

OTAGO CIVIL DEFENCE
& EMERGENCY MANAGEMENT

DRAFT GROUP PLAN



2018 - 2028

SUMMARY DOCUMENT



**Emergency
Management Otago**

Te Rākau Whakamarumarū Ōtākou

EMERGENCY MANAGEMENT OTAGO: OTAGO CDEM GROUP PLEASE TELL US WHAT YOU THINK.

Otago is a region of outstanding scenery with a diverse and a variable climate. It is proudly called home by approximately 229,200 people who enjoy the many opportunities available for work and recreation. We also host a large number of visitors to our wonderful region every year.

However, our diverse landscapes have many natural hazards that we need to be aware of and prepared for. Recent earthquakes, fires and floods have reminded us how devastating natural hazards can be.

Emergency Management Otago (EMO) ensures emergency management is planned and conducted on a regional basis and provides the six Otago councils and our emergency service partners the ability to coordinate and efficiently deliver our Civil Defence Emergency Management work programmes across the 4Rs (Reduction, Readiness, Response and Recovery) to ensure our communities are well prepared for an emergency.

This plan focuses on ensuring enhanced community awareness, preparedness and participation in civil defence emergency management. We are building and encouraging the social networks that provide the support and knowledge necessary to assist each other and sustain our communities through an emergency. This will result in greater resilience in our diverse communities and assist with the recovery following an emergency.

This is a short summary of the full Draft Group Plan, which is now open for formal feedback. I invite you to read this summary and make a submission by 29 April 2019. You are also encouraged to read the full draft Group Plan document for a detailed insight into the legislative framework and objectives for the Otago CDEM Group.

Your feedback will help us ensure that Emergency Management Otago's objectives and activities are aligned with Otago communities' expectations and needs.



STEPHEN WOODHEAD.

Chairman, Otago Emergency Management Group.



WHO ARE THE OTAGO CIVIL DEFENCE AND EMERGENCY MANAGEMENT GROUP?



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

WHY DO WE HAVE CIVIL DEFENCE EMERGENCY MANAGEMENT?



As a country and region, we face events that impact on our communities. Flooding, snow storms, earthquakes, landslides, tsunamis, plant and animal diseases, oil spills, infrastructure failures, and pandemics are just some of the hazards that present risks for Otago.

Individuals and members of the community are all responsible for their own safety and security. People need to be able to take care of themselves and each other as much as possible when lives are disrupted by emergency events. However, despite taking action to manage risks, individuals and communities can still be overwhelmed by emergencies. The role of Otago CDEM is to take an integrated approach to emergency management, based on the national principles of Reduction, Readiness, Response and Recovery.



VISION AND PRINCIPLES



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.

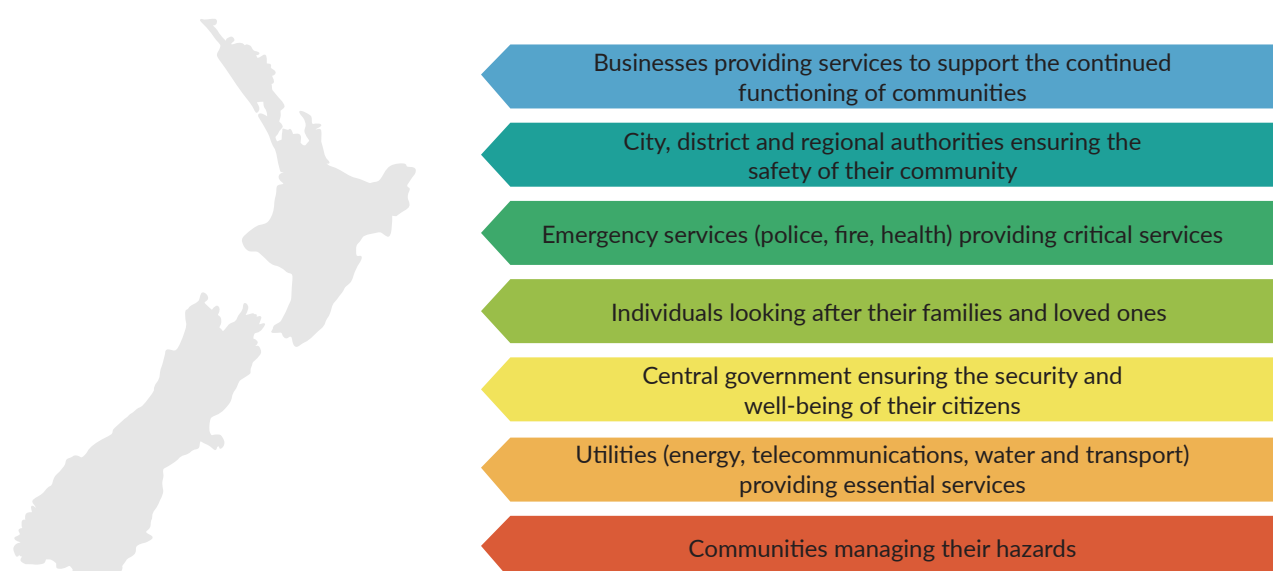
Ultimately, the work of CDEM enables communities to be more resilient in dealing with the impacts of emergencies.

This Otago Civil Defence and Emergency Management Group Plan directs the Group to:

- Strengthen relationships between agencies involved in emergency management.
- Encourage cooperative planning and action between the various emergency management agencies and the community.
- Demonstrate a commitment to deliver more effective emergency management through agreed activities that support the plan.
- Address reduction, readiness, response and recovery.
- Provide information on hazards and risks in Otago and the principles of operation within which agencies involved in emergency management have agreed to cooperate.
- Bridge the national plan and local arrangements.

WE SUPPORT

Figure 3: Components of the CDEM Structure, taking a whole-society approach





OBJECTIVES AND ACTIVITIES TO DELIVER THE GROUP PLAN IN ALIGNMENT WITH THE NATIONAL STRATEGY



TABLE 1: OTAGO CIVIL DEFENCE AND EMERGENCY MANAGEMENT GROUP OBJECTIVES AND ACTIVITIES

OBJECTIVE	ACTIVITIES
1 Establish the priorities for coordinated risk management and improvements in resilience in Otago	<ul style="list-style-type: none"> Continually review the risks and hazardscape that may affect Otago's communities Maintain and ensure further development of the Lifeline Utilities Programme Develop and maintain strong public engagement across the region Set group priorities in collaboration with stakeholders and strategic partners
2 Improve people's knowledge of the region's vulnerability to hazards	<ul style="list-style-type: none"> Support the development of credible research and investigation across all risk groups Provide access to information from credible sources Review the level of knowledge in relation to the hazardscape and risks within the region Undertake public and internal education to raise awareness of risks and hazards in the region
3 Collaboratively plan and implement reduction and or mitigation measures for risk priorities	<ul style="list-style-type: none"> Continually review the risks and hazardscape Maintain a programme of reduction and mitigation measures Work with strategic partners and neighbouring regions to ensure a collaborative approach to risk and response Undertake public and internal education to raise awareness of priorities and reduction/mitigation measures
4 Support and assist communities with emergency planning	<ul style="list-style-type: none"> Work with communities that do not yet have plans to develop such plans Support communities that already have plans to maintain or update these as needed Communicate with communities about changes in risk and readiness Be the one source of truth for communities in their response planning and during an emergency so that they can rely on Emergency Management Otago for information
5 Collaboratively develop plans for adverse events	<ul style="list-style-type: none"> Continually review and maintain the Lifeline Utilities Programme and Committee Develop and maintain regional and multi-regional programmes for the reduction of, readiness for, response to and recovery from significant events Develop and maintain relationships with other emergency management groups throughout New Zealand Encourage and support business continuity planning
6 Identify and apply lessons from events outside and within Otago	<ul style="list-style-type: none"> Review lessons from past events to identify best practice Apply lessons learnt from others Identify opportunities to innovate across all 4Rs Strengthen relationships with strategic partners across all 4Rs
7 Through governance, cooperation, coordination and resource provision provide for adequate capability and capacity	<ul style="list-style-type: none"> Align processes and training across all areas of business Plan for a seamless transition to recovery Develop an evaluation framework for this plan Report against this Plan, keeping this Plan 'living' and adapting it as necessary




ROAD
CLOSED

COMMUNITY CONTEXT FOR HAZARDS AND RISKS



Each regional CDEM Group must identify, analyse, evaluate, and prioritise the risks within its region. In Otago our district-based staff work with our communities to develop greater resilience through education around local hazards and risks, and to help develop a community-based preparedness capacity for when events occur.

The first step to building resilient communities is to understand how each community functions and the risks and hazards they face. With that information, community-focused preparedness plans and guides are developed. These are available on the Emergency Management Otago website www.otagocdem.govt.nz.



“AS 18- TO 26-YEAR-OLDS, WE GENERALLY HAVE LITTLE KNOWLEDGE OF THE HAZARDS, RISK OR ABOUT PREPAREDNESS. WE OFTEN LIVE FROM MEAL TO MEAL WHILE WE ARE AT UNI.”

HAZARDS AND RISKS IN OTAGO



The review and development of the risk register for the Otago CDEM Group Plan considers the risk management principles and processes established in the ISO 31000 standard.

Otago is at risk from natural hazards such as earthquakes, floods, severe weather, and landslides, which can damage property and threaten human life. The Otago Regional Council has identified and studied numerous hazards. Flooding is the most regular event, with the June 2015 and July 2017 floods affecting communities in Dunedin and coastal Otago. An earthquake on the Alpine Fault is assessed as the maximum credible risk to the region. Local faults, including the Akatore near Dunedin, have also been identified as posing a significant risk. Other threats include biosecurity, pandemics, coastal erosion, climate change and man-made catastrophes such as terrorism.

Otago has the second largest land area of any region in New Zealand, covering approximately 36,000 km² or 12% of New Zealand's land area.

The importance of primary production and processing to Otago's economy also make it more vulnerable to disruptive events such as drought, flooding and snowfall.

Climate change is predicted to have impacts on the frequency and severity of emergencies. These include more intense rainfall patterns and associated flooding, more frequent and intense droughts, more damaging winds and increased wildfire risk. Sea level rise and a change in wave patterns is predicted especially in eastern areas.

Otago has a relatively dispersed population of 229,200. Aligned with the nature of Otago's economy and infrastructure, this dispersed population base has several implications for CDEM:

- Limited access to major population areas makes many residents dependant on the ongoing support and maintenance of supply chains.
- The rapid and sustained growth in residential dwellings, retail development and subdivisions in the Queenstown Lakes and Central Otago.
- The high numbers of tourists and holiday home owners in Queenstown Lakes and Central Otago districts create major challenges. Most visitors to the area are transient and have little awareness or understanding of the local hazardscape. Preparing them for the unexpected and informing them during an emergency is more challenging than reaching the resident population, and they will have very different needs during and after an event.
- Queenstown Lakes District resident population is forecast to grow by 2.6% each year over the next 10 years, and visitor numbers by 2.4% per annum.³
- Dunedin, Queenstown Lakes and Central Otago are also experiencing significant growth in residential and commercial developments.
- Otago University has 21,000⁴ students in Dunedin, of whom 17,000 are from outside the city so have less awareness of the local hazardscape. Surveys consistently show that young people have less interest in preparing for emergencies, making this group a challenge for increasing resilience.
- The size and influence of the tourism industry also means that Otago is susceptible to economic impacts if a major disaster deters tourists from coming to the area.
- Otago's electricity generation facilities and the transmission lines are nationally important.

²Data collected from Stats NZ estimated population data 2018. www.stats.govt.nz/information-releases/subnational-population-estimates-at-30-june-2018-provisional

³Otago Regional Council Long Term Plan 2018-2028 pg26

⁴University of Otago website www.otago.ac.nz/about/quickstats.html

REDUCTION



Reduction is “Identifying and analysing long-term risks to human life and property from hazards, taking steps to eliminate these risks if practicable and, if not, reducing the magnitude of their impact and the likelihood of their occurring”.

HOW WE WILL GET THERE:

- Continued involvement in Project AF8, including ongoing membership of the steering group, and a contribution of at least \$20k pa towards the project's activities that will increase readiness and response capability in Otago. Continue to provide communication and engagement support for Project AF8 in partnership with AF8 personnel, local council communications staff and engaging selected Otago media.
- Partner with universities, GNS and ORC hazards team to organise an annual hazards forum.
- Investigate opportunities to access funding, through Resilience to Nature's Challenges, the Resilience Fund, and other external sources.
- Partner with local authorities and research institutions on risk research projects. Provide support and contribute in the opportunity to align work and carry out projects that have benefits for land use, asset management, CDEM planning, and community education initiatives.
- Collaborate with local authorities and other partners to deliver programmes that engage communities in learning about their hazards and risks. In the short-term we will focus on flooding, earthquake and tsunami, and understanding the impacts of climate change and sea level rise, as these are important for future decision-making.
- Identify specific research topics that would support better understanding of risk and human behaviour, and approach Otago University or Canterbury University to promote these to PhD students.
- Advocate for risk reduction through local, regional and national planning frameworks.
- Support the work of the Otago Lifeline Utilities Group by ensuring critical flows of information are maintained and the annual Otago Lifeline Utilities Forum is well supported and attended.
- Share information from science and hazard partners on www.otagocdem.govt.nz and social media platforms.
- Provide tailored content to each Council's newsletters at least quarterly.

THIS IS HOW WE PROPOSE TO MEASURE THE EFFECTIVENESS OF OUR RISK REDUCTION ACTIVITIES:

KPI REF	MEASURE	METHOD OF COLLECTION	FREQUENCY (OF MEASURE)	BENCHMARK	TARGET
1	Percentage of residents who have a good understanding of the risks in their area	Preparedness survey	Triennially	NEW	Increasing
2	Percentage of residents who have a good understanding of the effects of disasters in their area	Facebook survey	Yearly	NEW	Increasing
3	Number of people accessing hazard information provided by linking from Emergency Management Otago to the ORC hazards database.	Through website statistics	Yearly	NEW	Increasing
4	Annual Otago Lifelines and Risk Reduction Forum is well attended	Attendance statistics	Annually	NEW	Consistent attendance

READINESS



Readiness describes how the Group prepares for the management of emergencies, through planning, training, and education, conducting exercises, public education and building relationships with partner organisations. The current arrangements for an Emergency Coordination Centre (ECC) Response to an event have been developed and are subject to change as knowledge and practice evolves.

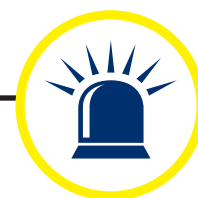
HOW WE WILL GET THERE:

- Develop public education strategies with communities about being prepared, with an initial focus on flooding/tsunami/earthquake.
- Engage with service groups, schools, clubs and others, as opportunities present, with the aim of at least one engagement a month in each district.
- Hold at least one public event (information session/hazard talk/readiness workshop, etc) in partnership with the local councils twice a year.
- Convene at least one meeting annually between Emergency Management Otago Director and the CEs and mayors/Chair of each Joint Committee and CEG partner, separate from CEG and Joint Committee meetings.
- Facilitate living community response plans that communities own and are responsible for.
- Promote and use resources to support local businesses to be resilient and to build their social capital.
- Work with our Lifeline utilities to further develop resilience within core infrastructure.
- Engage with community groups and organisations that do, or could, play a role in emergency management. This includes rural support organisations, neighbourhood support groups, community boards and other groups.
- Develop and deliver training programmes to engage local authority staff in emergency preparedness.
- Identify opportunities and strategic partnerships to support and resource preparedness activities.
- Support the establishment of community response groups in areas currently without them. Hold an annual workshop or exercise with each group.
- Be a visible presence in the communities through personal contact and contributing content to community papers and local Facebook pages (linking to EMO website and FB).

KEY PERFORMANCE INDICATORS

KPI REF	MEASURE	METHOD OF COLLECTION	FREQUENCY (OF MEASURE)	BENCHMARK	TARGET
1	Number of residents who take part in national CDEM campaigns	Through national activity data collection	2-yearly	26,684	10% increase
2	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
3	Number of people following the Otago CDEM Facebook page	Through Facebook statistics	Yearly	4,847 (October 2018)	10% increase
4	EM Otago's locally based staff engage directly with community response groups once their community response plans are adopted	Through monthly reporting	Bi-annual	New	100%
5	Community response groups exercise their community response plans	Through participation	Every two years	New	100%
6	Number of people following the Otago Twitter feed	Through Twitter analytics	Yearly	315 (October 2018)	10% increase

RESPONSE



Response describes the actions taken immediately before, during or after an emergency to save lives and protect property, and to help communities recover. Response outlines the operational arrangements and requirements of all Group partner organisations with response roles, and current arrangements have been developed and are subject to change as knowledge and practice evolves.

HOW WE WILL GET THERE?

- Ensure processes and training are consistent across all functions within EOCs and ECCs to build regional capability and shared resourcing.
- With our partner councils, aim to undertake quarterly table-top exercises across all functions in EOCs and ECCs and at least annually across all EOCs and the ECC combined.
- Develop training plans for key functional roles.
- Provide training opportunities and pathways for all response team members.
- Develop a cadre of trained regional responders able to be deployed within Otago and to support national responses as requested.
- Continue to build the audience on Emergency Management Otago's digital channels by maintaining and sharing regular relevant content to build confidence in Emergency Management Otago as the trusted source of information and advice.
- Undertake regular online surveys to quantify the developing resilience of online followers.
- Develop strong situational awareness using GIS and other software technology.
- Maintain and develop a response planning framework that includes scenario-based plans and standard operating procedures.
- Develop standard operating procedures in partnership with CDEM partners where necessary, through forums such as the LUSC, R&R, WCG, RAG and others as relevant.
- Create and maintain a regional network of Public Information Managers (through local authorities) who are trained to a nationally recognised and consistent standard.
- Develop Lifeline Utilities Coordination capacity and capability to provide regional coordination of information, regardless of an ECC activation.

KEY PERFORMANCE INDICATORS

KPI REF	MEASURE	METHOD OF COLLECTION	FREQUENCY (OF MEASURE)	BENCHMARK	TARGET
1	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%
2	Percentage of staff trained to carry out functional roles in the EOC/ ECC	Through ITF database and records	Yearly	NEW	Increasing
3	EM Otago issues public warnings and alerts for rapid onset emergencies within 20 minutes of 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%
4	Otago CDEM Group has at least one exercise per year with another lead agency	Through tracking by Emergency Management Otago	Yearly	NEW	At least one per year
5	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
6	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





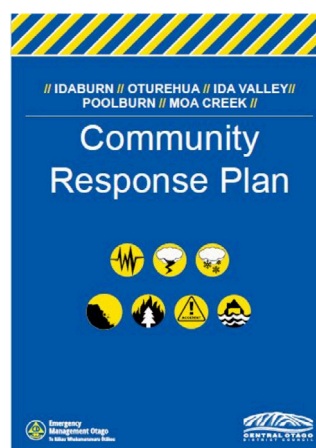
TOURISM WILL RECOVER QUICKER BECAUSE OF THE QUALITY AND EFFECTIVENESS OF THE RESPONSE

COMMUNITY RESPONSE PLANS

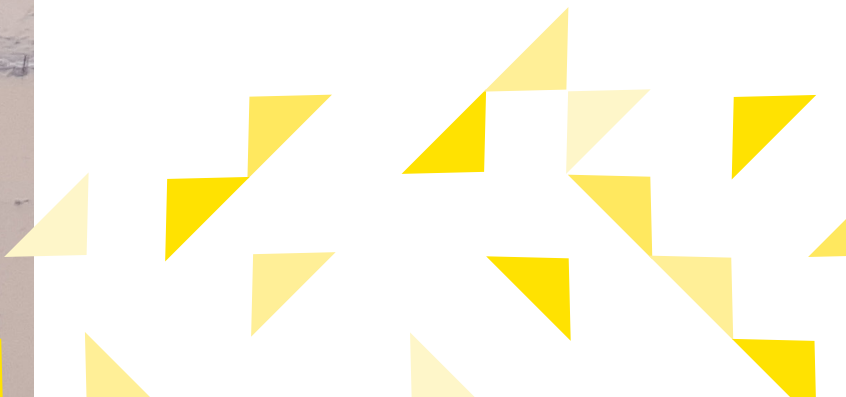
Community response plans are a primary means for communities to establish locally appropriate arrangements to support residents and visitors during an emergency. They provide a consistent basis for residents and groups within an agreed area to organise and implement their own local arrangements for emergencies.

Plans are being developed at community level with the guidance and support of Emergency Management Otago staff. They are tailored to reflect local hazards, capability, circumstances and preferences. Twelve plans are complete (November 2018) with over 20 more in development. Once adopted, these localised arrangements become the basis of each community's response to emergencies.

The Community Response Plans are consistent with and supported by the district-wide response managed from each council's EOC, which in turn is coordinated across the region by the Otago CDEM Group from the ECC. All local and district response plans fit within the overarching framework of the Otago CDEM Group Plan. Once complete and adopted by their communities, the plans are regularly reviewed and become part of their district's readiness and response capability.



An example of a community response plan is available on www.otagocdem.govt.nz



RECOVERY



Recovery is defined as the coordinated efforts and processes to effect the immediate, medium- and long-term holistic regeneration of a community following a disaster. It is the process of re-establishing the quality of life of the community following an emergency while taking opportunities to meet future community needs and exposure to hazards and risks.

Recovery generally operates without discrete legislative powers and relies in large part on the active collaboration of partners and stakeholders for its effectiveness. In an extreme event, the Government may pass new legislation to assist with recovery activities and this will be considered at the time.

**RECOVERY—WE WILL ACT ON WHAT WE LEARN
FROM OTHERS. WE WON'T WAIT UNTIL NEW
PLANS ARE BEING CREATED—WE WILL ADAPT AS
THE NEED TO CHANGE IS IDENTIFIED**



HOW WE WILL GET THERE?

- Establish appropriate district and regional recovery structures, especially the appointment and training of recovery managers.
- Educate and train personnel for recovery roles.
- Encourage conversations around local councils' strategic recovery planning.
- Build strong relationships with agencies and non-government organisations.
- Encourage conversations with vulnerable populations.
- Complete development of Community Response Plans.
- Encourage and support the development of Business Continuity Plans by working with Chambers of Commerce or local businesses to support business continuity planning.
- Specific recovery planning for animal welfare.
- Plan for, and participate in, a specific recovery exercise in year 3.

KEY PERFORMANCE INDICATORS

MEASURE	METHOD OF COLLECTION	FREQUENCY (OF MEASURE)	BENCHMARK	TARGET
Group recovery structure is established, operational, and complies with the NZ CDEM Amendment Act (2016)	Reported through the MCDEM Capability Assessment Review	As per the MCDEM National Review Programme	NEW	By 2020
Local recovery managers are appointed and trained to national standards in each district.	Through tracking by Otago CDEM Group	Yearly	NEW	100%
One workshop is held per year for local recovery managers	Through tracking by Otago CDEM Group	Yearly	NEW	Increased attendance participation
Number of Lifeline utilities who report they have business continuity plans in place that have been 'stress tested' at least once every two years	Resilience benchmarking tools	Once every two years	NEW	Increasing

COUNCIL RESPONSIBILITIES FOR EMERGENCY MANAGEMENT



ADMINISTERING AUTHORITY

Emergency Management Otago is a shared service across all six local authorities of Otago. Otago Regional Council is the Administering Authority for the CDEM Group.

The Administering Authority:

- Employs all staff of Emergency Management Otago and is responsible for all employment-related matters including health and safety, welfare, operational policies, and conduct.
- Provides administrative and related services to the Group, such as preparing agendas, arranging meetings, and taking and disseminating minutes from meetings.
- Provides financial management for the CDEM Group, including budgeting and reporting.

The Otago Regional Council collects a targeted rate to resource Otago CDEM Group and our activities. In addition the Dunedin City and each District Council in Otago is responsible for its own local emergency management capability. Each Council also contributes skills, expertise and mutual support to the Group on an “as available” basis.

Local Council arrangements include:

- Reduction, readiness, response, and recovery activities within the district.
- Current local civil defence arrangements that are consistent with the Group Plan framework and priorities.
- A minimum of three local controllers, and sufficient trained and locally domiciled staff to fulfil key functional roles in the local Emergency Operations Centre for(ideally) at least two shifts during any activation.
- Facilities for a local Emergency Operations Centre (Emergency Coordinating Centre in the case of the Otago Regional Council) at a location which is, as far as practical, safe from natural hazards, with phone, internet, radio and satellite communications and back-up power supply, with access to an alternative EOC/ ECC location if required.
- Coordination with the other members of the Otago Group on planning, programmes, and activities related to civil defence emergency management across the areas of reduction, readiness, response, and recovery.
- A local budget to support the EOC in its capability, capacity development, and resources.
- A commitment to release staff for ongoing training and to take part in exercises and respond to events.

RATES FUNDING FOR EMERGENCY MANAGEMENT



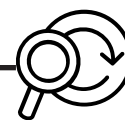
Regional funding is collected via a regionally targeted rate on all households in Otago. This provides:

- Fulltime CDEM staff.
- CDEM vehicles and operating costs.
- Support for the development of community-based emergency response plans.
- Online channels for communication and information.
- Regional public education and engagement.
- Regional communications infrastructure (satellite/ radio/data).
- National programmes and activities.
- Partner agency support activities.
- Support for each TA in response to events.
- Training and exercise programmes.

Local funding of CDEM provides:

- All resources required for a local EOC.
- Agreed resources for approved local community Civil Defence Centres (e.g., signage, admin resources, communications).
- Operational costs during responses.
- Training and exercising of local staff.
- Local costs for district-based Otago CDEM staff.
- Contribution towards printing local emergency response plans.
- Costs of activating local staff during emergencies.”

MONITORING AND EVALUATION



The Otago CDEM Group has a strong commitment to continually monitor and review our activities outside the mandated processes indicated below. We undertake our work collaboratively and cohesively with internal and external partners, stakeholders, and agencies. Our team values input and recommendations from others for improvement across all areas of work and ensures that the vision of the Otago CDEM Group is at the forefront of our daily interactions and activities.

EMERGENCY COORDINATION ARRANGEMENTS DURING RESPONSE



COMMUNITY

A response may be managed at the community level by individuals, family, community groups and businesses. This level of response has no 'official' response structure and no response agencies are directly involved. The community response may support response agencies' activities when requested.

INCIDENT CONTROL POINT (ICP)

The Incident Control Point is set up at the 'incident' level. This is the first official level of response. The incident control point is generally set up and managed by first responders. The majority of events are managed at this level.

EMERGENCY OPERATING CENTRES (EOCs)

- An EOC manages the response to local events within its boundary.
- EOCs are operated and staffed by territorial local authorities. For the Otago CDEM Group, Dunedin City Council has a dedicated permanent EOC and each of the district councils have made provision to establish an EOC in an event.
- The EOC provides a base for the local controller and acts as a liaison point for all agencies for local-scale events. The EOC operates under the CIMS structure and is responsible for all CIMS functions, including activating civil defence centres to provide welfare support to affected communities.
- Emergency management staff support EOCs with their operations.
- EOCs report directly to the Emergency Coordination Centre (ECC).

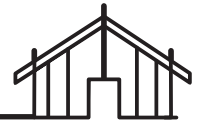
CDEM GROUP EMERGENCY COORDINATION CENTRE (ECC)

- The ECC coordinates the response to regional events that span territorial boundaries.
- The ECC is operated by the Otago CDEM Group, drawing principally on staff from the Otago Regional Council. The ECC provides a base for the Group Controller, and a coordination and liaison point for all agencies. The ECC operates under the CIMS structure and is responsible for all CIMS functions. The Group Welfare Manager, Group Public Information Manager, Group Recovery Manager and Lifeline Utility Coordinator are all based at the ECC.
- The ECC maintains liaison with the National Crisis Management Centre (NCMC).
- Emergency Management staff support the ECC with its operations.
- The ECC reports directly to the NCMC.

NATIONAL CRISIS MANAGEMENT CENTRE (NCMC)

- The NCMC is an all-of-government facility. Its day to day operations are managed by the Ministry of Civil Defence and Emergency Management. The NCMC manages a national-level response to events that require all-of-government coordination.
- Where an event is CDEM-led, MCDEM uses the NCMC to support the National Controller and to coordinate an all-of-government response.

OPERATIONAL ARRANGEMENTS WITH MĀORI AND COMMUNITY RESPONSE TEAMS



Iwi/hapū have their own unique response frameworks that activate when emergencies occur.

Several communities in Otago have community response plans, and community response teams that will activate in an emergency.

Emergency Management Otago is working with Ngai Tahu's emergency management personnel and local marae representatives to develop a more structured relationship to support a well-coordinated emergency response. This includes facilitating the development of protocols and processes to enable communication and support to be provided to iwi/hapū/marae and community response teams."



