

# DRAFT BUSINESS PLAN 2020 - 2021

Emergency Management Otago



**Emergency  
Management Otago**

Te Rākau Whakamarumarū Ōtākou

# Contents

---

Contents .....	1
Introduction .....	2
Goals and Objectives .....	3
Vision .....	4
Principles .....	4
Key Focus 2020 – 2021 .....	5
Budget 2020 – 2021 .....	6
Activity Area .....	7
Reduction .....	7
Readiness .....	9
Response .....	12
Recovery .....	15
Monitoring and Evaluation .....	17
Reduction .....	17
Readiness .....	17
Response .....	18
Recovery .....	18

# 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

# Goals and Objectives

---

Our Goals and Objectives are set out in the Emergency Management Otago Group Plan 2018/2028.

## 1 Reduction

- ❖ Reduce the impact of risks to human life and property from hazards.
- ❖ Apply an evidence-based hazards model over CDEM activities / structure

## 2 Readiness

- ❖ Community response and emergency preparedness to improve the capacity of local communities to support themselves during and after an emergency.
- ❖ Collaboratively develop plans with CDEM partners for emergencies.
- ❖ To improve capability and capacity within local authorities and CDEM partners.

## 3 Response

- ❖ Grow the capacity and capability of the Otago Civil Defence Emergency Management group to respond to emergencies
- ❖ Integrate response planning across Civil Defence Emergency Management partners
- ❖ Enable the community and Civil Defence Emergency Management partners to take action by providing good communication networks

## 4 Recovery

- ❖ Develop recovery capability and capacity within local authorities and CDEM partners
- ❖ Engage with community and business networks to ensure they plan to organise themselves and support each other in recovery
- ❖ Identify and apply lessons from events within and without Otago

# 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.

# Key Focus 2020 – 2021

---

The purpose of the annual plan is to set out the priorities for the Otago CDEM Group for the 2020/21 year.

These priorities are aligned to the Otago CDEM Group Plan's (2018/2028) goals and objectives and enable us to deliver on the medium-term objectives of the group plan.

In the 2020/2021 year, the Otago CDEM Group will focus on:

- ❖ Strengthening relationships between agencies involved in emergency management.
- ❖ Encouraging cooperative planning and action between the various emergency management agencies and the community.
- ❖ Delivering effective emergency management through agreed activities that support the plan.
- ❖ Taking a research-based approach to reducing the impacts of hazards in Otago, leveraging our partnerships with universities, GNS, Project AF8, the ORC hazards team and others.
- ❖ Build the relationship between emergency management Otago and Te Rūnanga o Ngāi Tahu to achieve greater recognition, understanding and integration of iwi/Maori perspectives and tikanga in emergency management.
- ❖ Whanaungatanga, kotahitanga – Acting Inclusively, including to incorporate and recognise Treaty of Waitangi principles.

# Budget 2020 – 2021

---

Item	Amount	Note
Staff Time	\$1,379,630.28	
Overheads	\$847,547.48	
Motor Vehicle Charges	\$95,000.00	
Alpine Fault Project (AF8)	\$20,000.00	
Direct Costs	\$323,000.00	
Depreciation	\$12,954.00	
<b>Total</b>	<b>\$2,658,131.77</b>	

The Otago Civil Defence Emergency Management Group budgets for the 2020/2021 financial year are outlined in the table above.

The Otago CDEM Group has been allocated **\$79,249.64** Adult and Community Education (ACE) funding available for volunteer training to 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.

# Activity Area

Lead and empower Otago’s communities to prepare for and overcome the impacts of emergencies.

## Reduction

OBJECTIVE	ACTION – What we are going to do	PROCESS – How we are going to do it	Delivered by	Supported by
Reduce the impact of risks to life and property from hazards.	Advocate for risk reduction through local and regional planning mechanisms and asset management programmes	Provide advice on proposed amendments to District Plans, the Regional Policy Statement and asset management plans, to remove or reduce community exposure to hazards.	EM Otago	Local Authorities
	Improve our understanding of Otago’s hazardscape	Identify gaps in current knowledge and encourage or commission additional research to address this.	EM Otago	GNS, Universities, ORC hazards team
	Develop and maintain partnerships to support risk research relevant to Otago’s hazards.	Contribute agreed funding for Project AF8	EM Otago	Project AF8
		Membership of the AF8 Steering Group	EM Otago	
		Provide communications and engagement support to Project AF8	EM Otago	
		Participate in ORC’s climate change research projects	ORC Hazards team	EM Otago
	Engage communities in learning about their hazards and risks.	Share information from science and hazard partners on our website and social media channels and with stakeholders	EM Otago	
		Include local hazard information in all Community Response Plans / Guides	EM Otago	
		Co-deliver a public forum on one of our priority hazards – flooding, earthquake, tsunami, pandemic or the impacts of climate change / sea level rise	EM Otago with University of Otago ORC Hazards team GNS Project AF8 SDHB/MOH	Local Authorities Lifeline Utilities

OBJECTIVE	ACTION – What we are going to do	PROCESS – How we are going to do it	Delivered by	Supported by
		Partner with EQC and TLAs to deliver education campaigns on flood-proofing and quake-safing homes	EM Otago EQC Local authorities	
Apply an evidence-based hazard model to CDEM activities / structure	Apply to our activities the assumptions from ORC Hazards team, AF8 and other science partners' work and learnings from past events	Create a hazard matrix for Otago by hazard type and geographic location by TLA (taking into account topography / growth / vulnerable communities)	EM Otago	ORC Hazards Team
		Align CDEM activities with the hazard matrix in the development of the 2021-31 LTP and the 2021-22 business plan	EM Otago	ORC and TLAs

# Readiness

OBJECTIVE	ACTION – What we are going to do	PROCESS – How we are going to do it	Delivered by	Supported by
<b>Community response and emergency preparedness to improve the capacity of local communities to support themselves during and after an emergency.</b>	Support and assist communities with emergency planning	EM Otago will work with communities to support them to develop community initiatives such as community response plans.	EM Otago	
		Community response groups exercise their community response plans/guides in line with community needs	EM Otago	
	Deliver the public education plan.	Develop and deliver public campaigns strategies with communities about being prepared, initially focussing on tsunami climate change & earthquake (AF8)	EM Otago	
		Monitor survey level results of community awareness and preparedness	EM Otago	
<b>Collaboratively develop plans with CDEM partners for emergencies</b>	Develop capability and capacity across the CDEM Group for the delivery of welfare services in readiness, response and recovery. Based on the implementation of the Group Welfare plan 2020 – 2023.	Recruit, train and develop welfare staff of the CDC's to support the welfare services function through response and recovery with two training workshops regionally.	EM Otago	CEG

OBJECTIVE	ACTION – What we are going to do	PROCESS – How we are going to do it	Delivered by	Supported by
		Deliver the schedule of partner forums including: <ul style="list-style-type: none"> <li>• Welfare coordinating group</li> <li>• Rural advisory group</li> <li>• Readiness and response group.</li> <li>• Iwi, TPK &amp; Runanga.</li> </ul>	EM Otago	
<b>To improve capability and capacity within local authorities and CDEM partners</b>	Train – coordination centre staff to increase their understanding and capability.	Facilitate the delivery of consistent training from approved providers to coordination centre staff.	EM Otago	Local authorities.
		Have sufficiently trained coordination centre staff at the managerial and unsupervised level for two rotations of staff.	Local authorities.	
		Provide training plans and opportunities that have clear pathways for all coordination centre staff.	EM Otago	
	Report to the CEG and Joint committee as part of the annual report on the capability of each of the coordination centres on their state of training and ability to be able to staff and maintain an effective response.	Deliver a reporting metric to the CEG and JC on the capability of their coordinating centre.	GEMO	Local Authorities
	Exercise - coordination centre staff to increase their understanding and effectiveness of their role.	Coordination centres to undertake table-top exercises across all functions.	EM Otago	Local authorities

OBJECTIVE	ACTION – What we are going to do	PROCESS – How we are going to do it	Delivered by	Supported by
		Otago CDEM Group participates in or leads at least one multi agency exercise to be applied this year.	EM Otago	Local Authorities
	Ensure regional familiarity with the Group’s information management systems.	Enable the development and understanding of D4H throughout the region.  Ensure that D4H interoperability is maximised throughout EM Otago, including partner agencies as appropriate.	EM Otago	Local Authorities
		Sufficiently trained ECC staff be trained in EMI.	EM Otago	
		Implement a regional and consistent welfare needs assessment system to be able to rapidly assist vulnerable communities.	EM Otago	Local Authorities
	Continued engagement with the Otago Lifelines Utilities group in a coordinated approach.	Regular (quarterly) convening of the Lifelines Utilities Group to ensure that the sector is collaborating with each other.	EM Otago	
		Host and coordinate a regional LUC forum.	EM Otago	Lifeline Utilities Steering Group

# Response

OBJECTIVE	ACTION – What we are going to do	PROCESS – How we are going to do it	Delivered by	Supported by
<b>Grow the capacity and capability of the Otago Civil Defence Emergency Management group to respond to emergencies</b>	Develop strong situational awareness using GIS and other software technology	Continue to develop an integrated GIS and needs assessment capability across the Otago Region for use in coordination centres.	Otago Regional Council	EM Otago District councils
	Provide experienced staff to support and guide activated Coordination Centres	Make EM Otago staff available to support coordination centre staff in an emergency and during training activities	EM Otago	
	Develop, review and maintain suitable response facilitates and structures	Enhance local arrangements that enable scalability to appropriately respond to any event, from a localised incident to a national emergency.	EM Otago	Local authorities
		Maintain database of essential contacts – operational teams and stakeholders	EM Otago	
		Commit to and plan for the provision of a multi-purpose regional coordination facility that meets IL4 standard.	Otago Regional Council	EM Otago
		Identify, make available and equip an interim ECC for immediate use.		
		Prepare a 10-year plan business case for refurbishment of the dated existing facility.	Dunedin City Council	EM Otago
		Prepare business case with Safer Waitaki reviewing existing EOC facility and alternative solution incorporating the needs of WDC for BAU and response needs. Continued upgrading of EOC infrastructure. Continued development of the identified alternative EOC site.	Waitaki district council	EM Otago

OBJECTIVE	ACTION – What we are going to do	PROCESS – How we are going to do it	Delivered by	Supported by
		Upgrading technology in Emergency Operations Centre – Wi-Fi and screens.	Clutha district council	EM Otago
		Reviewing response bin information and equipment		
		Review alternative power capacity at CODC Service Centres and install generator capable transfer switches.  Work on alternative EOC location planning at Alexandra Airport.	Central Otago district council	EM Otago
		Develop a fit for purpose communications system in the EOC including community response group communication capability to the EOC.	Queenstown Lakes district council	EM Otago
	Test and maintain operational equipment in coordination centres	Monthly testing of data, telecommunications, alternative power and other coordination centre plant	EM Otago	Local authorities
	Maintain and develop a response planning framework that includes scenario-based plans and standard operating procedures	Continue the development and embedding of response checklists for use in coordination centres	EM Otago	Local authorities
<b>Integrate response planning across Civil Defence Emergency Management partners</b>	Undertake multi-agency pre-event response planning.	Engage with responding agencies to develop an Otago Group Tsunami Plan and Otago Group Dam Response Plan.	EM Otago	Local authorities  Emergency services
	Develop standard operating procedures in partnership with Civil Defence Emergency Management partners	Develop standard operating procedures (SOPs) to support the checklists and embed their use into coordination centres	EM Otago	Local authorities  Emergency services

OBJECTIVE	ACTION – What we are going to do	PROCESS – How we are going to do it	Delivered by	Supported by
	Develop standard operating procedures in partnership with Civil Defence Emergency Management partners	Develop standard operating procedures (SOPs) to support the AF8 Framework	EM Otago	Local authorities Emergency services
		Develop an Integrated Air Operations Plan to support the AF8 Framework	EM Otago	
		Maintain a 24/7 duty roster to initiate an appropriate response when required.	EM Otago	Local authorities
	Maintain awareness of other agency response plans.	Engage with other responding agencies via the Regional CEG, Local Emergency Services Coordination Committees, WCG, RAG, lifeline utilities and participation in other agency exercises	EM Otago	
<b>Enable the community and Civil Defence Emergency Management partners to take action by providing good communication networks</b>	Maintain public alerting systems.	Conduct two training environment tests of public alerting systems available to the Otago Civil Defence Emergency Management Group.	EM Otago	
	Maintain public alerting systems.	Develop an interactive map capability for the Otago CDEM Group website	Otago Regional Council	EM Otago

# Recovery

Objective	ACTION – What we are going to do	PROCESS – How we are going to do it	Primary Owner	Secondary Owner
<b>Develop recovery capability and capacity within local authorities and CDEM partners</b>	Develop a comprehensive understanding of recovery in Otago: what is needed to support communities to overcome the consequences from specific hazards; to build on opportunities to reduce risk and to strengthen resilience	Identify and agree an appropriate recovery structure for Otago and appoint, where appropriate, local Recovery Managers	Emergency Management Otago	Local Authorities
		Recovery Managers take part in relevant training, development and exercises		
	Continue strategic recovery planning	Hold a Recovery Management forum	Local Authorities	Emergency Management Otago
<b>Engage with community and business networks to ensure they plan to organise themselves and support each other in recovery</b>	Develop a comprehensive understanding of recovery: what is needed to support communities and businesses to overcome the consequences from specific hazards; to build on the opportunities to reduce risk and strengthen resilience	Build strong relationships with agencies and non-government organisations that will assist in the recovery phase through active involvement in: <ul style="list-style-type: none"> <li>a. Welfare Coordination Group</li> <li>b. Rural Advisory Group</li> <li>c. Lifelines Steering Committees</li> <li>d. Other Networks</li> </ul>	Emergency Management Otago	Local Authorities
		Facilitate the development of Business Continuity Plans (BCPs). Deliver one BCP workshop per district.		
		Ensuring wellbeing of animals is included in local recovery planning		

Objective	ACTION – What we are going to do	PROCESS – How we are going to do it	Primary Owner	Secondary Owner
<b>Identify and apply lessons from events within and without Otago</b>	Evaluating all emergencies and establishing a process to see if they could apply to Otago (if they're external), and for ensuring all debriefs have a corrective action plan	Use opportunities from debriefs and reviews to identify and implement lessons learnt.  Implement corrective action plan post emergency events.		

# Monitoring and Evaluation

---

Progress against the objectives will be reported through quarterly and annual reporting by Emergency Management Otago to the Coordinating Executive Group.

## Reduction

Measure	Method	Owner
Deliver one priority hazard Public Forum	Report	GEMO/DEMO
Identify an appropriate hazard tool and apply to an Otago context	Business case	GEMO (Lifelines)

## Readiness

Measure	Method	Owner
One community exercise held in each district	Report	DEMO / GEMO
Deliver two CDC/ CLC community training workshops regionally	Report	GEMO/DEMO
Train and maintain two appropriately trained/ experienced staff per IMT function	Quarterly training / capability report	Local Authorities / EMO
Document business rules – D4H	Directors Report	DEMO / GEMO (Response Managers)

## Response

Measure	Method	Owner
Undertake monthly testing of data / telecoms and other plant	Report to CEG	EMO
Conduct two training environment test of public alerting systems	Report to CEG	GEMO
Develop a comprehensive SOP for a prioritised hazard in each co-ordination centre	Plan	GEMO
Deliver an interactive map capability for the CDEM website	Report to CEG	GEMO

## Recovery

Measure	Method	Owner
Review and report on local recovery arrangements. Feed into regional recovery activity.	Report to CEG	GEMO
Deliver 1 business continuity workshop per district	Report to CEG	GEMO / DEMO