



Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

OTAGO CIVIL DEFENCE EMERGENCY MANAGEMENT JOINT COMMITTEE AGENDA

Thursday 11th March 2021 3.00pm

Via Zoom: Meeting ID: 861 5080 4284

Passcode: CDEM1103

Members

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

In Attendance:

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

1. Apologies

Mayor Tim Cadogan

2. Attendance

3. Confirmation of Agenda

4. Confirmation of Minutes

Recommendation

That the minutes of the meeting held on 10th December 2020 be received and confirmed as a true and correct record.

5. Action Items

Nil

6. Items of Business

6.1 Acting Director's Report

6.2 Appointment of local controllers for Waitaki District Council

7. Closure



Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

**Minutes of a meeting of the
Otago Civil Defence Emergency Management Group Joint
Committee**

**Thursday 10th December 2020
3.00pm**

ORC Council Chambers, Philip Laing House Rattray St, Dunedin

Members in Attendance:

Aaron Hawkins Mayor Dunedin City (Chair)
Tim Cadogan Mayor Central Otago District
Gary Kircher Mayor Waitaki District

In Attendance:

Sarah Gardner CE, Otago Regional Council Sandy Graham CE, Dunedin City Council
Sanchia Jacobs CE, Central Otago District
Fergus Power CE, Waitaki District Council
Simon Chambers Regional Emergency Management Advisor NEMA - zoom
Matt Alley Acting Director, Emergency Management Otago
Vicky Swaney Minute taker

1 Apologies

Apologies from Mayor Jim Boulton, Mayor Bryan Cadogan, Mr Steve Hill, Mr Mike Theelen,
Cr Andrew Noone,

2 Attendance & Welcome

Michele Poole, Graeme Still,

Moved apologies be accepted Mayor Hawkins, seconded Mayor Kircher - carried

3 Confirmation of Agenda

No amendments to agenda.

Moved confirmation of Agenda

Mayor Kircher, seconded Mayor Tim Cadogan – carried

4 Confirmation of Minutes

Recommendation that the minutes of the meetings held on 31st July 2020 and 17th August 2020
be received and confirmed as a true and correct record

Moved Mayor Tim Cadogan and seconded Mayor Kercher - carried

5. Action Items

None

6 Items of Business

- 6.1 Acting Directors Report
- 6.2 Ohau Fire Presentation – Graeme Still (FENZ)
- 6.3 Stan Leishman to be appointed as Local Controller for Clutha

Agreed to change order of agenda and have Ohau Fire, presentation first

6.2 Ohau presentation - Presented by Graeme Still – FENZ

Graeme presented a power point on the Ohau fire. He advised there would be information that would come out of the review that would want to share with this group. An operational review will be undertaken by three people from North Island – this will be a 6month project with a preliminary report due in March 2021.

Graeme explained how the environment can affect fire – basic information such as storing rubbish next to house and other fire sources.

A Public awareness campaign starting 11 December 2020 – camping could be big issue this year. Will be FENZ presence in camping sites, doc sites etc

Ohau was as successful as it could have been – lost homes but no loss of lives. Residents took ownership and were aware of who was where and the evacuation of the town.

Mayor Tim Cadogan

Asked questions regarding the carbon credit forest, was this left not pruned etc more dangerous? Wind – was 140km – never experienced wind like it – from some residents

A number of factors to consider, big wind – time of year – dry, mismanagement of doc land- is it climate change- wind, built in environment – have to look at bigger picture – fuel loading – identifying problem and how going to manage rather than debate on fault or blame. Showed importance of a good plan

Mayor Hawkins – one of key points if important what you do at test time – can't do it on our own – need support of each other. Learnings from Port hills

Mayor Tim Cadogan – questioned the need for declaring a state of emergency – the need for sensitive powers etc – control of the area until it was handed over to insurance companies.

Thanked for presentation

6.1 Acting Directors Report

Staffing – Matt's fixed term contract (for Acting Director) runs until end of January.

Michele Poole has resigned effective 22nd January 2021

EM Otago review still ongoing – Director position description review should be completed January next year, likely to have someone acting in role until appointment is made.

CDEM Business Plan for 20/21 year has been completed (first time a plan has been completed).

First draft of partnership agreement has been completed and is currently with GM Operations for final tweaking. Will come to this group for approval.

Matt congratulated for completing the business plan.

Air operations plan and FENZ MOU:

- Nationally accepted standards for use of aircraft – looked at national standards - managing assets passed onto FENZ - formalize arrangement – already had mobile repeater at 900feet – worked really well. Document will be signed and forwarded – amazed never had this document previously – great to have – moved to sign Mayor T Cadogan, Mayor Kircher

Financial report

Running at deficit – moving forward – how do we fund – floods expected every year for next 10 years – ability to manage for events – suggested a \$2 rates rise – targeted rate – flat rate per property – goes on orc rates which has not been a problem previously
ORC doing work which would otherwise need to be done - \$27 per property currently – good case for increase – message from this forum would help? Chat between Aaron and council chair – like it to be sorted before hand – joint committee recommendation.
Is there additional money for catch up or additional – initially catch up

Mr Power – area central gov complimented local government during covid

Moved Cadogan, seconded Mayor Kircher - carried

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

No supporting document and unfortunately no representatives from Clutha to talk to item.
Moved Mayor Cadogan, seconded Mayor Kircher - Carried

Meeting concluded at 4.16pm



Item 6:

Acting Director's Report

To: Otago CDEM Joint Committee
From: Matt Alley, Acting Director
Date: 11th March 2021

Item 1:	<u>EM Otago Review</u>
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Background:

The purpose of the Otago CDEM review as documented in the terms of reference (February 2019) was to provide assurance to the Joint Committee and Coordinating Executive Group (CEG) that the regional model for Otago is operating in the most effective and efficient way.

The objective was to review the effectiveness and efficiency of how the Group is operating and to make recommendations on any improvements that could be made.

The review did not consider whether the existing regional model is the best model for Otago, nor did it consider alternative models. It was not a review of staffing.

The review considered the following matters:

- Scope of the Otago CDEM function and activity
- Levels of service
- Performance measurement and reporting
- Risk identification and reporting
- Activity planning
- Resourcing
- Emergency response.

Three specific matters were considered in greater detail:

- The governance relationship and the operation of the joint model
- Operational performance of the Group
- The balance between the Group and local organisations

Bruce Robertson was contracted by the administering authority (ORC) and furnished a draft report to the Coordinating Executive Group in February 2020.

A strategic workshop was held on the 20th of February 2020, facilitated by Tim Clarke.

Review Core Findings:

- The role of ORC as the *administering authority* needs to be better defined. It is either assuming, or expected to assume, a role that is more than supporting the work of the Joint Committee and the CEG. This is compounded by a lack of clarity about the funding arrangements through the regionally collected CDEM targeted rate and how it is determined. The uncertainty around the role of the *administering authority* diverts focus from the primacy of Joint Committee and CEG working with the EMO to provide effective CDEM services.
- Associated with defining the role of the *administering authority*, it would be beneficial to also define what ORC does to meet its own CDEM responsibilities. This would assist the relationship – professionally and administratively – between ORC and EMO and also between ORC and its fellow group partners.
- A corollary to better definition of ORC's roles (as an *administering authority* and as a regional council) is also greater clarity on the individual territorial authorities' responsibilities, their activities and level of funding.
- The absence, until recently, of a (statutory) Group Plan and resultant Business Plan has substantially contributed to the underlying concerns. These are core tools to drive direction, for the Joint Committee and CEG to drive prioritisation and monitor achievement. Bedding in the planning environment will also substantially aid in communication between EMO and the councils.
- Further, the absence of these critical planning documents means the operation of EMO has been characterised by informality which has generated a lack of collective confidence in it, its actions and overall performance.
- Consideration should be given to considering a model of leadership within EMO distinguishing between lead for strategy and administration and lead for operations (the Group Controller).
- The completion of the planning should be complemented by development of a strong business focus at the CEG level through development of a Business Subcommittee which combines the technical and management focus of the Group. This Subcommittee is seen as a practical solution to assist already busy CEG members oversee the management of delivery on the Group Plan.
- The slower than desirable development of EMO has been stressful. Attention is recommended to re-establishing proper relationships and the *culture* of the EMO.

Action Undertaken:

Although the review document has yet to be formally received by CEG, significant activity has been undertaken over the last six months to rectify shortcomings listed above.

In Particular:

1. A business plan has been completed for 2020 / 2021 with work underway on the 2021 / 2022 plan.
2. The first draft of a regional CDEM partnership agreement has been completed and currently sits with the General Manager Operations at the Otago Regional Council.
3. Work is ongoing between the acting Director and the corporate team at the administering authority to better delineate 'group' from 'ORC' activity. This greater understanding has borne fruit during long term planning activity.
4. 4. Model of leadership has been considered with appointment of myself into the group controller role (temporarily) and the appointment of four additional for the regional coordination centre.

CEG resolved the following on the 18th of February 2021:

1. Noted an accept findings of the independent review.
2. An operational CEG (CEG OP's) committee is created (previously the liaison group), the group to consist of an appointed controller from each council and the Director CDEM Otago.
3. Moving forward a CEG OP's report to accompany the Directors report to each CEG meeting, that will outline matters of importance / concern from each council.
4. Receive a finalised version of the review report with an action plan addressing the matters raised in the review that have been addressed and close the review.

Item 2:	<u>Training and Capability Update</u>
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Training

CDEM Otago has had a busy training period in the first quarter of 2021. This coincides with the annual business plan. It also aligns our region better with the capability that we are require in section 17(b) of the Civil Defence Emergency Management Act. Please see a list of all formal training with the last period including the Dec 2020.

- 30 Nov - 1 Dec Coordinated Incident Management System 4 **Queenstown** 26 Students.
- 2 – 3 Dec Coordinated Incident Management System 4 **Dunedin** 24 Students.
- 9 – 10 Feb Coordinated Incident Management System 4 **Balclutha** 24 Students.
- 11 Feb Incident Control point training. **Balclutha** 13 Students.
- 12 Feb Incident Management Team training ORC 11 Students.
- 23 – 24 Feb Coordinated Incident Management System 4 **Queenstown** 26 Students.
- 24 Feb Integrated Training Framework Foundation **Dunedin** 10 Students

Forecasting, we have another busy period up and coming with more detail one day sessions based off individual functions.

Capability

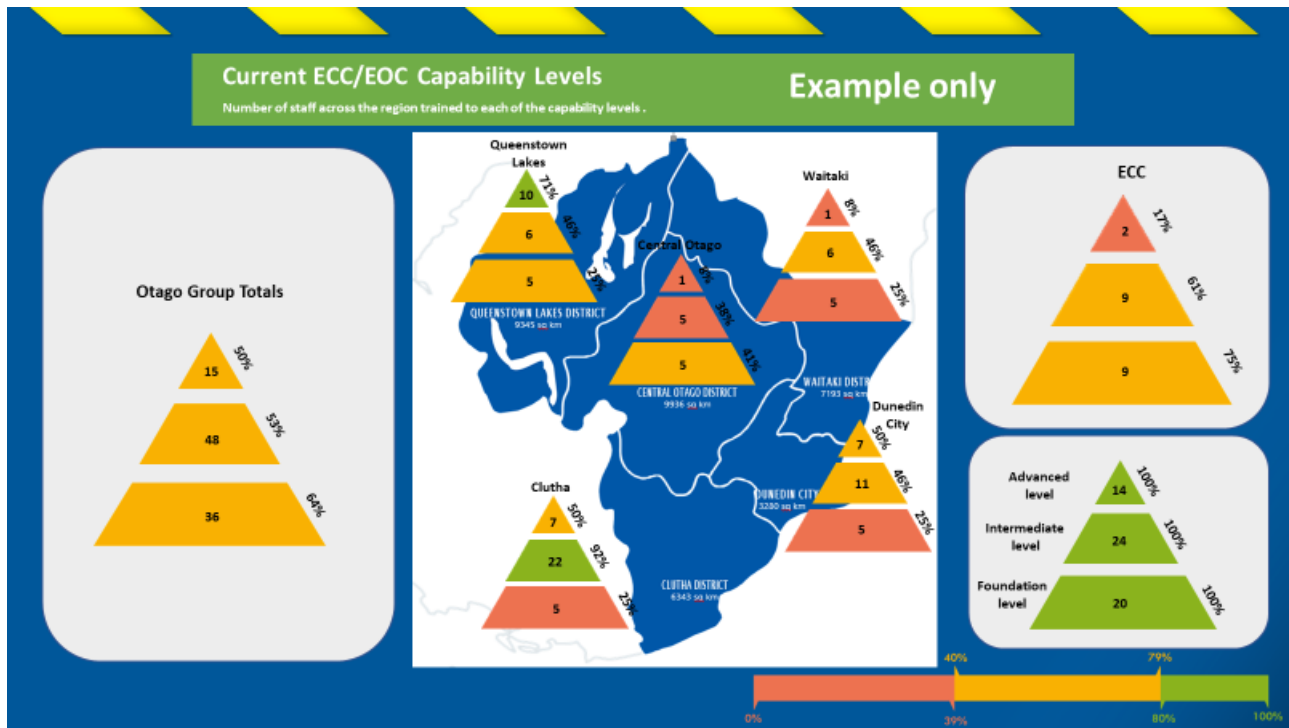
A training pathway and universal manning chart is being developed for the EOC's & ECC to better understand their commitment to have trained staff. This pathway and organisation chart will inform ELT's of the time commitment for their staff on an annual and one-off basis. This is also designed to keep our elected officials informed of the status of trained personnel. Our aim is to keep the pool of qualified and suitably training personnel in each area. This is to ensure we maintain our operational response capability, given attrition over time. Essentially, we want to build resilience within our response structure, we believe that this system will help us achieve that.

Reporting Metrics:

The CDEM group are developing a number of easily digested metrics for CEG and Joint Committee; feedback received has suggested a move away from text heavy documents involving significant narrative is preferred.

Please see the diagram below as an example.

Reporting Capability to Joint Committee – Example (Indicative Only)



Item 3:	<u>CDEM Partnership Agreement</u>
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A draft partnership agreement has been completed and is currently under review by the GM Operations (ORC).

This agreement to be socialised with the ‘CEG Operations’ committee, (as per my recommendations in the group review paper – now resolved by CEG on the 18th February 2021).

Item 4:	<u>Lifeline Utilities Update</u>
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Currently membership is 33 – This is made up primarily of Otago TLA representatives, major infrastructure agencies such as Waka Kotahi (NZTA), Transpower, Trust Power, Meridian Energy, Aurora, Spark, Contact Energy, Chorus, Port Otago, Kiwi Rail, Downer, Aspiring Highways, Kordia, Pioneer Energy.

Mayor Jim Boulton is still undertaking the Chairperson role for the group.

Trevor Andrews is currently carrying out the role of Lifelines Programme Manager.

The last LL’s meeting was a face to face held in Cromwell on November 19th, 2020. (Agenda attached).

Next LL’s meeting is scheduled for the 6th of April 2021 (Virtual / On-Line).

Otago CDEM has been providing the LL group with up to date Covid19 messaging during the recent Covid19 escalations.

An in-depth assessment of the regional fuel plan with the national fuel plan is being undertaken to ensure Otago meets its obligations under the national fuel plan.

Response resources and training opportunities have also been provided. For example, KiwiRail personnel have attended recent CIMS4 training sessions sponsored by Otago CDEM.

National LL's coordinator Lisa Roberts has been commissioned to undertake a review of the Otago Lifelines Programme. This is to provide assurance to the LL Chairperson and Otago CDEM Acting Director that the group is delivering on its statutory and strategic goals and outcomes. Lisa will be interviewing key Otago LL representatives and delivering a report.

A report was delivered by David King Technician Ltd on the current status of Otago CDEMs contingent telecommunication's network. This was an outcome of the Otago aviation plan.

A draft report has also been delivered on the potential utilisation of the RiskScape risk assessment platform. Utilisation of RiskScape would require the use of respective LL agencies infrastructure information such as GIS / geospatial layers.

Item 5:	<u>Welfare Update</u>
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Welfare has been very active in developing, collaborating, and rolling-out D4H welfare processes and templates including the challenging Needs Assessment and welfare coordination components.

The roll-out has involved the Welfare Coordination Group (WCG), Rural Advisory Group (RAG), and virtually all district local welfare managers and welfare teams.

A second, and important stage, is the development of the ability to crowd source Needs Assessment via a hyperlink or QR code. This will greatly enhance wide public access and EOC processing of welfare requests. It is noted there have been a number of national Needs Assessment processes which proved to be less than successful, and a revised Awhina platform is currently being redeveloped. In the meantime, in Otago, we are reasonably confident that our D4H Needs Assessment process will meet most scenarios less a catastrophic or large-scale event involving a significant number of individuals requiring assistance. The Awhina platform is ideally suited for a large-scale event but is proving very challenging to develop and deliver.

The Group Welfare Plan is currently being revised to make it consistent with CIMS 3rd edition; this should be complete within a few months. The Group Welfare Manager is on several national or South Island workgroups concerning welfare response to the alpine fault rupture and Needs Assessment training tools.

Finally, The Group Welfare Manager chairs a fortnightly meeting with the Ministry of Social Development and Southern District Health Board on COVID resurgence planning to ensure a coordinated welfare response is ready should it be called on by the Emergency Management Otago or Health Controllers.

Item 6:	<u>Regional Emergency Management Exercise - Waipuke</u>
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The 2021 annual TLA EOC - Regional ECC Exercise named Waipuke; was signed off by the Chair of CEG on the 18th of February.

This is a half day exercise will be based off a regional flood and will combine all CDEM operations centres. The ORC flood team will exercise at the same time to give a realistic intelligence picture of a 100-year flood scenario (Similar to what Southland faced in early 2020). Planning for this exercise is ongoing.

An exercise concept document is attached as **Appendix 1**.

Item 7:

Financial Report

The quarterly financial report (to March 2021) is as below:

			FY Budget	Actual	Budget	Variance
Income	☐ Revenue	☐ Targeted rates	(2,658,131.77)	(1,997,765.37)	(1,993,599.00)	(4,166.37)
	Total		(2,658,131.77)	(1,997,765.37)	(1,993,599.00)	(4,166.37)
Expenditure	☐ Indirect Costs	☐ Motor vehicle charges	95,000.00	59,587.09	71,244.00	(11,656.91)
		☐ Overhead Charges	847,547.48	687,757.50	635,661.00	52,096.50
		☐ Photocopy charges	3,000.00	449.71	2,250.00	(1,800.29)
	☐ Staff Time		1,379,630.28	807,161.75	1,060,998.40	(253,836.65)
	☐ Direct Costs	☐ Professional Services/Consultants		171,893.62		171,893.62
		☐ Supplies services	160,000.00	51,067.98	119,988.00	(68,920.02)
		☐ Advertising	20,000.00	17,945.35	15,003.00	2,942.35
		☐ Council Subsidy/Contribution		15,000.03		15,000.03
		☐ Travel / Accom / Meals / Catering	55,000.00	25,616.76	41,269.00	(15,648.24)
		☐ Subscriptions		877.45		877.45
		☐ Courses/conferences	25,000.00	4,300.00	18,747.00	(14,447.00)
		☐ Travel flights (domestic)		2,424.03		2,424.03
		☐ Printing / stationery	60,000.00	554.92	44,982.00	(44,427.08)
		☐ Software and Licenses		8,540.00		8,540.00
		☐ Bank Charges		100.10		100.10
		☐ Capital - Inc Level of Service		6,048.70		6,048.70
		☐ Interest		0.09		0.09
		☐ Mileage claims		468.92		468.92
		☐ Salaries and wages		9,277.85		9,277.85
	☐ Non Cash Costs	☐ Amortisation of intangibles		668.72		668.72
		☐ Depreciation	12,954.00	6,782.95	9,720.00	(2,937.05)
	Total		2,658,131.76	1,876,523.52	2,019,858.40	(143,334.88)

Recommendation:

That the Joint Committee receives this report.