CDEM Special Interest Group has met to discuss the report and provide advice to DPMC regarding next steps. Agenda item 4.8 gives a more fulsome update. In short, the following high-level points were agreed by the sector unanimously.

As a sector, our aspirations are aligned with the recommendations made by the Government Review into the North Island Weather Events of 2023.

We acknowledge that this review presents a once-in-a-generation opportunity to bring much-needed reform to the emergency management system.

We also acknowledge the ambitious time frame for reform input and will prioritise this to ensure the best advice is provided with all available voices heard.

Although the review has made recommendations for 'System' reform, we have kept our thinking to what we believe will benefit the EM Sector.

We agree that the current system is not fit for purpose and fundamental change is required. Issues relating to equitability of funding and resourcing have hampered the sectors' ability to consistently meet the expectations of New Zealanders. Now is the time to implement a model of co-investment by Central and Local Government into all four tiers of the EM Sector.

We want to see well-defined roles and responsibilities that give clarity, confidence, and accountability across all four tiers of the EM Sector.

We believe an EM Sector that is community-focused, locally delivered, regionally coordinated, nationally enabled, and assured will benefit all in Aotearoa New Zealand.

## **Recommendation**

That the Otago CDEM Joint Committee

1. **Receives** this report.



## 4.2 Otago Lifelines Update

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Prepared For: Otago CDEM Joint Committee

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Author: Mel Banks

Date: 6<sup>th</sup> June 2024

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### PURPOSE

To inform the Joint Committee (JC) of the activity undertaken at the Otago Lifeline Utilities Group meeting on 14 May 2024.

### EXECUTIVE SUMMARY

The Otago Vulnerability and Interdependency Assessment contracted to Toa Consulting is progressing with the first draft for review expected in late June. On reviewing the 2018 Otago Vulnerability Assessment, Toa has added risk assessments on drought/wildfire, cyber-attack, and solar storm events, as well as a vulnerability assessment on the finance sector which previously was not captured.

The Alpine Fault Magnitude 8 (AF8) Priority Routes project is in the final stages of compiling the information captured during the February and April 2024 workshops to create a GIS platform. The platform will be available for use by CDEM groups and critical infrastructure utilities for planning and response activities. The Priority Routes Project team anticipates the 1<sup>st</sup> edition of the GIS platform will be available for review in June with the project report to follow in July.

This year, the National Lifelines Forum: *Sustaining Infrastructure Recovery* will be held on 17<sup>th</sup> and 18<sup>th</sup> October at Te Pae Christchurch.

### RECOMMENDATION

That the Joint Committee:

1. **Receives** the report.
2. **Notes** the updates from the Otago Lifeline Utilities Group (minutes).

### BACKGROUND

The Otago Lifelines program exists and is owned by the members of the Otago Lifeline Group, in alignment with sections 59 and 60 of the Civil Defence Emergency Management Act 2002. The group meets quarterly to enhance the connectivity of lifeline utility organisations across agency and sector boundaries to improve critical infrastructure resilience as per the Otago Lifelines Group ToR.

The membership of the group consists of representatives at a regional level from:

- Emergency Management Otago
- Regional and District Councils

- Electricity
- Telecommunications
- 3 Waters
- Transport
- Roothing
- NEMA

## **CONSIDERATIONS**

### **Strategic Framework and Policy Considerations**

The Otago Lifelines Group is in alignment with the Otago Group Plan.

### **Financial Considerations**

Costs associated with attending and contributing to committee meetings are met by participating agencies.

### **Significance and Engagement**

Engagement with members of the committee is active and ongoing after a period on reduced activity due to staffing capacity.

### **Legislative and Risk Considerations**

The Otago CDEM Group operate under the provisions of the CDEM Act 2002 and the Health and Safety at Work Act 2015 Act. The Otago Lifelines Group is in alignment with these provisions.

### **Climate Change Considerations**

No matters arising.

### **Communication Considerations**

No matters arising.

## **ATTACHMENTS**

Otago Lifeline Utility Group Meeting Minutes 14 May 2024, yet to be approved by Group Chairperson.

# Otago Lifelines Group Meeting

**DATE & LOCATION:**  
14 May 2024, via Teams

**MEETING TIME:**  
10:00 am-12:00 noon

## Attendees

Glyn Lewers (Mayor QLDC, Chair)	Glenn Hutton (Unifone)	Mark Tynan (One)
Mel Banks (Otago CDEM)	Andy M-E (Otago CDEM)	Paul Lloyd (Meridian)
Danny Fontaine (Otago CDEM)	Richard McKey (Contact)	Matt Alley (Otago CDEM)
Chris Brooker (Otago CDEM)	Andrew Welsh (ORC)	Tim Van Woerden (ORC)
Teresa Simcox (Toa Consulting)	Andrew Cunningham (SDHB)	Jen Simon (ORC)
Juliet Breen (QT Airport)	Jessica Cotton (Aurora)	Rangi Solomon (PowerNet)
Nicole Felts (NZTA)	Louis Perenara (Chorus)	Paula Cathie (Otago CDEM)
Don Simms (Transpower)	Mallory Wood (SDHB)	Quinton Penniall (CODC)
Ross Buchan (Port Otago)	Raj Parikh (NZTA)	Martyn Wooster (AMIC)
Cynthia Wilson (DCC)	Glenn Mitchell (Otago CDEM)	Alison Tomlinson (QLDC)
Mark Renalson (WDC)	John Coutts (DCC)	Jason Michie (Otago CDEM)

## Apologies

Bill Nicoll (QLDC)	James Knapp (FENZ)	Malcolm Johnstone (NEMA)
Malcolm Johnstone (NEMA)	Shaan Ross (Aurora)	Darren Brown (NEMA)
Louisa Prattley (NEMA)	Matt Settle (Aurora)	Arnold Storm (KiwiRail)
Islay Laird (NEMA)	Grant Bicknell (Port Otago)	Jacqui Lambeth (Otago CDEM)
Derek Shaw (Otago CDEM)	Bobby Lamont (FENZ)	

## Minutes

### Welcome:

- Glyn Lewers, Mayor QLDC and Chairperson welcomed everyone to the meeting.
- Mel Banks welcomed new members to the group.

### Otago Lifeline Group Members Updates

Updates to focus on current and upcoming projects, and learnings from recent responses.

### NEMA: Islay Laird provided updates via email to Mel Banks

- **New Zealand Fuel station database:** A list of all fuel stations went out to all CDEM Groups last year with the purpose of identifying priority fuel stations for restoration in response. Thank you for your help and feedback on this.
- **National Exercise (Ru Whenua):** Exercise Rū Whenua (earthquake) is a national Tier 4 exercise under the National CDEM Exercise Programme. It is also a significant activity under the Interagency National Exercise Programme.

Ru Whenua will take place over three main days – 12 June, 26 June, and 10 July 2024. It will be based on an Alpine Fault earthquake scenario. This will test New Zealand's arrangements for responding to and recovering from a major earthquake with widespread impacts.

If you would like more details, please see <https://www.civildefence.govt.nz/cdem-sector/exercises/ru-whenua>

- **Emergency Management Bill Update:** The Government has reinstated the Emergency Management Bill, which has resumed at the Select Committee stage. The Select Committee is due to report back in December. (Note: as the Bill is in front of Select Committee, NEMA can't make any comment about what might/might not change)
- **Catastrophic Planning (CatPlan) Update:** The Catplan Team is well underway with their first external engagement period (began in March), with the first round concluding at the end of the month. Four prioritised working groups have been established to deliver work around Intelligence, Rapid Relief, Logistics, and International Capabilities within the Handbook for 2024 - these are progressing well. The CatPlan team are hosting their first catastrophic AoG planning forum this week (13 May 2024) to enable shared awareness of response planning efforts across the system and also serve as a mechanism for developing the rest of the handbook. Communications for these will be shared in the next fortnight.  
Any questions: [CATPLAN@nema.govt.nz](mailto:CATPLAN@nema.govt.nz)
- **Waste Management Plan:** The Infrastructure Resilience Team is currently scoping what will be included and excluded in a disaster waste management plan with the Ministry for the Environment. More details in the next few months

### Otago CDEM: Matt Alley

- Government review into N.I weather events have been released. DPMC is leading the response to the report, their 1<sup>st</sup> paper response to cabinet is due in June with a follow-up paper 2<sup>nd</sup> paper to Cabinet in September.
- Otago CDEM has recently completed the Engagement and Preparedness survey, this year's response numbers were ~2300, previously, participation numbers were around 850. Feedback from the survey with relevance to Lifelines will be fed back into the group once disseminated.
- National Exercise – Ru Whenua, will be staffed with 'ECC lite' skeleton crew in the regional coordination centre. Of most value to the group will be later in the year when Otago CDEM will run a region-wide exercise "Ohotata" in September/October over several days. This will be an AF8 scenario and based on a sustained regional response.

Matt asked Mel to distribute the exercise concept document to the lifelines group.

- Work on Dam Safety Regulations with Otago Regional Council on a Dam Safety portal.
- LTP - looking to make Mel's (Otago Lifelines Program Lead) position permanent.
- LTP - Looking at Integrated flood modelling with Otago Regional Council.
- Group Plan review – 10 yrs strategic review
- Focused work on CATPLAN.

### NZTA: Nicole Felts & Raj Parikh

- Involved with Priority Routes Project
- Ru Whenua 29 May in Dunedin
- Winter roading workshop in Gore on 15 May
- Feedback from WSP for full seismic assessment on bridges on key priority routes – funding pending LTP (next 3 years).

### Council Rooding

- Nothing to update from DCC, QLDC, CODC and WDC

### **Transpower: Don Simms**

- Filling in for Dan Brown as Dan has changed roles, Dan's Lifelines replacement will not be onboard until July 2024.
- Grid Emergency last week. Notices around the shortfall of generation were issued, there will be more to come during winter. The public adhered to the requests to help reduce power consumption at peak times. No wind was blowing, and the sun was not shining, generation was down from approx. 700mw to zero. It was great to see public awareness across the industry.
- Solar Tsunami over the weekend, risk to the grid that is well understood. Transpower declared a grid emergency.

### **Meridian Energy: Paul Lloyd**

- Two grid emergency exercises in the last two weeks led by Transpower with heavy Meridian Energy involvement as Manapouri was one of the scenarios in the exercise.
- Seismic project work Benmore, Pukaki, and Ohau A.
- Running through resilience workshops on AF8.
- 2 flood events / high water events on Manapouri and Waiau catchments since Christmas

### **Aurora Energy: Jessica Cotton**

- Sitrep EDB is coming along and can be shared with everyone.
- Aurora participated in the Transpower exercise.
- Aurora AF8 exercise with Delta in June
- Large outages in Clyde, commissioned an independent review.

### **Contact Energy: Richard McKey**

- Solar event over the weekend, Roxburgh shut down briefly.
- Updating the flood rules

### **One: Mark Tynan**

- BAU on the network front
- Space X is still on track for later in the year.

### **Unifone – Glenn Hutton**

- Solar event – had difficulties with a single radio link and the GPS antenna had issues, but it was reconfigured.
- Winter maintenance.
- Crown projects are starting to wind up with a significant increase in capabilities in the Rural areas.

### **Chorus: Louis Perenara**

- Ongoing DWDM links through Southland and Otago.
- Disconnected the last cell tower into Milford Sound, new inlaid fibre was laid last year.

### **Port Otago: Ross Buchan**

- Started Climate adaptation and the impact on their operations.

### **Queenstown Airport – Juliet Breen**

- Seismic updates within the terminal.
- Diesel storage will increase to 30,000 L providing approximately 3 weeks of generator power for operations.
- Potable water review in FY 2025

- Starlink in place, airport key stakeholders plan to put Starlink in place.
- Full exercise in Q4 2024.

### **Southern District Health Board (SDHB): Andrew Cunningham**

- Completed rapid assessment agreement with local engineering firms for local hospitals to be structurally assessed following a major seismic event with priority. SDHB will look into how that stretches out to non-district health board hospitals, community, rural hospitals, and private facilities.

### **Council Waters**

- Nothing to update from CODC, DCC

### **ORC Natural Hazards: Tim Van Woerden**

- The Natural Hazard team is working with Metservice on a coastal hazard forecasting platform that will provide a 7-day outlook on storm tide wave height.

## 4.3 Community Resilience Update

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Prepared For: Otago CDEM Group Joint Committee

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**Activity: Community Resilience update**

**Author: Erica Andrews and Paul Allen**

**Date: 6<sup>th</sup> June 2024**

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### **PURPOSE**

To provide members with an update on community resilience activities as defined by the Otago CDEM Group Community Resilience Strategy 2024.

### **EXECUTIVE SUMMARY**

From 1 March, capability activities over this period have included Community Response Group meetings and Community Emergency Hub training.

Community engagement activities continue to grow in most districts with our networks expanding, enabling communities to become more prepared, capable, and resilient.

There was high engagement across the region for the EMO community resilience survey and several national public education activities are locked in.

It should be noted there was a shortened interval between the last report and this report (six weeks), affecting the achievements and engagements reported.

### **BACKGROUND**

The Otago CDEM Groups community engagement activity defined by our Community Resilience Strategy 2024.

This strategy is aligned with provisions of the CDEM Act 2002, the National Plan Order 2015 and the National Disaster Resilience Strategy.

The Resilience Strategy gives life to strategic objectives defined in the Otago Group Plan 2018-28.

### **DISCUSSION**

#### **CREATE AWARENESS**

Awareness activity will seek to improve people's understanding of the local hazards and how to prepare for an emergency. This includes making information more accessible and building a collective understanding of risks, the hazards and disruptions communities face, and the collective exposure of people, animals, property, assets, and vulnerabilities.

#### **2024 Community Resilience Survey**

The Community Resilience survey closed on May 3<sup>rd</sup>. At the time of writing this report, more than 2022 survey responses had been received, more than doubling the past effort at the midpoint of the survey period.

There was a concerted campaign to raise awareness of the survey including mobile app and print media advertising, radio interviews, collateral created & distributed across districts, and a strong social media

presence.

Results will be used to identify gaps within different demographics and help EMO target public awareness activities towards mainly those people & groups who may be disproportionately affected by a disaster.

A report with final details including results by district will be presented at the next CEG meeting.

### **ShakeOut**

Registrations are now open for 'Shakeout', NZ's national earthquake drill and tsunami hikoi, which will be held on 24 October this year. Last year more than 25,000 individuals, families, workplaces, early learning centres, and schools across Otago registered to participate.

EMO aims to increase the number of registrations by 5% this year and members should expect more information at the August 9th CEG meeting including what activities the district teams will be undertaking in the lead-up to and on the day of 'Shakeout'.

### **Nationwide Emergency Mobile Alert test**

This year's nationwide test of the Emergency Mobile Alert will be on Sunday, May 26 between 6 pm - 7 pm.

The test of the Emergency Mobile Alert allows NEMA to evaluate the system, cell towers, and the ability of mobile phones to receive the alert. The test helps to familiarise the public with what an Emergency Mobile Alert looks like and how their phone presents the message.

Following the nationwide test NEMA may commission an independent survey to get public feedback on number of people who received the alert, prior awareness of the alert, knowledge the test was taking place, and the public's perception of the system with results shared on the NEMA website.

EMO will promote the test by sharing nationally developed campaign material across our usual channels.

### **EMO Website upgrade**

The EMO website has undergone an Umbraco upgrade (the back end) which has been deployed to production. Design and development work is near completion with current content prepared for the new site, with a tentative go-live date of May 30.



## INCREASE CONNECTEDNESS.

Emergency Management Otago will support activities that create and strengthen relationships across diverse communities. Organisations such as Red Cross, Community Boards, and public safety organisations play a crucial role in coordinating resources and providing immediate response during emergencies. Informal community networks, such as neighbourhood associations, faith-based organisations, and volunteer groups often have local knowledge and can provide valuable support in emergency situations.



**Photograph 1: Staff at Central Otago District Council spend time with the EMO Central team learning how to become better prepared for emergencies.**

## Community engagement activities (March – mid April)

District	Activity	Aware	Connect	Enabled	Capable
Waitaki	Neighbourhood Support	Y	Y		
Dunedin City	South Dunedin Futures Expo	Y			
	Red Cross/Refugee Community	Y			
	Taieri flood protection drop-in session.	Y			
	OUSA Flating Festival - University students	Y			
	South Dunedin Street Festival	Y			
	Kokiri Training Centre	Y			
	Arai Te Uru Marae	Y	Y		
	Ōtepoti Community Support Network		Y		
Clutha	Balclutha Scout group	Y	Y		
Central Otago	Teviot Community Board	Y	Y	Y	
	Central Otago Vintage Car Club	Y			
	Cromwell Friendship Group	Y			
Queenstown Lakes	Wānaka Community Response Group	Y			
Group Office	The Welfare Coordination Group next meeting is being held on 2 May.		Y	Y	Y
	Idea Services connection to look at regional preparedness and response capability of the disability sector.	Y	Y		

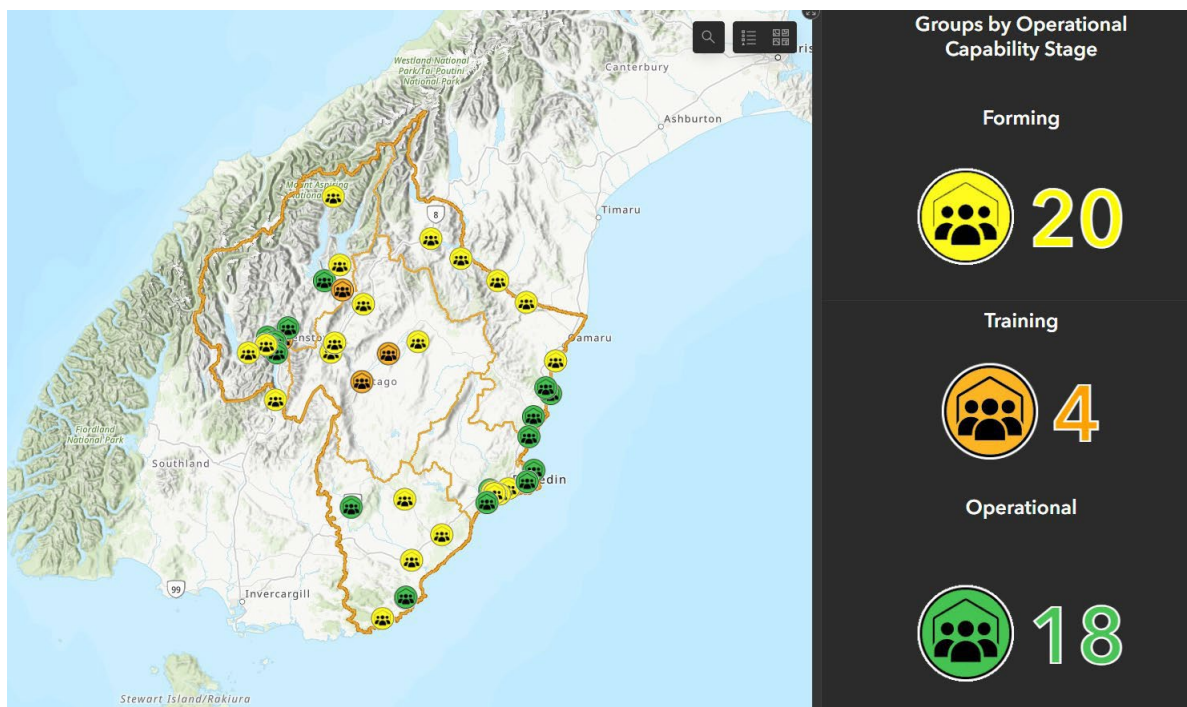
## BUILD CAPABILITY

Capability building is the process of developing and strengthening knowledge and skills that aid in the preparation for, response to, and recovery from an emergency event. Emergency Management Otago will provide opportunities and tools that improve communities' ability to anticipate risk, limit impact, and bounce back rapidly after an emergency event.

## ENABLE AND EMPOWER

In partnership with local councils, we will enable and empower communities by the creation, dissemination, and evaluation of emergency plans and Community Resilience Guides. By training Community Response Groups and working with them to be able to set up and operate a Community Emergency Hub in their local community.

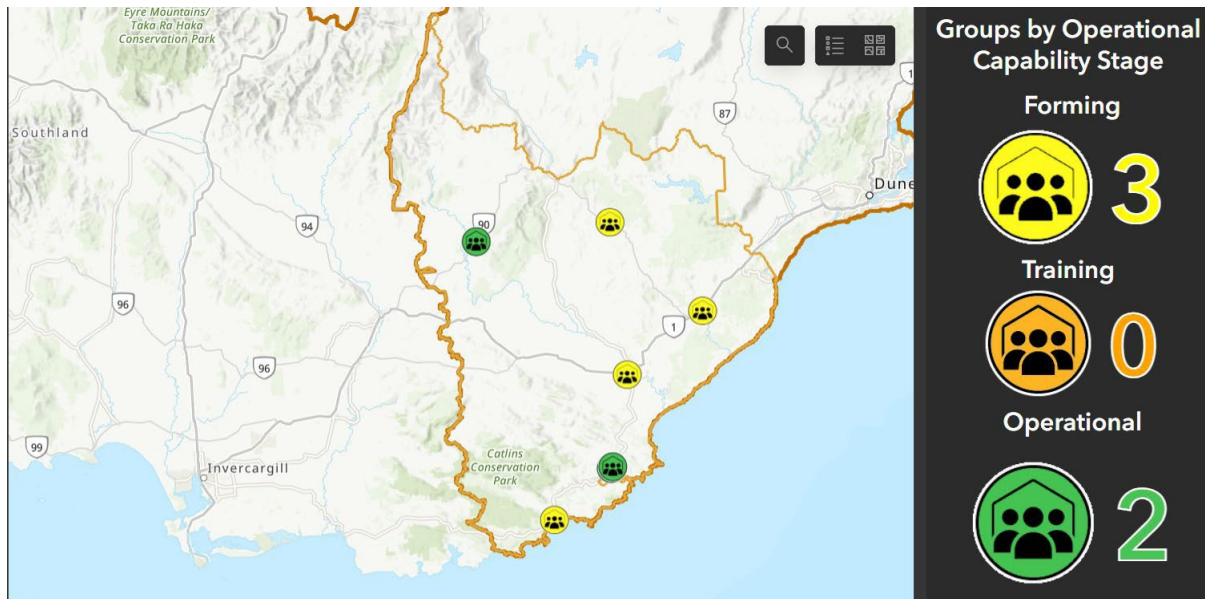
### Otago Region



District	Current	Previous report
Regional Otago	Forming 20	Forming 15
	Training 4	Training 2
	Operational 18	Operational 13

The increased numbers over the last reporting period are a result of records being uploaded into the new reporting platform and also sense checking the status and capability of existing and the development of new Community Response Groups

## Clutha



District	Current	Previous report
Clutha	Forming 3 Training Operational 2	Forming 1 Training Operational

### Clutha: operational CRGs

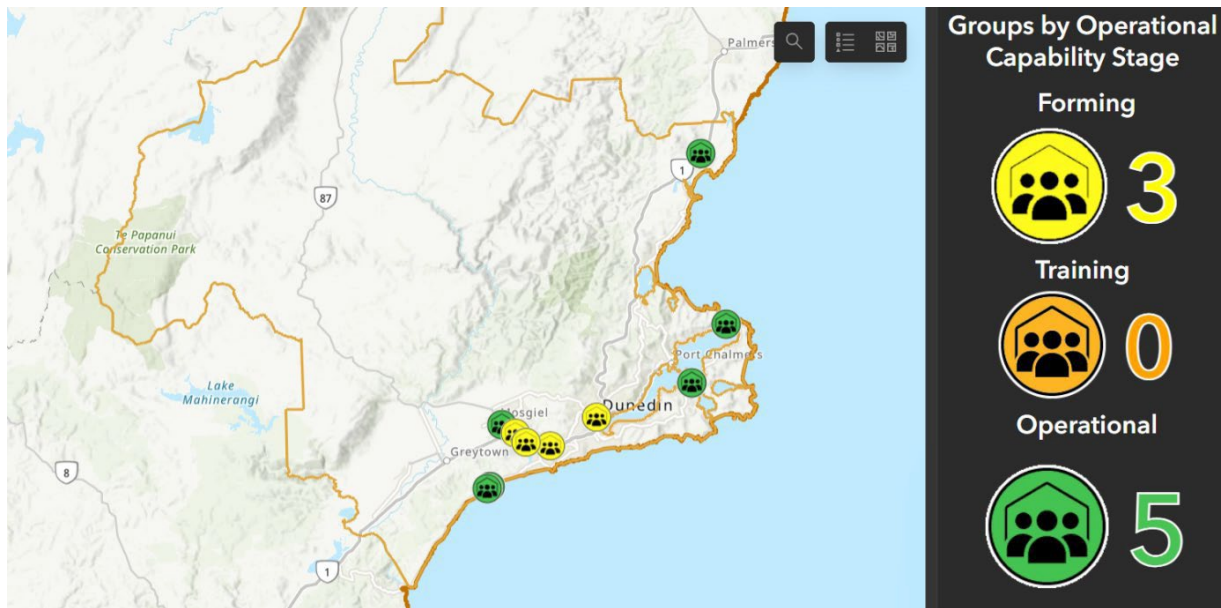
The following groups are well established and are operational and fully supported by trained Council Staff and have been in operation through events.

These operate out of Council service centres and are effectively Incident Control Points under CIMS.

- Owaka
- Tapanui

Three Community Resilience Guides for Clutha are now updated on the CDEM website (Waihola, Owaka, and Kaitangata).

## Dunedin



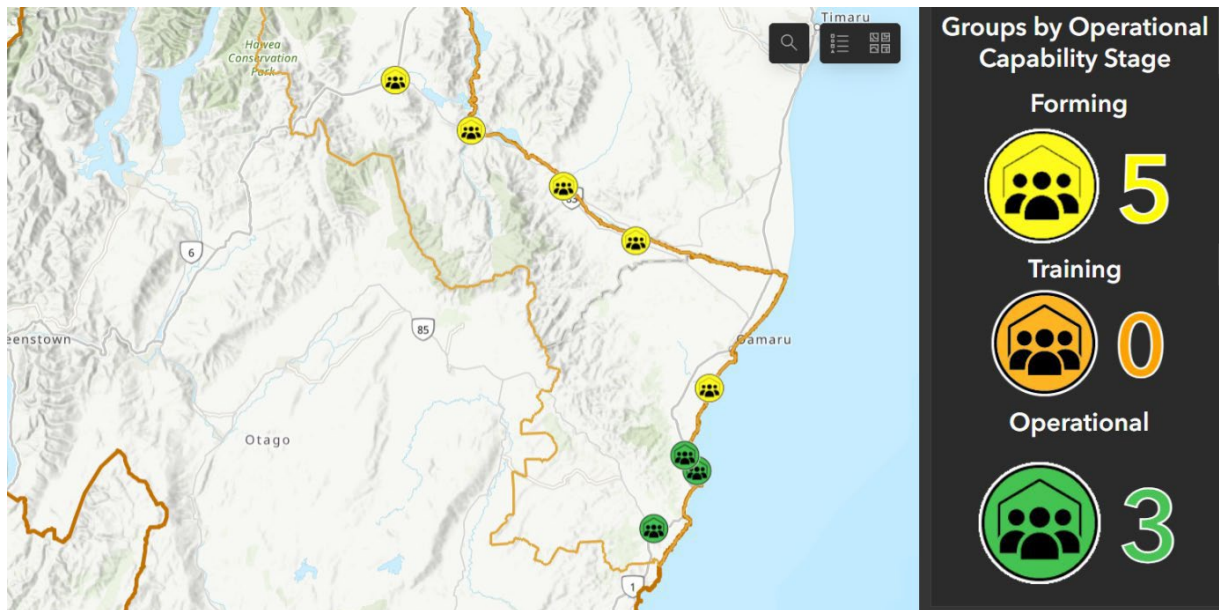
District	Current	Previous report
Dunedin City	Forming 3	Forming 1
	Training 0	Training 0
	Operational 5	Operational 2

### Dunedin: Operational CRGs

All of the following groups are active CRGs that meet regularly, have their own community response plans, have been activated in response and in exercises.

- Waikouaiti
- Aramoana
- Mosgiel Taieri
- Otago Peninsula
- Southern Coastal (Brighton)

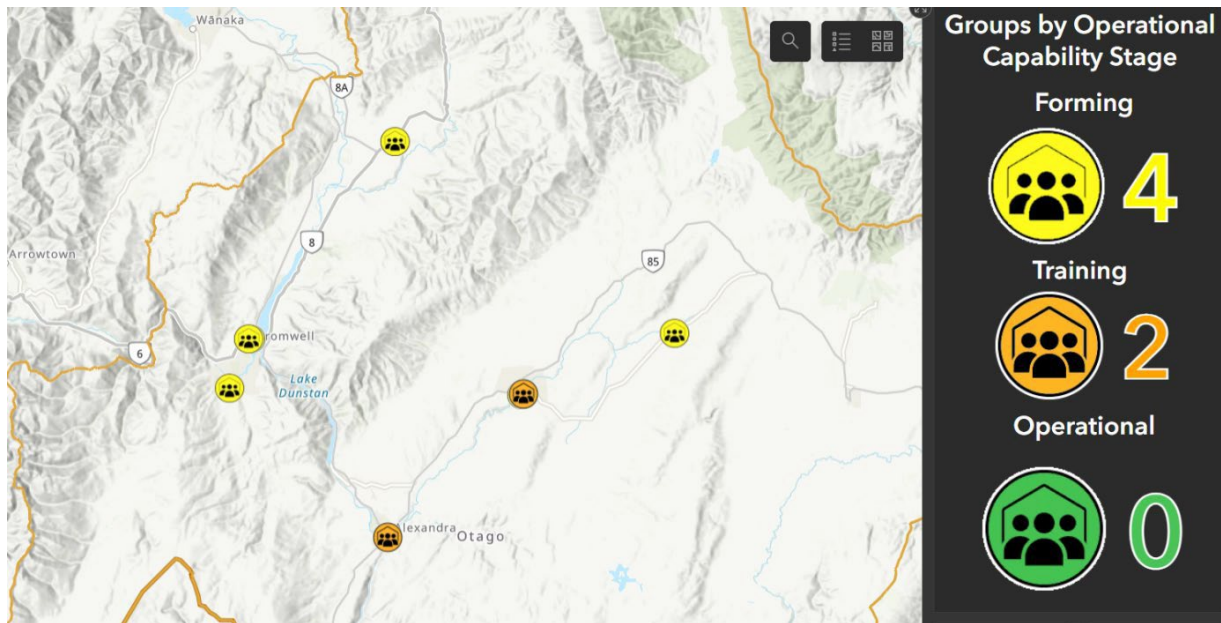
## Waitaki



District	Current	Previous report
Waitaki	Forming 5	Forming 5
	Training 0	Training 0
	Operational 3	Operational 3

As Waitaki has been in transition to the new Emergency Management Adviser the engagement with the community and with Community Response Groups in the District have been limited in the past quarter.

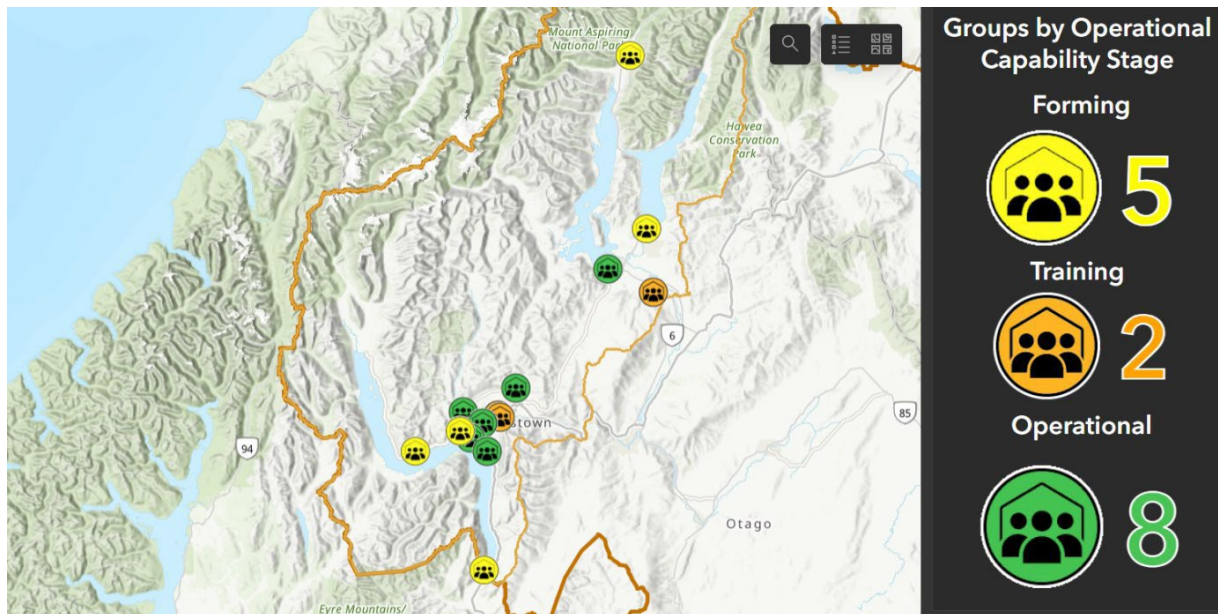
## Central Otago



District	Current	Previous report
Central Otago	Forming 4 Training 2 Operational	Forming 4 Training Operational

CODC - Teviot Valley: Community Response Group Training delivered, and VHF radios supplied to the group.

## Queenstown Lakes



District	Current		Previous report	
Queenstown Lakes	Forming	5	Forming	5
	Training	2	Training	2
	Operational	8	Operational	8

Wānaka Community Resilience Guide is being updated and should be online shortly with some slight alterations and after further review with the community and Emergency Management Adviser

### Operational groups for Queenstown Lakes

- Arthurs Point
- Wanaka
- Arrowtown
- Glenorchy
- Fernhill / Sunshine Bay
- Frankton
- Kelvin Heights
- Jacks Point

## **RECOMMENDATION**

That Otago CDEM Joint Committee:

**Receives** this report.

## **CONSIDERATIONS**

### **Strategic Framework and Policy Considerations**

N/A

### **Financial Considerations**

N/A

### **Significance and Engagement**

N/A

### **Legislative and Risk Considerations**

N/A

### **Climate Change Considerations**

N/A

### **Communication Considerations**

N/A

## **ATTACHMENTS:**

Agenda for Welfare Coordination Group 2 May 2024



# Otago Welfare Coordination Group

DATE & LOCATION:

Thursday 2 May 2024 - 09:00 – 10:30

Requested Organisation Representatives		
MSD	MPI	Kati Huirapa Rūnaka Puketeraki
NZ Police	NZ Red Cross	Te Rūnanga o Moeraki
Oranga Tamariki	Emergency Management Otago	Local Welfare Managers
MBIE TAS	Te Rūnanga o Ngāi Tahu	Public Health South
Te Whatu Ora	Te Rūnanga o Ōtākou	Kāianga Ora
SPCA	Office of Ethnic Communities	Ministry of Education
NEMA	Te Puni Kōkiri	Salvation Army

## Agenda

- 1 Open with Karakia**
- 2 Welcome**
- 3 Presentation/guest speaker**  
Mauriri McGlinchey – Āraiteuru Emergency Facilitator
- 4 Ngāi Tahu Update**
- 5 Emergency Management Otago Updates**
- 6 Welfare Sub-Cluster Updates**  
*This are for the lead agency to provide a quick update on their area of focus.*
  - Shelter and Accommodation – **MBIE TAS**
  - Household Goods and Services – **EMO**
  - Inquiry – **NZ Police**
  - Psychosocial Support – **Te Whatu Ora**
  - Financial Support – **MSD**
  - Care and Protection of Children and Young People – **Oranga Tamariki**
  - Animal Welfare - **MPI**
- 7 Rural Advisory Group Update**
- 8 Group ECC Welfare Function Update**
  - Needs Assessment
  - Welfare Delivery
  - Training
- 9 General Business**
- 10 Dates of next meeting**
- 11 Close with Karakia**

## 4.4 Training and Capability Update

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Prepared For: Otago CDEM Joint Committee

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Author: John Mawhinney

Date: 6<sup>th</sup> June 2024

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### PURPOSE

This paper outlines the training and capability status of CDEM Otago for Quarter 3 2023-2024. Recommendations and considerations concerning training and capability are also noted.

### EXECUTIVE SUMMARY

Emergency Management Advisors delivered a variety of training opportunities to Council GECC and EOC staff across the region this quarter. Training by an external provider, Moorebrook Consulting, was conducted with a focus on CIMS and the Operations and Logistics (CIMS) functions. This training was available to all GECC/EOC staff across Otago associated with these functions.

The current focus is the implementation of the new “Foundation” training package. This consists of four training courses – “ITF Foundation”, “D4H Intro – Part 1”, “D4H Intro – Part 2”, and “CIMS Basic”. These courses, apart from D4H Intro Part 2, are now being added to training plans for council staff. The D4H Intro Part 2 course is in its final stage of completion and will be trialed by the start of Q4.

Work has begun on auditing the D4H databases to update and improve the recording and accuracy of training information, specifically GECC/EOC staff information and their training records. This may result in some adjustments to the staffing figures across the region. At the same time, EMO staff are consulting with the D4H developers on improving the EMO D4H interface to better align with the Training and Capability Strategy training pathway.

Exercise Ru Whenua, the national exercise (NEMA-led), takes place across three days from mid-June to mid-July. Our GECC will stand up for the exercise in monitoring mode, with Emergency Management Otago staff. The exercise follows an Alpine Fault earthquake scenario and EMO is looking forward to testing our Alpine Fault Catastrophic Planning (CATPLAN).

Following Exercise Ru Whenua, the Otago annual GECC/EOC exercises will be held from September – November. These will be AF8 earthquake-based scenarios as well. Planning for these is now underway with the exercise ‘[Concept Plan](#)’ having been presented to the Liaison Committee.

The exercise concept document is attached as an appendix to this report.

Matt Alley (Group Manager) and John Mawhinney (Readiness & Response Adviser) presented a paper to the ORC ELT on the Training and Capability strategic framework showing how the strategic training document is being implemented. They also provided an update on current GECC staffing and discussed issues around recruitment, retention, and training.

## RECOMMENDATION

That Otago CDEM Joint Committee:

1. Receives and accepts this report.
2. Notes Exercise Ohotata Concept Plan for this year's exercise program.

## Training Overview

Key:

Foundation Skills Training = ITF (Integrated Training Framework), D4H

Function Skills Training = Function Specific, CIMS, IMT (Incident Management Team), EOC Exercise

	CDC		CODC		DCC		ORC		QLDC		WDC	
	Sessions	People	Sessions	People	Sessions	People	Sessions	People	Sessions	People	Sessions	People
Foundation Skills Training	4	28	2	21	11	118	-	-	-	-	2	4
Function Skills Training	7	52	4	18	1	22	12	62	2	10	-	-

Table 1: Foundation and functional skill training by council, including sessions offered and people attending.

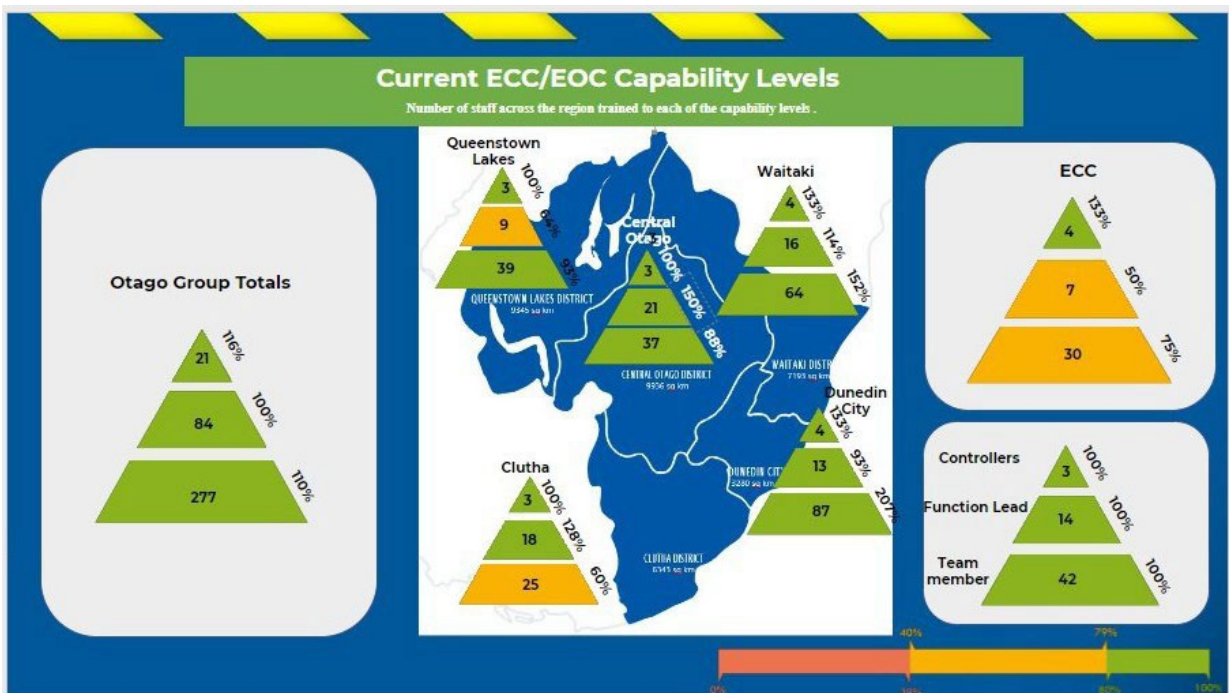


Table 2: Current capability levels for Otago Response Centres

## **Strategic Framework and Policy Considerations**

### **Financial Considerations**

No matters arising.

### **Significance and Engagement**

No matters are arising from this plan.

### **Legislative and Risk Considerations**

No matters arising.

### **Climate Change Considerations**

No matters arising.

### **Communication Considerations**

No matters arising.

## **ATTACHMENTS**

Exercise Ohotata – Concept Document

# 1 Exercise Ohotata Concept 2024

The purpose of this exercise concept is to provide initial information on exercise intentions for the Otago CDEM Group.

*Ohotata 1. (verb) to start, suddenly. (noun) emergency.1*

## Overview

<b>Exercise need</b>	To provide opportunities for individuals to practice their roles and responsibilities within CIMS context and gain experience in the exercise environment, and to continually improve Otago CDEM Group's capability for managing emergencies. This exercise will be evaluated under the guidance of national exercise program objectives and recommendations acted upon for continuous improvement.
<b>Exercise aim</b>	To test the Otago CDEM Group's Catastrophic Event Plan (CATPLAN) in response to an Alpine Fault rupture.
<b>Exercise objectives</b>	The exercise objectives will be issued as part of the exercise instruction.
<b>Exercise dates</b>	The dates for the exercises are: - <ul style="list-style-type: none"><li>- WDC – 18<sup>th</sup> November 2024</li><li>- QLDC – 29<sup>th</sup> August 2024</li><li>- CODC – 6<sup>th</sup> November 2024</li><li>- CDC – 21<sup>st</sup> October 2024</li><li>- DCC – 4<sup>th</sup> October 2024</li><li>- GECC – 28<sup>th</sup> November 2024</li></ul>
<b>Exercise themes</b>	The theme for the exercise will center around testing a 'sustained response' mode of operation. In particular, the response activity aligned with Day 5 of a significant regional/national event.
<b>Exercise locations</b>	DCC – EOC @ 54 Moray PI Central Dunedin. WDC – EOC @ 94 Thames, Oamaru QLDC – EOC @ Joe O'Connell Dr, Frankton CODC – EOC @1 Dunorling St, Alexandra CDC – EOC @ 1 Rosebank Tce, Balclutha GECC - @ Annex Stafford St Dunedin
<b>Exercise type</b>	Multi-Agency - Functional Exercise These take place in an operational environment and require participants to perform the functions of their roles (CIMS). A complex response activity is simulated, which lacks only the people "on the ground" to create a full-scale exercise. Participants interact within a simulated environment through an exercise control group that provides prewritten injects and responds to questions and tasks developing out of the exercise.
<b>Exercise design</b>	This exercise will be delivered with Emergency Management Advisors from neighbouring districts assisting with exercise control and functional mentorship, and group staff to act as the ECC functions as required. The exercise team will build an intelligence picture with situation reports that will the operational scenario clear to all those involved.
<b>Exercise scope</b>	Otago Emergency Operations Centres will be exercised individually on separate days to allow mentorship from Emergency Management Advisors region-wide to develop standardisation of

practice within TLA's. Operation centre teams should be encouraged to attend the exercise to ensure the CDEM Group meets our responsibilities in accordance with the Civil Defence Emergency Management Act and the Otago CDEM Group Plan.

All agencies involved will be asked to prioritise their involvement and participation. The geographical area covered will be dictated by the inject package. The degree of realism and pace of the exercise will be dictated by the efficiency of the operations centre on the day by the Local Exercise Controller. The exercise duration is four (4) hours.

District-based staff are to liaise with their respective TLAs regarding timings on the day.

**Exercise deliverables**

Deliverables that are separate from the exercise objectives are:

- Sufficient staff are made available to adequately exercise the scenario.
- An operational area is made available that is sufficient to house the participants of the exercise.
- Appropriate contingencies are available to meet any power or communication shortfalls that are likely as a result of the scenario.

**Financial Arrangements**

The funding for the exercise will be met by Local councils as per the Otago CDEM group plan, (page 29). This excludes EM Otago staff costs for organising and evaluation – met by Emergency Management Otago.

## Exercise Governance and Management

**Exercise Governance Group**

Otago CDEM Liaison Group

**Lead agency**

Otago CDEM Group.

**Exercise Director**

Matt Alley, Group Manager Emergency Management Otago.

**Exercise Coordinator**

John Mawhinney, Readiness & Response Advisor, Emergency Management Otago.

**Exercise Planning Team**

- Matt Alley (Group Manager)
- Glenn Mitchell (ECC Lead)
- John Mawhinney (Ex. Coordinator)
- Andy MacKenzie Everitt (Planning Projects Advisor)
- Claire Charleton (Coastal Rep)
- Craig Gibson (Inland Rep)
- Alice Lake-Hammond (AF8 Lead)
- Chris Brooker (Admin/Support Coordinator)

**Other key appointments**

- Otago CDEM staff as required.
- NEMA Exercise Team (As needed)
- AF8 Science Lead (As needed)

## Participation

**Proposed participating agencies**

Otago Regional Council  
 Queenstown Lakes District Council  
 Central Otago District Council  
 Waitaki District Council  
 Dunedin City Council  
 Clutha District Council  
 Kati Huirapa Rūnaka ki Puketeraki  
 Te Runanga o Moeraki  
 Otakou Runanga  
 Te Runanga o Nga Tahu  
 New Zealand Police  
 Fire and Emergency NZ  
 St John  
 Health New Zealand (Southern)  
 National Emergency Management Agency  
 NZ Defence Force  
 Lifelines Agencies  
 Welfare Coordination Agencies

## Timeline of Key Planning Dates

**Timeline of key planning dates**

Event	Wk Starting
Exercise Concept Circulated (Liaison Group)	24/04/24
Exercise Planning Team – Initial Meeting	29/04/24
Exercise Instruction Completed	10/05/24
EM Otago – Full Team Briefing	13/05/24
Full Team Workshop # 1 (Scenario Build)	@ Team Meeting 31/05/24
Otago CATPLAN (Draft) – Completed for distribution	03/06/24
Ru Whenua - National Exercise Day 1	12/06/24
Inland Workshop # 2 (Multi-agency) – Inject Creation	17/06/24
Coastal Workshop #3 (Multi-agency) – Inject Creation	24/06/24
Ru Whenua – National Exercise Day 2	26/06/24
Regional Workshop #4 (Multi-agency) – Inject Creation	01/07/24

Inland Workshop #5 – Scenario/Inject Test	08/07/24
Ru Whenua – National Exercise Day 3	10/07/24
Coastal Workshop #6 – Scenario/Inject Test	15/07/24
Regional Workshop #7 – Scenario/Inject Test	29/07/24
Final Exercise Meeting	05/08/24

## Appendix 1: Exercise Objectives

NEP Objective	Exercise Objectives	Training Objectives
# 1	Lead a coordinated response to a significant event.	<p><b>1.1</b> Develop an effective action plan in accordance with standard operating procedures.</p> <p><b>1.2</b> Coordinate the interagency response to the significant incident or emerging threat in accordance with the lead agency's emergency plan, the action plan, CIMS, and legal/policy frameworks.</p> <p><b>1.3</b> Produce an accurate Situation Report that accurately reflects response activity.</p> <p><b>1.4</b> Ensure adequate staff participation to manage the exercise scenario.</p> <p><b>1.5</b> The operational space provided is appropriate to house the staff required to manage the scenario.</p> <p><b>1.6</b> Appropriate power and communication contingencies are available to manage any likely and foreseeable outages as a result of the scenario.</p> <p><b>1.7</b> Establish and coordinate welfare arrangements that demonstrate an understanding of current frameworks and processes.</p>
# 2	Incident information is effectively managed and communicated by all agencies involved in the response.	<p><b>2.1</b> Accurate information is communicated internally in a timely manner in accordance with standard operating procedures.</p> <p><b>2.2</b> Lifeline utilities make contact with CDEM, provide status reports, and establish an appropriate line of contact.</p> <p><b>2.3</b> Agency Liaisons make contact with CDEM, provide status reports, and establish an appropriate line of contact.</p>
# 3	Manage and deliver public information management to establish and maintain public assurance and confidence in the response.	<p><b>3.1</b> Provide timely, accurate, and clear information to those who need it in accordance with standard operating procedures.</p> <p><b>3.2</b> Messages align with and support the operational response.</p>
# 4	Support a coordinated interagency response.	<p><b>4.1</b> Support agency contributes to the lead agency planning processes as established in standard operating procedures.</p> <p><b>4.2</b> Threats and associated risks identified by the support agency are considered in the development of the action plan.</p>



		<b>4.3</b> The support agency develops an action plan to detail the tasks assigned to it by the lead agency.
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## 4.5 Finance Update

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Prepared For: Otago CDEM Group Joint Committee

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**Activity:** Finance Update  
**Author:** Matt Alley  
**Date:** 6<sup>th</sup> June 2024

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### PURPOSE

This paper provides an update on financial activity related to the Otago CDEM Group.

### EXECUTIVE SUMMARY

Income for the year to date has largely been tracked as expected with a slight variance of -

\$14,651.55.

Expenditure is tracking as expected across direct operational costs. With the noted underspend due to a delay in recruitment of the Mana Whenua, Emergency Management Facilitator position.

District support budgets are generally tracking under expected levels mostly due to vacancies during the year.

The Group office budget (Group Activity) has been tracked over budget due to increases in staff time and overheads that have not been budgeted for this year. These costs will be met by the CDEM Reserve, (as planned by the Regional Council's Corporate Service Team).

Indicative costs for the 2024 – 2025 financial year are included in Table 1 on the following page. Of note, these figures are indicative and are yet to be ratified by the ORC Council as part of the long- term planning process.

A general cost breakdown of all budget lines attributed to the CDEM Uniform Targeted Rate is included in Table 2 in this report.

More detailed operational budgets and tracking are included in Table 3 in this report.

## Budget 2024 – 2025

Item	Amount (000)	Income
Staff Time, Overheads and Expenses	3,089	
Operations	394	
Public Campaigns / Education	35	
Alpine Fault Project (AF8)	30	
Forums	15	
Community Response Plans	15	
Mana Whenua Support	90	
Group Plan	50	
Integrated Flood Modelling	100	
Motor Vehicle Charges	180	
Ace Training Fund		80
<b>Total</b>	<b>3,983</b>	<b>80</b>

The Otago CDEM Group has been allocated **\$79,249.64** from the Tertiary Education Commission (TEC) funding available for volunteer training for approved courses. This is not included in the budget outlined above and is limited to volunteer training for unit standard-based courses. This allocation is aligned per calendar year.

**Table 1 – 2024/2025 Indicative Budgets.**

**Finance (July 23– May 24)**

		FY Budget	Actual (YTD)	Budget (YTD)	Variance	Comment
Income	Targeted Rate	3,336,000.00	2,516,651.55	2,502,000.00	(14,651)	
	TEC Fund		52,500.00			Income claimed from the Tertiary Education Commission
	<b>Total</b>	<b>3,497,012,17</b>	2,569,151.55	2,502,000.00	(67,151.55)	FY Budget total includes last year's reserves (161,012) to meet the funding shortfall this year. (Increases in staff time and overheads)
Expenditure	Operations		216,085	220,014	3,929	Tracking as expected
	Public		5,739	26,253	20,514	Underspend due to activity sequencing.
	Education					
	AF8		15,886	15,003	(883)	Tracking as expected
	Forums		7,877	11,250	3,373	Tracking as expected
	Community RP's		14,542	11,250	(3,292)	Overspend due to activity sequencing, budget should align by the end of the financial year.
	Training		12,105	15,003	2,898	(Tracking as expected.
	ORC Staff Training		7,898		(7,898)	Unbudgeted activity to meet ORC staff time. This activity was brought about by a change in internal process. This has been budgeted for next year.
	Group Activity		1,106,662	924,714	(181,948)	Overspend due to unbudgeted increase in staff time and overheads for group office staff. \$43,617 relates to GIS analyst staff time that was unbudgeted.
	CDC Support		160,591	176,398	15,807	Tracking as expected – Underspent due to vacancy
	CODC Support		266,429	272,525	6,096	Tracking as expected – Underspent due to vacancy
	DCC Support		283,620	321,657	38,037	Tracking as expected – Underspent due to vacancy
	QLDC Support		376,706	408,792	32,086	Tracking as expected – Underspent due to vacancy
	WDC Support		142,475	189,275	46,800	Tracking as expected – Underspent due to vacancy
	National Support		1,335		(1,335)	Unbudgeted activity
	<b>Total</b>		<b>2,617,951,52</b>	<b>2,592,134.14</b>	<b>25,817.38</b>	Overall tracking within 1% (overspend) of budget. If reserves are included (as intended at the start of the year) we are tracking at 1% underspent.
	<b>Reserve</b>	<b>53,612</b>				

**Finance (Direct Costs) 23/24 Budget**

	Category	Activity	Budget	Actual (YTD)	Total	Comment
Expenditure	Operations	D4H Platform	65,000.00	48,798	<b>203,719</b>	<b>Annual software as a service subscription</b>
		Repeater Network	27,300	20,523		Licensing fee for use of regional repeater network.
		Radio Leases	10,886	8,165		Annual lease fee for radio hardware for Operation centre base set, vehicle, and handheld VHF radios.
		ECC IT	16,000	12,525		Annual lease fee for ECC monitors and IT solutions.
		GIS Licensing	2,386	2,800		ARC GIS Online licences for Regional Geo Spatial Platform.
		Website Upgrade	35,000	16,485		Planned (annual plan) activity. Routine maintenance + general upgrade.
		Carpark Leases DCC	4308	3,009		Annual licensing fee to park CDEM vehicles within Moray St Carpark.
		Uniforms / PPE	6,000	5,457		Annual uniform and PPE costs.
		Starlink x 3	6120	3714		Annual Starlink subscription to ECC and two Covertex Multi Habitation Units.
		Collateral	15,000	3,063		General collateral to support public engagement.
		Gets Ready	15,000	7,245		Annual platform subscription costs.
		OAR Radio	719	719		Donations to support Resilient Otago Podcasts
		Annual Survey	14,750	6252		Change in survey provider, (5K saving)
	Public Education	BCP Roadshow	15,000	-	<b>35,000</b>	Now delivering this with CDEM Staff, service provider no longer required – (15k saving)
		Clued up Kids	5,000	2,540		Venue hire to support Clued Up Kids Programme
	Training	Staff Development	20,000	12,105	<b>20,000</b>	Training cost to support staff development
	Forums	Lifelines, WCG & PIM	15,000	7,877	<b>15,000</b>	Forum support, venue hire, transport, and accommodation for speakers, etc.

	Community RP's	Design & Print	15,000	14,452	<b>15,000</b>	Printing costs associated with community resilience guides, emergency hub guides, and response plans.
	Mana Whenua Support	EM Project	88,176		<b>88,176</b>	Two-year project supports 60% of the costs for an Emergency Management Facilitator for Mana Whenua.
	AF8	Project Contribution	20,000	12,553	<b>20,000</b>	Ongoing project contribution
	<b>Total</b>		<b>396,895</b>	<b>188,282</b>	<b>396,895</b>	Underspend due to delay in recruitment of the EM Mana Whenua Position.

## **CONSIDERATIONS**

### **Strategic Framework and Policy Considerations**

No matters arising.

### **Financial Considerations**

No matters arising.

### **Significance and Engagement**

No matters arising.

### **Legislative and Risk Considerations**

No matters arising.

### **Climate Change Considerations**

No matters arising.

## 4.6 Annual Plan 24/25

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Prepared For: Otago Joint Committee

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**Activity:** Annual Plan  
**Author:** Matt Alley – Group Manager, Emergency Management  
**Date:** 6<sup>th</sup> June 2024

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### PURPOSE

This paper tables the 2024/25 Annual Plan for approval and adoption by the Joint Committee (JC) of Otago.

### EXECUTIVE SUMMARY

The 2024/25 Annual Plan delivers on the key objectives as defined in the National Disaster Resilience Strategy.

The plan identifies high-level metrics and deliverables that will be tracked throughout the year.

The annual budget is also defined and is set to increase. At the time of writing this report, the budget was under final review as part of the Long-Term Plan process.

### RECOMMENDATION

That JC:

1. **Approves** the 2024/25 Emergency Management Annual Plan.
2. **Endorses** the 2024/25 Annual Plan for adoption commencing 1 July 2024 and ending 30 June 2025.

### BACKGROUND

The plan as it currently exists is the product of a collaborative effort by all Emergency Management Otago staff. Learnings have been taken from the 2023/24 Annual Plan and have evolved into this year's work activity.

This plan has been socialised with the CEG Liaison Group (Council Exec Managers).

The Coordination Executive Group (CEG) met on the 10th of May 2024 and passed a motion endorsing the plan and recommending it be forwarded to JC for approval.

### DISCUSSION



This year's projects and activities are broadly defined in the table below.

<b>Managing Risk</b>		
	<b>Project</b>	<b>Activity</b>
1.	Hazard Research	<ul style="list-style-type: none"> <li>- Continued Support for the AF8 Project</li> <li>- Flood Scenario Modelling (Leith/Lindsay)</li> </ul>
2.	Local Government Risk Reduction Support	<ul style="list-style-type: none"> <li>- Continue to Support/Facilitate the Otago Lifelines Group</li> <li>- Continue to Support the Otago Rural Advisory Group</li> <li>- Deliver Relevant Items in the ORC Climate Action Plan</li> </ul>
<b>Effective Response to and Recovery from Emergencies</b>		
	<b>Project</b>	<b>Activity</b>
3.	Operating Systems	<ul style="list-style-type: none"> <li>- Test and Maintain Alternative Communications</li> <li>- Test and Maintain Common Operating Platform (D4H)</li> <li>- Develop and Maintain a Common Operating Picture (AGOL)</li> <li>- Test and Maintain Welfare Needs Assessment (AGOL + D4H)</li> <li>- Establish and Imbed Regional Warning System</li> </ul>
4.	Operational Workforce Capability	<ul style="list-style-type: none"> <li>- Delivery of the Training and Capability Strategy</li> <li>- Continue to Support and Facilitate the Otago Welfare Coordination Group</li> </ul>
5.	Recovery Capability Development	<ul style="list-style-type: none"> <li>- Creation of an Otago Recovery Toolkit</li> </ul>
<b>Enabling, Empowering, and Supporting Community Resilience</b>		
	<b>Project</b>	<b>Activity</b>
6.	Public Information and Education Campaign	<ul style="list-style-type: none"> <li>- Facilitate Annual PIM Forum</li> <li>- Complete Website Upgrade</li> <li>- Maintain Growth in Online Presence</li> <li>- Deliver Clued-Up Kids Programme Region Wide</li> </ul>
7.	Community Resilience Project	<ul style="list-style-type: none"> <li>- Delivery of the Community Resilience Strategy</li> </ul>
<b>Governance and Management</b>		
	<b>Project</b>	<b>Activity</b>
10.	Group Plan	<ul style="list-style-type: none"> <li>- Review and rewrite of the Otago Group Plan 2018 - 2028</li> </ul>
11.	Partnering with Māori	<ul style="list-style-type: none"> <li>- Support for the Mana Whenua EM Facilitator Role (Start 4<sup>th</sup> March 2024 – Ends 4<sup>th</sup> March 2026)</li> </ul>
12.	Monitoring and Evaluation	<ul style="list-style-type: none"> <li>- Creation of an Otago Group Assurance Framework</li> </ul>

## **CONSIDERATIONS**

### **Strategic Framework and Policy Considerations**

This plan is in alignment with both the Otago Group Plan and the National Disaster Resilience Strategy.

### **Financial Considerations**

A budget increase of around 500k has been forecast to meet salary and overhead increases, including planned integrated flood modelling and ongoing support of the Mana Whenua EM Facilitator.

### **Significance and Engagement**

No matters are arising from this plan.

### **Legislative and Risk Considerations**

The Otago CDEM Group operates under the provisions of the CDEM Act 2002, this plan is in alignment with these provisions.

### **Climate Change Considerations**

No matters arising from this plan.

### **Communication Considerations**

No matters arising from this plan.

## **ATTACHMENTS**

### **Otago CDEM Annual Plan 24/25**



Emergency  
Management Otago  
Te Rākau Whakamarumarū Ōtākou

# Annual Plan

2024-2025



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## Introduction

The Otago Civil Defence Emergency Management Group was established under the Civil Defence Emergency Management Act 2002 which requires every regional council and every territorial authority within that region to unite to establish a Civil Defence Emergency Management Group.

Members of the Otago CDEM Group are:

- Central Otago District Council
- Clutha District Council
- Dunedin City Council
- Otago Regional Council
- Queenstown Lakes District Council
- Waitaki District Council

## National alignment

Our areas of focus for this year's activities are defined within the National Disaster Resilience Strategy. These focus areas are:



## Group Plan Objectives

Our objectives are set out in the Emergency Management Otago Group Plan 2018/2028.

1. Establish the priorities for coordinated risk management and improvements in resilience in Otago.
2. Improve people's knowledge of the region's vulnerability to hazards.
3. Collaboratively plan and implement reduction and or mitigation measures for risk priorities.
4. In partnership with local council's support and assist communities with emergency planning.
5. Collaboratively develop plans for emergencies.
6. Identify and apply lessons from events outside and within Otago.
7. Through governance, cooperation, coordination, and resource provision provide for adequate capability and capacity.

## Vision

Otago is a stronger, more connected, and adaptable region.

## Principles

- Accountability – Collective and individual responsibility for the delivery of CDEM demonstrated via regular monitoring, evaluation, and reporting.
- Collaboration – A broad and sincere relationship is created and sustained between organisations and individuals to ensure trust, good communication, consensus building, and a good team atmosphere.
- Coordination – CDEM activities of all relevant organisations and individuals will be to an agreed level of service and synchronised to achieve a common purpose.
- Integration – Unity of effort among all levels of Otago CDEM and all parts of our communities.
- Professionalism – Knowledge-based approach underpinned by science and knowledge, education, training, experience, best practice, and continuous improvement.
- Risk Driven – Sound risk management principles (hazard identification, risk, and impact analysis) are used in assigning priorities and tasks.

## High-level metrics 2024 – 2025

Managing Risk	
<b>Measure:</b> People who have an emergency supplies (stored food, water, a radio, batteries, and a torch).	<b>Method of collection:</b> Preparedness survey 2022 – 72% 2024 –
<b>Measure:</b> People who have a household emergency plan.	<b>Method of collection:</b> Preparedness survey 2022 – 48% 2024 –
<b>Measure:</b> Intend to take further steps to be prepared for an emergency.	<b>Method of collection:</b> Preparedness survey 2022 – 45% 2024 –
Effective Response to and Recovery from Emergencies	
<b>Measure:</b> Appropriate Coordination and Operation Centre Staff are trained and capable.	<b>Method of collection:</b> As defined in the Training and Capability Strategy.
<b>Measure:</b> Coordination and operational (ECC and EOC) facilities have the appropriate resilience and functionality.	<b>Method of collection:</b> Facility and equipment W.O.F. checks.
<b>Measure:</b> Regional Recovery Toolkit Completed	<b>Method of collection:</b> Toolkit created, socialised with regional partners, and adopted
Enabling, Empowering, and Supporting Community Resilience	
<b>Measure:</b> Number of residents who have a good understanding of the risks and effects of disasters in their area.	<b>Method of collection:</b> 2022 – 79% 2024 –
<b>Measure:</b> Increase in groups registering for the National Shakeout and Tsunami Hikoi campaign.	<b>Method of collection:</b> Registration statistics – NEMA. 2023 – 25,000 2024-
<b>Measure:</b> Growth in Online Presence.	<b>Method of collection:</b> Online Data: <ul style="list-style-type: none"> <li>- Facebook</li> <li>- X (Formerly Twitter)</li> <li>- Gets Ready</li> <li>- Instagram</li> </ul>

## Budget 2024 – 2025

Item	Amount (000)	Income
Staff Time, Overheads and Expenses	3,089	
Operations	394	
Public Campaigns / Education	35	
Alpine Fault Project (AF8)	30	
Forums	15	
Community Response Plans	15	
Mana Whenua Support	90	
Group Plan	50	
Integrated Flood Modelling	100	
Motor Vehicle Charges	180	
Ace Training Fund		80
<b>Total</b>	<b>3,983</b>	<b>80</b>

The Otago CDEM Group has been allocated **\$79,249.64** from the Tertiary Education Commission (TEC) funding available for volunteer training for approved courses. This is not included in the budget outlined above and is limited to volunteer training for unit standard-based courses. This allocation is aligned per calendar year.



## Activities 2024 – 2025

<b>Managing Risk</b>		
	<b>Project</b>	<b>Activity</b>
1.	Hazard Research	<ul style="list-style-type: none"> <li>- Continued Support for the AF8 Project</li> <li>- Flood Scenario Modelling (Leith/Lindsay)</li> </ul>
2.	Local Government Risk Reduction Support	<ul style="list-style-type: none"> <li>- Continue to Support/Facilitate the Otago Lifelines Group</li> <li>- Continue to Support the Otago Rural Advisory Group</li> <li>- Deliver Relevant Items in the ORC Climate Action Plan</li> </ul>
<b>Effective Response to and Recovery from Emergencies</b>		
	<b>Project</b>	<b>Activity</b>
3.	Operating Systems	<ul style="list-style-type: none"> <li>- Test and Maintain Alternative Communications</li> <li>- Test and Maintain Common Operating Platform (D4H)</li> <li>- Develop and Maintain a Common Operating Picture (AGOL)</li> <li>- Test and Maintain Welfare Needs Assessment (AGOL + D4H)</li> <li>- Establish and Imbed Regional Warning System</li> </ul>
4.	Operational Workforce Capability	<ul style="list-style-type: none"> <li>- Delivery of the Training and Capability Strategy</li> <li>- Continue to Support and Facilitate the Otago Welfare Coordination Group</li> </ul>
5.	Recovery Capability Development	<ul style="list-style-type: none"> <li>- Creation of an Otago Recovery Toolkit</li> </ul>
<b>Enabling, Empowering, and Supporting Community Resilience</b>		
	<b>Project</b>	<b>Activity</b>
6.	Public Information and Education Campaign	<ul style="list-style-type: none"> <li>- Facilitate Annual PIM Forum</li> <li>- Complete Website Upgrade</li> <li>- Maintain Growth in Online Presence</li> <li>- Deliver Clued-Up Kids Programme Region Wide</li> </ul>
7.	Community Resilience Project	<ul style="list-style-type: none"> <li>- Delivery of the Community Resilience Strategy</li> </ul>
<b>Governance and Management</b>		
	<b>Project</b>	<b>Activity</b>
10.	Group Plan	<ul style="list-style-type: none"> <li>- Review and rewrite of the Otago Group Plan 2018 - 2028</li> </ul>
11.	Partnering with Māori	<ul style="list-style-type: none"> <li>- Support for the Mana Whenua EM Facilitator Role (Start 4<sup>th</sup> March 2024 – Ends 4<sup>th</sup> March 2026)</li> </ul>
12.	Monitoring and Evaluation	<ul style="list-style-type: none"> <li>- Creation of an Otago Group Assurance Framework</li> </ul>

## Group Plan (2018 – 2028) – Key Performance Indicators

Reduction					
KPI REF	Measure	Method of Collection	Frequency of Measure	Baseline	Target
1	Percentage of residents who have a good understanding of the risks and effects of disasters in their area.	Preparedness survey	Triennially	NEW	Increasing
2	The number of people accessing hazard information provided by linking from Otago CDEM Group to the ORC hazards database.	Through website statistics	Yearly	NEW	Increasing
3	The Annual Otago Lifelines and Risk Reduction Forum is well-attended.	Attendance statistics	Annually	NEW	Consistent attendance
Readiness					
KPI REF	Measure	Method of Collection	Frequency of Measure	Baseline	Target
4	Number of residents who take part in national CDEM campaigns.	Through national activity data collection.	2-yearly	26,684	10% increase
5	Number of local authority staff who express confidence in their CDEM training and are involved as response team members.	Through training course evaluations.	Evaluations completed for every ITF Foundational, ITF intermediate CIMS 4 and functional managers training courses.	New	Increasing

6	Number of people following the Otago CDEM Facebook page.	Through Facebook statistics.	Yearly	4,847 (October 2018)	10% increase
7	EM Otago's locally based staff engage directly with community response groups once their community response plans/ guides are adopted.	Through monthly reporting.	Bi-annual	New	100%
8	Community response groups exercise their community response plans/guides.	Through participation.	Every two years	New	100%
9	Number of people following the Otago Twitter feed.	Through Twitter analytics.	Yearly	315 (October 2018)	10% increase
10	All critical lifeline utilities within the region have consistent representation at meetings and contribute towards relevant Otago CDEM programmes of work.	Through meeting attendance and project contribution.	Annually and via Regional Forum	New	Increasing and sustained

**Response**

KPI REF	Measure	Method of Collection	Frequency of Measure	Baseline	Target
11	EOCs and ECC are sufficiently staffed to become functionally operational within one hour of local or Group controller's decision to activate.	Through event debrief reporting.	For each activation	NEW	100%
12	Percentage of staff trained to perform	Through ITF database and records.	Yearly	NEW	Increasing

	functional roles in the EOC/ECC.				
13	EM Otago issues public warnings and alerts for rapid onset emergencies within 20 minutes of the first receipt of official advice, 24/7.	By comparing time of verified information received with time of alerts issued.	For each rapid-onset emergency	NEW	100%
14	Otago CDEM Group participates in or leads at least one multi-agency exercise per year.	Through tracking by Otago CDEM Group.	Yearly	NEW	At least one per year
15	Members of the public understand where to get official information and advice relevant to their local communities in emergencies when the local EOC or Group ECC has been activated.	Through Survey Monkey surveys on the www. otagocdem.govt.nz website and Facebook page.	Yearly	NEW	75% of participants
16	Ongoing effect is given to Project AF8 through multi-agency operational planning focused on the development of coordinated multi-regional response plans and activities.	Through the Group business plan and individual work plans.	Yearly	NEW	Consistent progress reported annually
<b>Recovery</b>					
KPI REF	Measure	Method of Collection	Frequency of Measure	Baseline	Target
17	Group recovery structure is established, operational, and	Reported through the NEMA Capability	As per the MCDem National	NEW	By 2020

	complies with the NZ CDEM Amendment Act (2016).	Assessment Review.	Review Programme		
18	Local recovery managers are appointed and trained to national standards in each district.	Through tracking by Otago CDEM Group.	Yearly	NEW	100%
19	One workshop is held per year for local recovery managers.	Through tracking by Otago CDEM Group.	Yearly	NEW	Increased attendance participation
20	Demonstrate active encouragement and support for lifeline utilities to develop business continuity plans and benchmark every two years.	Resilience benchmarking tools.	Once every two years	NEW	Increasing

## 4.7 Emergency Management System Reform

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**Prepared For: Otago CDEM Joint Committee**

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**Activity: Emergency Management System Reform**  
**Author: Matt Alley – Group Manager, Emergency Management**  
**Date: 6th June 2024**

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### **PURPOSE**

The purpose of this paper is to update the committee on Emergency Management System reform that is currently before Cabinet in response to the Government Review of the North Island Weather Events 2023.

### **EXECUTIVE SUMMARY**

The CDEM Special Interest Group (SIG), met over three days (21-23 May), to develop a consolidated (16 CDEM Group Managers) response to the findings of the Government Inquiry to ensure that:

the views of CDEM Group EM SMEs, local government, partners, and stakeholders are included in the design and implementation of the solution; and

the solution and approach deliver the desired end state (a fit-for-purpose EM system).

In addition, the workshop probed an Environmental scan regarding what a fit-for-purpose EM system would look like.

Emergency Management Sector advice was also provided on, the key findings of the report, future models, quick wins (decisions that would benefit without significant funding), longer-term solutions, risks, issues, and mitigation, and finally activities that could be aligned or completed concurrently.

DPMC is working at pace to provide advice to Cabinet by the end of September/ early October.

### **RECOMMENDATION**

That Joint Committee:

1. **Notes and receives** the paper.

## BACKGROUND

In response to the Government review of the North Island Weather events DPMC has been tasked with the formal response to the review and to make recommendations to Cabinet regarding the future of the CDEM System.

The inquiry made 14 recommendations, as defined in the table below.

<b>Emergency management system design and structure</b>
<b>Recommendation 1: Put people and their communities at the heart of an integrated emergency management system.</b>
<b>Statement</b>
A. Legislate for and invest in an inclusive, community-led emergency management model that explicitly recognises the knowledge and capability of iwi Māori, businesses, and local communities in emergency management.
B. Utilise existing community-based emergency management structures and systems, such as those built through the COVID-19 response, to ensure community participation in planning and response
C. Build networks of trained and accredited local community leaders and volunteers, which extend beyond the currently recognised volunteer groups.
D. Develop and invest in a comprehensive and ongoing education and public awareness program to ensure people have a common understanding of how to prepare for (readiness planning) and what to do in an emergency.
<b>Recommendation 2: Utilise the value of the wider government ecosystem</b>
<b>Statement</b>
A. Expand the New Zealand Defence Force’s role to make better use of specialist skills (such as logistics and air coordination) during a significant civil defence emergency.
B. Note the Inquiry endorses the Weather Forecasting System Review to (among other matters) identify changes in access to weather data.
C. Require that timely and enhanced weather and hydrological forecasting is provided to and used by all councils and government agencies.
D. Note the Inquiry endorses the work of the Department of the Prime Minister and Cabinet (DPMC) to lift the resilience of New Zealand’s critical infrastructure.
<b>Recommendation 3: Optimise the effort of iwi Māori to benefit all people in an emergency</b>
<b>Statement</b>
A. Note the Inquiry endorses the 2017 Ministerial Review into Better Responses to Natural Disasters and Other Emergencies recommendations:
I. “Recognise the capability that iwi bring to emergency management;
II. Legislate to enable iwi to participate in planning for and responding to a natural disaster or other emergency, and to bring more clarity to their role:
• Appropriate iwi representatives to be part of the Groups Coordinating Executive Group;
• Appropriate iwi representatives to be included on the Group Joint Committee”.
B. Empower iwi Māori who have the capacity, capability, and desire to contribute to emergency management.
<b>Recommendation 4: Invest in a refocused National Emergency Management Agency</b>
<b>Statement</b>
A. Legislate for and invest in the National Emergency Management Agency’s (NEMA) primary function and purpose to hold system leadership for emergency readiness and response. In making these changes:
I. responsibility for leadership and coordination of critical infrastructure remains with NEMA for readiness and response only

II. leadership for reduction and recovery to be referred to DPMC to request that the Hazard Risk Board consider which agency should hold functional leadership responsibility, and to ensure there is a single point of contact for critical infrastructure entities on reduction
III. Leadership for welfare coordination should sit with the Ministry of Social Development and NEMA's welfare responsibilities be clarified, and
IV. leadership for natural hazards and support for other emergencies remains with NEMA.
<b>B. Strengthen monitoring and assurance of the system:</b>
I. Provide NEMA with the necessary authority and powers to set standards and fulfil its assurance functions
II. invest in NEMA's monitoring and assurance function to ensure roles, responsibilities, and functions at all levels of the system are performed, and
III. require that organisations with responsibilities under emergency management legislation have effective business continuity plans and assets in place, and report to NEMA annually for review

## Leadership, roles, and responsibilities

### Recommendation 5: Clarify roles in emergency management

#### Statement

- |   |
|---|
| A. Explicitly clarify the roles of central, regional, and local levels of government in a national state of emergency.  |
| B. Clarify and strengthen, in legislation, the governance role of mayors and chairs during an emergency.  |
| C. To strengthen regional and local council governance accountability for readiness and leading response, require that:   |
| I. the chair of the Civil Defence Emergency Management Group is the chair of the regional council, or the mayor in the case of a unitary council (noting that a chair or mayor can delegate within the regional or unitary council) |
| II. regional and local authority chief executives become the primary controller and can delegate to suitably qualified individuals, while retaining overall accountability, and   |
| III. Controllers acting under delegation are employed by, or seconded to, the council, and accountable to the council through the chief executive.  |

### Recommendation 6: Increase capability and capacity in civil defence emergency management across New Zealand

#### Statement

- |  |
|--|
| A. Increase command and control capability in emergency management governance, leadership, and controller roles.   |
| B. Implement a national programme for emergency management capability-building across New Zealand.   |
| C. Build a larger pool of skilled and experienced controllers, hydrologists, and other specialists, who provide expert information and can be seconded across New Zealand. |
| D. Establish at least three full-time Emergency Management Assistance Teams (EMAT), that can be deployed to emergencies or to build wider sector capability.               |

## Management of the immediate response

### Recommendation 7: Build fit-for-purpose National Crisis Management Centres

#### Statement

- |  |
|--|
| A. Move the National Crisis Management Centre to a new, improved, purpose-built facility.  |
| B. Identify and invest in a backup National Crisis Management Centre in a city other than Wellington, potentially using an existing purpose-built civil defence emergency management facility. |



### Recommendation 8: Improve real-time situational awareness for authorities in emergency events

#### Statement

- A. Legislate for and invest in a single common operating platform and picture for emergency management to be adopted by every council and NEMA.
- B. Review the 111 system to ensure information relevant to the emergency is shared between New Zealand Police, Fire and Emergency New Zealand, and ambulance providers, and supports efficient tasking across emergency response services.

### Recommendation 9: Develop a comprehensive warning system for the public

#### Statement

- A. Develop a comprehensive warning system that is flexible enough to cover all natural hazards and empowers the public to act, even when technology fails.

### Recommendation 10: Amend the three-day self-sufficiency guidance

#### Statement

- A. Improve and promote guidance that people and communities need to be self-sufficient for at least seven days (or 14 days for isolated communities).

### Supply of goods and services and the place of critical infrastructure

### Recommendation 11: Restore power and telecommunications early and improve electricity resilience

#### Statement

- A. Ensure controllers prioritise early restoration of power and telecommunications as a key enabler of the coordination and delivery of emergency services.
- B. Strengthen the Electricity (Hazards from Trees) Regulations 2003 to improve the resilience of the electricity network.

### Recommendation 12: Recognise a wider group of critical infrastructure entities

#### Statement

- A. Formally recognise the following as necessary critical infrastructure sectors (in addition to current lifeline utilities):
- I. supermarkets
  - II. waste management
  - III. Stop bank and flood protection systems
  - IV. rural water, and
  - V. river management systems.

### Funding settings

### Recommendation 13: Prioritise strategic investment in reduction and readiness activities

#### Statement

- A. Increase the appropriation for the existing contestable fund that is administered by NEMA to support a significant uplift in community readiness and resilience across New Zealand
- B. Note the Inquiry endorses recommendation 13b of the report by the Future for Local Government Review:
- I. "In order to prioritise and deliver on wellbeing, central government makes a greater investment in local government through... significant funding to support local priorities, place-based agreements, and devolution of roles."

### Recommendation 14: Update the policy settings, criteria, and process for funding and distributing response costs

#### Statement

- A. Move the administration of welfare-related costs to the Ministry of Social Development as the proposed leader for welfare coordination and reassess welfare funding criteria to cover a broader definition of welfare.

B. Review the current reimbursement process for the distribution of non-welfare-related responses and immediate readiness costs to allow funds to flow more freely (with appropriate oversight).

C. Allow the Director of Civil Defence Emergency Management to approve ex-gratia payments (subject to clear criteria) for those situations where individuals/groups incurred costs during an emergency.

A consolidated report on the workshop responses to the recommendations is underway with the report due on the 10<sup>th</sup> of June.

Two papers are due before cabinet, the first which is due in early June will define the roadmap for reform. A second paper, due in late September/early October will contain investment options for the Government moving forward.

Implementation will look to commence in 2025.

## **DISCUSSION**

### **Workshop Key Findings**

- Agreed with the findings of the Government Inquiry: “The current EM system is not fit for purpose”.
- Overall, we think that the 2017 Ministerial (TAG) Review was a good document and, while the Government’s response in 2018 had some issues (only 72/81 recommendations were agreed to), overall, we think the findings were sound.
- In 2019 NEMA was created with the expectation that it would manage the identified program of work
- Since then, only a small number of recommendations (4/72) have been visibly implemented:
  - Creation of NEMA
  - Establish fly-in teams (EMAT)
  - Ensure a high standard of volunteer competence (NZRT accreditation process – only a small number of teams accredited so far)
  - Establish an integrated 24/7 operation for monitoring, alerting, and warning of emergencies (MAR)
- What this shows is that investment was made at the top of the system with the expectation that it would change the system – this hasn’t worked.
- NEMA’s growth from 50-150 staff over the last four years:
  - created a bottleneck for any work that was pushed down to Groups (no similar growth in the size of Group Offices or Councils to match)
  - recruited a whole lot of people from outside the sector who lacked the required knowledge, skills, and experience of the sector to be able to bring about the required change in the sector (and the wider EM system) effectively.
  - continued to have high levels of staff turnover (75% of NEMA staff have less than two year’s experience)
  - performing roles of steward, operator, and assurer, (beyond current capacity)

- If transformational change is to be delivered, we think the following changes need to be made:
  - Design the **system from the bottom (community level) up**, not top-down.
  - Design it based on a **minimum level of EM service** per head of population, based on hazardscape and risk.
  - **Invest in all four levels** (community, local, regional, national) concurrently, to bring them into appropriate alignment.
  - Invest through either a shared (Central and Local Government) **funding model** or a centralised (Central Government) funding model to ensure consistency of approach and inter-operability nationwide.
- If transformational change is to be delivered, we think the following changes need to be made:
  - Provide clear guidance on **roles and responsibilities** so everyone knows what is expected of them at each level (including community and elected officials)
  - Invest in an **assurance function** to understand what good looks like and what needs to be done to get there using a combination of carrots and sticks.
  - NEMA employs **staff** who have a good knowledge of the sector and how to bring about change effectively (including through local government secondments, to help increase local government awareness of central government processes too)
  - Clarify the **roles of DPMC, NEMA, and OGA across the 4Rs**, including who provides EM system and EM sector assurance.

### **Future models for sector delivery**

- **Status Quo** (Local Government Delivery):
  - Not Fit for Purpose
- **Centralised** (Single Government Agency):
  - Complicated to deliver given current legislation and structures
  - Likely to be cost-prohibitive (at least initially)
  - Maybe the end state, but likely to take time to get there
- **Hybrid** (Mixed Central and Local Government Funding):
  - Easier to implement
  - Cheaper than the centralised model
- **Recommendation: Hybrid** (16/16 Support)

## Quick Wins

- Clarify **roles and responsibilities** across the system (national, regional, local, community), including the role of the EM sector in the system ('backbone' as per Appendix 3 of NDRS)
- Promote the **role of the community** (4<sup>th</sup> Tier) as "Civil Defence" (neighbour helping neighbour, using the resources that are available in their community, when official resources are stretched or unavailable)
- Recognise wider membership of **Lifelines**.
- **Re-focus NEMA and sector**: focus on readiness and response, including recovery transition (risk reduction and recovery delivered by other government agencies (OGA's))
- Establish and start investing in the **Assurance** function.
- Deliver a Common Operating Picture (COP) solution (not platform), including Welfare Registration and Needs Assessment (WRNA), with wider EM system interconnectivity.
- Adopt a single training pathway, with an accreditation process, for professionalisation.

## Longer-term investment

- Fit for purpose **legislation** (to expedite, and leverage extensive work done on the last EM Bill)
- Fit for purpose **funding model** (develop hazard risk assessment model, best practice delivery model, and cost for central government to fund key roles at Group, Local, and Community levels)
- **Surge capability** (EMAT) with clear BAU capability and capacity-building role
- **NEMA and EM sector leadership** (appoint the right people, with the right knowledge, skills, and experience, into the right roles to bring about the required transformational change in the sector, and influence the required transformational change in the wider system)
- Develop a required **policy for revised roles and responsibilities** under the new system

## Risk, Issues, and Mitigations

- Three-year **election cycles** and changing government priorities
  - Need cross-party support for enduring progress over time
- Estimated **cost of transformational change** creates system inertia, and no change occurs
  - Start making decisions now and invest incrementally over time
- Lack of **ICT strategy** is resulting in under-investment in ICT tools
  - Provide PACE strategy (including when technology fails) and invest accordingly
- Lack of fit-for-purpose **legislation and funding** is setting good people up to fail
  - Invest in fit-for-purpose legislation and funding model ASAP to retain good staff
- Lack of progress on **Iwi/Māori integration** is creating a void that others are filling with alternative system ideas

- Work with Iwi/Māori to include in an integrated direction of travel

## **Conclusion**

History of under-investment in Emergency Management:

- 2<sup>nd</sup> most at-risk country in the world<sup>1</sup>
- Responsible for coordinating the efforts of all parties across all hazards
- Around 400 EM FTE in NEMA and Groups (as of 2023)
- Total budget of around \$100 million (as of 2023)
- “Want full insurance cover, but only willing to pay 3<sup>rd</sup> party premiums”
- “If we’d started investing after TAG, we would be much better off than we are now”

To bring about the required transformational change, going to require:

- Whole of society (4 Tier) national model, with international support as 5<sup>th</sup> Tier
- Clear roles and responsibilities (all levels), clear community focus (NDRS Roadmap)
- Investment in all levels concurrently
- Strategic approach (with cross-party support)
- Effective communication across the whole system
- Involvement of key partners and stakeholders at all levels
- Courageous decisions (short and longer term)
- Willingness to invest in 80% solutions initially and progress from there
- Established assurance process to identify the direction of travel and status
- Clear identification of ROI to help inform investment priorities

## **CONSIDERATIONS**

### **Strategic Framework and Policy Considerations**

No matters arising.

### **Financial Considerations**

No matters arising.

### **Significance and Engagement**

No matters arising.

### **Legislative and Risk Considerations**

No matters arising.

### **Climate Change Considerations**

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<sup>1</sup> Lloyds, A World at Risk: Closing the Insurance Gap, 2018

No matters arising.

**Communication Considerations**

No matters arising.

**ATTACHMENTS**

**Nil**

## 4.8 National Emergency Management Agency - Update

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Otago Civil Defence and Emergency Management Group Joint Committee (JC)

6<sup>th</sup> June 2024

### Emergency Management Bill Update

- The Minister for Emergency Management and Recovery has written to the Chair of the Governance and Administration Committee to inform her that the Government does not intend to progress the Bill through its remaining legislative stages.
- The Minister is of the view that the existing Bill would not deliver the integrated, fit-for-purpose emergency management framework that New Zealand needs.
- Submissions on the Bill and reviews into last year's severe weather events have highlighted significant system issues, including matters such as how information is collected and shared during responses and how the system partners with communities.
- The Government is going to consider these reviews, including the Government Inquiry into the Response to the North Island Severe Weather Events, and work through exactly what improvements need to be made and how these will be delivered.
- The Minister intends to introduce a new Bill this term, alongside making system improvements using existing mechanisms in the Civil Defence Emergency Management Act and non-legislative levers.

### Inquiry and Review Updates

- Emergency Management and Recovery Minister Mark Mitchell has released the Report of the Government Inquiry into the response to the North Island Severe Weather Events.
- The report can be viewed alongside the Ministers press release on the Beehive website [Release of North Island Severe Weather Event Inquiry | Beehive.govt.nz](#)
- NEMA welcomes the release of the Report. This provides an opportunity to improve how the emergency management system prepares for and responds to future emergencies. NEMA looks forward to working with the Government as the work to respond to this report progresses.
- Review of reviews - NEMA Chief Executive has commissioned the NEMA Continuous Improvement Unit to conduct a review across reports into the emergency management response to the 2023 North Island Severe Weather Events.
- It is expected this will confirm the themes the inquiry has identified. If there are additional themes identified through this work, that will be really good to know as the Government is considering its response to the Government Inquiry.
- This project is expected to deliver an aggregated view of how frequently the same themes have been raised, how many agencies are working to address the same or similar recommendations and enable a comparison with reports on responses to other significant events.
- It is known there are agencies who are wanting to consider learnings from others that may apply to them. Having an aggregated view of these reports will make it easier.
- This work will be a snapshot of reports finalised by the end of April/early May. NEMA intends to engage with agencies in early to mid-May with the next steps in mind.
- The NEMA After Action Review Steering Group has endorsed the draft NEMA After Action Review (AAR) report and next steps. The Continuous Improvement Team is now working with

Dave Gawn to obtain his approval and comfort with the approach to finalise the report and share with relevant stakeholders.

### Catastrophic Planning Update

- The first draft of the All-of-Government Catastrophic Handbook is currently being shared with partner agencies for feedback to NEMA.
- The key aspects and next steps are:
  - Beginning external collaboration with the draft Handbook.
  - Establishment of the priority Working Groups which had their first meetings in late March, for Intelligence, Rapid Relief and Logistics.
  - CDEM representation is still through:
    - Two Group Managers within Governance (Steering Group), and
    - Participation on the Intelligence, Rapid Relief and Logistics working groups is underway and the first workshops will be conducted in mid to late April 2024.
  - Advancing scientific and research sector input to the programme is progressing well;
  - Establishing the CatPlan AOG forum to advance the development of the Handbook itself,
  - Ensure effective communication across the system regarding the progression and milestones of the Catastrophic planning programme; and
  - Utilise the Tier 4 National Exercise (Rū Whenua) to test draft aspects of the Handbook (focused on the four priority areas).
- While the handbook is for a catastrophic event, the arrangements developed may be scaled down and utilised during smaller events which require national coordination and support.

### Exercise Rū Whenua 2024

- Planning for Exercise Rū Whenua 2024 is now well underway. External participants and agencies can get up to date with information about the exercise through NEMA's regular newsletters.
- Exercise Rū Whenua Coordinating Instruction emailed to CDEM Groups on 10 April.

### CDEM Resilience Fund

- Internal assessment of applications is complete, however, NEMA is not in a position to announce outcomes by 31 March 2024. The decision about whether funding for the 2024/25 Resilience Fund will be available is yet to be confirmed, and NEMA does not have a date for this decision.
- Once the funding decision is known, NEMA will advise applicants of outcomes as soon as practicable.

### New Zealand Fuel Station Database:

- A list of fuel stations went out to all CDEM Groups late last year with the aim of identifying priority fuel stations for restoration in response.
- MBIE, as the Fuel Sector Coordinating Entity, have made good progress on developing the GIS application to host this information. The application is not finalised, but if there was an emergency tomorrow, MBIE would be able to stand up an early working version within a day. Thank you all for your contribution on this.

### Disaster Waste and Debris Management Plan

- NEMA's Infrastructure Resilience Team is currently scoping what will be included and excluded in a Disaster Waste and Debris Management Plan with Ministry for the Environment. More details on the plan will be available in the next few months.



## Operational Systems Update

- NEMA / Amateur Radio Emergency Communications (AREC) partnership. NEMA are looking to partner with AREC to help support CDEM Groups with the provision of services for alternative communications workstreams during an emergency. This will look to evolve to the management of products and services that can be delivered in the event of an emergency at any scale and any location.
- NEMA is now an authorised reseller of the Starlink Space Service. As such, NEMA has the ability to provide any of the Starlink plans and can apply them to any of the hardware. For example, a commercial plan can be provided to a residential dish. We will be looking to provide this service to CDEM as well as any Government Agency who would like to participate. More details on the service and costings will be provided in due course. We would like to note that the provision of such a service will be provided at cost.

## CDEM Directors Statement for Tsunami Evacuation Zones

- As a result of the sector-wide desire to have a nationally consistent tsunami evacuation zones, NEMA has worked with CDEM Groups and scientists to develop a more effective national approach that will be included in updated guidance documents.
- NEMA is now recommending one blue tsunami evacuation zone for public facing tsunami evacuation zones. This approach is an evidence-based approach and aligns with best practice. The new approach was announced to CDEM Groups on 15 April 2024, as a statement of intent from the Director, ahead of the formal guideline being updated and published at the end of 2024. This will allow CDEM Groups to progress their work and work planning with the certainty of national direction.
- The Director's Statement is now publicly available on the Civil Defence website (<https://www.civildefence.govt.nz/resources/publications>).

## Annual Nationwide Test of Emergency Mobile Alert

- The annual nationwide test of the Emergency Mobile Alert system is taking place on the evening of Sunday 26 May 2024, between 6-7pm
- The test date was chosen as it will be followed by the 2024 Annual Disaster Preparedness Survey which will contain questions about receiving an emergency mobile alert.
- NEMA will run a nationwide awareness campaign in the lead up to the test to ensure the public understand why they are receiving the message and to increase understanding of how the system is used as a life-saving tool in an emergency. The campaign will run for two weeks prior to the test across: tv, radio and NEMA's social media channels.
- You can find more information about the Emergency Mobile Alert system at <https://getready.govt.nz/emergency-mobile-alert/>

**Rochelle Faimalo** | Senior Regional Emergency Management Advisor  
National Emergency Management Agency Te Rākau Whakamarumarū

## **5. Next Meeting**

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Thursday 5<sup>th</sup> September

## **6. Karakia Whakamutunga - Closing**

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