



# Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

## OTAGO CIVIL DEFENCE EMERGENCY MANAGEMENT JOINT COMMITTEE AGENDA

**Thursday 30th June 2022 3.00pm**

### **Members**

Aaron Hawkins  
Andrew Noone  
Tim Cadogan  
Bryan Cadogan  
Jim Boulton  
Gary Kircher

Mayor, Dunedin City Council (Chair)  
Chairperson, Otago Regional Council (Dep Chair)  
Mayor, Central Otago District  
Mayor, Clutha District Council  
Mayor, Queenstown Lakes District  
Mayor, Waitaki District Council

### **In Attendance:**

Sandy Graham  
Sanchia Jacobs  
Sarah Gardner  
Steve Hill  
Mike Theelen  
Alex Parmley  
Matt Alley  
Simon Chambers  
Kelly Taylor Covey

Chief Executive, Dunedin City Council  
Chief Executive, Central Otago District  
Chief Executive, Otago Regional Council  
Chief Executive, Clutha District Council  
Chief Executive, Queenstown Lakes District  
Chief Executive, Waitaki District Council  
Manager, CDEM  
Regional Emergency Management Advisor, NEMA  
*Minute Taker*

## 1. Apologies

## 2. Attendance

## 3. Confirmation of Agenda

## 4. Confirmation of Minutes

### Recommendation

*That the minutes of the meeting held on 31<sup>st</sup> March 2022 be received and confirmed as a true and correct record.*

## 5. Action Items

Meeting	Actions	Action By	Status
23.09.21	Speak with other relevant Runanga regarding iwi representation on Joint Committee.	Matt Alley	In Progress
31/03/22	Matt to organise briefing on for elected members across the region on partnership agreement, prior to the next Joint Committee meeting.	Matt Alley	In Progress

### Action Points:

1. This has been discussed with Ngai Tahu who are discussing the most acceptable approach with Mana Whenua, this remains a work in progress.
2. At the time of writing this report presentations to Council's have occurred at Clutha DC, Otago Regional Council and Central Otago DC. Presentations are planned on the 28<sup>th</sup> and 30<sup>th</sup> June for Waitaki DC and Queenstown Lakes DC respectively.

## 6. Items of Business

- 6.1 Manager's Report
- 6.2 NEMA Update
- 6.3 Otago CDEM Partnership Agreement
- 6.4 Appointment of Local Controller – Central Otago District Council

## 7. Closure



# Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

## Minutes of the Otago Civil Defence Emergency Management Joint Committee Meeting held on 31 March 2022 at 3.00 pm via Zoom

### Membership:

Aaron Hawkins	Mayor, Dunedin City Council (Chair)
Andrew Noone	Chairperson, Otago Regional Council (Deputy 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 Council
Sarah Gardner	Chief Executive, Otago Regional Council
Steve Hill	Chief Executive, Clutha District Council
Mike Theelen	Chief Executive, Queenstown Lakes District
Alex Parmley	Group Manager, Waitaki District Council
Matt Alley	Regional Manager, CDEM
Simon Chambers	Regional Emergency Management Advisor, NEMA
Glenn Mitchell	CDEM
Kelly Taylor Covey	Minute Taker

### 1. APOLOGIES

Brian Cadogan was an apology.

*The apology from Brian Cadogan was accepted.*

*Moved: Aaron Hawkins*

*Seconded: Andrew Noone*

*CARRIED*

### 2. ATTENDANCE

Aaron Hawkins, Andrew Noone, Tim Cadogan, Jim Boulton, Gary Kircher, Sandy Graham, Sanchia Jacobs, Sarah Gardner, Steve Hill, Mike Theelen, Alex Parmley, Matt Alley, Simon Chambers, Suzanne Ellison, Rochelle Faimalo, Awhina McGlinchey, Andy MacKenzie-Everitt, Keryn Robertson, Karen Beattie, Erica Andrews, Glenn Mitchell, Taylor Hendl, Kelly Taylor Covey (minute taker).

### 3. CONFIRMATION OF AGENDA

There were no changes to the agenda.

It was noted that the meeting with the Minister for Emergency Management had now been scheduled for 4.15pm following the Joint Committee meeting.

### 4. CONFIRMATION OF MINUTES

*The minutes of the meeting held on 23 September 2022 were received and confirmed as a true and correct record.*

*Moved: Aaron Hawkins*

*Seconded: Gary Kircher*

*CARRIED*

### 5. ACTION ITEMS

It was noted that Item 1 on the Action Items List had been completed and a welcome was extended to Suzanne Ellison. Matt Alley gave an update on the progress of Item 2.

### 6. ITEMS OF BUSINESS

#### 6.1 Manager's Report

Matt Alley spoke to the report and invited questions from the Committee.

A question was asked regarding what Waitaki could do better for Otago Gets Ready, as they were falling behind the other areas in terms of numbers. Matt advised that the social media presence has been the best way of securing growth in numbers, and that we will be looking at how we can best penetrate social media in Waitaki.

There was also comment about the Otago Gets Ready critical numbers graph. Matt advised this is more a representation of where we are at in some areas, and that the numbers detail can be added into the graph. He noted the graph showed that we have a long way to go in some areas and that Covid has been a real challenge in terms of public engagement activity.

A question was asked about the Emergency Management Reserve amount noted in the Financial Report. Matt confirmed that we were in deficit by \$167,810 due to the 2020 covid response.

#### 6.2 Otago CDEM Partnership Agreement

Matt Alley gave a presentation to the Committee on the Partnership agreement to support the paper, and advised this would be an area of focus at the 4.15pm meeting with the Minister. He noted some of the issues that had been looked at going into this has been who do we answer to directly, what is the role of CEG and what is the role of the administering authority.

There was discussion about the funding model used and the targeted rate. It was noted that this partnership agreement was important for security of funding and that buy in was needed by ORC's councilors. There was also discussion about at which point it was appropriate to take it to other TAs for their awareness. Comment was made an official report to go to council at some point just to update could be helpful, in order to raise the issue with elected members before the Committee took a vote on this.

There was discussion around the broadness of the wording in the Indemnity clause in 6.17



of the Agreement. Matt advised that this was intended to avoid litigation between councils. Tim Cadogan requested that some clarification be written into the wording in that.

It was agreed that the safest way to progress it would be to take it to council to get a mandate to sign it, and that this should be done as soon as possible. It was also agreed that it would be helpful to have a briefing on for elected members across the region in advance of that coming to council meetings, and that Matt is to do this prior to the next Joint Committee meeting.

### 6.3 Tsunami Plan

Glenn Mitchell spoke to the Plan. He advised that this was not an operational document; this was looking at expectations from the community through emergency services and the councils and the stakeholder agencies, then working to bring together a plan to give a regional cohesiveness to how we were planning a response to coastal tsunami.

The question was raised if there was a plan to do anything at some stage to look at the inland risks. Glenn advised that there was, but the significant difference between inland tsunami events and the coastal ones was that the coastal one would be a multiple TA threat with a warning process, whereas an inland one would likely be unheralded and therefore more focused on recovery and be involving a single TA.

#### Recommendation

*That the Joint Committee:*

- 1) **Receives** this plan.
- 2) **Endorses** the proposed Otago Coastal Tsunami Plan.
- 3) **Notes** that the proposed agreement has been endorsed by the Otago Civil Defence and Liaison Committee and Coordinating Executive Group.
- 4) **Ratifies** this report with signing by the Chair.

*Moved:* Andrew Noone

*Seconded:* Gary Kircher

**CARRIED**

## 7. CLOSURE

There was no further business and Mayor Hawkins closed the meeting at 3.40pm, noting that the Committee would reconvene at 4.15pm to meet with the Minister.

**Actions:**

Meeting	Actions	Action By	Status
23/09/21	Speak with other relevant Runanga regarding iwi representation on Joint Committee.	Matt Alley	In Progress
31/03/22	Matt to organise briefing on for elected members across the region on partnership agreement, prior to the next Joint Committee meeting.	Matt Alley	



## **Item 6: Group Managers Report**

**To:** Otago CDEM Joint Committee  
**From:** Matt Alley, Manager  
**Date:** 30<sup>th</sup> June 2022

---

### **Staffing**

The three additional roles forecast in the 22/23 annual plan have now been advertised. Recruitment to fill these positions will be made a priority for this quarter.

Oliver Varley has accepted a developmental position with NEMA to gain experience as a regional advisor. His last day with the team is the 18<sup>th</sup> of July.

We will be recruiting for a replacement in his upper Clutha role in due course.

### **Partnership Agreement**

The agreement has been presented to the following councils:

#### **Clutha District Council – 12<sup>th</sup> April 2022**

The Clutha District Council resolved to endorse the agreement and supported Mayor Bryan Cadogan signing it as their representative.

#### **Otago Regional Council – 25<sup>th</sup> May 2022**

The Otago Regional Council resolved to endorse the agreement and supported Chair Andrew Noone signing it as their representative.

#### **Central Otago District Council – 1<sup>st</sup> June 2022**

The Central Otago District Council resolved to endorse the agreement and supported Mayor Tim Cadogan signing it as their representative.

#### **Waitaki District Council – 28<sup>th</sup> June 2022**

Outcome to be confirmed.

#### **Queenstown Lakes District Council – 30<sup>th</sup> June 2022**

Outcome to be confirmed.

#### **Dunedin City Council – Date to be confirmed**

Outcome to be confirmed.

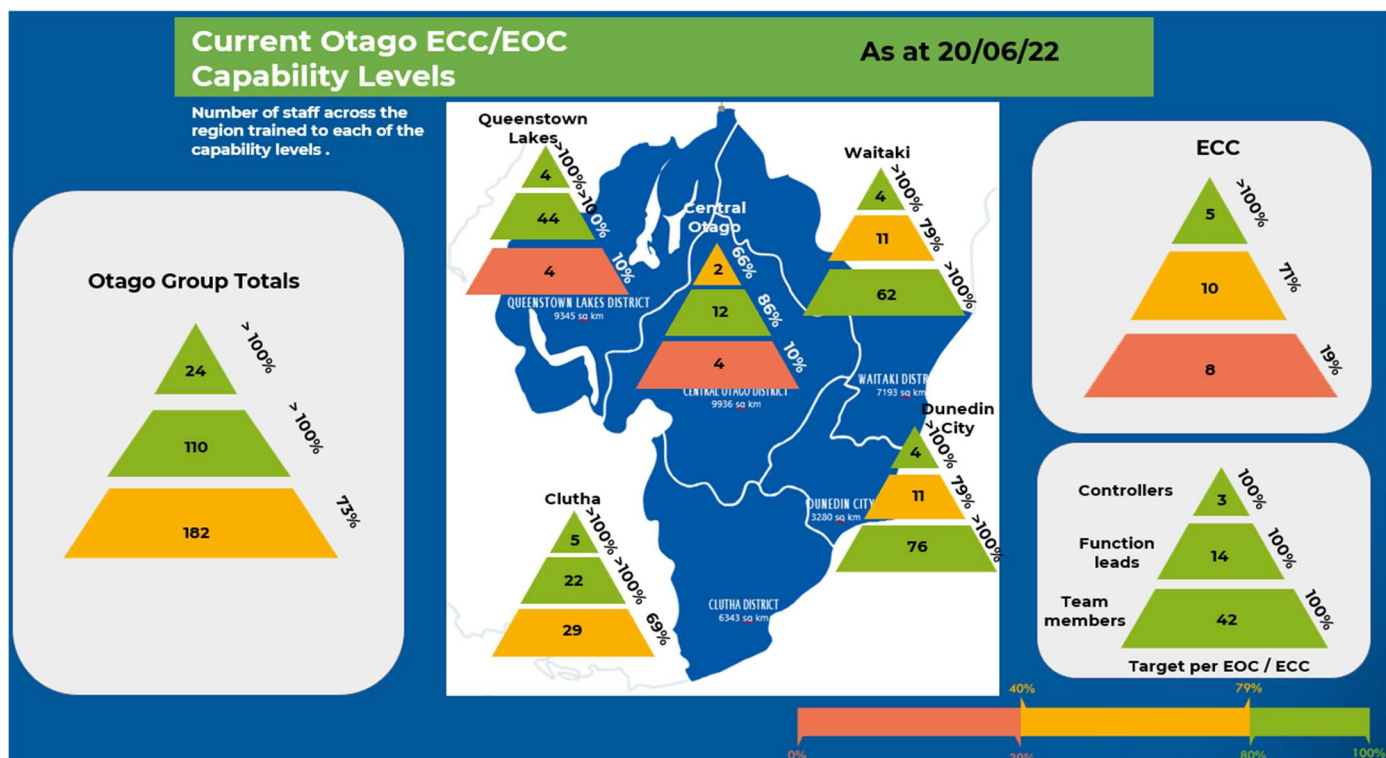
A copy of the document will be available at this meeting for signing for those councils that have already passed resolutions in support of the agreement, (Appendix A).

## Readiness and Response Update – Glenn Mitchell

There have been continuing challenges with getting face-to-face training with COVID and winter-related illnesses as well as staff business as usual work pressures impacting staff availability for training.

As we have transitioned to a different model for measuring Coordination Centre team capabilities some of the numbers look dramatically low – particularly in the team member level. In part this is because a lot of coordination centre team members have undertaken higher levels of training – for example Coordinated Incident Management System – than their role expectation requires. Many of those at the team member level have undertaken one of the two courses identified for that level but not both.

Training focus for the next quarter is ongoing at the team member level – Emergency Operations Centre Foundation course and D4H operation as well as function specific training for Public Information Management and Welfare. A series of Incident Management Team training focusing on the Incident Management Team meetings will be held the first week in August in each district.



## **Resilience Update – Paul Allen**

### **Rural Advisory Group (RAG)**

RAG have been meeting regularly (now every three weeks) to discuss COVID-19 impacts and the drought situation in Clutha, Waitaki, and Central Otago. RAG is well engaged and are now looking at resilience planning for rural sector including specific planning for adverse events. Ngāi Tahu/mana whenua to be invited to join RAG

### **Welfare Coordination Group (WCG)**

WCG met on the 16<sup>th</sup> of June via Zoom with 29 people representing 16 organisations. The meeting covered Needs Assessment discussions and the process for referrals to agencies in activations this week, The meeting also included updates from MSD, Southern District Health Board, NEMA, MPI, Te Rūnanga o Ngāi Tahu, Kāti Huirapa Rūnaka ki Puketeraki, Red Cross and others.

### **COVID welfare issues**

Fortnightly meetings are being held SDHB, apart from hospitals being over capacity no major issues for Covid. Seasonal influenza is also impacting the community and complicating the Covid situation. MSD are only receiving about 10 requests per day for Covid support for the whole Southern area (Timaru south), they have scaled back their response but could scale up if required.

### **Community Response Group**

A standard Otago wide Community Emergency Hub Guide is currently with the designer and will be implemented across Otago. Along with this training is being developed for Community Response Groups to set up and operate when they need to. Lanyards with roles and function details have been printed and given to territorial EMA team to distribute to their CRG's.

### **Planned activity for next quarter**

A focus on completing the conversion of existing Community Resilience plans into the new format.

Developing training package for community response groups in line with the Community Emergency Hub Guide.

Ongoing meetings with National Welfare Coordination Group, South Island Group Welfare Managers, AF8 Project (Welfare response).

Welfare Function Course to be delivered in Coastal area.

Planning for the Otago Welfare Forum to be held on 19 October.

### Background

As identified at the previous Joint Committee meeting, there was a desire to increase the number of people (focusing on the Waitaki district) who are registered with Otago Gets Ready, one of the tools used to alert communities to events that may impact them.

### Approach

1. A targeted campaign promoting the Otago Gets Ready alerting function was created and rolled out across the region between mid-May & Queens birthday weekend
2. To support the campaign, Web Mad, the platform owners were contacted and requested that changes be made to the logo, updates to the frequently asked questions and new contact information be created for the home page
3. New graphics were created to support social media and website updates
4. A communications plan was written, socialised and finalised with input from the Waitaki EMA, WDC Comms Manager and WDC local controller
5. Comms managers in each TA were advised of the upcoming campaign and encouraged to share Facebook posts through their channels and networks. EMO thanks all the Councils for supporting this campaign.
6. An incentive was included in the campaign and residents had the opportunity to win 1 of 5 Grab & Go emergency bags (1 per district) if they signed up during the promotional period
7. A media release and Facebook post including photos of the winners receiving their bags, is being finalised

### Uptake

At the conclusion of the promotion there were 4512 registrations, an increase of around 36% across Otago. Of note, is the increase in registrations across the Waitaki district during the campaign.

TLA	Growth in Numbers	Growth % this quarter
Waitaki	177	210%
Dunedin	270	59%
Queenstown Lakes	299	29%
Clutha	50	21%
Central Otago	181	13%

### Winners of grab & go bags

- **Waitaki** – Leanne Robertson
- **Dunedin City** – Zoe Leith
- **Clutha** – Margaret Cain
- **Central Otago** – Pania Mekomoko
- **Queenstown Lakes** – Deborah McLeod

### Next steps

Registration targets have been revised through the EMO annual plan process and we are now aiming for 10,000 registrations across the region by June 30<sup>th</sup>, 2023.

All staff at Emergency Management Otago will continue to promote Otago Gets Ready in their business as usual and consideration of another targeted campaign will be given towards the end of this year. Business rules and alerting criteria are under review and training in the effective use of the platform will be delivered to EMAs.

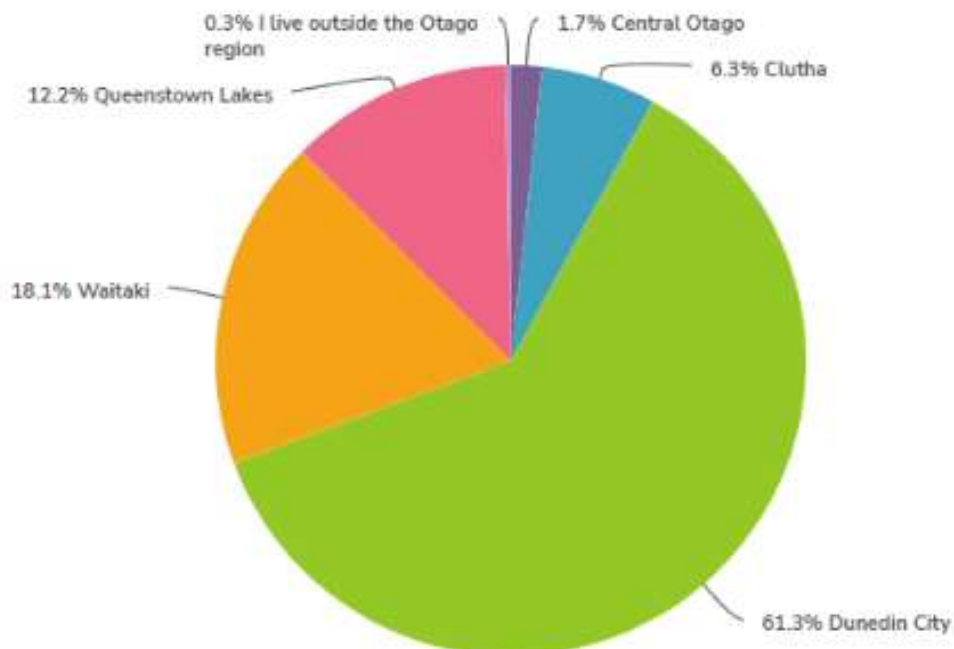
## Triennial Preparedness Survey update

This project looks at residents' preparedness for an emergency.

- The survey asks questions about residents' hazard awareness, personal preparedness, communication during an emergency, and awareness of recent campaigns.
- The survey includes demographic information (age, gender, area, ethnicity, household situation, and rural or urban location). This ensures we get a good cross section of people and that we can understand different points of view.
- The survey is being conducted throughout June/July and residents can choose to enter the draw for a \$200 supermarket voucher
- Surveys are being completed online via a social media campaign and through a panel provider
- The survey is aiming to gather at least 850 responses from across the region with all districts included in the sample.
- The information will be collated and reported to EMO as a written report at the end of July. The results will be analysed by a regional level and by a district level. Individual responses will not be reported to EMO and the dataset will not be made available to any other party.

You can find the survey here <https://survey.alchemer.com/s3/6862643/Emergency-Management-Otago-2022>

As of 20<sup>th</sup> June, there have been 287 responses, the district breakdown for responses is as depicted below.



## Annual Plan 22 / 23

The annual CDEM business plan for the 2022 / 2023 financial year is attached (Appendix B).

I will be reporting on this plan quarterly moving forward.

The aim is to give context to the work we are undertaking whilst also giving the reader the ability to ascertain the health and function of the group at a glance with nine (9) high level metrics.

Additional information regarding all of our deliverables will also be reported on.

## Financial Report (July 2021 – May 2022)

<u>21 / 22 YTD Budget</u>	<u>21 / 22 YTD Actual</u>	<u>Tracking</u>
\$2,500,694.91	\$2,365,865.92	-5%

The 5% underspend has been as a result of a number of staff vacancies and related activity that were carried over 5 months.

Events and activities have also been cancelled due to COVID restrictions that have also had financial implications.

The Emergency Management reserve (-\$63,918) remains in deficit due to the 2020 COVID response.

### Recommendations:

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





**Emergency  
Management Otago**  
Te Rākau Whakamarumarū Ōtākou

**OTAGO CIVIL DEFENCE AND EMERGENCY MANAGEMENT**

**AGREEMENT**

**AGREEMENT dated this 30 day of June 2022**

---

**Otago Regional Council ("ORC")**

**Central Otago District Council ("CODC")**

**Clutha District Council ("CDC")**

**Queenstown Lakes District Council ("QLDC")**

**Dunedin City Council ("DCC")**

**Waitaki District Council ("WDC")**

## 1. DEFINITIONS

Terms used in this Agreement (including Schedules) which are defined in the CDEM Act have the same meaning.

- 1.1 **Administering authority** means the Otago Regional Council<sup>1</sup>.
- 1.2 **Agreement** means this Otago CDEM Agreement signed by all Parties; and includes Schedules A, B and C that may be amended from time to time.
- 1.3 **CDEM** means Civil Defence Emergency Management
- 1.4 **CDEM Act** means the Civil Defence Emergency Management Act 2002.
- 1.5 **Otago Civil Defence Emergency Management Group region** means the area covered by Otago CDEM Group. This is based on the boundaries of the territorial authority members of the Otago CDEM Group.
- 1.6 **Otago Civil Defence Emergency Management Group ('Group')** means the joint standing committee<sup>2</sup> of representatives of local authorities within the Otago CDEM Group.
- 1.7 **CEG** means the Civil Defence Coordinating Executive Group established in accordance with the CDEM Act.<sup>3</sup>
- 1.8 **EMO or Emergency Management Otago** are CDEM career professionals employed by the ORC, responsible for delivering a range of services on behalf of the Group that enables the Group to fulfil its role.
- 1.9 **Local Authority** means both regional council and territorial authorities that are members of the Group, hereafter also referred to as **Parties**.
- 1.10 **ORC** means the Otago Regional Council
- 1.11 **ORC Executive Manager** means the direct supervisor to the Manager Emergency Management Otago.
- 1.12 **TA or Territorial Authority** means a city council or a district council.
- 1.13 **Lead** means to be accountable for, organise, direct deliver and fund CDEM activity.
- 1.14 **Support** means to give direct or indirect assistance in the development and delivery of CDEM activity.
- 1.15 **Coordinate** means to bring different elements (resources, activities or organisation) together, for development of efficient and effective delivery of CDEM activity.

---

<sup>1</sup> Civil Defence Emergency Management Act, Section 23

<sup>2</sup> Local Government Act 2002, Schedule 7, Clause 30 (1) (b)

<sup>3</sup> CDEM Act, Section 20 (1)

## **2. BACKGROUND**

- 2.1. On the 31<sup>st</sup> May 2003 the Local Authorities established the Otago Civil Defence Emergency Management Group ('Group') as a joint standing committee of the Local Authorities as required by the CDEM Act'.<sup>4</sup>
- 2.2. The Local Authorities and the Group have functions, powers and duties under the CDEM Act.
- 2.3. Following a comprehensive review of CDEM in the Otago region in 2016, the Group resolved that it's operational responsibilities for CDEM under the CDEM Act be combined and delivered through one team to be known as EMO, with the intention that each Council is to be an active equal participant in the establishment, development and control of EMO.
- 2.4. This new Agreement signed by all Parties, supersedes all previous agreements associated with Group arrangements for the delivery of joint CDEM services.

## **3. PURPOSE OF CIVIL DEFENCE EMERGENCY MANAGEMENT**

The purpose of CDEM is to:

- Improve and promote the sustainable management of hazards in a way that contributes to the social, economic, cultural and environmental well-being and safety of the public and also to the protection of property.
- Encourage and enable communities to achieve acceptable levels of risk including, without limitation, identifying, assessing, and managing risks; consulting and communicating about risks; identifying and implementing cost-effective risk reduction; and monitoring and reviewing the process.
- Provide for planning and preparation for emergencies and for response and recovery in the event of an emergency.
- Coordinate through regional groups, planning, programmes and activities related to CDEM across the areas of reduction, readiness, response and recovery and encourage co-operation and joint action within those regional groups.
- Provide a basis for the integration of national and local CDEM planning and activity through the alignment of local planning, with a national strategy and national plan.
- Encourage the coordination of emergency management, planning, and activities related to CDEM across the wide range of agencies and organisations preventing or managing emergencies.

---

<sup>4</sup> CDEM Act 2002, Section 12

#### **4. PURPOSE**

- 4.1. The purpose of this Agreement is to define the roles and responsibilities between the Group, CEG, the ORC and TA's to deliver CDEM for the Group's area under the CDEM Act.
- 4.2. ORC is the Administering Authority for the Civil Defence Emergency Management Group and employs EMO personnel). This agreement sets out the lines of command and control for EMO in respect of the relationship between Group, CEG and ORC.

#### **5. VISION AND PRINCIPLES**

Otago CDEM Vision:

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

- 5.1 This Agreement is intended to reflect and give effect to the guiding principles in the Group Plan.

#### **6. FUNCTION, GOVERNANCE, AND OBLIGATIONS**

##### **Governance**

- 6.1. The Group oversees the delivery of the functions, duties and power of the Group, under the CDEM Act.
- 6.2. The CEG is established under the CDEM Act to provide management oversight to Otago CDEM.
- 6.3. The CEG is statutorily responsible for providing advice to the Group and implementing as appropriate, the decisions of the Group.
- 6.4. The CEG is statutorily responsible for overseeing the implementation, development, maintenance, monitoring and evaluation of the Otago CDEM Group Plan.

##### **Otago Regional Council's Role In relation to CDEM**

- 6.5. There are three roles of ORC in respect to CDEM. The first is the statutory role as the administering authority for the Group as required by the CDEM Act. The second is the role as employer of the Emergency Management Otago staff. The third is a member of the Group and CEG (The role of ORC on the CEG and Group is as for all members).
- 6.6. In its role as the Administering Authority, the ORC is responsible for the provision of administrative and related services that may from time to time be required by the Group..
- 6.7. In its role as the employer and facilitator of Emergency Management Otago, the ORC shall provide the following services in support of the entire Group:
  - The administration of Group finances and budgets, entering into contracts with service providers and procurement on behalf of the Group.

- Staff management of EMO staff, including oversight of Emergency Management Otago's work programme, performance management, health and safety policy and systems, equipment and fleet vehicles.
- For the avoidance of any doubt, all ORC policies including but not limited to staff conduct, performance, health and safety, procurement, financial management and ORC delegations apply to all EMO staff and Group activities at all times.

6.8. In its role as a member of the Group and CEG, the ORC shall provide the following services in support of the entire Group:

- a) An area adequate for the Group Emergency Coordination Centre (building to meet appropriate standard – IL4), and to a scale to meet its role in a major regional level response<sup>5</sup>. This facility must have capacity, workspace and adequate trained staffing to support 24-hour extended operations where required.
- b) Expertise in hazard knowledge in the region.

### **Recruitment**

6.9. In terms of the position of Manager Emergency Management Otago, the interview panel must include a member of CEG independent of the ORC.

### **Parties Specific Obligations**

6.10. The functions, roles and responsibilities for Parties and EMO are set out in full in Schedule A to this Agreement. The mandate for these roles and responsibilities are in line with the CDEM Act or as agreed by all Parties.

6.11. Schedule B to this Agreement sets out the roles and responsibilities with reference to CDEM revenue and finances.

6.12. The Group commits to the prudent management of its annual operating budget (i.e. within a variance of no more than 5% at year-end). This commitment is subject to resource demands from civil defence emergencies. For the avoidance of doubt the Group budget process is via the Otago Regional Council Long Term or Annual Planning Process and ORC policies for sensitive expenditure, contract management, procurement, travel and all other relevant policies apply.

6.13. All Parties must use their best endeavours to implement and perform the duties outlined in Schedules to this Agreement.

### **General Obligations**

6.14. Each Party must act in accordance with the purpose and principles of this Agreement.

6.15. Each Party must do all things necessary to give effect to this Agreement.

6.16. Each Party must make all necessary delegations to enable this Agreement to be implemented in full.

---

<sup>5</sup> Major regional level response as per CIMS 3<sup>rd</sup> edition

## **Indemnity**

6.17. Each party must, on demand, fully indemnify the other parties for any liability or loss whatsoever which they incur as a result of any act or omission of the first party.

## **CDEM Staff Management**

6.18. Emergency Management Otago staff are CDEM career staff. All EMO staff are the employees of ORC. Otago TAs under this agreement, will not employ any career CDEM staff outside of this Agreement.

6.19. The ORC Executive Manager will liaise with the CEG chair when conducting an annual and half year performance review of the Manager Emergency Management Otago so that the operational performance can be fairly assessed and reported on.

## **7. FINANCE MATTERS**

7.1. From the date of signing of this Agreement, the methodology for funding for the Otago CDEM service to deliver CDEM functions outlined in this Agreement, specifically Schedule A, will be through:

- Group CDEM service delivery: CDEM Regional Targeted Rate<sup>6</sup>.
- TA CDEM service delivery: Respective Territorial Authority budget.

7.2. A revenue and financial statement is detailed in Schedule B of this Agreement.

7.3. A review of the financial methodology for funding CDEM services in the Otago should be undertaken consistent with the duration and review under section 9 of this Agreement.

## **8. DURATION AND REVIEW OF AGREEMENT**

The duration of the Agreement is 10 years from 30 June 2022 (expiration date), provided that the provisions of this Agreement shall continue to apply if the Parties agree that it shall continue for a specified period. This Agreement shall bind successors.

8.2. Any of the Parties may terminate their partnership in this Agreement at the first specified expiration date of this Agreement, by sending to all other Parties, one year's notice of termination in writing. At the date of the coming into effect of the notice that Local Authorities right to participate in this Agreement and the negotiations for the renewal or extension of this Agreement shall cease, but without prejudice to any liabilities and responsibilities up to the date of the coming into effect of the notice.

---

<sup>6</sup> CDEM Regional Targeted Rate means the annual rate set by Otago Regional Council under the Local Government (Rating) Act 2002 to fund the budget approved by the Group for CDEM services.

- 8.3. Review of this Agreement shall commence eighteen months prior to the expiration date, or as agreed otherwise by the Parties; the Group shall meet in good faith to negotiate the renewal or extension with or without amendments.
- 8.4. Review and amendments to the Schedules in this Agreement are to occur on changes to legislation impacting CDEM, or further policy guidance and procedures stemming from the National Emergency Management Systems Reform, CDEM Reviews, emergency event reviews or as a result of all Parties agreeing amendments for enhanced CDEM service delivery.
- 8.5. The Parties acknowledge review and amendment to the Schedules in this Agreement will be instigated, considered and recommended by CEG. Amendments to the Agreement can only be authorised by the Parties in writing.

## **9. DISPUTES**

The primary object of this section is to ensure that any dispute between Parties will be resolved as quickly and as informally as possible. Particular regard is to be had to that primary object in the interpretation or implementation of this section.

- 9.1 The purpose and principles of this Agreement must be applied by all Parties to try and resolve disputes.
- 9.2 Parties to any dispute must try in good faith to resolve that dispute by direct negotiation.
- 9.3 One Party must give written notice of a dispute on the other Parties(s).
- 9.4 If the dispute is not resolved within 10 working days of receipt of the notice of dispute, or such longer time as the Parties may agree, then the dispute must be referred to the Chairperson of CEG.
- 9.5 The Chairperson of the CEG will attempt to facilitate agreement. If no agreement is reached within a further 10 working days, then the dispute must be referred to mediation.
- 9.6 If referred to mediation, then such mediation will be conducted by a mediator jointly appointed by the Parties. If the Parties fail to agree on a mediator within 10 working days of the expiry of the date in clause 10.7, then the mediator shall be appointed by the President of the New Zealand Law Society or his or her nominee.
- 9.7 The costs of mediation must be paid equally by the Parties to the mediation.
- 9.8 Nothing in this section precludes any party seeking interim relief from any Court or initiating legal proceedings. However, Parties must utilise the dispute procedures in clauses 10.1 to 10.9 before taking legal action(s).

## **10. DISSOLUTION**

In the event that EMO is dissolved for any purpose other than as a result of a Local Government reorganisation then:

10.1 Any lease or arrangement between the Parties for the purpose of EMO shall be deemed to be at an end as at the date of dissolution.

## **11. NOTICES**

Any notice under this Agreement is to be in writing and may be made by email, personal delivery or post to the address of each Local Authority.

11.2. No communication shall be effective until received. A communication shall be deemed to be received by the addressee, unless the contrary is proved:

- In the case of a transmission by email on receipt of confirmation of receipt by the sender of the email,
- In the case of personal delivery, when delivered, and
- In the case of post on the third working day following posting.

## **12. COUNTERPARTS**

This Agreement may be signed in any number of identical counterpart copies and transmitted in hard copy or electronically, all of which taken together shall make up one agreement.



**Agreement signed by...**



**Andrew Noone**  
Chair  
Otago Regional Council

-----  
*Signature*

-----  
*Date*

**Pim Borren**  
Chief Executive  
Otago Regional Council

-----  
*Signature*

-----  
*Date*



**Aaron Hawkins**  
Mayor  
Dunedin City Council

-----  
*Signature*

-----  
*Date*

**Sandy Graham**  
Chief Executive  
Dunedin City Council

-----  
*Signature*

-----  
*Date*



**Tim Cadogan**  
**Mayor**  
**Central Otago District Council**

-----  
*Signature*

-----  
*Date*

**Sanchia Jacobs**  
**Chief Executive**  
**Central Otago District Council**

-----  
*Signature*

-----  
*Date*



**Clutha**  
**District Council**

**Bryan Cadogan**  
**Mayor**  
**Clutha District Council**

-----  
*Signature*

-----  
*Date*

**Steve Hill**  
**Chief Executive**  
**Clutha District Council**

-----  
*Signature*

-----  
*Date*



# Waitaki

DISTRICT COUNCIL  
TE KAUNIHERA Ā ROHE O WAITAKI

**Gary Kircher**  
**Mayor**  
**Waitaki District Council**

-----  
*Signature*

-----  
*Date*

**Alex Parmley**  
**Chief Executive**  
**Waitaki District Council**

-----  
*Signature*

-----  
*Date*



**QUEENSTOWN  
LAKES DISTRICT  
COUNCIL**

**Jim Boulton**  
**Mayor**  
**Queenstown Lakes District Council**

-----  
*Signature*

**Mike Theelen**  
**Chief Executive**  
**Queenstown Lakes District Council**

-----  
*Signature*

-----  
*Date*

Schedule A Otago CDEM Roles and Responsibilities

The functions, roles and responsibilities by function for Otago CDEM Group member Councils and Emergency Management Otago (EMO) are set out in full in this Schedule. The mandate for these roles and responsibilities are in line with the CDEM Act and supporting statutory requirements or as agreed by all Parties (Councils and EMO).

This Schedule details the following functions and respective roles and responsibilities for each of these functions:

Emergency Management Otago	Otago Regional Council	Territorial Authorities
<b>Business Continuity Management</b>  Disruptions are an expected part of business, so it’s important to be prepared for when they occur. Disruptions can be internal events that impact on organisation alone (eg: IT system failure), or external events that could impact across several organisations and locations (e.g., earthquake).		
<ul style="list-style-type: none"><li>Undertake business continuity planning for Emergency Management Otago to be capable of delivering essential services and a functioning GECC during a crisis / emergency event and through the recovery.</li></ul>	<ul style="list-style-type: none"><li>Undertake business continuity planning for Otago Regional Council to be capable of delivering essential services and a functioning GECC during a crisis / emergency event and through the recovery</li></ul>	<ul style="list-style-type: none"><li>Undertake business continuity planning for the territorial authority to be capable of delivering essential services and a functioning EOC during a crisis / emergency event and through the recovery</li></ul>
<b>Capability Development, Training and Exercises</b>  Training and exercising progressively enhances individuals, local authorities and the Otago CDEM Group’s capability to prepare for and manage emergencies and resources, using lessons learnt. The CDEM Group and each member of the Group are to take all steps necessary on an ongoing basis to maintain and provide, or to arrange the provision of, or to otherwise make available suitably trained and competent personnel, including volunteers, and an appropriate organisational structure for those personnel, for effective civil defence emergency management.		
<ul style="list-style-type: none"><li>Develop, deliver and report on training and exercise programmes for all local authority staff with a CDEM role.</li><li>Coordinate professional development of all CDEM career staff.</li></ul>	<ul style="list-style-type: none"><li>Agree sufficient access to all ORC staff identified in CDEM roles with supervisors to ensure they’re available for, attend and complete all competencies associated with training and exercises in accordance with the agreed training schedule.</li></ul>	<ul style="list-style-type: none"><li>Make all staff identified in CDEM roles available for, attend and complete all competencies associated with training and exercises in accordance with the agreed training schedule.</li><li>Support community training and exercises</li></ul>
<b>Community Resilience and Partnership</b>  Community resilience in the Civil Defence and Emergency Management context, can best be described as the community’s ability to cope with, bounce back and learn from adversity encountered during and after disasters. There are activities to support in building community resilience. These activities are community engagement, community planning, public education, monitoring and evaluation to measure community resilience. The integration and inclusion of iwi in community resilience activities cements the Otago CDEM principles of Māori partnership.		
<b>Community Resilience</b> <ul style="list-style-type: none"><li>Development and implementation of community planning guidance documents and templates to support local CDEM Community Resilience activities and planning processes.</li><li>Support regional and local level Community Resilience activities and planning.</li><li>Support the development of Community Response Plans for local communities with relevant Territorial Authority as required.</li><li>Ensure that the CDEM component of iwi and hapū management plans are coordinated at Group and local level (as required).</li></ul> <b>Public Education</b>	<b>Community Resilience</b> <ul style="list-style-type: none"><li>Support EMO and local level Community Resilience activities by commitment of staff resources and technical information to assist in local Community Resilience activities (hazard specific) as required.</li><li>Ensure whole-of-council approach to Regional Council Community Resilience activities.</li></ul>	<b>Community Resilience</b> <ul style="list-style-type: none"><li>Partner with EMO planning for all Community Resilience activities at the local level.</li><li>Commitment of local council staff / resources to conduct Community Resilience activities.</li><li>Support CDEM engagement with local communities.</li><li>Support the development of Community Response Plans.</li><li>Ensure whole-of-council approach to local level Community Resilience activities.</li><li>Consider the CDEM component of iwi and hapū management plans and coordination at local level (as required).</li></ul>

Emergency Management Otago	Otago Regional Council	Territorial Authorities
<ul style="list-style-type: none"> <li>Lead the planning for and coordination of Public Education activities at the Group level.</li> <li>Support local level Public Education activities.</li> <li>Fund and maintain Group resources for Public Education.</li> <li>Develop and maintain an Otago CDEM Group website and social media presence.</li> </ul>		<b>Public Education</b> <ul style="list-style-type: none"> <li>Support Public Education activities at the local level.</li> <li>Fund and maintain local resources for Public Education.</li> </ul>
<b>Equipment</b> Includes all equipment to support readiness, response and recovery activities.		
<ul style="list-style-type: none"> <li>Provide and implement guidance and set policy on minimum specifications and standards, and functionality of CDEM equipment required for EOCs/ GECC across the region.</li> <li>Ensure procurement and maintenance of equipment, software and Information Communications and Technology (ICT) systems owned by Otago Regional Council in accordance with Otago Regional Council policies.</li> <li>Coordinate all CDEM Group responsibilities for effective interoperability with National CDEM systems</li> </ul>	<ul style="list-style-type: none"> <li>Fit out and provide associated Information Technology (IT) equipment and infrastructure for EMO staff and GECC facilities (and alternate sites).</li> <li>Implement minimum equipment standards required for GECC in line with CDEM Group policy.</li> <li>Own equipment and associated infrastructure, to cover costs to maintain it to an operational standard and to manage and conduct maintenance programme.</li> <li>Provide EMO with furniture and equipment for staff located at Otago Regional Council offices.</li> <li>Undertake fleet management of all Emergency Management Otago vehicles.</li> <li>Procure any priority equipment required by the activated GECC to ensure effective operational capability of the GECC.</li> </ul> <p>For the avoidance of doubt equipment and fleet will be managed under the relevant policies of the Otago Regional Council, including procurement, replacement and asset management.</p>	<ul style="list-style-type: none"> <li>Fit out and provide associated Information Technology (IT) equipment and infrastructure for EOC facilities (and alternate sites).</li> <li>Implement minimum equipment standards required for EOC, ICPs and CDCs as required in line with CDEM Group policy.</li> <li>Own equipment and associated infrastructure, to cover costs to maintain it to an operational standard and to manage and conduct maintenance programme.</li> <li>Provide EMO with furniture and equipment for Emergency Management Officer staff embedded within districts.</li> <li>Provide ICT and property support, procure any priority equipment required to the EOC or Recovery Office in activation to ensure effective operational capability of the EOC equipment.</li> </ul>
<b>Facilities</b> Includes any facility to support readiness, response and recovery activities.		
<ul style="list-style-type: none"> <li>Serve as custodians of the GECC to ensure operational readiness, in consultation with ORC Support Services who are responsible for building management, maintenance, changes to building layout or function and cleaning of the GECC.</li> <li>Provide guidance on functionality and safety of EOC and GECC facilities.</li> <li>Activation of GECC facility as required for response.</li> </ul>	<ul style="list-style-type: none"> <li>Provide and maintain GECC facilities (and alternate facilities) for operational response.</li> <li>Provide EMO with fit for purpose office space.</li> <li>Support the activation of the GECC facility if required for response if requested by the Group Controller.</li> </ul>	<ul style="list-style-type: none"> <li>Provide council-based EMO staff with fit for purpose office space.</li> <li>Provide and maintain EOC (and alternate) facilities for operational response.</li> <li>Provide facilities or enter into agreements for the provision of facilities to serve as Civil Defence Centres (CDCs).</li> <li>Activation of EOC facility as required for response.</li> <li>Activation of CDCs as required in response.</li> </ul>

Emergency Management Otago	Otago Regional Council	Territorial Authorities
<b>Financial Management</b> The CDEM Group is to ensure allocation of financial budget to ensure effective delivery of the of CDEM services as outlined in the Group Plan.		
<b>Emergency Management Budgets</b> <ul style="list-style-type: none"> <li>Lead, develop, manage and administer CDEM Group budgets, including Capital Expenditure (CAPEX) and operational expenditure (OPEX), for the endorsement of CEG and approval by Joint Committee. However, the decision regarding the budget rated for annually ultimately sits with the Otago Regional Council.</li> <li>Manage costs in line with budget.</li> <li>Manage and administer specific contractual arrangements for services delivered by EMO.</li> <li>Coordinate and provide reporting on the CDEM Group budget and resourcing.</li> </ul>	<b>Emergency Management Budgets</b> <ul style="list-style-type: none"> <li>Provide financial management and accounting services for CDEM Group budget.</li> <li>Manage, administer and submit reporting to the CDEM Group of Regional Council budgets for regional CDEM delivery</li> <li>Provide staff time and travel and accommodation costs associated with attendance at training and exercises.</li> </ul>	<b>Emergency Management Budgets</b> <ul style="list-style-type: none"> <li>Manage, administer and submit reporting to the CDEM Group of Territorial Authority CDEM budgets.</li> <li>Fund any operating costs for Territorial Authority EOCs (including catering, stationery and contractors).</li> <li>Provide staff time and travel and accommodation costs associated with attendance at training and exercises.</li> <li>Fund community training and exercises.</li> <li>Submit reporting to the CDEM Group on Territorial Authority CDEM budget and resourcing.</li> </ul>
<b>Governance and Management</b>		
<b>Joint Committee</b> <ul style="list-style-type: none"> <li>Implements the CDEM Group Plan on behalf of the Joint Committee.</li> <li>Coordination, management and preparation of all agendas, reports, supporting papers and presentations on Group matters to the Joint Committee.</li> </ul> <b>Coordinating Executive Group (CEG)</b> <ul style="list-style-type: none"> <li>Supports the CEG in carrying out its directions from the Joint Committee and its obligations under the CDEM Act.</li> <li>Coordination, management and preparation of all agendas, reports, supporting papers and presentations to CEG.</li> </ul> <b>CEG Operations Sub-committee</b> <ul style="list-style-type: none"> <li>Coordinates those activities arising from the CEG Sub-Committees and reports to them on a regular basis.</li> <li>Coordination, management and preparation of all agendas, reports, supporting papers and presentations to CEG Operations Sub-committee.</li> </ul>	<b>Joint Committee</b> <ul style="list-style-type: none"> <li>Active participation through appointed designates.</li> <li>As Administrating Authority provide governance and secretarial support to the Joint Committee.</li> <li>Provide reports and recommendations on Regional Council matters to the Joint Committee.</li> <li>Provide reports, decisions and recommendations back to Regional Council on CDEM Group matters</li> </ul> <b>Coordinating Executive Group (CEG)</b> <ul style="list-style-type: none"> <li>Active participation through appointed designates and provide support as agreed to lead delivery of the regional CDEM work programme.</li> <li>Develop and implement specific Regional Council Annual Plan tasking in a Regional Council CDEM work programme with alignment to CDEM Group Annual Plan.</li> </ul> <b>CEG Operations Sub-committee</b> <ul style="list-style-type: none"> <li>Active participation through appointed designates and support the CEG Sub-committees.</li> </ul>	<b>Joint Committee</b> <ul style="list-style-type: none"> <li>Active participation through appointed designates.</li> <li>Provide reports and recommendations on Territorial Authority matters to the Joint Committee.</li> <li>Provide reports, decisions and recommendations back to Territorial Authorities on CDEM Group matters.</li> </ul> <b>Coordinating Executive Group (CEG)</b> <ul style="list-style-type: none"> <li>Active participation through appointed designates and provide support as agreed to lead delivery of local CDEM work programme.</li> <li>Develop and implement specific Territorial Authority Annual Plan tasking in a local level CDEM work programme with alignment to CDEM Group Annual Plan.</li> </ul> <b>CEG Operations Sub-committee</b> <ul style="list-style-type: none"> <li>Active participation appointed designates and support the CEG Sub-committees.</li> <li>Ensure the alignment of CDEM Group Annual Plan and local CDEM work programmes.</li> </ul>

Emergency Management Otago	Otago Regional Council	Territorial Authorities
	<ul style="list-style-type: none"> <li>Ensure the alignment of CDEM Group Annual Plan and Regional CDEM work programmes.</li> </ul>	
<b>Hazard and Risk Management</b>  In relation to relevant hazards and risks: identify, assess, and manage those hazards and risks; consult and communicate about risks; identify and implement cost-effective risk reduction. Identification of the hazards and risks in a Group area that may result in an emergency that requires national-level support and co-ordination.		
<ul style="list-style-type: none"> <li>Ensure effective planning and response to all hazards and risks in line with legislated responsibilities.</li> <li>Develop and monitor the hazard profile for the Otago CDEM Group as per the hazardscape detailed in the Otago CDEM Group Plan.</li> <li>Lead effective planning for response through collaboration on hazard risk management for hazards with cross regional and national impacts.</li> <li>This activity is undertaken in concert with the expertise of the ORC Natural Hazards Team.</li> </ul>	<ul style="list-style-type: none"> <li>Lead identification of hazards (as required) in accordance with the hazard scape outlined in the CDEM Group Plan at the regional level.</li> <li>Own and manage the hazards (as required) and risk within the appropriate area of responsibility as mandated through the Regional Policy Statement in alignment with the hazardscape detailed in the Otago CDEM Group Plan.</li> <li>Fund and manage hazard investigation within the appropriate area of responsibility as mandated through the Regional Policy Statement in alignment with the hazardscape detailed in the Otago CDEM Group Plan</li> <li>Support effective planning for response through collaboration on hazard risk management for hazards with cross regional and national impacts.</li> </ul>	<ul style="list-style-type: none"> <li>Own and manage the hazards and risk (as required) within the appropriate area of responsibility as mandated through the Regional Policy Statement in alignment with the hazardscape detailed in the Otago CDEM Group Plan.</li> <li>Fund and manage hazard research within the appropriate area of responsibility as mandated through the Regional Policy Statement in alignment with the hazardscape detailed in the Otago CDEM Group Plan</li> <li>Support communicating hazards and risks to respective communities.</li> </ul>
<b>Lifeline Utilities</b>  Lifeline’s failures can disrupt and endanger the wellbeing of local and regional communities. Effective relationships, priority of response protocols and lead agency role definition can reduce the risk such failures may pose. Lifeline utility means an entity named or described in the CDEM Act 2002 in Part A of Schedule 1, or that carries on a business described in the CDEM Act, Part B of Schedule 1		
<ul style="list-style-type: none"> <li>Support Lifelines Utilities in the hazard risk assessment and planning for hazard risk reduction activities on lifelines utilities infrastructure in alignment with the hazardscape detailed in the Otago CDEM Group Plan.</li> <li>Provide administrative and project management support, networking, development opportunities and exercising for to the Otago Lifelines Group.</li> <li>Represent the Otago Lifelines Group and Otago CDEM Group at National forums.</li> </ul>	<ul style="list-style-type: none"> <li>Lead hazard risk assessment and planning for hazard risk reduction and response activities on key Regional Council services and infrastructure.</li> <li>Support lifelines projects and activities.</li> </ul>	<ul style="list-style-type: none"> <li>Lead hazard risk assessment and planning for hazard risk reduction and response activities on key Territorial Authority services and infrastructure defined as Lifeline Utilities under Schedule 1 of the CDEM Act.</li> <li>Support lifelines projects and activities through appointing a lifelines representative to the Otago Lifelines Group and active participation of its key lifelines managers.</li> <li>Provide LUCs for services defined under the CDEM Act.</li> <li>Activate staff to lead, coordinate and support the delivery of Lifeline Utilities (Territorial Authority) functions in response and recovery at the local level.</li> </ul>
<b>Planning</b>		

Emergency Management Otago	Otago Regional Council	Territorial Authorities
<p>Fundamental to any successful undertaking is attention to planning and preparation. Whilst we pay attention to the plans that are produced, the process of planning is important to ensure that the plans developed meet the needs of the people affected.</p> <p>CDEM Groups and agencies are expected to routinely incorporate CDEM arrangements into their business planning and risk management processes, and to regularly monitor and report on their progress as appropriate. This is an important role to play in making progress towards the vision of a ‘Resilient New Zealand’.</p>		
<p><b>Otago CDEM Group Plan</b></p> <ul style="list-style-type: none"> <li>Lead the development, implementation, maintenance, monitoring and evaluation of the Otago CDEM Group Plan using approved processes.</li> </ul> <p><b>Otago CDEM Business Plan</b></p> <ul style="list-style-type: none"> <li>Lead the development, implementation, maintenance, monitoring and evaluation of the Otago CDEM Business Plan.</li> <li>Provide advice and guidance on the development of regional and local level CDEM work programmes in alignment to the Otago CDEM Business Plan.</li> </ul> <p><b>Pre-event response action planning</b></p> <ul style="list-style-type: none"> <li>Lead CDEM Group response planning.</li> <li>Support the development, implementation, maintenance of regional and local level response plans.</li> </ul> <p><b>Standard Operating Procedures</b></p> <ul style="list-style-type: none"> <li>Lead the development, implementation, maintenance of CDEM Group Standard Operating Procedures as required.</li> </ul> <p><b>Recovery planning</b></p> <ul style="list-style-type: none"> <li>Lead the development, implementation, maintenance of the Otago CDEM Group Recovery Plan.</li> <li>Provide advice and guidance on the development of the Local Recovery Plan.</li> </ul> <p><b>Financial planning</b></p> <ul style="list-style-type: none"> <li>Lead the development, implementation, maintenance of a CDEM Group policy on the management of response and recovery claims.</li> </ul>	<p><b>Otago CDEM Group Plan</b></p> <ul style="list-style-type: none"> <li>Support, the development, implementation, maintenance, monitoring and evaluation of the Otago CDEM Group Plan.</li> <li>Ensure alignment between the Otago CDEM Group Plan and Regional Council Long Term Plans.</li> </ul> <p><b>Pre-event response action planning</b></p> <ul style="list-style-type: none"> <li>Support development, implementation, maintenance of CDEM response planning for Regional Council.</li> </ul> <p><b>Standard Operating Procedures</b></p> <ul style="list-style-type: none"> <li>Support the development, implementation, maintenance of CDEM Standard Operating Procedures as required</li> </ul> <p><b>Recovery planning</b></p> <ul style="list-style-type: none"> <li>Support the development, implementation, maintenance of Regional Council Recovery Plan for key council infrastructure and assets.</li> </ul> <p><b>Financial planning</b></p> <ul style="list-style-type: none"> <li>Support the development, implementation, maintenance of CDEM Group policy on the management of response and recovery claims.</li> </ul>	<p><b>Otago CDEM Group Plan</b></p> <ul style="list-style-type: none"> <li>Support, the development, implementation, maintenance, monitoring and evaluation of the Otago CDEM Group Plan.</li> <li>Ensure alignment between the Otago CDEM Group Plan and Territorial Authority Long Term Plans.</li> </ul> <p><b>Pre-event response action planning</b></p> <ul style="list-style-type: none"> <li>Support development, implementation, maintenance of CDEM response planning for Territorial Authorities.</li> </ul> <p><b>Standard Operating Procedures</b></p> <ul style="list-style-type: none"> <li>Support the development, implementation, maintenance of CDEM Standard Operating Procedures as required.</li> </ul> <p><b>Recovery planning</b></p> <ul style="list-style-type: none"> <li>Support the development, implementation, maintenance of Local Recovery Plan with alignment to Group Recovery Plan.</li> </ul> <p><b>Financial planning</b></p> <ul style="list-style-type: none"> <li>Support the development, implementation, maintenance of CDEM Group policy on the management of response and recovery claims.</li> </ul>
<p><b>Public Information Management</b></p> <p>Public information management (PIM) enables people affected by an emergency to understand what is happening and take the appropriate actions to protect themselves. This is achieved by making sure that timely, accurate, and clear information is shared with the public in an emergency.<sup>15</sup> Strategic communications<sup>16</sup> is a core component of Public Information Management activities.</p>		



Emergency Management Otago	Otago Regional Council	Territorial Authorities
<p><b>Public Information Management (PIM) staff</b></p> <ul style="list-style-type: none"> <li>Group Public Information Manager provided by EMO.</li> <li>Coordinate the provision of a 24/7 duty Group PIM function.</li> </ul> <p><b>Public Information Management planning</b></p> <ul style="list-style-type: none"> <li>Lead and manage all Group level PIM activities.</li> <li>Develop and implement consistent messages in line with national messaging and where required develop SOPs for the Group and provide coordination and advice for Group and Local PIMs.</li> <li>Administer and maintain Group level PIM forums and meetings.</li> <li>Conduct PIM for CDEM Group and support local PIMs (if established) during response and recovery.</li> </ul>	<p><b>Public Information Management staff</b></p> <ul style="list-style-type: none"> <li>Alternate Group Public Information Managers provided by Regional Council.</li> <li>Provide staff to support a 24/7 duty Group PIM function.</li> <li>Provide communications/ media staff to receive training and support the Group and local PIM functions, including strategic communications.</li> </ul> <p><b>Public Information Management planning</b></p> <ul style="list-style-type: none"> <li>Support all CDEM Communications and Social Media activities at the Group and local level as required.</li> <li>Support consistent CDEM messaging across all Regional Council social media platforms and websites.</li> <li>Provide communications/ media staff to support the Group and Local PIM function during response and recovery if required.</li> </ul>	<p><b>Public Information Management staff</b></p> <ul style="list-style-type: none"> <li>Local Public Information Manager and alternates provided by Territorial Authorities.</li> <li>Provide the agreed number of PIM staff to receive training and assist with the dissemination of CDEM information via any platform as required.</li> </ul> <p><b>Public Information Management planning</b></p> <ul style="list-style-type: none"> <li>Lead and manage all local level PIM activities.</li> <li>Support all CDEM Communications and Social Media activities at the Group and local level as required.</li> <li>Support consistent CDEM messaging across all Territorial Authority social media platforms and websites.</li> <li>Ensure effective delivery of PIM in response and recovery at the local level.</li> </ul>
<p><b>Reporting, Monitoring and Evaluation</b></p> <p>All members of the CDEM Group must provide reports that may be required by the Group. Monitoring and evaluation provide a method for learning from experience, analysing capability, planning and allocating resources, and demonstrating results as part of accountability to stakeholders.</p>		
<p><b>Reporting</b></p> <ul style="list-style-type: none"> <li>Facilitate agreed reporting to Joint Committee, CEG and CEG Operations Subcommittee.</li> <li>Coordinate and publish annual report against the Otago CDEM Group Annual Plan and the Otago CDEM Group Plan to CEG, Joint Committee and ORC Council</li> <li>Provide reporting to Territorial Authorities and Regional Council on staff training registration, attendance and completion of competencies associated with training.</li> </ul> <p><b>Monitoring and Evaluation</b></p> <ul style="list-style-type: none"> <li>Lead and implement Monitoring and Evaluation process for CDEM Group.</li> <li>Monitor progress against the goals, objectives and outcomes of the CDEM Group Plan on behalf of the Joint Committee.</li> <li>Develop and implement a framework for conducting post-event reviews and corrective action plans for the CDEM Group.</li> </ul>	<p><b>Reporting</b></p> <ul style="list-style-type: none"> <li>Ensure Elected Officials and Leadership Team are informed of Joint Committee and CEG resolutions, directions and decisions.</li> <li>Provide reporting to Joint Committee, CEG and CEG Sub-Committee on specific Regional Council Annual Plan tasks related to CDEM.</li> </ul> <p><b>Monitoring and Evaluation</b></p> <ul style="list-style-type: none"> <li>Support, contribute and implement a lessons learned/ knowledge management process for CDEM Group.</li> <li>Support Monitoring and Evaluation process for CDEM Group.</li> </ul>	<p><b>Reporting</b></p> <ul style="list-style-type: none"> <li>Ensure Elected Officials and Leadership Team are informed of Joint Committee and CEG resolutions, directions and decisions.</li> <li>Provide reporting to Joint Committee, CEG and CEG Sub-Committee on specific territorial authority Annual Plan tasks related to CDEM.</li> </ul> <p><b>Monitoring and Evaluation</b></p> <ul style="list-style-type: none"> <li>Support, contribute and implement a lessons learned/ knowledge management process for CDEM Group.</li> <li>Support Monitoring and Evaluation process for CDEM Group.</li> </ul>

Emergency Management Otago	Otago Regional Council	Territorial Authorities
<b>Staff</b>  All staff with CDEM responsibilities including CDEM career staff, CDEM appointed staff, Regional Council and Territorial Authority staff fulfilling CIMS functions as part of an Emergency Coordination Centre (ECC) or Emergency Operations Centre (EOC) and any CDEM volunteers providing support to any CDEM function.  The CDEM Group and each member of the Group are to take all steps necessary on an ongoing basis to maintain and provide, or to arrange the provision of, or to otherwise make available suitably trained and competent personnel, including volunteers, and an appropriate organisational structure for those personnel, for effective civil defence emergency management.		
<b>CDEM career staff</b> <ul style="list-style-type: none"><li>• Manager EMO to appoint CDEM career staff to deliver CDEM outlined in the CDEM Group Plan and this Agreement.</li></ul> <b>24/7 Duty staff</b> <ul style="list-style-type: none"><li>• Provide adequate 24/7 staff cover for duty roster for the Otago CDEM Group.</li><li>• Ensure support to 24/7 Local Duty Controller capability.</li></ul> <b>CDEM Forums</b> <ul style="list-style-type: none"><li>• Appoint staff to represent the Otago CDEM Group at national, regional and local CDEM forums as required.</li></ul> <b>Staff for CIMS functions</b> <ul style="list-style-type: none"><li>• Lead the development and implementation of the competency, capability and capacity criteria for EOC/GECC staff in CIMS functions.</li><li>• Make recommendations on staff to fulfil GECC CIMS functions.</li><li>• Provide CDEM career staff to support Group and Local Controllers.</li><li>• Management and coordination of a database of all CDEM personnel at the Group and local level.</li></ul> <b>Activation in response / recovery</b> <ul style="list-style-type: none"><li>• Activate CDEM career staff to support delivery of response.</li><li>• Activate GECC staff for delivery of response as required.</li></ul>	<b>CEG Operations Sub-committee</b> <ul style="list-style-type: none"><li>• Appoint a Senior Manager as CDEM designate to represent Regional Council.</li></ul> <b>CDEM career staff</b> <ul style="list-style-type: none"><li>• The Otago Regional Council is the employer of CDEM career staff (EMO) to deliver CDEM outlined in the CDEM Group Plan and this Agreement.</li></ul> <b>24/7 Duty staff</b> <ul style="list-style-type: none"><li>• Provide staff to support a 24/7 duty Group Controller capability.</li></ul> <b>Staff for CIMS functions</b> <ul style="list-style-type: none"><li>• Group Emergency Coordination Centre Incident Management Team and alternates provided by Regional Council.</li><li>• Provide staff to CIMS functions within the GECC.</li><li>• Consult with EMO on appointments of staff to CIMS functions for the GECC.</li><li>• Ensure all CDEM GECC staff have respective CDEM role included in Job Description, KPI in annual performance plan, required training and exercising in annual professional development plan and be allocated the time for active participation.</li></ul> <b>Activation in response / recovery</b> <ul style="list-style-type: none"><li>• Ensure availability and prioritisation of staff to conduct GECC operations and deliver 24/7 response.</li><li>• Support the provision and deployments of surge regional council CDEM staffing to support Group and Local level response and recovery within the Otago or across New Zealand.</li></ul>	<b>CEG Operations Sub-committee</b> <ul style="list-style-type: none"><li>• Appoint a Senior Manager as CDEM designate to represent Territorial Authority.</li></ul> <b>24/7 Duty staff</b> <ul style="list-style-type: none"><li>• Provide a 24/7 Duty Local Controller capability.</li></ul> <b>Staff for CIMS functions</b> <ul style="list-style-type: none"><li>• Local Incident Management Team and alternates provided by Territorial Authorities.</li><li>• Provide staff to all CIMS functions within the EOC. Consult with EMO on key appointments to their EOCs.</li><li>• Ensure all CDEM EOC staff have respective CDEM role included in Job Description, KPI in annual performance plan, required training and exercising in annual professional development plan and be allocated the time for active participation.</li></ul> <b>Activation in response / recovery</b> <ul style="list-style-type: none"><li>• Ensure availability and prioritisation of staff to conduct EOC operations and deliver 24/7 response.</li><li>• Support the provision and deployments of surge territorial authority CDEM staffing to support Group and Local level response and recovery within the Otago or across New Zealand</li></ul>
<b>Warning Systems</b>		

Emergency Management Otago	Otago Regional Council	Territorial Authorities
When there is an imminent threat to life, health or property from hazard events the issue of official warnings is the responsibility of CDEM agencies.		
<ul style="list-style-type: none"> <li>Develop, implement and maintain CDEM Group warning systems and protocols.</li> <li>Procure, maintain, promote, test and activate CDEM Group public alerting systems.</li> <li>Ensure the functioning of an effective GECC/ EOC staff activation system.</li> <li>Monitor and respond to emergencies 24/7 on behalf of the CDEM Group including the dissemination of warnings and coordinating response in accordance with CDEM Group warning systems and protocols.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure an effective flood event monitoring and information system.</li> <li>Promote the flood warning system to partners, emergency services and communities.</li> <li>Support the dissemination of warnings from the CDEM Group to communities.</li> </ul>	<ul style="list-style-type: none"> <li>Support Otago CDEM Group in promoting the public alerting systems.</li> <li>Maintain, test and activate local public alerting systems.</li> <li>Support the dissemination of warnings from the CDEM Group to communities.</li> </ul>
<b>Welfare Management</b>  Management of welfare across all welfare services and clusters: Registration, Needs Assessment, Inquiry, Care and protection services for children and young people, Psychosocial support, Household goods and services, Shelter and accommodation, Financial Assistance and Animal welfare.  The objective of the welfare services function is to carry out activities across the 4Rs to provide for the needs of people affected by an emergency and to minimise the consequences of the emergency for individuals, families and whānau, and communities.		
<ul style="list-style-type: none"> <li>Lead planning for the delivery of welfare services for the Otago CDEM Group. in accordance with Director's Guidelines.</li> <li>Appoint Group Welfare Manager to deliver and coordinate Group welfare functions across the '4Rs'.</li> <li>Lead the development, implementation, maintenance of an Otago CDEM Group Welfare Plan.</li> <li>Support local welfare planning.</li> <li>Provide relevant reporting and recommendations at Group level on Welfare to CEG and Joint Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Support Group (GECC) and local (EOC) welfare activities in response.</li> </ul>	<ul style="list-style-type: none"> <li>Lead planning and delivery of local welfare arrangements in accordance with Director's Guidelines.</li> <li>Appoint Local Welfare Managers (Primary and Alternates) to deliver and coordinate welfare functions to local communities across the '4Rs'.</li> <li>Support, contribute and implement the Otago CDEM Group Welfare Plan.</li> <li>Ensure coordination for the delivery of welfare at the local level in accordance with the National CDEM Plan Order and Group Welfare Plan.</li> <li>Ensure coordination and delivery of welfare at the local level in response and recovery.</li> </ul>

## Schedule B

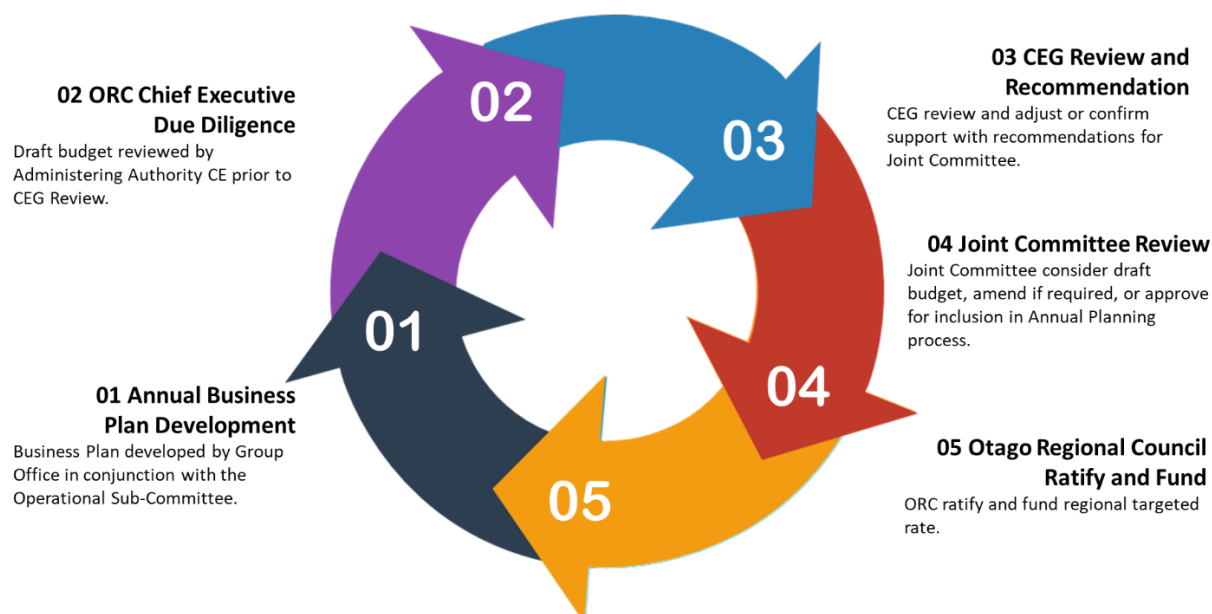
### Otago CDEM Financial Arrangements

The financial revenue and management of CDEM budgets for the Otago CDEM Group and the members is provided for as stated below:

ENTITY	Otago CDEM Group	Otago Regional Council	Territorial Authorities
<b>Revenue</b>	CDEM Regional Targeted Rate. <sup>1</sup>	To be determined during the Annual Plan or Long-Term Plan process by Regional Council.	To be determined during the Annual Plan and Long-Term Plan process by City and District Councils.
<b>Budget Development</b>	Emergency Management Otago	Regional Council.	City and District Councils
<b>Budget Approval</b>	Otago CDEM Group	Regional Council.	City and District Councils.
<b>Operating Variance</b>	Transferred to Otago CDEM Group Reserve Account. Note: Surplus funds from previous years (in the form of reserves) may be used to fund expenditure.	At discretion of Otago Regional Council.	At discretion of City and District Councils.

Budgeting process for CDEM Regional Targeted Rate

#### Emergency Management Otago Group Budget Development Process







Emergency  
Management Otago  
Te Rākau Whakamarumarū Ōtākou

# ANNUAL PLAN 2022-23



Clutha  
District Council



DUNEDIN  
CITY COUNCIL | kaunihera  
a-rohe o  
ōtepoti



Otago  
Regional  
Council



QUEENSTOWN  
LAKES DISTRICT  
COUNCIL

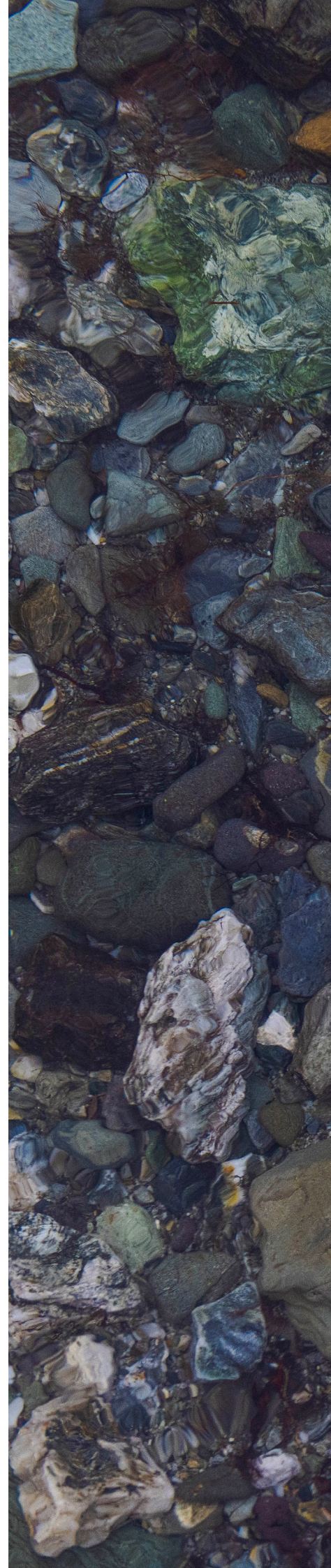


Waitaki  
DISTRICT COUNCIL  
TE KAUNIHERA A ROHE O WAITAKI



# CONTENTS

Introduction	2
Vision	3
Principles	3
Goals and Objectives	4
Objectives	4
High Level Metrics 2022 – 2023	5
Budget 2022 – 2023	6
Activity Area	7
Key Performance Indicators Group Plan (2018-2022)	13







## 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



## **Our Vision**

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

## **Our 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.



## Goals

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

Our areas of focus are defined within the National Disaster Resilience Strategy.

1

**Managing Risk**

2

**Effective response to and recovery from emergencies**

3

**Enabling, empowering, and supporting community resilience**

## Objectives

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 councils 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

# High Level Metrics 2022 – 2023

Managing Risk		
People who have an emergency kit (stored food, water, a radio, batteries, and a torch)	People who have an emergency plan for when they are at home	Have at least three litres of water stored per person, per day for seven days
Preparedness Survey 2018 – 29% 2022 -	Preparedness Survey 2018 – 42% 2022 -	Preparedness Survey 2018 – 57% (3 Days) 2022 -

⋮

Effective response to and recovery from emergencies		
Appropriate Coordination and Operation Centre Staff are trained and capable	Coordination and Operational (ECC and EOC's) facilities have the appropriate resilience and functionality	Annual recovery workshop is well attended
Maintain sufficiently trained staff as per training and capability framework	Facility and equipment W.O.F. checks	Attendance figures and representation from all districts

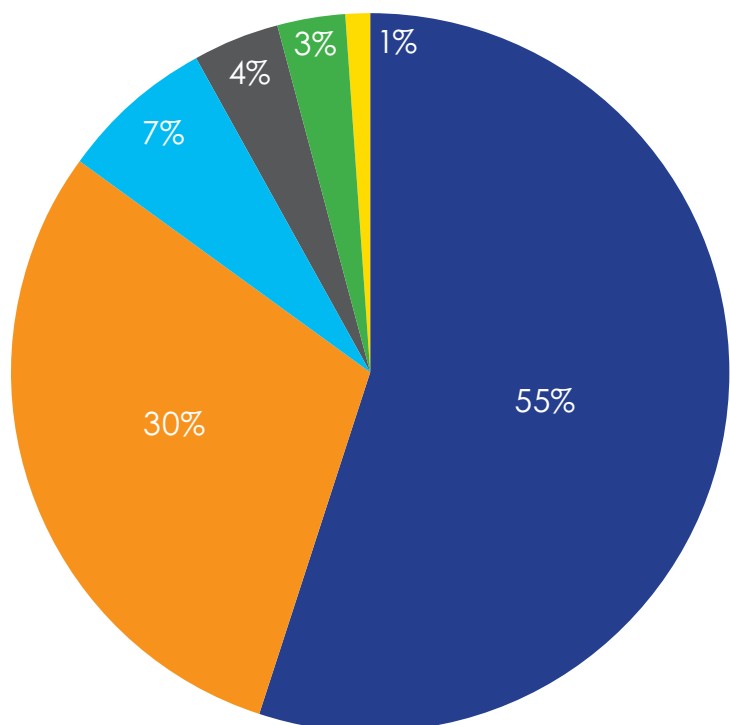
⋮

Enabling, empowering, and supporting community resilience		
Number of residents who have a good understanding of the risks and effects of disasters in their area	Increase in groups registering for National Shakeout and Tsunami Hikoi campaigns	Number of people subscribing to Gets Ready alerts platform
Preparedness Survey (New)	Registration Statistics - NEMA (New)	10,000 Subscribers

Item	Amount (000)	Income
Staff Time and Expenses	1,815	
Overheads	1,000	
Motor Vehicle Charges	120	
Alpine Fault Project (AF8)	25	
Operations	225	
Community Engagement	115	
Ace Training Fund		80
<b>Total</b>	<b>3,300</b>	<b>80</b>

### Budget 2022/23 Breakdown

- Staff Time and Expenses
- Overheads
- Operations
- Motor Vehicle Charges
- Community Engagement
- Alpine Fault Project



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.

# Deliverables and Key Performance Indicators

## Establish the priorities for coordinated risk management and improvements in resilience in Otago

Deliverable	KPI
Lead the development and implementation of the CDEM Group Plan, and report on progress against the strategic outcomes identified in the Plan.	<ol style="list-style-type: none"> <li>1. Provide quarterly reports to the Coordinating Executive Group (CEG) and Joint Committee (JC), reporting on progress against the EMO Annual Plan (2022-2023) activities</li> <li>2. Develop the EMO Annual Plan (2023–24) in alignment with council annual plan development timelines.</li> <li>3. Ensure that Emergency Management budgets are managed responsibly, adhering to regional council procurement and other relevant policies.</li> <li>4. Ensure the delivery of functional KPI's as they align to the Annual Plan.</li> <li>5. Ensure ongoing appropriate Mana Whenua engagement at the Coordinating Executive Group and Joint Committee.</li> <li>6. Establish a working group to deliver on the 5 year review of the Otago CDEM Group Plan 2018/2028.</li> </ol>
Provide administrative support, guidance, and advice to CDEM governance groups.	<ol style="list-style-type: none"> <li>1. Perform secretariat duties for CDEM governance groups, including the Coordinating Executive Group (CEG) and Joint Committee (JC)</li> <li>2. Respond to relevant Local Government Official Information and Meetings Act (LGOIMA) requests in accordance with legislated time frames and procedures.</li> </ol>

1

2

## ***Improve people's knowledge of the region's vulnerability to hazards***

<b>Deliverable</b>	<b>KPI</b>
Establish and maintain communication channels to keep communities informed about hazards, impacts and preparedness actions.	<ol style="list-style-type: none"> <li>1. Review the function of the Group website and make structural and content changes as required.</li> <li>2. Develop and schedule radio and digital advertising that supports community resilience campaigns and general preparedness.</li> <li>3. Carry out a targeted media campaign based on areas of improvement identified in the annual Preparedness Survey</li> <li>4. Review existing social media capability and develop a strategy to grow engagement and maintain consistency across all EMO social media platforms.</li> <li>5. Deliver 'Clued Up Kids' in all Districts.</li> </ol>

**3**

## ***Collaboratively plan and implement reduction and or mitigation measures for risk priorities***

<b>Deliverable</b>	<b>KPI</b>
Coordinate the efforts of councils and other CDEM Group partners to align and enhance approaches to natural hazard risk reduction practices.	<ol style="list-style-type: none"> <li>1. Develop an 'Risk and Realities' project to ensure hazard risks to Lifeline Utility organisations are reduced.</li> <li>2. Support Natural Hazards regional risk assessment project to ensure material is developed to meet operational and community needs.</li> <li>3. Review draft Public Education Strategy for CEG approval.</li> </ol>

**4**

## *In partnership with local councils support and assist communities with emergency planning*

Deliverable	KPI	
Develop and maintain effective relationships with CDEM Group partners, including the community, to ensure a timely and effective response to an emergency.	<ol style="list-style-type: none"> <li>1. Develop and maintain partnerships with iwi and marae to improve response capability</li> <li>2. Facilitate local Emergency Services Coordination Committee (ESCC) meetings</li> <li>3. Arrange direct engagement opportunities with technical experts to share information, develop plans and strengthen coordination arrangements.</li> <li>4. Engage with Lifeline Utilities stakeholders to share information, develop plans and strengthen coordination arrangements.</li> </ol>	5
Lead planning efforts for a timely and effective community response to an emergency	<ol style="list-style-type: none"> <li>1. Deliver Community 'b' framework including vulnerability workshops, training, exercising and capability assessments.</li> <li>2. Report on CRG capability quarterly to CEG</li> </ol>	6
Support community and CDEM Group partner initiatives to increase social connectedness and preparedness.	<ol style="list-style-type: none"> <li>1. Co-deliver 5 (one per TLA) community initiatives with local council teams that improve hazard awareness and preparedness.</li> <li>2. Deliver 1 'Clued Up Kids' event per district</li> </ol>	7
Lead the development and delivery of community engagement initiatives for specific groups to increase preparedness	<ol style="list-style-type: none"> <li>1. Deliver 5 (one per district) Business Continuity Planning workshops for businesses and organisations.</li> <li>2. Deliver 5 (one per district) Emergency Planning workshops for Primary and Secondary schools.</li> <li>3. Produce a 6 monthly stakeholder newsletter, sharing preparedness messaging and opportunities to engage with the community</li> <li>4. Partner with local iwi, hapū, and Māori organisations to promote preparedness messaging and initiatives for whānau.</li> <li>5. Partner with people with disabilities and organisations that support them to promote inclusive and accessible preparedness messaging and initiatives.</li> <li>6. Lead and promote the Otago Region's involvement in the Shakeout and Tsunami Hīkoi campaign to increase CDEM Group partner and community awareness and participation.</li> </ol>	8

## Collaboratively develop plans for emergencies

Deliverable	KPI	
Lead and coordinate the development, implementation, and review of CDEM Group operational response plans and processes.	<ol style="list-style-type: none"> <li>1. Work with ORC, stakeholders and territorial authorities to refine EOC and ECC flood, tsunami and wildfire (support) response plans.</li> <li>2. Develop a Health, Safety and Wellbeing Plan to support EMO staff both in preparation for an in response to an emergency</li> <li>3. Refine the Otago CDEM Group's operational processes and procedures (duty officer).</li> <li>4. Deliver a Tier three exercise to all EOC's and ECC.</li> <li>5. Complete a business case to increase on call capacity in the region.</li> </ol>	9
Lead and coordinate a consistent approach to Public Information Management (PIM) across the region	<ol style="list-style-type: none"> <li>1. Develop and refine Public Information Management (PIM) components of regional plans and processes.</li> <li>2. Hold annual forum for Public Information Managers in the Otago CDEM Group to develop relationships and share information.</li> </ol>	10
Lead and coordinate a consistent approach to Welfare across the region.	<ol style="list-style-type: none"> <li>1. Chair 3 Otago Region Welfare Coordination Group meetings to enhance individual and collective agency capability and planning.</li> <li>2. Work with Local Welfare Managers to understand Needs Assessment capability, identify gaps and achieve consistency across the region.</li> <li>3. Review the CDEM Group Welfare Plan to ensure it is fit for purpose.</li> <li>4. Work with Local Welfare Managers to understand Civil Defence Centre (CDC) capability, identify gaps and achieve consistency across the region.</li> </ol>	11

## Identify and apply lessons from events outside and within Otago

Deliverable	KPI	
Lead the development and implementation of a CDEM Group Lessons Learned framework.	<ol style="list-style-type: none"> <li>1. Develop a CDEM Group Lessons Learned Framework.</li> </ol>	12

***Through governance, cooperation, coordination, and resource provision provide for adequate capability and capacity***

Deliverable	KPI	
Lead and coordinate the delivery of CDEM training to maintain agreed response team capacity and capability levels for councils.	<ol style="list-style-type: none"> <li>1. Develop and deliver professional development opportunities for the region's emergency management workforce</li> <li>2. Administer the Otago Region's portion of the national CDEM training fund.</li> <li>3. Coordinate the Otago Region's Response Teams to provide consistent training, deployment processes and legislative compliance.</li> <li>4. Manage the Group's Learning Management System (Takatū and D4H) and incorporate national-level enhancements to the system as required.</li> <li>5. Support national level capability development advisory groups, programmes and initiatives.</li> </ol>	13
Develop and maintain equipment, systems and tools for EMO, the ECC and EOCs.	<ol style="list-style-type: none"> <li>1. Complete monthly operational ICT and technical equipment checks across the region's ECC and EOCs and resolve issues as required.</li> <li>2. Maintain IT security and platforms and explore opportunities for further development.</li> <li>3. Maintain the regional radio network as an alternate communications system</li> <li>4. Complete an annual audit of all ECC and EOC operational documentation and resources to ensure that they are up to date and fit for purpose.</li> </ol>	14
Lead the development, implementation and review of CDEM Group and public alerting functions, including systems, tools, processes and personnel including a 24/7 CDEM Group and public alerting function.	<ol style="list-style-type: none"> <li>1. Investigate operational systems for automated delivery of regional warning messages (business case)</li> <li>2. Growth in Gets Ready subscription to 10,000</li> <li>3. Continue to develop the CDEM Group Duty System to notify response partners about emergency events; Send Emergency Mobile Alerts, Gets Ready alerts and social media to the public at the regional or local level for emergency events which reach the threshold for an alert.</li> </ol>	15



***Through governance, cooperation, coordination, and resource provision provide for adequate capability and capacity***

Deliverable	KPI	
Work with CDEM Group partners to plan for alternate communications and mass evacuation as a result of an Alpine Fault Earthquake.	<ol style="list-style-type: none"> <li>1. Lead the development of Otago's alternate communications plan, owning communication between the ECC and EOC's and enabling district alternate communication plans.</li> <li>2. Working with NEMA, Southland CDEM and the AF8 team to develop a mass evacuation plan for Central Otago / Queenstown Lakes.</li> <li>3. Create a regionalised depository for all AF8 studies and literature.</li> <li>4. Continue to develop and test the air operations plan including the creation of Local SOPs to enable the plan.</li> </ol>	16
Lead and coordinate recovery engagement opportunities to develop capability, share information and strengthen relationships.	<ol style="list-style-type: none"> <li>1. Establish Sector Groups for each Recovery environment.</li> <li>2. Host a forum for Recovery Managers to develop knowledge and capability.</li> <li>3. Produce an annual Recovery Newsletter for relevant stakeholders</li> <li>4. Develop and deliver a Group Recovery Exercise.</li> </ol>	17
Lead the development, implementation and review of regional recovery guidance and resources.	<ol style="list-style-type: none"> <li>1. Refine the Recovery Framework and develop operational documents and supporting templates.</li> <li>2. Conduct an environmental scan of strategic Recovery planning initiatives around the country.</li> </ol>	18



## 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	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	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 carry out functional roles in the EOC/ECC	Through ITF database and records	Yearly	NEW	Increasing
13	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%
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

## RECOVERY

KPI REF	Measure	Method Of Collection	Frequency of Measure	Baseline	Target
17	Group recovery structure is established, operational, and complies with the NZ CDEM Amendment Act (2016)	Reported through the NEMA Capability Assessment Review	As per the NEMA National Review Programme	NEW	Achieved
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

### Notes:

This image shows a full page of blank, lined paper. It features approximately 28 horizontal blue lines spaced evenly across the page, typical of standard notebook paper. The lines are thin and light blue, set against a plain white background. There are no margins, text, or other markings on the page.

## Notes:

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.





## **Emergency Management Otago**

Te Rākau Whakamarumarū Ōtākou

---

**Emergency Management Otago**

 Phone **0800 474 082**

 Web **[www.otagocdem.govt.nz](http://www.otagocdem.govt.nz)**

 Facebook **OtagoCDEM**





## National Emergency Management Update

June 2022

Otago CDEM Joint Committee

### Trifecta Programme

Proposals for the legislative reform are being refined to inform the final content for the Emergency Management Bill. The Emergency Management Bill will be introduced to the House of Representatives after Local Government elections. There will be an opportunity to provide feedback through the formal consultation process at the Select Committee stage. Submissions are likely to be called for in November 2022 with a view to hearing submissions when the House recommences sitting in early 2023.

The review of the National Civil Defence and Emergency Management Plan and accompanying Guide is happening alongside the development of the new Emergency Management Bill to ensure alignment. There will be ongoing engagement with partner agencies throughout the development and refinement of the new Emergency Management Plan.

### Sector Wellbeing

We are seeing significant issues with staff burnout and fatigue across the emergency management sector. This has been evident for emergency management staff who have struggled to maintain their wellbeing, and the number of staff who have recently left the sector. The National Emergency Management Development Group (NEMDG), a Group comprising the 16 CDEM Group Managers and NEMA, established a wellbeing sub-group to look at options to improve sector wellbeing.

The wellbeing sub-group has partnered with Hummingly to produce a wellbeing toolkit designed for emergency management staff. The initial concept for the wellbeing toolkit received support from Group Managers and NEMA at the latest NEMDG meeting in May 2022. As a next step to take the project forward, Group Managers and NEMA are assessing the feasibility and implementation costs of the wellbeing toolkit at the national and regional level.

### Monitoring, Alerting and Reporting Centre

NEMA's new Monitoring, Alerting and Reporting Centre will go live on 27 June. This is situated in NEMA's Wellington offices, and will be staffed with 24/7 awake capability. The Monitoring, Alerting and Reporting Centre will take over the functions of NEMA's current duty system, such as issuing Emergency Mobile Alerts. These changes are not expected to impact the resourcing requirements or expectations on the CDEM Groups, and NEMA's Regional Emergency Management Advisors (REMAAs) will continue to be the key point of contact for the regional Duty teams.

### New Zealand Response Teams

In collaboration with CDEM Groups, a national accreditation process has been developed for the New Zealand Response Teams (NZRTs). This is designed to provide assurance that the teams meet certain standards and is also in line with recommendations from the TAG review. All NZRTs must commit to the new accreditation process by December 2023.



CEG endorsement is required for all NZRT specialised 'strands' outside of the framework's foundation skill requirements (e.g. swift water rescue). Existing Group-to-Group arrangements for NZRT support may be impacted under the revised system as only accredited teams will provide for out-of-region. CDEM Groups that do not currently have NZRTs may consider establishing teams under the revised system, which is now more robust and provides national oversight, governance and HSWA protections.

### National Tsunami Strategy

Tsunami preparedness is a key priority for the emergency management sector. There are programmes of work underway to enhance preparedness at local, regional, and national levels. NEMA and CDEM Group Offices have made a joint commitment to develop a National Tsunami Strategy to guide the sector in ensuring communities are tsunami ready. The development of this strategy will be a collaborative effort with the CDEM Groups and partner agencies e.g. GNS Science. The strategy will be delivered by the third quarter of 2023.

This strategy will be supported by a National Tsunami Work Programme, which will combine the key tsunami work across NEMA, CDEM Groups and partner agencies and show the interdependencies across the sector.

### Ruapehu Volcanic Activity

As you will be aware, there has recently been a heightened level of volcanic activity on Ruapehu. While there is ongoing volcanic unrest, GNS Science still advises the most likely scenario remains a small eruption in the crater basin, or no eruption. NEMA is working with GNS Science and the Department of Conservation to support national level coordination and planning for any volcanic activity that may occur on Ruapehu. NEMA is also working with CDEM Groups in the affected area to support coordination and planning for regional and local level responses.

### Flooding Campaigns

Floods pose significant risks to communities across the Aotearoa/New Zealand. NEMA have developed new public education campaigns to increase awareness of the dangers of flooding. These campaigns include print, social media, video and radio ads for use during readiness and response. The campaigns will be delivered in two parts.

The Get The Flood Out readiness campaign went live on Thursday 9 June. The campaign is designed to discourage people from entering floodwaters. The campaign is targeted to those who may be more likely to place themselves at risk, such as younger males, and uses bold graphics and a play on words telling people to GTFO (get the flood out).

The Flood Waters are Deep Trouble campaign will be deployed when severe weather likely to result in flooding is forecast (particularly if a red weather warning is in place) or when flooding is already occurring. This advertising has a more serious and impactful tone and would be activated when a large weather event is about to hit.

---

<sup>1</sup> Ministerial Review: Better Responses to Natural Disasters and Other Emergencies in New Zealand



**National Emergency  
Management Agency**  
Te Rākau Whakamarumaru



Image 1: Get the flood out campaign material.

### New Minister for Emergency Management

On Monday 13 June it was announced that Hon Kieran McAnulty, MP for Wairarapa, has picked up the Emergency Management portfolio from Hon Kiri Allan, with effect from Tuesday 14th June. His role has a specific focus on regional issues and includes the Associate Transport (on regional transport) and Associate Local Government portfolios.

Officials from NEMA have met with the new Minister and will continue to engage closely with him to brief him on the portfolio and hear about the Minister's priorities in this space.

We don't expect the new Minister's focus or direction will significantly diverge from Minister Allan on key priorities such as the Trifecta programme, working with iwi/Māori, and operational readiness.

We are looking forward to working with Minister McAnulty and will work with his office and Groups to facilitate opportunities for him to get some valuable face time in your regions.

We are thankful to Minister Allan for her support of the emergency management portfolio over the last two years.

**Rochelle Faimalo** | Senior Regional Emergency Management Officer  
National Emergency Management Agency Te Rākau Whakamarumaru  
E: [Rochelle.faimalo@nema.govt.nz](mailto:Rochelle.faimalo@nema.govt.nz)  
P: 027 279 3615



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

**30<sup>th</sup> June 2022**

### **RE: Appointment of Local Controller – Central Otago District**

#### **Purpose:**

To appoint Dylan Rushbrook to the position of local controller for the Central Otago District.

#### **Recommendation:**

That Otago's Joint Committee appoints Dylan Rushbrook to the role of Local Controller for the Central Otago District.

#### **Executive Summary:**

The Civil Defence Emergency Management Act 2002 empowers this committee to appoint local; controllers enabling this person to carryout functions defined in the act.

#### **Section 27, CDEM Act 2002 - Appointment of Local Controllers**

(1)

A Civil Defence Emergency Management Group may appoint 1 or more persons to be a Local Controller, and direct that person or persons to carry out any of the functions and duties of, or delegated to, the Group Controller of the Group and to exercise the powers of Controllers in the area for which the Group Controller is appointed, including, but not limited to, the powers in sections 86 to 94.

(2)

Despite anything in subsection (1), a Local Controller must follow any directions given by the Group Controller during an emergency.

There are two objectives met by this decision to appoint:

1. To mitigate risk to Central Otago District Council's ability to meet its legislated obligations under the Civil Defence and Emergency Management Act 2002: and
2. To provide for succession planning and the mitigation of risk associated with the absence of more than one controller at anyone time.

## Background

Presently the Central Otago District has two appointed local controllers:

- Sanchia Jacobs – Chief Executive
- Louise Van der Voort – Executive Manager

The Otago Groups' training and capability framework recommends that each district has three local controllers appointed to manage the operational burden of two shifts whilst having flexibility for leave and other abstractions.

On the 11<sup>th</sup> of May 2022 the Central Otago District Council passed a resolution (file number 567777) supporting the appointment of Dylan Rushbrook to the role of Local Controller for their district.

### **Powers of Local Controllers in a state of emergency:**

#### Section 86: Evacuation of premises and places

This section provides a power for mandatory evacuation if necessary for the preservation of human life. In practice, during a state of emergency, the Controller orders evacuation and the emergency services will carry it out.

#### Section 87: Entry on premises

A Controller, member of the police, or authorised person may enter any premises or place if necessary for saving life, preventing injury, rescuing/removing persons, or carrying out any urgent measure for relief of suffering. For example, if the Controller wishes to put evacuees into a place of safety because of a storm, and a hall is locked, the Controller (or someone delegated by the Controller) could break into the premises.

#### Section 88: Closing roads and public places

A Controller may totally or partially close roads and public places in order to prevent or limit the extent of an emergency (e.g., closing a beach if a tsunami is approaching). This section is an 'enabling tool'. State Highways are generally closed by Transit NZ. Other agencies also have the power to close roads (e.g., NZ Police, NZ Fire Service). Because a Controller can partially close a road as well as totally close it, they can specify that the road is only open to high clearance four-wheel drive vehicles, for example.

#### Section 89: Removal of aircraft, vessels, vehicles, etc.

A Controller may remove from any place any vessel or vehicle and may break into the vessel or vehicle to do so, in order to prevent or limit the extent of the emergency. For example, if the Controller wants to use a landing stage or an airstrip, and a ship or aircraft is blocking the way, the Controller can have the ship (by asking the Harbour Master) or aircraft removed. Section 91 can be used in conjunction with this power, by requesting someone to move a vessel or vehicle.

#### Section 90: Requisitioning powers

A Controller may direct those resources (not human) be placed under their or another person's control or direction. For example, if building equipment (such as a digger for earthmoving) is required in the response and there is no formal contract with that company, the Controller can requisition the equipment, but not the driver. The Controller must provide the owner with a written statement detailing the property and under whose control it is being taken. It is important to note that requisition is not free use of resources, and that the owners of any equipment can apply for compensation (see section 107 of the CDEM Act).

### Section 91: Power to give directions

The Controller can direct a person to stop an activity causing or contributing to an emergency (e.g. a radio station that is scaremongering). However, if the Controller wishes a person to do something (as opposed to stop doing something), they can request them to do so, but cannot force them to (e.g., requesting the driver of a requisitioned digger to assist the response team by driving the digger).

### Section 92: Power to carry out inspections, etc.

The Controller or another authorised person has various powers relating to property. For example, the Controller could direct the destruction of a house in order to divert floodwaters. In a public health emergency, where property needs to be destroyed or disinfected, for example, the Public Health Officer also has those powers, under the Health Act 1956.

### Section 93: Person exercising emergency powers to provide proof of identity

Anyone exercising any powers authorised by the CDEM Act must provide proof of identification.

### Section 94: Contracts in urgent cases

Outside emergencies, entering into contracts for local authorities goes through the appropriate channels and approvals. However, in a declared emergency, contracts can be created immediately, and reported back to the CDEM Group (e.g., hiring a media agency to provide public information beyond the abilities of the local authority).

## **Conclusion**

I recommend that Dylan Rushbrook be appointed to the role of Local Controller for Central Otago District. Mr Rushbrook is highly regarded by the Central Otago District Council and has the requisite skills, knowledge and experience to undertake the role.

Matt Alley

Group Manager / Controller

Otago CDEM

June 2022

# FOR ACTION

COUNCIL

27/04/2022

TO: Emergency Manager - Central Otago (Derek Shaw)

COPY TO:

Target Date: 11/05/2022

File Number: 567777

Notes:

## 22.3.14 RECOMMENDATION OF APPOINTMENT OF LOCAL CIVIL DEFENCE CONTROLLER

To consider supporting a recommendation to the Otago Group Manager of Civil Defence Emergency Management to appoint Dylan Rushbrook as a local controller.

### RESOLUTION

Moved: McPherson

Seconded: Paterson

That the Council

- A. Receives the report and accepts the level of significance.
- B. Recommends to the Otago Civil Defence Emergency Group Manager that Dylan Rushbrook (General Manager Tourism Central Otago) be appointed as a Local Civil Defence Controller (statutory position).

CARRIED

[Open Item in Minutes](#) [Open Report](#)

This action sheet has been automatically produced by the administrator using **Infocouncil**, the agenda and minutes database.



Click the **Actions** button on the Infocouncil Toolbar to update the outstanding actions. Please note if this action sheet is for information rather than for action there is no need to complete the process below.

**For completed actions:** Please update the notes and update the finalisation date.

**For ongoing actions:** Please update the notes and the expected completion date.

Please continue to update the comments until the matter has been finalised.