

Civil Defence and Emergency Management

Joint Committee Meeting

29 August 2025



Emergency Management Otago
Te Rākau Whakamarumaru Ōtākou

Meeting will be held in the
Otago Regional Council Chamber
Level 2, Philip Laing House
144 Rattray St, Dunedin

This meeting will be recorded and available on the ORC website.

Members:

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

Meeting Support: Kylie Darragh, Governance Support Officer, Otago Regional Council

29 August 2025 01:00 PM - 03:00 PM

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| 2. APOLOGIES An apology has been received from Steve Hill. | |
| 3. CONFIRMATION OF AGENDA Note: Any additions must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting. | |
| 4. CONFIRMATION OF MINUTES That the minutes of the Civil Defence & Emergency Management Joint Committee Meeting of 12 June 2025 be confirmed as a true and accurate record. | 5 |
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| | This report provides an overview of the financial performance of the Emergency Management Group for the financial year ending June 2025. It highlights year-to-date actuals against budget and identifies key variances and updates the previously reported position to reflect final year-end data. | |
| 7.3 | Otago Lifelines Update | 51 |
| | This report informs the Joint Committee of the activity planned and underway, including an update from the Otago Lifeline Utilities Group meeting on 11 June 2025. | |
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| | This report is designed to provide insights into the results of the 2025 Emergency Management Otago Community Resilience Survey, and where gaps have been identified, highlight opportunities for future activities to support a targeted increase to community resilience prior to and during emergencies. | |
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| | This report is to update the Joint Committee with the latest activity and matters that the NEMA is working on. | |
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| 7.6 | Coordinating Executive Group (CEG) Chair Report | 88 |
| | This report provides an update to the Joint Committee on the key activities and developments of the Otago Civil Defence Emergency Management Group since the last executive update in June 2025. It reflects progress across readiness, response, welfare coordination, critical infrastructure resilience, training capacity, and national legislative engagement. | |
| 7.6.1 | 2025.08.08 CEG Draft Minutes | 91 |
| 7.7 | Appointment of Local Controller | 96 |
| | To appoint William (Bill) Nicoll as a Local Controller for the Queenstown Lakes District Council (QLDC). | |

8. NEXT MEETING

The next meeting is on Thursday 4 December 2025 from 3:00 to 5:00 pm.

9. [KARAKIA WHAKAMUTUNGA - CLOSING](#)

100

KARAKIA TIMATANGA

WHEN TO USE IT >> To start the day • To open a meeting

**Tuia ki runga
Tuia ki raro
Tuia ki waho
Tuia ki roto
Tuia ki te here tangata
Ka rongo te pō
Ka rongo te ao
Haumi e, hui e
Tāiki e!**

**Unite above
Unite below
Unite without
Unite within
Unite as one
Listen to the night
Listen to the world of light
We can now come together
as one!**



**Otago
Regional
Council**



**Emergency
Management Otago**
Te Rākau Whakamarumaru Ōtākou

Otago Civil Defence Emergency Management Joint Committee MINUTES

Minutes of an ordinary meeting of the Otago Civil Defence Emergency Management
Joint Committee held in the Council Chamber, Level 2 Philip Laing House,
144 Rattray Street, Dunedin on Thursday 12 June 2025, commencing at 3:00 pm.

PRESENT

| | |
|-----------------------|--|
| Cr Gretchen Robertson | <i>(Otago Regional Council)</i> |
| Mayor Jules Radich | <i>(Chair, Mayor Dunedin City Council)</i> |
| Mayor Tamah Alley | <i>(Mayor Central Otago District Council)</i> |
| Mayor Glyn Lewers | <i>(Mayor Queenstown Lakes District Council)</i> |
| Mayor Gary Kircher | <i>(Mayor Waitaki District Council)</i> |

1. KARAKIA TĪMATANGA - OPENING

Chair Mayor Jules Radich welcomed Mayors, members of the public and staff to the meeting at 3.00 pm with a karakia. Attendees included Mayor Gary Kircher and Mayor Tamah Alley. Attending online were Cr Gretchen Robertson and Mayor Glyn Lewers.

Guests in attendance were Simon Chambers (Principle Regional Advisor, NEMA), Mike Perkins (Dunedin City Council) and David Ward (Dunedin City Council). Staff present included Richard Saunders (Chief Executive), Matt Alley (Group Manager, Emergency Management Otago) and Cara Jordan (Governance Support Officer). Staff online were Chris Booker (Emergency Management Advisor, Emergency Management Otago), Claire Charleton (Emergency Management Advisor, Emergency Management Otago), Courtenay Jamieson (Team Leader - Central, Emergency Management Otago), Erica Andrews (Stakeholder Engagement Advisor, Emergency Management Otago), Glenn Mitchell (Team Leader Group Office, Emergency Management Otago), John Mawhinny (Readiness and Response Advisor, Emergency Management Otago), Mary Ferguson (Support Coordinator, Emergency Management Otago), Mel Banks (Lifeline Program Lead, Emergency Management Otago) and Paula Cathie (Team Leader - Coastal, Emergency Management Otago).

2. APOLOGIES

Resolution: Mayor Jules Radich Moved, Mayor Tamah Alley Seconded:

That the apologies for Mayor Bryan Cadogan, Mike Theelen and Sandy Graham be accepted.

MOTION CARRIED

3. CONFIRMATION OF AGENDA

Resolution: Mayor Jules Radich Moved, Mayor Tamah Alley Seconded

That paper 7.9 Appointment of Local Controller be added to the agenda and the agenda then be confirmed as published.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

Resolution: Mayor Gary Kircher Moved, Mayor Jules Radich Seconded

That the minutes of the Otago Civil Defence and Emergency Management Joint Committee meeting held on 27 March 2025 be received and confirmed as a true and accurate record.

MOTION CARRIED

5. COMMITTEE TERMS OF REFERENCE

The Committee's Terms of Reference were noted.

6. ACTION ITEMS

There are no open actions for the Joint Committee.

7. REPORT ITEMS

7.1. Coordinating Executive Group (CEG) Chair Report

[YouTube 8.23] The paper was taken together with item 7.2 Group Manager Update.

Matt Alley (Group Manager Emergency Management) tendered the paper on behalf of Chair Steve Hill. The report provided an update on the key activities and developments of the Otago Civil Defence Emergency Management Group since the last update in December 2024. It

reflected progress across readiness, response, welfare coordination, critical infrastructure resilience, training capacity, and national legislative engagement.

Resolution CDEM25-108: Mayor Glyn Lewers Moved, Mayor Jules Radich Seconded

That the Joint Committee:

- 1) **Receives** this report.

MOTION CARRIED

7.2. Group Manager Update

[YouTube 9:06] The report updated the Joint Committee on work activity completed by the Civil Defence and Emergency Management Group for the year-to-date 2025. Cabinet will release a paper on the Emergency Management System Improvement Programme on the 22 June 2025 to inform investment for the system for the next 5-10 years. Emergency Management Otago made a submission to the Emergency Management Bill and key points of the submission were discussed. The recent nationwide emergency management mobile alert system test had a 90% success rate. Matt Alley (Group Manager Emergency Management) and Simon Chambers (NEMA) were available for questions.

Resolution CDEM25-107: Mayor Jules Radich Moved, Mayor Gary Kircher Seconded

That the Joint Committee:

- 1) **Receives** this report.
- 2) **Notes** the work plan update.

MOTION CARRIED

7.3. Finance Report

[YouTube 35:25] The report provided an overview of the financial performance of the Emergency Management Group for the period ending March 2025. It highlighted year-to-date actuals against budget and identified key variances. Expenditure is currently within budget, but a small overspend is anticipated this year due to a radio channel upgrade. Matt Alley (Group Manager Emergency Management) was available for questions.

Resolution CDEM25-109: Mayor Jules Radich Moved, Mayor Tamah Alley Seconded

That the Joint Committee:

- 1) **Notes** this report.

MOTION CARRIED

7.4. Otago Lifelines Update

[YouTube 37:11] The report informed the Joint Committee of activity undertaken since the last Otago Lifeline Utilities Group meeting on 19 February 2025. Participation by Councils at the latest Lifelines meeting was greatly improved. Generator and fuel availability for emergency response and business continuity was discussed. Mel Banks (Lifelines Program Lead) and Matt Alley (Group Manager Emergency Management) were available for questions.

Resolution CDEM25-110: Mayor Jules Radich Moved, Mayor Tamah Alley Seconded

That the Joint Committee:

- 1) **Receives** this report.
- 2) **Notes** the updates in the Otago Lifeline Group Workplan Report June 2025.

MOTION CARRIED

7.5. Welfare Coordination Group Update

[YouTube 46:30] The report informed the Joint Committee of the activity undertaken at the Welfare Coordination Group meeting on 30 January 2025. A recent workshop was held with the Ministry of Social Development on referral processes which was well received. Mayor Alley requested a visit to an E-Pod facility. Matt Alley (Group Manager Emergency Management) was available for questions.

Resolution CDEM25-111: Mayor Jules Radich Moved, Mayor Gary Kircher Seconded

That the Joint Committee:

- 1) **Receives** this report.

MOTION CARRIED

7.6. Mana Whenua Update

[Youtube 48:37] The paper provided a formal report on the activities and progress of the Araiteuru Emergency Facilitator pilot role for the period of April–June 2025. USAR training has been delivered. Funding for this project will expire in March 2026 and the whanau and emergency response team within Ngāi Tahu has been disbanded. Future funding and liaison with marae requires clarification. Matt Alley (Group Manager Emergency Management) was available for questions.

Resolution CDEM25-112: Mayor Jules Radich Moved, Mayor Tamah Alley Seconded

That the Joint Committee:

- 1) **Notes** this report.

MOTION CARRIED

7.7. NEMA Update

[YouTube 54:23] The report updated the Joint Committee on the latest activity and matters that the National Emergency Management Agency is working on. A planned space weather exercise will take place this year which is critical for infrastructure and communications resilience. Catastrophic planning has moved to Phase 2 which will include the AF8 project. Simon Chambers (Principle Regional Advisor, NEMA) was available for questions.

Resolution CDEM25-113: Mayor Jules Radich Moved, Mayor Gary Kircher Seconded

That the Joint Committee:

- 1) **Notes** this report.

MOTION CARRIED

7.8. National Recovery Settings - Update

[YouTube 58:42] The paper provided a summary of the Government's recovery setting options and decision-making tools following a significant natural hazard event. It outlined the frameworks, mechanisms, and leadership settings available to support recovery decisions that align with Government priorities and the needs of affected communities. The role for Emergency Management Otago is presently unclear and will be clarified when the next cabinet paper is received. Matt Alley (Group Manager Emergency Management) and Simon Chambers (Principle Regional Advisor, NEMA) were available for questions.

Resolution CDEM25-114: Mayor Jules Radich Moved, Mayor Tamah Alley Seconded

That the Joint Committee

- 1) **Notes** the overview of recovery decision-making tools and setting options.

MOTION CARRIED

7.9. Appointment of Local Controller

The paper requested the appointment of Patrick Keenan as a local controller for the Central Otago District Council. Matt Alley (Group Manager Emergency Management) was available for questions.

Resolution CDEM25-115: Mayor Gary Kircher Moved, Mayor Tamah Alley Seconded

That the Joint Committee:

- 1) **Approves** the appointment of Patrick Keenan as a local controller for the Central Otago District.

MOTION CARRIED

8. NEXT MEETING

The next meeting is on Friday 5 September 2025 from 1:00 pm to 3:00 pm.

9. KARAKIA WHAKAMUTUNGA - CLOSING

There was no further business and Chair Radich declared the meeting closed at 4:00 pm.

Chairperson

Date



Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

Otago Civil Defence and Emergency Management Group – Joint Committee

TERMS OF REFERENCE

(Created August 2023)

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

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

The powers and obligations of members of the Otago CDEM Group are set out in section 16 of the CDEM Act.

The functions of the CDEM group and its members, as detailed in section 17 of the CDEM Act, are to:

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

The Group will:

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

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

Meetings are held in public.

A quorum will consist of three members.

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

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

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

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

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

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

Common Civil Defence and Emergency Management Acronyms

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

| Meeting Date | Document | Item | Status | Action Required | Assignee/s | Action Taken | Due Date |
|--------------|---|--|-----------|---|------------------------------------|-----------------------------------|-----------|
| 12-06-2025 | Civil Defence Emergency Management - Joint Committee - 12 June 2025 | CDEM2540 Appointment of Local Controller | Completed | Resolution CDEM25-115: Approves the appointment of Patrick Keenan as a local controller for the Central Otago District. | Group Manager Emergency Management | Patrick Keenan has been appointed | 3-07-2025 |

7.1. Group Manager Report

Prepared for: Otago Civil Defence and Emergency Management Joint Committee
Report No. CDEM2550
Activity: Group Manager Report
Author: Matt Alley, Group Manager, Emergency Management Otago
Endorsed by: Matt Alley, Group Manager Emergency Management Otago
Date: 29 August 2025

PURPOSE

- [1] To update the Otago CDEM Joint Committee on work activity completed for the year-to-date 2025.

EXECUTIVE SUMMARY

- [2] Emergency Management Otago continues to lead and coordinate the region's readiness, response, and recovery efforts across a complex and evolving risk landscape. Over the past quarter, the team has strengthened operational capability through targeted training, inter-agency exercises, and updated response planning. Community engagement remains a priority, with expanded outreach to rural and isolated areas, increased collaboration with iwi partners, and public education campaigns focused on preparedness and local hazards. The organisation also progressed key strategic initiatives, including the revision of the Otago CDEM Group Plan and improvements to emergency communications infrastructure. These efforts ensure Otago is better positioned to manage emergencies and build long-term regional resilience.

RECOMMENDATION

That the Joint Committee:

- 1) **Receives** this report.
- 2) **Notes** the work plan update.
- 3) **Notes** the Severe Weather Event after action report (AAR) impact assessment.

DISCUSSION

- [3] **Staffing:**
Currently, there are no vacancies in the team.

[4] **Emergency Management System Improvement Programme (EMSIP)**

The Government has agreed in principle to a five-year Emergency Management System Improvement Programme (EMSIP) roadmap aimed at strengthening leadership, accountability, preparedness, and modernising systems.

EMSIP Phase 3 has begun, with budget bids for Regional Support Teams, Public Readiness, and the Resilience Fund being scoped for FY26/27.

Bill Nicoll (QLDC) accompanied me to a national workshop in Wellington on the 23rd of July to provide direct feedback on the focus areas listed above.

A new Emergency Management Bill is also in development, with nearly 400 public submissions received.

[5] **Nelson Tasman Response:**

Emergency Management Otago staff supported response efforts in Nelson Tasman with seven (7) staff deployed between the 3rd to the 17th of July.

This was an excellent opportunity for staff to gain valuable experience in a response environment whilst providing much-needed support to a region that was experiencing prolonged weather impacts.

[6] **Group Plan Risk Review:**

Unfortunately, our group plan review has been paused for this quarter due to staff absences.

I am investigating the feasibility of the Regional Council Policy Team assisting in the delivery of the plan. Recent Government policy shifts regarding Resource Management Act plan changes may have created some bandwidth within this team to support.

I will provide an out-of-cycle update once a resolution is known.

[7] **Annual Workplan Report:**

Emergency Management Otago (EMO) has made steady progress across its 2024–2025 work plan, advancing regional preparedness, response systems, and community engagement.

Risk reduction efforts saw the completion of key projects such as the Otago Vulnerability Assessment and flood modelling for the Leith/Lindsay catchment.

Operationally, the implementation of the D4H platform and expanded training delivery (50 sessions across the region) have improved coordination and readiness, although some initiatives—like the Group Assurance Framework—remain paused due to national reform.

Community resilience efforts gained traction, with over 45 Community Resilience Guides now online and growing participation in local groups, though engagement levels vary across districts.

EMO's ongoing collaboration with Māori, local councils, and community groups has helped strengthen relationships and build capability. While most planned activities are

on track or completed, continued attention is needed in areas like consistent district-level training outcomes and the development of newer Community Resilience Groups. Overall, the report reflects balanced progress toward building a more resilient and responsive Otago.

A copy of the annual workplan report is attached to this paper (Attachment 1).

[8] **2025-2026 Annual Workplan:**

The table below is a high-level overview of the main activities planned for the 2025/26 financial year. Although this is not an exhaustive reflection of the full activity of the EM Otago Team, it reflects core deliverables for the year ahead.

| Managing Risk | | |
|--|---|---|
| | Activity | Deliverable |
| 1. | Continued Support for the AF8 Project | <ul style="list-style-type: none"> ▪ Maintain support for AF8 Steering Group and Project Activity |
| 2. | Regional Risk Assessment Integration | <ul style="list-style-type: none"> ▪ Regional (NH) RiskScape data is integrated with EM Otago Geo Spatial Platform |
| 3. | Flood Scenario Modelling (Lower Taieri) | <ul style="list-style-type: none"> ▪ Support the delivery of relevant flood modelling information to aid in emergency planning activities. |
| Effective Response to and Recovery from Emergencies | | |
| | Activity | Deliverable |
| 4. | Lifelines | <ul style="list-style-type: none"> ▪ Alt Communications Plan ▪ Fuel Plan ▪ Generator Plan ▪ GIS Viewer is completed with available data integrated |
| 5. | Training and Capability | <ul style="list-style-type: none"> ▪ All Council Response Teams to maintain a cohort (80%) of trained / capable staff. (Foundation Training) ▪ Council Response team support – material is developed for quarterly function training. ▪ Community Training Support – material is developed to support the delivery of the Community Resilience Strategy. |

| | | |
|--|----------------------------------|--|
| 6. | Hazard Planning | <ul style="list-style-type: none"> One hazard-specific plan completed per quarter with corresponding D4H play per response/coordination facility. Regional /Local Support for the Te Wai Pounamu Planning Group |
| 7. | Auditing and Assurance | <ul style="list-style-type: none"> Equipment audits completed for all operational equipment, including Covertex caches and Radio Network. Auditing and review of D4H Plays (Sandbox and Live Platforms) Regional Warning System Testing |
| 8. | Exercising | <ul style="list-style-type: none"> Full-day exercise is delivered for each council that is consistent with the approved exercise concept and instructions. Lifeline Utility Exercise Completed |
| 9. | Operational Systems | <ul style="list-style-type: none"> GIS Strategy is developed and implemented. Impact Assessment workflow is completed, including: <ul style="list-style-type: none"> Wide area damage assessment USAR Integration Building Assessment Welfare Needs Assessment + Automation Website Response Page is completed and implemented. Deployable Capability (Mobile ICP) Project Delivered. |
| 10. | Recovery | <ul style="list-style-type: none"> The Group Recovery Toolkit is completed The Group Recovery Plan is Reviewed and Updated |
| Enable, Empower and Support Resilient Communities | | |
| | Activity | Deliverable |
| 11. | Public Information and Education | <ul style="list-style-type: none"> Maintain Growth in Online Presence Deliver Clued-Up Kids Programme Region-Wide (All Districts) Deliver Annual Community Preparedness Survey Deliver 1 Regional Community Preparedness Campaign EQ Trailer Concept / Design (Resilience Fund Application) |
| 12. | Community Resilience Groups | <ul style="list-style-type: none"> Groups are developed to be operational as defined in the Community Resilience Strategy. |

| Governance and Management | | |
|---------------------------|----------------------------------|---|
| | Activity | Deliverable |
| 13. | Group Plan | <ul style="list-style-type: none"> Review and rewrite of the Otago Group Plan 2018 - 2028 |
| 14. | Career Progression Framework | <ul style="list-style-type: none"> Establish and Implement a Career Progression Framework for EM Otago Staff |
| 15. | Monitoring and Evaluation | <ul style="list-style-type: none"> Creation of an Otago Group Assurance Framework |
| 16. | NZ Response Team – Coastal Otago | <ul style="list-style-type: none"> Support the establishment of a Coastal Otago Response Team |

[9] **After Action Review – Impact Assessment**

The October 2024 Severe Weather Event After Action Report (AAR) outlines eight practical and phased recommendations to enhance Otago's emergency management capability. While the direction and intent of the recommendations are valid and necessary, their implementation needs to be balanced against Emergency Management Otago's (EMO) existing work programme, resource constraints, and ongoing delivery responsibilities to the Otago CDEM Group.

This review assesses EMO's current ability to deliver on the report's recommendations.

1. Staffing Confirmation and Rostering (3-month recommendation)

AAR Recommendation: Confirm all EOC/GECC shifts, identify staff, and communicate expectations.

EMO Capacity: *Limited but achievable with support*

- Current EMO team members are already supporting council EOC planning, onboarding new staff, and coordinating training calendars.
- Delivering this recommendation is feasible only if councils take clear ownership of rostering and expectation-setting, with EMO providing templates, guidance, and facilitation support—not full implementation.

Risk: If councils delay or defer responsibility, EMO may be drawn into doing the work on their behalf, overextending the team.

2. D4H Training and Capability Building (Ongoing + 3-12 month recommendations)

AAR Recommendation: Build familiarity with D4H, develop response playbooks, and use D4H as the training foundation.

EMO Capacity: *Achievable – this is a planned activity for this financial year.*

- D4H is already under EMO's responsibility and requires ongoing technical and user support.
- The expectation to develop 4 scenario-specific playbooks for every EOC and the GECC is a significant task but is achievable.
- Meaningful D4H training (beyond orientation) requires scenario development, facilitation, follow-up, and customisation to each council's environment.

Mitigation: EMO can meet this goal by reducing generalised training sessions and shifting focus to playbook-based training delivery.

3. Staff Training Hour Increase (6-month recommendation)

AAR Recommendation: Double annual training from 8 to 16 hours for EOC/GECC staff.

EMO Capacity: *Difficult to sustain without additional resources*

- Even at 8 hours per person, EMO is struggling to meet demand across 6 councils and a range of functions.
- Doubling this load would overwhelm current trainers unless delivery is decentralised or external support (e.g., contractors, online modules) is brought in.

Recommendation: Increase training incrementally over 12 months with a resourcing review aligned with the next LTP cycle.

4. Regional Exercise (12-month recommendation)

AAR Recommendation: Full Group-wide exercise including all EOCs, the GECC, and partners.

EMO Capacity: *Achievable – this is a planned activity for this financial year.*

- The current workplan already anticipates a regional exercise in 2026.
- Delivering a high-quality, scenario-driven exercise with interagency participation will require a lead-in of 6–8 months and cross-agency planning.
- EMO has experience here but will require dedicated time and a project lead.

Conclusion: Achievable with a realistic lead time and minimal changes to current exercise planning.

5. Operational Experience for EMO Staff (3-month recommendation)

AAR Recommendation: Prioritise deployments and secondments for EMO staff.

EMO Capacity: *Achievable – this is currently supported through sector surge support.*

- The value of operational exposure is undeniable, releasing EMO staff, this is always balanced with BAU responsibilities and an expectation of operational cover for the region for sudden onset events.

Solution: Maintain the current practice of sector surge deployment when available.

6. GECC–EOC Relationship Strengthening (12-month recommendation)

AAR Recommendation: Increase communication, shared understanding, and clarity of roles.

EMO Capacity: *Well-aligned with current priorities*

- EMO is well-positioned to support this recommendation through existing committee forums (e.g. Readiness & Response, Welfare Coordination Group) and integration into upcoming exercises and training.
- Efforts to embed this into the Group Plan and refresh protocols are already underway.

[10] **Summary – Capacity vs. Recommendation Table**

| Recommendation | EMO Capacity | Delivery Risk | Notes |
|--|--------------------|---------------|---|
| Shift rostering and staff expectations | Medium (w/support) | Moderate | Councils must lead, supported by EMO |
| D4H playbooks + training | High | Low | Already in progress |
| Training hours increase | Medium | Medium | Not feasible without additional FTE/contractors |
| Regional exercise | High | Low | Feasible with 2026 timeline |
| Staff operational experience | High | Low | Already in progress |
| Strengthen GECC–EOC relationships | High | Low | Already in progress |

[11] **Conclusion**

Emergency Management Otago supports the intent and direction of the After-Action Review. However, the pace and scope of some of the recommendations may outstrip the team's

current delivery capacity without reprioritisation, increased council ownership, or additional resourcing.

CEG has requested additional information on the suggested implementation of a corrective action plan prior to approval. An outcome of this report will be available at the next committee meeting.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[12] No matters arising.

Financial Considerations

[13] No matters arising.

Significance and Engagement

[14] No matters arising.

Legislative and Risk Considerations

[15] No matters arising.

Climate Change Considerations

[16] No matters arising.

Communications Considerations

[17] No matters arising.

ATTACHMENTS

1. EMO Workplan Report Aug 2025 [7.1.1 - 26 pages]



Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

Aug 2025

Work Plan Report



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

Who we are

Emergency Management Otago (EMO) is the dedicated body responsible for managing and coordinating responses to natural disasters, emergencies, and significant events across the Otago region. Our mission is to ensure the safety, resilience, and well-being of our communities, minimizing risks and enhancing preparedness, response, and recovery efforts.

- **Our Mission:**

To lead the region in emergency management by providing effective coordination, proactive planning, and community-focused support during emergencies. Through collaboration, education, and innovation, we ensure that Otago remains a safe, prepared, and resilient place for everyone.

- **Our Vision:**

To make Otago the most resilient and well-prepared region in New Zealand, where communities, local government, and emergency services work together to manage risks and respond effectively to any crisis.

- **What We Do:**

Emergency Management Otago (EMO) oversees all aspects of emergency preparedness and response within the Otago region. Our work is guided by the principles of the Emergency Management Act 2002 and align with national frameworks such as the National Civil Defence Emergency Management (CDEM) Plan.

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2024-2025 Work Plan Tasks

Workstream Areas of Focus



Managing Risks



**Effective Response to and Recovery
from Emergencies**



**Enabling, Empowering, and
Supporting Community Resilience**

Otago Emergency Management Team

Group Office Team

Matt Alley - Group Manager

Glenn Mitchell - Group Office Team Leader

Andy MacKenzie Everitt – Projects and Planning Advisor

Erica Andrews – Stakeholder Engagement Advisor

John Mawhinney – Readiness and Response Advisor

Mel Banks – Lifelines Program Lead

Mary K. Ferguson – Emergency Management Support Coordinator

Paul Allen – Resilience Advisor

Inland Team

Courtenay Jamieson – Inland Team Leader

Craig Gibson – Emergency Management Advisor Queenstown

Dave Grimes – Emergency Management Advisor Queenstown

Derek Shaw – Emergency Management Advisor Central Otago

Jacqui Lambeth – Emergency Management Advisor Upper Clutha

Coastal Team

Paula Cathie – Coastal Team Leader

Chris Brooker – Emergency Management Advisor Dunedin

Claire Charleton – Emergency Management Advisor Dunedin

Danny Fountaine – Emergency Management Advisor Waitaki

Jason Michie – Emergency Management Advisor Clutha

Taylor Hendl – Emergency Management Advisor Dunedin

Our Values



Collaboration:

We work closely with local government, emergency services, businesses, and community groups to build a more resilient Otago.



Integrity:

We act with transparency, accountability, and honesty in all our actions.



Readiness:

We emphasize the importance of planning ahead to minimize the impact of emergencies.



Compassion:

We prioritize the welfare of our communities, supporting them before, during, and after emergencies.



Innovation:

We strive to continuously improve our emergency management practices, using the latest technologies and methodologies to stay ahead of emerging risks.



Managing Risks

Hazard Research

| Activity | Tracking | Progress Update |
|---|----------|--|
| Otago Vulnerability Assessment (Q1-Q2) | | The report is complete and circulated in late 2024. |
| AF8 Project (Q1-Q4) | | Ongoing membership in the project steering group by the Group Manager. |
| Integrated Flood Modelling | | <p>Modelling of the Leith/Lindsay Catchment. Work undertaken by the ORC Natural Hazards team has been completed.</p> <p>A Multi Agency Response Mapping Workshop to socialize modelling with stakeholders has been undertaken, the project is now complete.</p> <p>Draft plan developed following the Dunedin workshop..</p> |

LEGEND

COMPLETED

IN PROGRESS

NOT STARTED

UNLIKELY TO COMPLETE

Local Government Risk Reduction Support

| Activity | Tracking | Progress Update |
|--|---|---|
| ORC Climate Action Plan (Q4) |  | Emergency Management Otago activity is reported to the Climate Strategy Implementation team and will contribute to scoping the next Otago Climate Change Risk Assessment (OCCRA). |
| Lifelines Projects and Support (Q1-Q4) |  | See the separate Lifelines report paper. This is a multi-year project, but the planned activity for this year has been completed. |
| Rural Advisory Group (Q1-Q4) |  | The committee has been supported throughout the year. This is a multi-year project, but the planned activity for this year has been completed. |

LEGEND



COMPLETED



IN PROGRESS



NOT STARTED



UNLIKELY TO COMPLETE



Effective Response to and Recovery from Emergencies

Operating Systems

| Activity | Tracking | Progress Update |
|--|----------|--|
| Alternative Communications (Q1) | | Operational PACE plans and testing. Ongoing engagement with amateur radio (AREC) |
| D4H Live Contacts Update (Q1-Q4) | | Maintain the regional emergency contact register in D4H a quarterly task. This is a multi-year project, but the planned activity for this year has been completed. |
| Welfare Needs Assessment (Q4) | | Development of an automated AGOL/D4H solution has been completed, and testing/implementation activities are underway. This is a multi-year project, but the planned activity for this year has been completed. |
| Regional Warning System (Q1) | | The Regional Warning and Alerting System is now live on the D4H platform. Development of the D4H app will allow for the ability to send alerts overriding phone do-not-disturb settings. |

LEGEND



COMPLETED



IN PROGRESS



NOT STARTED



UNLIKELY TO COMPLETE

**Common Operating
Picture**
(Q4)



Development, Refinement, Implementation and testing of the Group GIS Portal is completed. This is something that we will continue to refine and maintain each year.

A GIS for CDEM Strategy is still being developed to ensure work in this space is focused on priorities.

This is a multi-year project, but the planned activity for this year has been completed.

**Common Operating
Platform - D4H**
(Q2)



Ongoing testing, development and refinement of the operating platform to support council planning and exercises has been undertaken.

This is a multi-year project, but the planned activity for this year has been completed.

LEGEND



COMPLETED



IN PROGRESS






NOT STARTED



UNLIKELY TO COMPLETE

Operational Workforce Capability

| Activity | Tracking | Progress Update |
|--|--|---|
| Training and Capability Strategy (Q1-Q4) |  | <p>Staff are continuing to deliver training for Council staff in line with the Training and Capability Strategy.</p> <p>This is a multi-year project, but the planned activity for this year has been completed.</p> <p>See Appendix 1.</p> |
| Training and Capability Strategy (Q1-Q4) |  | <p>EM Otago – Workforce Development Capability framework (testing regime).</p> <p>This is a multi-year project, but the planned activity for this year has been completed.</p> |
| Tier 3 - Exercise – All Otago Councils |  | <p>QLDC completed 19/09/24 CODC completed 06/11/24 WDC completed 21/11/24 ORC completed 28/11/24</p> <p>CDC and DCC postponed/cancelled due to a Severe Weather Event in early October.</p> |

LEGEND



COMPLETED



IN PROGRESS



NOT STARTED



UNLIKELY TO COMPLETE



Enabling, Empowering, and Supporting Community Resilience

Community Resilience Strategy

| Activity | Tracking | Progress Update |
|--|----------|--|
| Community Resilience Strategy (Q1-Q4) | | <p>A total of 45 updated Community Resilience Guides are now online. The remaining 20 will be completed by the end of the 2025 calendar year.</p> <p>This is a multi-year project, but the planned activity for this year has been completed.</p> <p>See Appendices 2 & 3.</p> |
| Annual PIM, Lifelines and WCG Forum (Q4) | | <p>Forums have been supported and delivered throughout the year.</p> <p>These are multi-year projects, but the planned activity for this year has been completed for each.</p> |
| Website development | | <p>Website upgrade completed. On-call Group duty staff trained in updating live warnings on the website.</p> <p>Otago Group is leading a national project to have a standard event "Incident" webpage with a target completion of September 2025.</p> |
| Clued Up Kids | | <p>Every District has completed a Clued-Up Kids activity this year.</p> |

LEGEND



COMPLETED




IN PROGRESS



NOT STARTED



UNLIKELY TO COMPLETE


| | | |
|----------------------------|---|---|
| Social Media Growth |  | Campaign to increase social media connection, timed to response activity. Facebook followers in Q4 has increased from 16874 to 17703 |
|----------------------------|---|---|

LEGEND  COMPLETED  IN PROGRESS  NOT STARTED  UNLIKELY TO COMPLETE




Governance and Management


Partnering with Māori

| Activity | Tracking | Progress Update |
|---|---|--|
| Partnering with Māori (Q1-Q4) |  | Two-year Mana Whenua EM Facilitator Project, activity update (paper) included in agenda. This is a multi-year project, but the planned activity for this year has been completed. |

Group Plan

| Activity | Tracking | Progress Update |
|----------------------------------|---|--|
| Group Plan Review (Q2) |  | Work has started on this project with a target date for the draft available for consultation in November 2025. This is a multi-year project, but the planned activity for this year has been completed. |

Monitoring and Evaluation

| Activity | Tracking | Progress Update |
|--|---|--|
| Group Assurance Framework (Q4) |  | Project is on pause, pending national reform/guidance. |

LEGEND



COMPLETED



IN PROGRESS



NOT STARTED



UNLIKELY TO COMPLETE

Appendix 1

Training Overview

Overall Summary

A total of 50 training sessions were conducted across the region last quarter, spanning 199 hours and 30 minutes. These sessions included CIMS Basics, D4H Training, ITF Foundation, and ECC Planning, focusing on key emergency response concepts. Training levels ranged from basic introductions to advanced leadership and function-specific courses.

Otago Regional Council (ORC)

Otago Regional Council conducted 14 training sessions. Key training sessions included ITF Foundation, ECC Planning, D4H Introduction, Logistics Training, and CIMS Level 4.

Clutha District Council (CDC)

Clutha District Council conducted five training sessions. The main training sessions were D4H Part 1 and Part 2, CIMS Basics, and Intel Function Specific.

Dunedin City Council (DCC)

Dunedin City Council completed 9 training sessions. The key training sessions included CIMS Basics (Control, Intelligence, Operations) and D4H Introduction.

Queenstown Lakes District (QLDC)

Queenstown Lakes District conducted 12 training sessions. Significant training sessions included CIMS Basics, D4H Introduction, ITF Course, and FENZ Exercise.

Central Otago District Council (CODC)

Central Otago District Council carried out 4 training sessions. Key training sessions included CODC Induction and ITF Foundation Training.

Waitaki District Council (WDC)

Waitaki District Council conducted 6 training sessions. The main training sessions were D4H Introduction and CIMS Basics.

Conclusion

The data presented reflects meaningful progress toward the EMO Training & Capability Development Strategy 2023–2026. It shows strong alignment with the strategy's intent to create a capable, scalable, and flexible emergency management workforce.





Particularly, the balance between foundational upskilling (CIMS, D4H) and more advanced, role-specific training. The region is on track, but next steps will focus on deeper analysis of individual progression, shift-readiness coverage, and tracking outcomes to further evidence the region's capability growth.

| Target # | | ORC | CODC | QLDC | CDC | WDC | DCC |
|----------|----------------------|------------|-------------|-------------|------------|------------|------------|
| 3 | # Controller (Q) | 4 | 2 | 2 | 3 | 4 | 3 |
| 14 | # Function Leads (Q) | 8 | 11 | 10 | 1 | 0 | 0 |
| 42 | # Team Members (Q) | 34 | 27 | 34 | 11 | 2 | 32 |

Appendix 2

Community Engagement Activities

| District | Activity | Aware | Connect | Enable | Capable |
|---------------|----------------------------------|---|--|---|---|
| Dunedin City | People First |  |  | | |
| | Otago Polytech IT students |  |  | | |
| | Otago Boys High x 2 |  | | |  |
| | Older Persons Network |  | | | |
| | 60+ Coffee Club |  | | |  |
| | Pine Hill School |  | | | |
| | St Leonards School |  | | | |
| Clutha | Tapanui public meeting |  |  | | |
| | Clutha Widows group |  | | | |
| | Clutha Community meeting |  |  | | |
| | Clutha community welfare meeting |  | | |  |
| Central Otago | Jimmy Martin Concrete Placers | |  |  | |
| | Cromwell College |  | | | |
| | Alexandra Primary School |  | | | |

| District | Activity | Aware | Connect | Enable | Capable |
|------------------|-----------------------------|---|---------|---|---------|
| Queenstown Lakes | Wānaka Seniors Coffee Group |  | | | |
| | Wānaka YSAR |  | | | |
| | Queenstown Primary School | | |  | |
| | Ultimate Hikes | | |  | |

Community engagement activities (1 April 2025 – 30 June 2025)

Dunedin City (Total Attendees: 381)

Dunedin City supported many school visits to provide an increased visibility of the Clued-up Kids programme. Other initiatives included engagement with older person communities and Polytech students who are working on the development of emergency management software.

Clutha District (Total Attendees: 79)

The Clutha District engaged welfare support agencies, older persons and Tapanui residents in discussions on hazard awareness and preparedness.

Central Otago District (Total Attendees: 47)

Central Otago had engagement activities focusing on business continuity planning with a contractor working across both inland districts preparing for an AF8 event and business disruption. Alexandra School were interested in AF8 preparedness information before they went on school camp school.

Queenstown-Lakes District (Total Attendees: 51)

Queenstown-Lakes District joined the Wanaka Youth Search and Rescue team to talk about AF8 preparedness using the grab and go game. Queenstown Primary School and Ultimate Hikes reviewed their business continuity plans. A preparedness session was held with the Wānaka Seniors Coffee Group.

Appendix 3

Community Resilience Groups

| District | Activity | Aware | Connect | Enable | Capable |
|---------------------------|--------------------------------|-------|---------|--------|---------|
| Central Otago | Bannockburn | | | | |
| | Cromwell | | | | |
| | Roxburgh | | | | |
| | Tarras | | | | |
| Clutha District | Clinton Waipahi | | | | |
| | Owaka | | | | |
| | Lawrence Waitahuna Beaumont | | | | |
| | Milton | | | | |
| | Tapanui – West Otago | | | | |
| | Mosgiel Taieri | | | | |
| Dunedin | Strath Taieri | | | | |
| | Luggate | | | | |
| Queenstown Lakes District | Wanaka | | | | |
| | Wilson Bay – Bobs Cove | | | | |

| | | | |
|---------|------------|--|---|
| Waitaki | Omarama |  |  |
| | Palmerston |  |  |

Community Resilience Group activities (1 May 2025 – 30 June 2025)

Central Otago District

CRGs in Bannockburn, Tarras, and Cromwell participated in a joint training session with strong engagement and interest in future scenarios. Cromwell also hosted a well-attended community meeting to boost public awareness and discussed reactivating former members. In Roxburgh, the CRG collaborated with the local fire brigade to begin resilience planning, focusing on coordination and capability mapping.

Clutha District

In Clinton, a public meeting supported by Paul Allen sparked strong community interest in forming and training a CRG. Initial discussions with local contacts indicate momentum toward establishing a group.

Dunedin City

The Mosgiel Taieri Community Resilience Group held an exercise to test equipment including generator, radio, laptops, and to test the lighting. While Hub operations training was held in Middlesmarch.

Queenstown-Lakes District

Glenorchy focused on hub training for gear and coordination. Queenstown reviewed CRG documents and conducted hazard mapping. Arrowtown improved operational coordination through a joint session with the local fire team.

Waitaki District

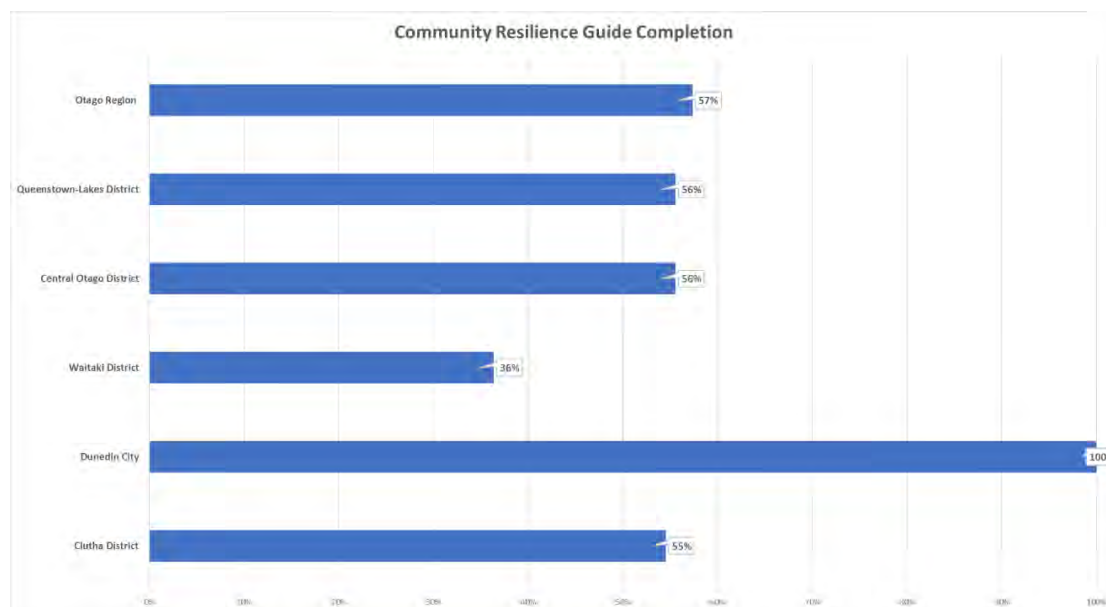
Omarama and Otematata are in the early stages of CRG development. Introductory meetings introduced the CRG framework, shared preparedness materials, and received positive community feedback, indicating growing local interest.

Conclusion

The activities detailed in this report demonstrate a range of initiatives aimed at enhancing community preparedness and resilience. These activities include improving communication capabilities, facilitating community engagement, strengthening CRG

capacity, celebrating infrastructure enhancements, and expanding the CRG Hub network.

Community Resilience Guides

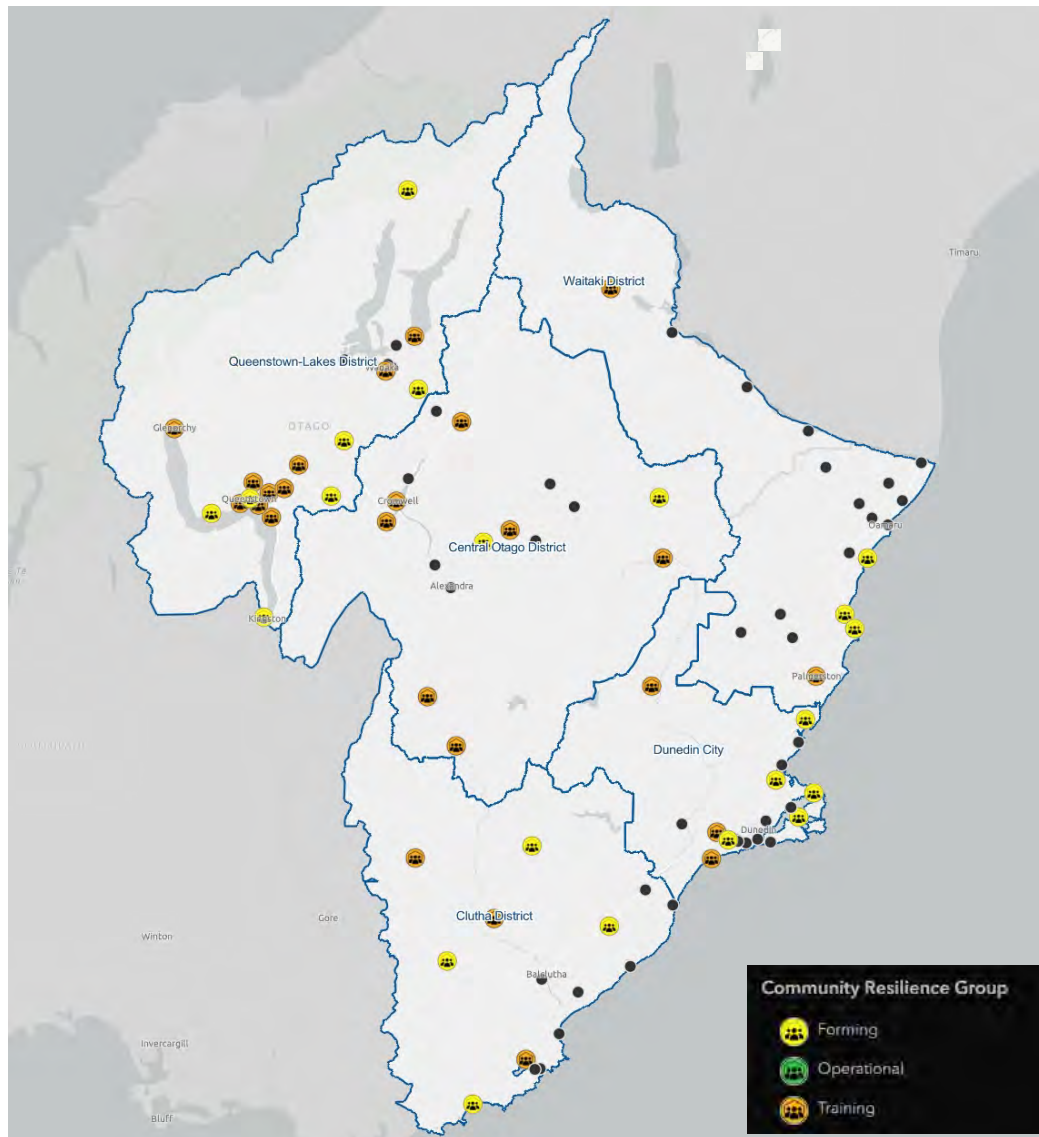


Currently 45 Community Resilience Guides are on the Emergency Management Otago Website. With the aim of two per week being completed to ensure the ongoing delivery of this project. The chart above provides an update of how each district is tracking.

There are approximately 20 Community Resilience Guides to be completed, however this number changes due to the addition of new areas being established and new Community Resilience Groups being formed.

The next steps after these guides are completed will be a process of review as an ongoing project.

Community Resilience Groups in Otago



Community Resilience Groups in Otago – Operational Capacity

The map of Community Resilience Groups has now been updated with the location of the groups. You will notice the legend now has the three categories of groups covered (Forming, Training, and Operational). These are based on the stage of development as per the Otago Community Resilience Strategy.

It is also worth noting the black dots on the map, these are locations where community engagement activity is being planned or at a pre-forming stage of Community Resilience Group

development. They can also represent known pre-existing groups that are in the process of being connected as Community Resilience Groups *or* have established relationships with district Emergency Operation Centres but fall outside of the Strategy.

In some districts Community Resilience Groups have changed names or amalgamated with or separated from other groups (primarily Clutha and Dunedin)

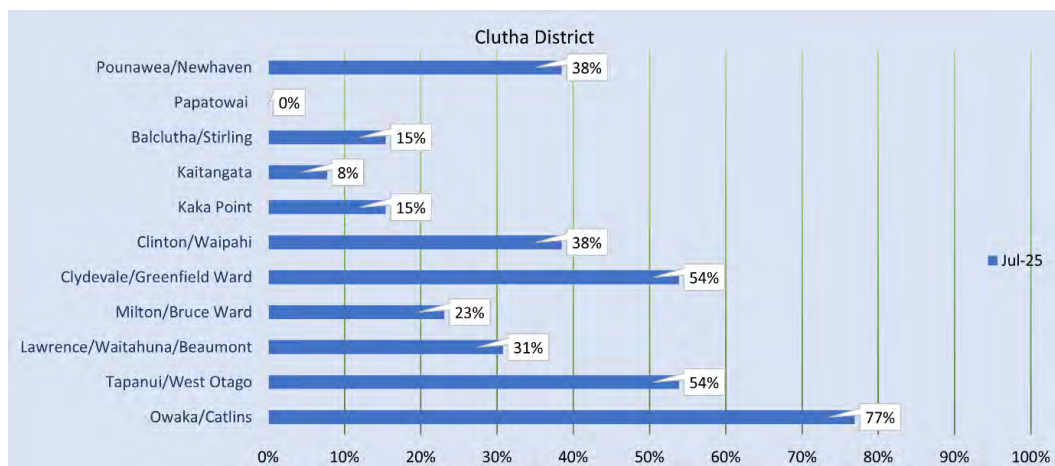
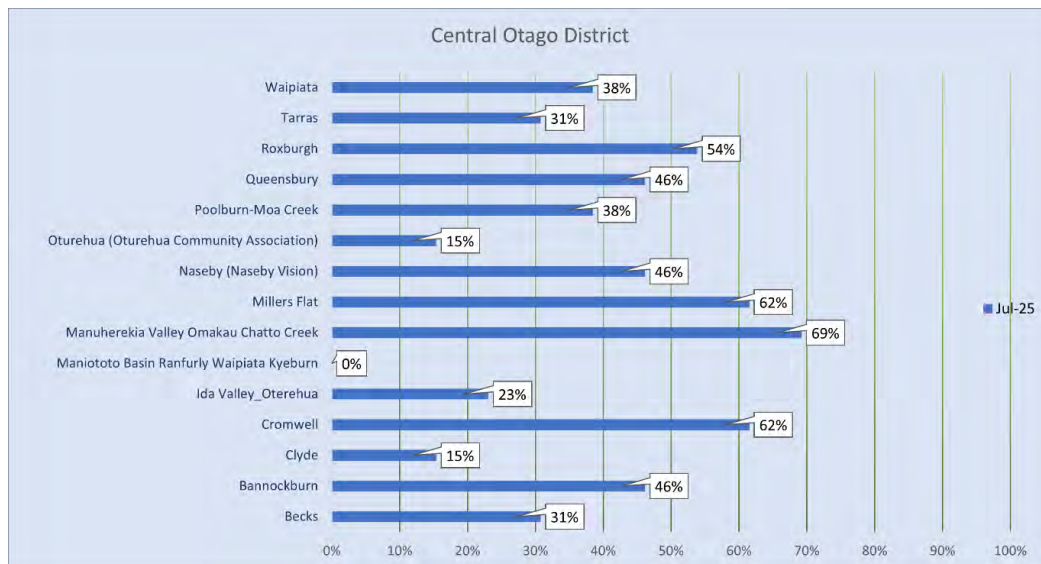
The Dunedin groups listed in the following charts are only the groups that fall within the Community Board areas of the District or Dunedin City. There are several heavily populated areas and may have groups in urban areas of the city that are not part of Community Board areas and would require formal Civil Defence Centres (CDCs) established in accordance with the strategy.

These CDCs have the following requirements to be established. Police vetted staff, training specifically for the leaders of the CDCs, workers in the CDC, Welfare Needs Assessment training, Psychosocial First Aid Training. Locations of these CDCs will also need to fit within the guidelines for building safety (earthquake standards) and accessibility.

In Dunedin City Community Board areas, where Groups are directed to open a facility for the provision of welfare services by the EOC, under the Otago Resilience Strategy these facilities would effectively be a Civil Defence Centre and would therefore be required to have all compliance completed. Currently no groups in Dunedin have achieved the standards required. *

| Civil Defence Centre | Dunedin City | Police Vetted | Supervisor Training | CDC Worker Training | Needs Assessment Training | Psychosocial Training | Operational |
|----------------------------------|--------------------------|---------------|---------------------|---------------------|---------------------------|-----------------------|-------------|
| Mosgiel Taieri Community Board | Mosgiel Taieri | | | | | | |
| Mosgiel Taieri Community Board | Outram | | | | | | |
| Otago Peninsula Community Board | Otago Peninsula | | | | | | |
| Otago Peninsula Community Board | Ocean Grove | | | | | | |
| Saddle Hill Community Board | Saddle Hill - Fairfield | | | | | | |
| Saddle Hill Community Board | Southern Coastal Dunedin | | | | | | |
| Strath Taieri Community Board | Strath Taieri | | | | | | |
| Waikouaiti Coast Community Board | Blueskin Bay | | | | | | |
| Waikouaiti Coast Community Board | Karitane | | | | | | |
| Waikouaiti Coast Community Board | Warrington | | | | | | |
| Waikouaiti Coast Community Board | Waikouaiti | | | | | | |
| West Harbour Community Board | Aramoana | | | | | | |
| West Harbour Community Board | West Harbour | | | | | | |

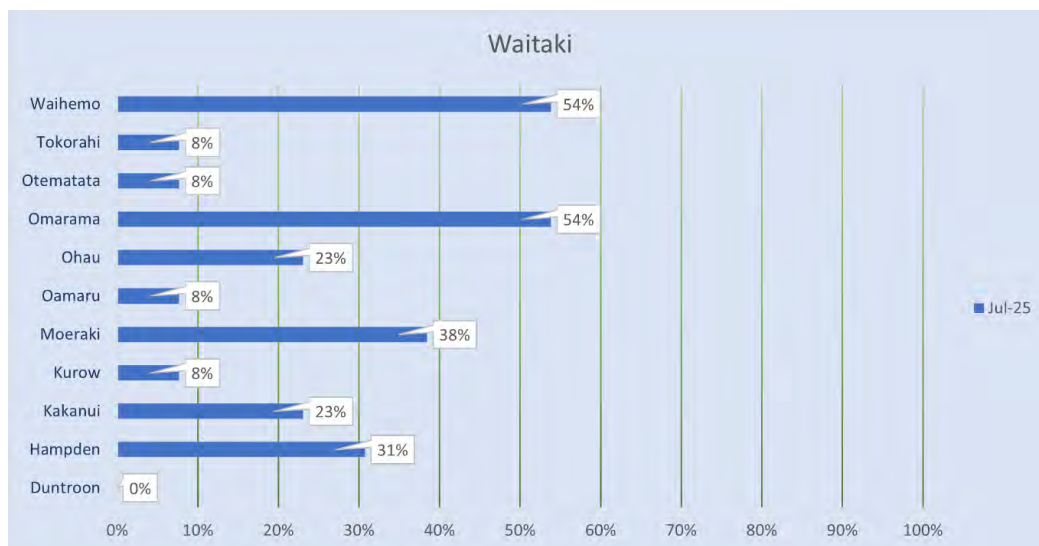
The following charts are for each District Community Resilience Group development as measured against the Otago Resilience Strategy. The percentage represents the fully operational level for each group based on the completion of stages, training, and review of each CRG as outlined in the strategy. It is worth noting that some of these groups are long standing, functional, connected to the respective EOC, and well familiar with activating during emergencies, regardless of the relative percentage level as described in the strategy.





* Note: Dunedin City – The Community Resilience Groups mentioned here are all in Community Board area and are on the path to being able to be set up as a Community Led Centres (Community Emergency Hub), not a Civil Defence Centre.





7.2. Finance Report

Prepared for: Otago Civil Defence and Emergency Management Joint Committee
Report No. CDEM2551
Activity: 2024 – 2025 Finance Update
Author: Matt Alley, Group Manager, Emergency Management Otago
Endorsed by: Matt Alley, Group Manager Emergency Management
Date: 29 August 2025

PURPOSE

- [1] This report provides an updated overview of the financial performance of the Emergency Management Group for the financial year ending June 2025. It includes actuals against budget, identifies key variances, and updates the previously reported position to reflect final year-end data.

EXECUTIVE SUMMARY

- [2] Emergency Management Otago recorded a total revenue of \$3.80 million, which is \$72,000 ahead of the full-year budget of \$3.73 million. This surplus was driven by:
- **Targeted Rates income** of \$3.739 million, \$9,000 above budget.
 - **Other income** of \$63,000 from unbudgeted training reimbursement through the Tertiary Education Commission (TEC).
- [3] The final revenue position confirms a modest but meaningful surplus, reflecting sound financial management and the effective recovery of additional funding.

RECOMMENDATION

That the Joint Committee:

- 1) **Notes** this report.

BACKGROUND

- [4] Emergency Management Otago operates under a shared service agreement to deliver regional civil defence and emergency management functions. Sound financial oversight supports the delivery of core services, resilience initiatives, and emergency readiness.

DISCUSSION

- [5] **Revenue:**
- The **uniform targeted rate** achieved \$3.739 million (budgeted \$3.73M), a **positive variance of \$9,000**.

- **TEC training claims** contributed an **unbudgeted \$63,000**, reflecting successful recovery of eligible costs. This revenue line continues to provide potential for moderate growth depending on future training activity.

[6] **Expenditure:**

While the full expenditure breakdown was not included in this report, the previously reported expenditure of **\$3.72 million** remains aligned with budget expectations.

Costs associated with the **October 2024 severe weather event (\$111,000)** were absorbed within operational budgets.

[7] **Financial Management:**

- The updated finance system continues to limit detailed budget line reporting, though full-year totals have been validated and reconciled.

| Finance (July 24 - June 25) - By Activity | | | | | |
|---|------------------------|-----------------|-----------------|---------------|---|
| | | FY Budget | Actual | Variance | Comment |
| Income | Targetted Rate | \$ 3,730,000.00 | \$ 3,739,000.00 | \$ 9,000.00 | |
| | TEC Fund | \$ - | \$ 63,000.00 | \$ 63,000.00 | Tertiary Education Commission - Training Claims |
| | | | | | |
| Total Revenue | | \$ 3,730,000.00 | \$ 3,802,000.00 | \$ 72,000.00 | |
| | | | | | |
| Expenditure (Direct Costs) | Operations | \$ 350,000.00 | \$ 255,886.00 | \$ 94,114.00 | Consultant savings due to increased capability within ORC Natural Hazards Team |
| | Public Education | \$ 50,000.00 | \$ 18,879.04 | \$ 31,121.00 | Reduction in printing costs for Resilience Guides - |
| | AFB | \$ 30,000.00 | \$ 30,000.00 | \$ - | Fixed project support contribution |
| | Training | \$ 30,000.00 | \$ 28,875.17 | \$ 1,125.00 | CDEM Staff training and development |
| | Group Activity | \$ 257,000.00 | \$ 176,967.00 | \$ 80,033.00 | Consultant savings (Group Plan) |
| | Staff Time | \$ 2,034,000.00 | \$ 2,172,400.00 | \$ 138,400.00 | 106k Severe Weather Event ECC Staff Time / 37k Overtime Payments (All Unbudgeted) |
| | Overheads | \$ 870,000.00 | \$ 870,000.00 | \$ - | Fixed cost |
| | Severe Weather Event | \$ - | \$ 6,473.00 | \$ 6,473.00 | Unbudgeted event direct costs |
| | Mana Whenua EM Support | \$ 90,000.00 | \$ 90,000.00 | \$ - | Two year project - ending March 2026 |
| | Depreciation | \$ 19,000.00 | \$ 69,000.00 | \$ 50,000.00 | Unbudgeted depreciation increase |
| | Total | \$ 3,730,000.00 | \$ 3,718,480.21 | \$ 11,520.00 | |
| | Reserve | \$ 95,000.00 | | | |

Table 1: Full-year financial consolidation by activity.

OPTIONS

- [8] That the Joint Committee receives this report.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [9] No matters arising.

Financial Considerations

[10] A positive year-end variance of \$72,000 supports a modest reserve position.

Significance and Engagement

[11] No matters arising.

Legislative and Risk Considerations

[12] No matters arising.

Climate Change Considerations

[13] No matters arising.

Communications Considerations

[14] No matters arising.

NEXT STEPS

[15] N/A.

ATTACHMENTS

Nil

7.3. Lifelines Update

Prepared for: Civil Defence and Emergency Management Joint Committee
Report No. CDEM2554
Activity: Lifelines Update
Author: Mel Banks, Lifelines Program Lead
Endorsed by: Matt Alley, Group Manager Emergency Management
Date: 29 August 2025

PURPOSE

- [1] This report informs the Joint Committee of the activity planned and underway, including an update from the Otago Lifeline Utilities Group meeting on 11 June 2025.

EXECUTIVE SUMMARY

- [2] The Otago Lifelines program exists and is owned by the members of the Otago Lifeline Group, in alignment with sections 59 and 60 of the Civil Defence Emergency Management Act 2002. The group meets quarterly to enhance the connectivity of lifeline utility organisations across agency and sector boundaries to improve critical infrastructure resilience as per the Otago Lifelines Group ToR.
- [3] The Otago Lifelines Group is focused on delivering the recommendations that came from the Otago Vulnerability Assessment 2024, with an emphasis on business continuity planning to enable stronger resilience and capabilities in adverse situations, and to manage expectations.
- [4] In alignment with the Annual Plan, the recommendations from the Vulnerability Assessment are: Alternate Communication Plan, Fuel Plan, Generator Plan, Lifeline Utility Coordinator Exercise, Update the Otago Lifelines Viewer.
- [5] The membership of the group consists of representatives at a regional level from: Emergency Management Otago, Regional and District Councils, Electricity, Telecommunications, 3 Waters, Transport, Roding, NEMA

RECOMMENDATION

That the Joint Committee:

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

DISCUSSION

- [6] Activity is underway for the Lifeline Utilities Communication Plan, which will leverage the Otago Lifeline Utilities Coordinator (LUC) Protocols 2023, outlining the expectations of utilities and the Coordination Centre's pre- and during an emergency. Utilising the

PACE model (Primary, Alternative, Contingency, Emergency) for means of communicating, the plan will outline how utilities and coordinating centres will communicate if business-as-usual means of communication are affected by a significant emergency, and the essential information required to be shared by all parties is known in peacetime.

- [7] Otago Generator Management Plan has commenced with a Backup Power survey and questionnaire emailed to the Otago Lifeline Utilities Group, Emergency Services (including Health) and Essential Services (FMGC, Fuel) to gather information on the potential demand for generators during an extended power outage from a significant emergency (AF8-type event). There will be a strong emphasis on business continuity planning and management of expectations. The desired outcome of the plan is for critical infrastructure to look at the service they provide and to ensure that they are resilient in adverse situations. Many critical infrastructure services are moving towards solar and battery power for an uninterrupted power supply. An additional benefit of solar and battery power will be less demand for fuel to power generators.
- [8] The Otago and Southland Fuel Plan (2019) requires an update; data captured from the generator survey will be fed into this review. Critical updates from the fuel sector will be required around their business continuity plans, and efforts have been made to source these at the central Government (NEMA) level. Additionally, a contact point within the NZ Lifelines Council will be used. The purpose of the plan is to detail arrangements for CDEM critical entities to have access to fuel in a CDEM response.
- [9] The Lifeline Utility Coordinator (LUC) Exercise will test the Alternative Communications Plan (in paragraph 6) between Lifeline Utilities and Coordination Centres to ensure the plan is robust. The scope and design of the exercise are still to be developed, but it is intended to occur in Q3/Q4.
- [10] The Otago Lifelines Geographic Information System (GIS) Viewer, which was created in 2021, will be updated to incorporate hazard models from the ORC Natural Hazards Team and detailed dataset requested from local councils on their 3 waters infrastructure for impact assessments and consequence analysis.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [11] The Otago Lifelines Group is in alignment with the Otago Group Plan.

Financial Considerations

- [12] Costs associated with attending and contributing to committee meetings are met by participating agencies.

Significance and Engagement

- [13] Engagement with members of the committee is active and ongoing.

Legislative and Risk Considerations

- [14] The Otago CDEM Group operates under the provisions of the CDEM Act 2002 and the Health and Safety at Work Act 2015 Act. The Otago Lifelines Group is in alignment with these provisions.

Climate Change Considerations

[15] No matters arising.

Communications Considerations

[16] No matters arising.

ATTACHMENTS

1. Minutes: Otago Lifelines Meeting 11 June 2025 [**7.3.1** - 9 pages]
2. Otago Lifeline Utilities Group Workplan Report August 2025 [**7.3.2** - 4 pages]



Otago Lifelines Group Meeting

DATE & LOCATION:

11 June 2025, via Teams

MEETING TIME:

10:00 am-12:00 Noon

Attendees

| | | |
|---------------------------|---------------------------------|-------------------------------|
| Glyn Lewers (Group Chair) | Andrew Cunningham (TWO) | Quinton Penniall (CODC) |
| Mel Banks (EMO) | Vanessa Jones (Foodstuffs) | Paul Lloyd (Meridian Energy) |
| Nicole Felts (NZTA) | Nick Rodger (Dunedin Airport) | Amy Francis (Network Waitaki) |
| Chris Brooker (EMO) | Andrew Welsh (ORC) | Tim Van Woerden (ORC) |
| Aaron Green (GDC) | Duncan McLeod (Network Waitaki) | Taylor Hendl (EMO) |
| Matt Alley (EMO) | Glenn Hutton (Unifone) | Glenn Mitchell (EMO) |
| Paul Gurney (WCRC) | John Coutts (DCC) | Roger Hughes (QLDC) |
| Peter Northcote (NEMA) | Louis Perenara (Chorus) | Mary Ferguson (EMO) |
| Shaan Ross (Aurora) | Derek Shaw (EMO) | Bill Nicoll (QLDC) |
| James Allison (CDC) | Courtenay Jamieson (EMO) | Mark Renalson (WDC) |
| Linda Till (CDC) | John Mawhinney (EMO) | |

Apologies

| | | |
|----------------------|------------------------------|-----------------------|
| Cynthia Wilson (DCC) | Erica Andrews (EMO) | Jesse Cotton (Aurora) |
| Julie Muir (CODC) | Islay Laird (NEMA) | Matt Settle (Aurora) |
| Vanessa Dalton (DCC) | Jeremy Mitchell (Transpower) | |

Minutes

Welcome:

- Glyn Lewers, Group Chair welcomed everyone to the meeting.
- Mel Banks noted apologies for the meeting.

Lifelines Work Program: Mel Banks

- An update was provided on the 2025/26 Work Program.
 - Otago Lifelines Communication Plan
 - Compiling information on the Starlink Ground hub locals in the South Island and the utilities that support the ground hub infrastructure.
 - The benefits and limitations of using Starlink.
 - Amazon Web Services (AWS) will be another option in the future.

- The Otago LUC (Lifeline Utility Coordinator) Protocols will be used as a base for the communications plan. This document sets out the expectations of lifeline utilities and EOC's/ECC's in BAU and in response.
- It is encouraged that group members are familiar with their Business Continuity Plans, as this will also support the Lifelines Communications Plan.
- Generator Management Plan
 - A survey was sent to the group to capture what backup power supply utilities have, volumes and type of fuel for backup power, and those that do not have or do not require backup power to be able to continue to operate in a power outage. A one-week timeframe was extended to 2.5 weeks for responses.
 - A second similar survey will be sent to Emergency Services, then a 3rd to Essential Infrastructure (Fuel, FMCG etc) that are located on priority routes identified in the AF8 Priority Routes Project.
 - Fuel information from the surveys will be incorporated into the Otago & Southland Fuel Plan review.
- Training and Exercises
 - CIMS Basic training was offered to the group as there were a few seats available at a CODC session.
 - The same course has been delivered to Futon Hogan twice, and a community engagement training session saw staff from Aurora Energy attend.
 - An email was sent to the group with the link to the NEMA E-learning website Takatu, this host's modules on the CIMS structure, if group members were interested, in particular the Operations Function where Lifeline Utilities sits within.
- Identification of impacts of lifeline infrastructure failures on the wider environment
 - NTR
- Further development of the Otago Lifeline Utilities GIS viewer.
 - NTR

Otago Lifelines Group Updates

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

NEMA: Peter Northcote

- NEMA received 390 submissions on the Emergency Management Bill consultation document.
- A member of the Infrastructure team is working with the Ministry of Environment on a national waste management plan, that group will be looking for input from around the country for examples of best practice that may already exist at a regional level.
- Noted the National Catastrophic Plan on the NEMA website and encouraged group members to view it if they haven't done so to date.
- The Space weather plan will be exercised at a national level in the next few months.



- The Priority Routes project continues in the North Island, building off the AF8 South Island project. The AF8 platform will host the North Island output.
- The alternative NCMC in Auckland will move from the Ellerslie Racecourse to an AUT facility in Manukau, which is a larger and more resilient facility than the racecourse.
- A full alternate NCMC activation exercise is planned for November this year.
- The National NCMC in the Bunker will be retired, and a new National Emergency Management facility is being built in a new parliamentary building. This will be a couple of years away till completion.
- The National Lifeline Utility Forum will be held at Te Papa in Wellington in October.
- The Emergency Management Alert went out on Sunday, 25 May, and indications point to a 90% hit rate.
- The national FENZ exercise simulated fires in Auckland and Queenstown.
- Confirmed current Infrastructure team members:
 - Malcolm Johnston
 - Howard Markland
 - Peter Northcote (covering maternity leave for Islay Laird)

Otago CDEM: Matt Alley

- The Emergency Management System Improvement Program (EMSIP) are expecting information out of cabinet in the next couple of weeks that will inform investment road map for the Emergency Management system for the next 5-10 years. Acknowledging that there is no new money for NEMA within this budget. Any substantive change will be from 2026 onwards. That will define the ownership of some of the areas for the 4 R's, in particular whether NEMA remain a 4 R organisation. Reduction and parts of recovery may go elsewhere.
- A collective submission on the Emergency Management Bill discussion document was made by the CDEM Special Interest Group. Most relevant to the lifelines group were:
 - Expanded definitions and redefine Lifeline Utilities to Essential Infrastructure
 - Mandatory business continuity standards
 - Information sharing with legislated data standards and protection to enable common operating picture.
 - Seeking clear roles and accountabilities for the sector
 - Minimum standards and system performance
 - Modernisation of emergency powers
- DPMC have signalled some changes regarding the National Recovery Framework
- A NEMA and KPMG Operational Systems workshop held in Christchurch will work through operational solutions for the sector.

NZTA: Nicole Felts

- NZTA have finished a large construction season
- NZTA is now moving onto the winter maintenance program.

| |
|---|
| Action: Nicole to follow up with NZTA on the priority routes restoration times |
|---|

Action: Provide an update on the Frankton to Kinston and Haast Pass works in the next Lifelines meeting

TLA Roothing:

QLDC: Roger Hughes

- The Shepherds Creek culvert is back in the design phase because it was delayed.
- Slope stabilisation work on the west side of the Crown Range on the 'Zig Zags'. More to come on the Northeastern side of the summit, which is part of the Crown Resilience Funding.
- Crown Resilience Funding for Bennetts Bluff due to slope instability.
- Chard Road: A new retaining wall was built, though this ended up at the bottom of the gorge following a weather event. A new retaining wall will be constructed after support works on the cliff above are complete. This should give more resilience to the road.

Action: Roger to follow up on the Bailey bridge option for Chard Road - COMPLETED

CODC: Quinton Penniall

- Focused on roading BAU due to funding.
- Weather event in February in the Teviot, which triggered a 1:250 year rainfall in a very isolated location, there were a couple of slips and damage to a culvert that was on a rural unsealed network.
- Some bridge replacements and redecking of the Little Valley bridge. A Bailey bridge will be used as an alternate crossing for the small community of houses, as well as the Alexandra West Water Treatment Plant and a number of large stations behind the Alex clock.

CDC: James Allison

- The district continues with the tidy-up from the October 2024 weather event.
- One major slip on the Catlins Highway near the Southland border, which is still down to one lane, there is a bit of design work to do on how to repair that stretch of road.

WDC: Mark Renalson

- Kakanui Bridge replacement is underway, a concrete structure replacing a 120 year old wooden structure. This will provide a resilience route from the State Highway around Maheno. Completion estimation May 2026 and be rated for full axel weights for heavy vehicles.
- Crown Funding received for the next two years for roading protection from erosion (coastal council roading networks), primarily roads that do not have suitable alternative routes.

DCC: Apologies sent

TLA 3 Waters:

QLDC: Roger Hughes

- Completion of the Two Mile water treatment plant in Queenstown, increasing capacity and resilience.



- Over the next 3 years, QLDC will focus on increasing water supply and capacity to Frankton and Shotover Country Club borefield, which will include additional reservoirs and reservoir capacity and bore capacity.
- Upgrading and recommissioning of the Kelvin Heights intake.
- Looking to optimise the capacity of the Western Wanaka intake from Beacon Point and add storage to the network.
- Exploring solutions for the water and wastewater in the southern corridor of Jacks Point and Hanley's Farm, to provide capacity and resilience for the rapidly growing community.
- The Shotover wastewater treatment plant upgrade is ongoing, with completion expected before year-end. It will include the construction of a 24 hours of calamity storage
- Additional future stages will include more storage and out-of-spec treatment.
- About to commence the construction the connection to join Hawea to the Wanaka Wastewater Treatment Plant Project. This will allow the Hawea wastewater treatment plant to be decommissioned.

CODC: Quinton Penniall:

- Upgrade to the Cromwell water treatment plans and the borefield have commenced.
- Upgrades in Ranfurly and Patioroa water treatment plants
- Bridge Hill water mains upgrade
- CODC have linked in with the disaster waste management work at a regional level.

WDC: Mark Renalson

- Palmerston is underway with large township and rural mains upgrades. Addressing capacity issues, historical repairs and improvements on the level of service, removing pipes out of private farmlands and putting restrictors at the boundary where possible. It's a \$2.8 million project and 43.8km of new piping. Due for completion in October this year.
- The Ohau Village drinking Water Treatment Station is in the commissioning stage. A unique project with an internal engineer designing a treatment plant inside a 20-foot container, and fully mobile. It can also be used should the fire services require water.
- In Oamaru, they have completed an additional \$3.4 million storage reservoir on South Hill that doubles the capacity on South Hill.
- Emergency Generators: Working with Network Waitaki on an MOU for generators to be provided to the most critical locations in the treated water scheme.

Action: Mark to share information on the 20-foot water treatment plant when available / send a request for information.

DCC: John Coutts

- DCC has been working on the 9-year plan, and local water done well.
- Ongoing work for a design solution for the Maya slip (October 2024 weather event). The area remains on a temporary fix for the water supply.

CDC: No update

Transpower:

No update

Meridian Energy: Paul Lloyd

- Benmore and Ohau A penstock seismic strengthening projects has started.
- Meridian Energy have ordered 5 power transformers for Manapouri Power Stations.
- Commissioning a 100MW battery storage facility for Ruakaka (outside of Otago), Meridian is working through the emergency response plans for fire for that location. There are only two of these types of facilities currently in NZ.
- Meridian Energy recently went through a cybersecurity exercise.

Aurora Energy: Shaan Ross

- Aurora Energy recently participated in Transpower annual industry exercise that runs annually prior to winter, ensuring all participants' processes are in place in terms of load shedding if required.
- Undertaking winter preparedness actions and ensuring network settings are appropriate for the demand that is expected throughout the winter period.
- Aurora has identified the need to increase their holdings for underground cable terminations for their 33 KV and 66kv cable termination jointing kit.
- Plan to purchase a spare transformer later this year for delivery next year.
- Transpower recently completed the installation of 2 transformers at the Frankton GXP. And at the Frankton zoned substation, Aurora undertook work to ensure the distribution network was able to increase its capacity to support Queenstown.
- Aurora attended the Electrify Queenstown Event where Aurora signalled their intent to commence consultation on the Upper Clutha Regional Development Plan
- Work with Transpower and Lakelands to consider the capacity needs of the Queenstown and Upper Clutha regions
- Recently put out an expression of interest on the Aurora website, inviting non-network supply, and considering all options, seeking to defer critical infrastructure investment where possible and trying to pave the way for flexibility services in the aggregated market.

Network Waitaki: Amy Francis

- Network Waitaki has an ongoing BAU maintenance works programme on the network to ensure a strong, secure supply.
- Network Waitaki also participated in the annual Transpower exercise.
- CIMS training with some of the management team
- There was a Transpower outage in April that affected quite a large part of the Network Waitaki's network. Great communication from Transpower had the issue resolved in a timely manner.

PowerNet:

No update

Contact Energy:

No update

Chorus: Louis Perenara

- Chorus has built more diversity through its main trunk fibre throughout Otago and Southland.
- Louis outlined how the double outage occurred on the One fibre network. A rat severed the fibre near Port Chalmers on a railway corridor, then maintenance severed the fibre near Gore a few days later; the combined incidents created a large outage on the One fibre network.
- Chorus is working with DCC on a slip pat Moeraki where fibre is located.

One NZ:

No update

Unifone: Glenn Hutton

- Unifone was slightly affected by the two fibre outages that Louis spoke to, losing capacity to 2 of the 3 fibre routes.
- Monitoring solar charging and mains outages from weather events. Unifone deploys its crews to sites with generators due to the solar sites not seeing the sun for over a week and batteries becoming marginal.
- Involved in a series of build programmes funded by the government for rural connectivity. Unifone has commissioned a site at Herbert and at Mahinerangi on Waipori Station. That is the last of the government funding for rural broadband.
- Glenn spoke to the interference event that affected radio frequencies in the lower North Island / Upper South Island, caused by the HMS Canberra.

Dunedin Airport: Nick Rodger

- Dunedin Airport is building resilience into its operations, with the strengthening and rehabilitation of the runway next year.
- Have expanded their incident and operations centre and established an 'offsite' one depending on the type of incident. This is supported by a fibre ring main around the precinct, as well as an upgrade and data backbone with their repeaters that tie into FENZ, St John and Police.
- In the process of replacing one of the backup generators and expanding diesel storage to support the upgrades.
- A 250kWh UPS will be in line with the new generator to protect the airside and nav aids
- CIMS and PHEC (Pre-Hospital Emergency Care) training throughout their operations team.
- Commissioned two large mobile flood pumps with 12" suction as a of risk assessments undertaken.
- A truck mountable sandbag filling machine will arrive in July.



- Going through a seismic strengthening and retrofit programme, looking at liquefaction risk and working with Canterbury Seismic for some site-based seismic sensors.
- The Climate and Flood risk study is near completion, which Stantec has carried out for them, in conjunction with ORC, which builds on the work that was done by Tonkin & Taylor.
- In the process of procuring a new multi-function airport fire appliance.
- Upgrading the onsite wastewater treatment plant, 2 x 350,000 Litre stainless welded water tanks.
- Installing an additional 100,000-litre sprinkler tank and pump upgrades for the firefighting network.
- Some portable gen sets are on order for buildings and businesses on the precinct that are not protected by the main backup generator; these will be able to be mounted on a trailer for mobility.
- Containerised emergency provisions for food, shelter, and water.
- Dunedin Airport will have a full-scale emergency exercise next year that will be multi-agency. Event type not confirmed yet.

Queenstown Airport: Bill Nicoll (on behalf of Julia Breen)

- Ongoing response planning and looking at a new Incident Management Platform with the assistance of QLDC and Emergency Management Otago (EMO). The D4H system was demonstrated; this platform is used throughout Otago for a response.
- Working on a mass evacuation plan with QLDC and EMO for an AF8 type of event.

Southern District Health Board (SDHB): Andrew Cunningham

- Andrew acknowledged the recent presentation from Emergency Management Otago in conjunction with ORC on the flood modelling around Dunedin. Andrew said the presentation was very useful and provided some good information relating to facilities vulnerable to flooding. Andrew also acknowledged the CIMS courses attended by some health leaders.
- Balaclava Hospital will have a generator upgrade. This ensures the entire facility will operate on full power in an emergency.
- The new Dunedin Hospital outpatient building is on track to be open to the public in late 2026, and work is currently being tendered to start the substructure build for the new Dunedin Hospital.

Foodstuffs South Island: Vanessa Jones

- Vanessa will be taking over from Felicity at the end of June as the Emergency Management Advisor for Foodstuffs South Island (FS).
- FS has been working on refreshing all their internal documentation, updating it with any learnings as they go.
- Using the CIMS framework, they will work through an in-house AF8 scenario/exercise.
- Undertaking data collection at all the FS locations to fully understand the capabilities around generators, fuel, communications, Starlink, satellite phones, etc.

Port Otago:

No update

KiwiRail:

No update

ORC Natural Hazards: Tim Van Woerden

- The ORC Natural Hazard Strategy for the area at the head of Lake Wakatipu has been a multi-year project. Thanks to Bill for the help from the QLDC side. This strategy is on the ORC Natural Hazards webpage.
- Current Hazard and Risk assessment projects: Debris Flow Modelling and risk assessment project for the Roxborough Area, and a liquefaction hazard assessment and seismic risk review for the Clutha Delta and Balclutha area.
- Recently completed a project to develop a Natural Hazard Exposure analysis for the region, which has been released and endorsed by the council.
- Tim van Woerden and Andrew Welsh from the Natural Hazards team at ORC then gave an overview presentation of the Otago Region Natural Hazards Exposure.

MEETING CLOSED:

11:41 am 11 June 2025

Next meeting: 3rd September 2025, MS Teams

Otago Lifeline Utilities Group

Work Plan Update: August 2025

Purpose

The Otago Lifeline Utilities Group is to enhance the connectivity of the Lifeline Utilities Organisations across agency and sector boundaries to improve infrastructure resilience.

Reporting

The Otago Lifeline Utilities Group reports to the Joint Committee (JC) with activity reported quarterly.

Meetings

The Otago Lifeline Utilities Group meets four times yearly, and otherwise as required. Membership of the group is defined in the National Plan Order 2015, though attendance and participation in activities have varied.

Membership

The Otago Lifeline Utilities Group has the following members:



- Otago Lifelines Chairperson
- Otago Lifelines Program Lead
- Representatives from:
 - Electricity Sector
 - Transportation
 - Roding
 - Telecommunications
 - 3 Waters
 - Otago Regional Council
 - National Emergency Management Agency (NEMA)
 - Emergency Management Otago
 - Fast Moving Consumer Goods
 - Health

Overview

The projects in Table 1 have been identified as risks in the [Otago Vulnerability Assessment](#) undertaken in 2024, as plans that are not currently in place.

The projects in Table 2 have plans and projects currently in place that require a review and updating.

Table 1

| Recommended Projects from the 2024 Otago Vulnerability Assessment for the Otago Lifeline Utilities Group | | | | | | |
|--|--|----------------------------|--|---|---|-------------|
| | Project | Plan Status | Project Brief / Context | Activity | Risk | Work Status |
| 1 | Lifeline Utilities Communications Plan | No plan currently in place | Communication in an emergency is critical for clear coordination and the sharing of information, this can be supported by several methods. Therefore, it is critical to understand where key communications equipment is located who owns and operates the resource, which agencies have access to which services (e.g. VHF / UHF / Satellite etc), which frequencies are currently being used and the contacts within each organisation (both personnel and call signs). This would enable a clear communications plan for use in emergencies to be established and provide prioritisation for restoration of critical sites to enable its enactment. | <ul style="list-style-type: none"> Review the Otago Lifeline Utilities Coordinator Protocols (minor update required) Creation of a Starlink information pack Compile existing technology supporting alternate communications, i.e. One.NZ text-to-Satellite. Encourage the Otago Lifeline Utilities Group to understand their Business Continuity Plans to support the development of the Communication Plan An exercise will be planned to test the communications plan when completed. |  | Underway |
| 2 | Regional Generator Plan | No plan currently in place | There is a high reliance across lifeline utility providers for backup power generation. These resources are limited within the region and will require significant coordination to ensure their placement and use is prioritised for maximum effect in response and recovery. An Otago Regional plan would identify the | <ul style="list-style-type: none"> A backup power survey/questionnaire was emailed to the Otago Lifeline Utilities Group, Emergency Services and Essential Services, requesting information for generator and fuel requirements in |  | Underway |






| | | | | | | |
|---|--|---|---|---|---|----------|
| | | | requirements across lifeline utilities and other key response organisations, coordination and logistical arrangements and prioritisation for specific hazards and their impacts. | an extended power outage from a significant emergency. | | |
| 3 | Otago Lifeline Utilities training and exercising | No current training and exercise program for the Otago Lifeline Utilities Group | The coordination of lifeline utility providers in response is critical to ensuring an effective response and recovery. Familiarity with the systems and requirements of response, as well as the current plans and procedures, is vital to enable this to occur. Training and exercising are keyways to ensure readiness for response, and this should be encouraged across the Lifeline Group, both with utility providers to test their arrangements and across the wider Lifeline Group to ensure effective coordination. Where possible, collaboration should be sought between Otago Lifelines Group members when organising training events such as the Coordinated Incident Management System (CIMS), to further develop relationships and reduce the cost of training to each participating organisation. | <ul style="list-style-type: none"> • A utility attended the Coordinated Incident Management System (CIMS) Basic training offered. • CODC EMA offered to deliver another training session if a larger group within a utility was interested • An exercise will be planned to test the communications plan when completed. |  | Underway |
| 4 | Impacts of lifeline infrastructure failures on the wider environment | No current assessment | The identification of the social, economic, and natural impacts of lifeline utility failures can provide Emergency Management Otago partner lifeline utility organisations with critical information to support the prioritisation of reduction and mitigation works and planning for service restoration in an emergency. This may include the use of systems such as Riskscape to provide an analysis of the impacts of outages and the identification of critical assets. | <ul style="list-style-type: none"> • Investigate if any New Zealand Universities have had master's or PhD studies on the consequences of infrastructure failure concerning Lifeline Utilities. |  | Planned |

Table 2

| Joint Projects (Otago Group Office, Otago Lifeline Utilities Group, Inter-Regional CDEM Groups) | | | | | | |
|---|---|--|--|---|---|-------------|
| | Project | Plan Status | Activity this quarter | Activity planned | Risk | Work Status |
| 1 | Otago & Southland Fuel Plan 2019 | The plan requires review and updating | <ul style="list-style-type: none"> The backup power survey/questionnaire sent to the Otago Lifeline Utilities Group, Emergency Services and Essential Services contained questions to capture the potential demand for fuel in a significant event. | <ul style="list-style-type: none"> Review with Emergency Management Southland and Otago |  | Underway |
| 2 | Update Emergency Management Otago Alternative Communications Plan 2023 | The plan requires a review | <ul style="list-style-type: none"> Testing of Starlink Mini's. | <ul style="list-style-type: none"> Review the current plan and assess new technology options and retiring older technology. Look into the cause of the global Starlink outage on 25/7/2025 |  | Underway |
| 3 | Further development of the Otago Lifelines Geographic Information Systems Viewer 2018 | The viewer requires review and update. | <ul style="list-style-type: none"> Determined that the Otago Lifeline Utilities GIS Viewer could not be open source due to confidentiality agreements in place at the start of the project. | <ul style="list-style-type: none"> Request CODC Vulnerability Assessment and supporting GIS layers around infrastructure Request data set updates from utilities currently in the viewer. Integrate Otago Regional Council Hazard layers into the Otago Lifeline Utilities Geographic Information System viewer. |  | Underway |

Low Risk:



Medium Risk:



High Risk:



7.4. 2025 EMO Community Resilience Survey

Prepared for: Civil Defence and Emergency Management – Joint Committee
Report No. CDEM2556
Activity: EMO 2025 Community Resilience Survey
Author: Erica Andrews, Stakeholder Engagement Advisor
Endorsed by: Matt Alley, Group Manager Emergency Management
Date: 29 August 2025

PURPOSE

- [1] This report is designed to provide insights into the results of the 2025 Emergency Management Otago Community Resilience Survey, and where gaps have been identified, highlight opportunities for future activities to support a targeted increase to community resilience prior to and during emergencies.

EXECUTIVE SUMMARY

- [2] Emergency Management Otago (EMO) carried out the 2025 Community Resilience Survey from 16 June 2025 to 30 June 2025 using the Ask Your Team survey tool.
- [3] Thirty questions were used to gain insights into the community's awareness of hazards and potential impacts, measure levels of preparedness and gain a clear view of preferred information channels. Links to templates, websites and information were included throughout the survey to guide people to useful information sources.
- [4] The 5 -10-minute survey was promoted using online channels, QR code access, paid print, radio and apps advertising, stakeholder and partner agency communications and in person when engaging with communities, schools, and businesses. Survey costs came in under budget.
- [5] People had an option to enter a draw at the end of the survey with 1 of 5 grab bags available to give away

RECOMMENDATION

That the Joint Committee:

- 1) **Receives** this report.

BACKGROUND

- [6] Emergency Management Otago undertakes an annual Community Resilience Survey to understand the levels of hazard awareness, personal preparedness and which information channels are used by residents during emergencies.

- [7] The survey activity aligns with objective 1 in the Emergency Management Otago Community Resilience Strategy, specifically understanding hazards, preparing for an emergency and preferred information channels.

DISCUSSION

- [8] The survey results reflect a growing awareness among participants of the risks posed by climate change and the need for emergency preparedness. Many respondents have taken initial steps—such as preparing emergency kits and investing in backup power sources—but also identified clear gaps in knowledge and accessible guidance.
- [9] While there is a strong sense of personal responsibility, practical barriers such as cost and limited time continue to hinder more comprehensive preparedness. Respondents expressed a desire for clearer, more consistent information—suggesting tools like regular reminders and checklists could help support ongoing action.
- [10] Community support emerged as another important theme, with many valuing local resilience networks and neighbourhood planning. However, communication challenges were commonly reported, particularly a lack of follow-up after expressions of interest in community initiatives.
- [11] Overall, the findings point to both strengths and areas for improvement. To strengthen individual and collective readiness, there is a pressing need for better public education, improved outreach, and more accessible resources. By addressing these gaps and building on existing efforts, communities can enhance their resilience to future emergencies and climate-related events.

OVERVIEW OF RESULTS

Hazard awareness

- [12] 93% of participants stated they understand that the behaviour of some hazards may change due to climate change, 83% knew where to look for information about hazards that could affect their family and 90% had heard about an Alpine Fault (AF8) earthquake.

“Otago Natural Hazards Database provides interactive maps, reports, and other resources to help me understand risks like flooding, earthquakes, landslides, and coastal hazards”.

Emergency planning and supplies

- [13] In 2024 the number of respondents who had a household emergency plan (31%), was a significant decrease from 2022 (48%). Based on comments from last year’s survey, the question was slightly changed to include “or a family discussion”.
- [14] This year 44% of people answered yes and reassuringly, 49% said this survey has encouraged them to develop a household plan.

“As a farmer, our emergency plans include our farm animals”

- [15] Most people have some emergency supplies including an alternative means of cooking, stored nonperishable food and water, lighting or a first aid kit. Of note, is the low number of people who have a grab bag (418) although 43% stated getting a grab bag prepared was the one thing they will do in the next 12 months.

"In addition to the list, we also have solar-powered equipment. You should have listed a portable/camping toilet, because that is something that few city-dwellers think about (and we don't have one yet due to cost)."

Information sources

- [16] Radio continues to be the preferred method that people use to find information during an emergency followed by an Emergency Mobile Alert and websites and social media. Additional sustained national public education campaigns are resonating with the respondents with most people knowing Drop, Cover and Hold and the Long or Strong, Get Gone messaging.

"I would be looking to my neighbours, and local community to find out what was happening. So a local billboard/communications hub would be my first port of call".

SURVEY RESULTS

[Otago Region](#)

[Waitaki District](#)

[Queenstown Lakes District](#)

[Dunedin City](#)

[Clutha District](#)

[Central Otago District](#)

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [17] This activity is in alignment with the National Disaster Resilience Strategy, the EMO Annual Plan 2023-2024 and the 2023 Emergency Management Otago Community Resilience Strategy.

Financial Considerations

- [18] A budget of \$20,000 was allocated for the survey, with the total campaign coming in under budget at **\$18,051.23**.

Significance and Engagement

- [19] No matters arising.

Legislative and Risk Considerations

- [20] The Otago CDEM Group operates under the provisions of the CDEM Act 2022, this activity is in alignment with these provisions.

Climate Change Considerations

- [21] No matters arising.

Communications Considerations

[22] No matters arising.

NEXT STEPS

[23] Emergency Management Otago has identified, based on the results of the survey, an opportunity to focus on a dedicated household emergency plan campaign. This focus supports the fundamentals of personal preparedness being a formal or informal home plan which includes key contacts, meeting places, emergency supplies and considerations for pets and vulnerable family members.

ATTACHMENTS

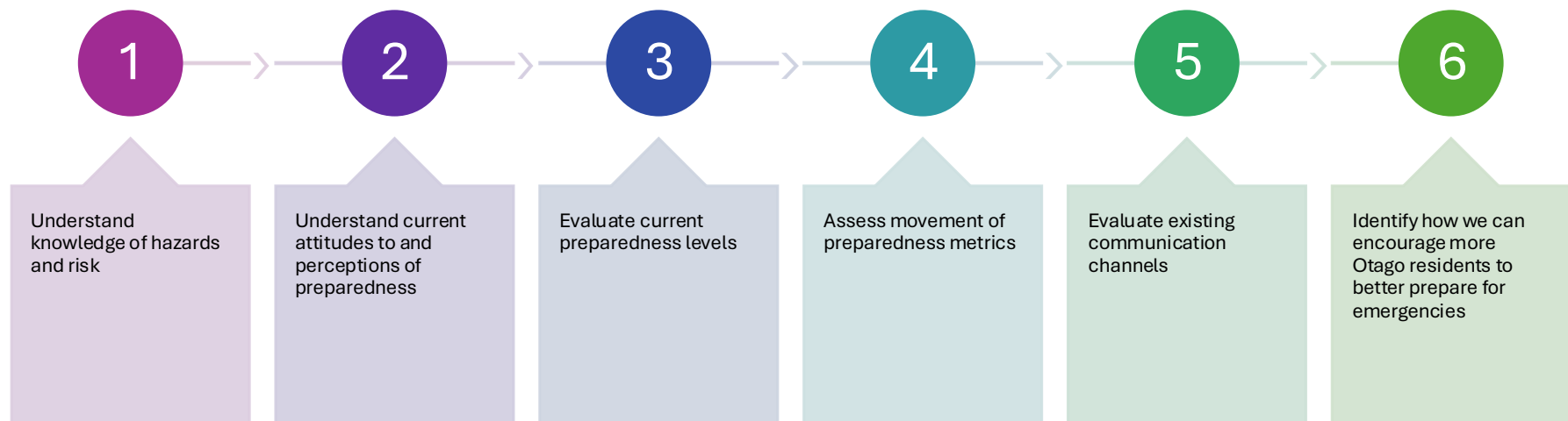
1. EMO 2025 Survey presentation [7.4.1 - 12 pages]

2025 Community Resilience Survey

Purpose

To help Otago residents become more resilient to emergencies

Specific insight objectives



Methodology

| Approach | Sampling | Key Demographics |
|---|---|--|
| <ul style="list-style-type: none">• 30 questions, 10-minute online survey• QR Code and weblink embedded into digital assets• Emails sent directly to networks, stakeholders and subscribers• Promoted using radio, apps, social media, website, and print channels | <p>A total sample of 1605 residents aged 18+ was achieved:</p> <ul style="list-style-type: none">• Waitaki : 210• Dunedin City : 783• Clutha : 93• Central Otago: 197• Queenstown Lakes : 322 | <p>Female: 1108 Male: 483 Māori: 105 Other European: 126 Disability: 144 Living Situation: 466</p> |

What's working well

- Strong Personal Responsibility
- Reliable Information Sources
- Community Engagement

Free text responses

- ❖ Personal responsibility is key in a disaster. Emergency services may not be able to respond to everyone at the same time. If people have the resources to help others, then they should.
- ❖ Figuring if in a disaster mobile/internet/power is out I would rely on local community
- ❖ Communities often pull together in emergencies; and they are often immediately on the ground. Official help may be slower to respond or have more pressing issues to manage

What needs some work

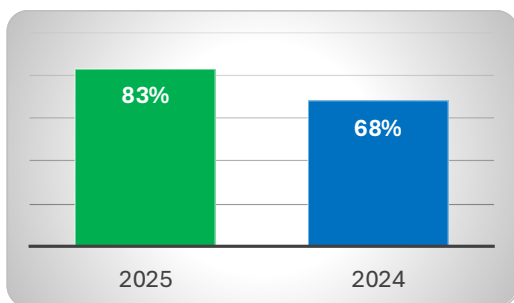
- Lack of Household Emergency Plans
- Awareness of Community Resilience Groups
- Preparedness for Tsunami Risk

Free text responses

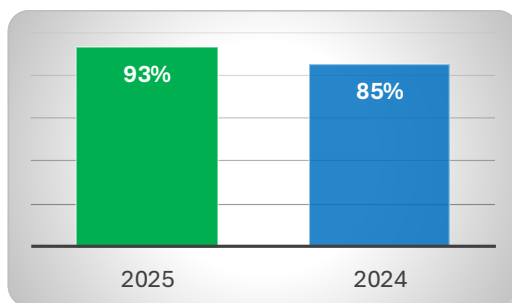
- ❖ No plan, every situation is different, hard to plan for.
- ❖ Didn't know that there was such a thing
- ❖ We need signs for people who are from out of town. There are a lot of tourists who may not know the routes.

Hazard Awareness

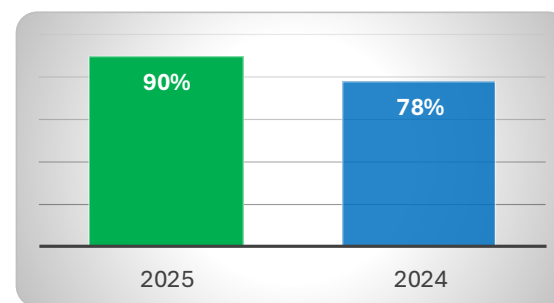
I know where to find information about hazards that could affect my family



I understand that the behaviour of hazards may change due to climate change

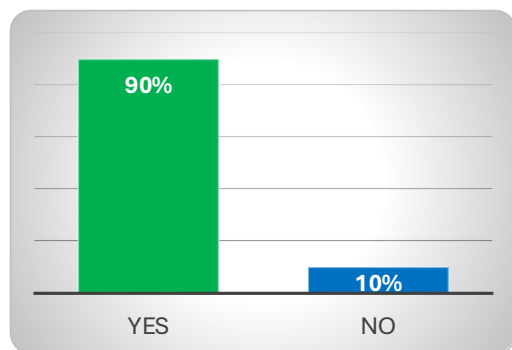


I have a good understanding of hazards and consequences

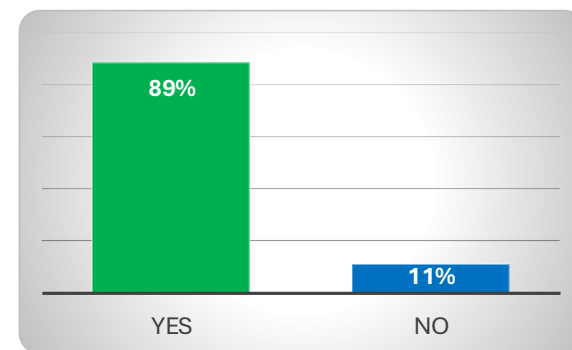


Hazard Awareness

Have you heard about an Alpine Fault (AF8) earthquake?

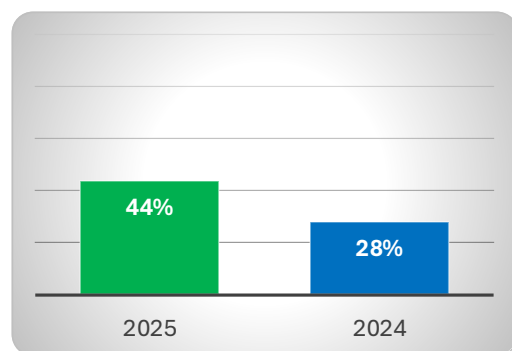


Do you believe you will be impacted by an Alpine Fault (AF8) earthquake?

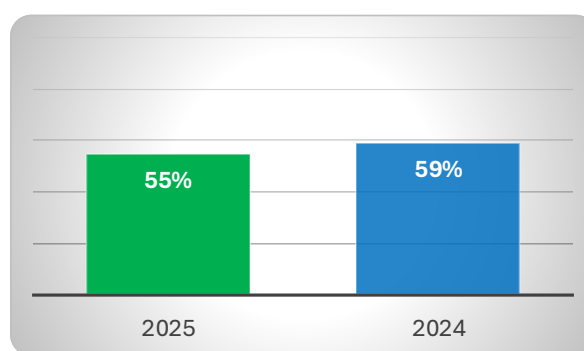


Personal preparedness

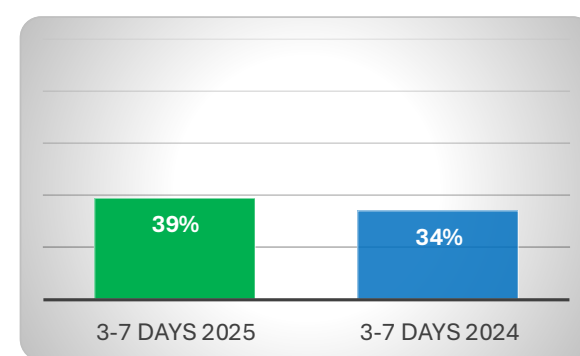
Do you have a household emergency plan?



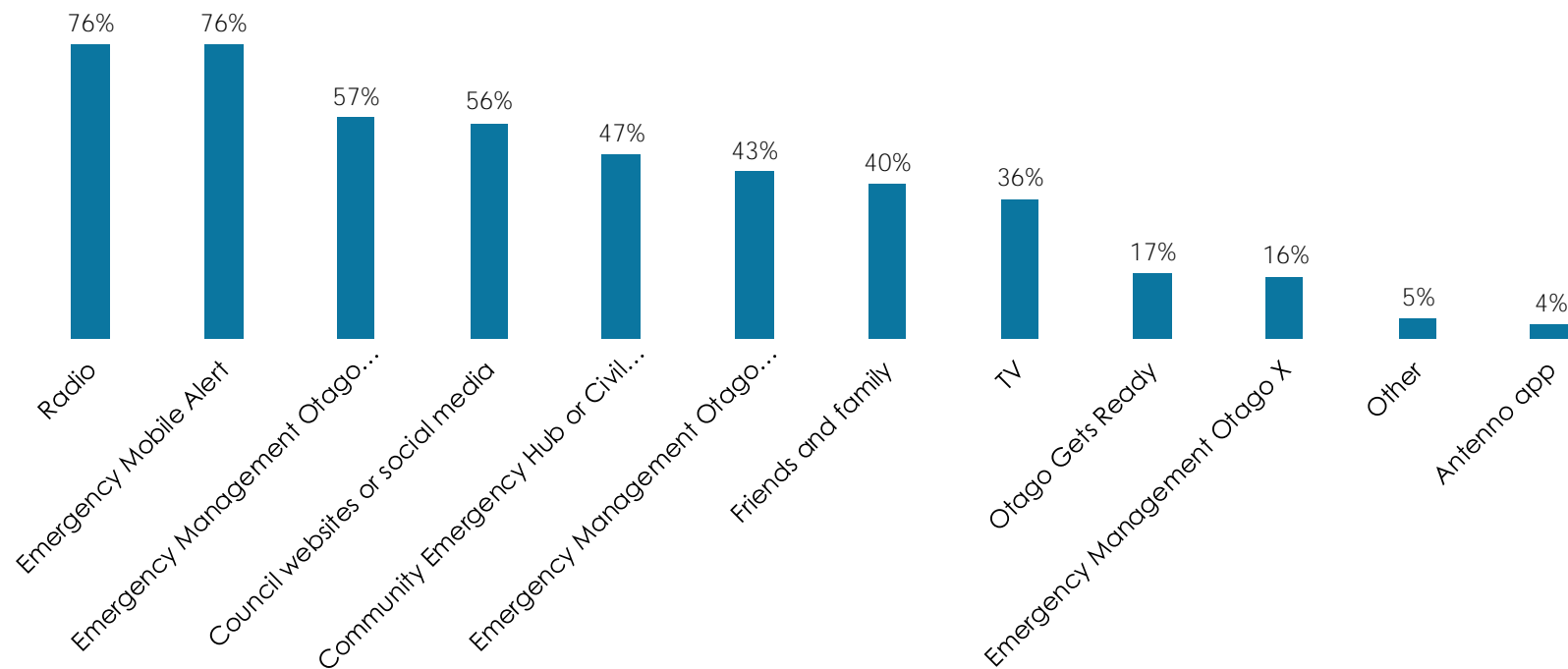
Do you feel prepared for an emergency event?



How many days are you prepared to look after yourself?



Information channels



Next steps

- Deliver a Household Emergency Plan campaign
- Identify any other significant gaps

Thank you - any questions?



7.4. NEMA Update

Prepared for: Otago Civil Defence and Emergency Management Joint Committee
Report No. CDEM2552
Activity: NEMA Update
Author: Simon Chambers, Principal Advisor – Regional Engagement
National Emergency Management Agency
Endorsed by: Matt Alley, Group Manager, Emergency Management Otago
Date: 29 August 2025

PURPOSE

- [1] This report is to update the Joint Committee on the latest activities and matters being addressed by the National Emergency Management Agency (NEMA).

EXECUTIVE SUMMARY

- [2] Details on the NEMA update are outlined in the attached report.

RECOMMENDATION

That the Joint Committee:

- 1) **Notes** this report.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [3] Nothing arising.

Financial Considerations

- [4] Nothing arising.

Significance and Engagement

- [5] Nothing arising.

Legislative and Risk Considerations

- [6] Nothing arising.

Climate Change Considerations

- [7] Nothing arising.

Communications Considerations

- [8] Nothing arising.

ATTACHMENTS

1. NEMA Update Otago JC 29 August 2025 [7.4.1 - 4 pages]



NEMA Update

Otago CDEM Joint Committee

29 August 2025

Emergency Management Bill

The Minister for Emergency Management and Recovery intends to introduce a new Bill in the second half of 2025, to be enacted in 2026. From 15 April to 20 May 2025 NEMA invited submissions on the issues and options outlined in the discussion document, summary and information which is available on NEMA's website www.civildefence.govt.nz/emergency-management-bill. NEMA received nearly 400 submissions, the vast majority of which are substantive. Final policy decisions are expected to be made later this year before the introduction of a new Emergency Management Bill.

On Thursday 14 August, the following update was circulated:

- Cabinet has agreed to a series of policy proposals for a new Emergency Management Bill following public consultation earlier this year. The Government intends to introduce and pass the new Emergency Management Bill during this term of Parliament.
- The Cabinet paper provides details on the 21 proposals, but in summary the Bill will:
 - clarify who is in control during emergencies (particularly when undeclared) and clarify accountabilities at the local level
 - improve how Civil Defence Emergency Management Group plans are developed and with whose input, given they drive change on the ground
 - provide for representation of iwi Māori, rural communities and the wider community on Coordinating Executive Groups
 - expand the tools available to improve assurance of the system, e.g. through rules or Compliance Orders
 - expand the lifeline utilities/essential infrastructure providers that can be recognised under the legislation (e.g. certain digital services and solid waste).
- The Cabinet Paper has been proactively released and is available on NEMA's website: [Emergency Management Bill » National Emergency Management Agency](#). The submissions will also be published on this page shortly.

Next steps:

- The Bill will be drafted by the Parliamentary Council office and presented into the house later in this year
- It will then go to select committee for consultation
- After consultation, the Bill will go through readings in the House and hopefully be enacted in this term of Government, in mid-2026.



EMSIP Road Map

The Government has agreed in principle to the investment and implementation roadmap to strengthen New Zealand's emergency management system.

- The roadmap sets out what we need to do over the next five years. The roadmap will:
 - strengthen community leadership, ownership and preparedness
 - clarify roles, strengthen accountability, set standards, and provide assurance
 - make leaders accountable, and build a trained, exercised workforce
 - update warning systems and modernise antiquated technology and facilities.
- Key initiatives in the roadmap include:
 - Regional support teams based around New Zealand to provide surge support during and following emergencies and boost regional workforce capability.
 - A refreshed and increased Resilience Fund to empower more communities to prepare for and respond to emergencies.
 - Agreements and partnerships with businesses, iwi/Māori and community organisations to enhance local readiness.
 - Professional pathways to expand the emergency management workforce and build capability.
 - Proactive procurement and placement of critical equipment and supplies.
 - A Common Operating Picture to support shared situational awareness and decision-making.
- Cabinet has agreed to the roadmap in principle, subject to further policy work, the passage of enabling legislation, and availability of new funding through future Budgets.
- The National Emergency Management Agency will prioritise activity that can be delivered from its current baselines and go back to the Government for proposed initiatives that will require new funding from future budgets.
- View the roadmap at: <https://www.civildefence.govt.nz/emergency-management-system-improvement-programme>

EMSIP Phase 3.

EMSIP Phase 3 has commenced

During Phase 3 we (NEMA/Sector) will put forward budget bids for three (3) workstreams, with a view to securing funding from Government in FY26/27.

- The three workstreams are:
 - Regional Support Teams
 - Public Readiness / Community Development and Outreach
 - Resilience Fund

The budget bids will be drafted by the Chief Advisor, Strategic Finance (DPMC), however the content for the budget bids will be provided by key stakeholders, including EMLG

The budget bids (for FY26/27) are likely due at Treasury in **December 2025**. The process/dates are:

- **July and August:** Scope/shape budget initiatives (workstreams) (*Note: detailed plans not required; this will come if budget bids are successful*)
- **September:** Finalise content for bids and commence stakeholder consultation



- **October:** Invitations to submit budget bids advised (by Treasury) + stakeholder consultation
- **Nov/Dec:** Budget bids submitted to Minister, followed by formal submissions to Treasury

To support this process, and the tight timeframes, NEMA proposes:

- **2 EMLG Workshops:** one the week of 21 July, and one at the August EMLG (13 August)
- **EM System Focus Group Engagement**
- 3 Focus Groups (one for each workstream)
- The intent is that there will be 2 – 3 workshops for each Focus Group (depending on stakeholders and demand)
- The workshops for these will be held the week of 21 July and 11 August
- There will be an online update held the week of 1 September

CDEM Resilience Fund

The CDEM resilience fund is a contestable fund to enhance Aotearoa New Zealand's hazard risk resilience. The resilience fund aligns with CDEM Group Plans and the National Disaster Resilience Strategy priorities to enhance Aotearoa New Zealand's hazard risk resilience through the development of local and regional capability and practices. For the 2025/26 financial year, there were ten successful applicants

Tsunami Evacuation Guideline

This updated Director's Guideline sets the new nationally consistent approach for public-facing tsunami evacuation zones: the Blue Zone. The purpose of the Blue Zone is to simplify tsunami evacuation; to make it easier for our communities to know what to do when a tsunami arrives at our coast and there is little time to evacuate. This reinforces our Long or Strong, Get Gone message. The Blue Zone will save lives and enable our communities to be safe and feel safe.

This guideline builds upon the foundation laid by the previous version, reflecting the increased understanding of our threat, advances in technology and great social science research. It has been developed through a collaborative effort with experts across the motu. NEMA thanks everyone who contributed to updating this guideline which is available at: <https://www.civildefence.govt.nz/cdem-sector/guidelines/tsunami-evacuation-directors-guideline>

Memoranda of Understanding (MoU) with Broadcast Media

On May 14 an updated MoU was signed between NEMA and, RNZ, TVNZ, the Radio Broadcasters Association, Community Access Media Alliance, Whakaata Māori and Te Whakaruruhau o Ngā Reo Irirangi Māori (Iwi Radio Network). This MoU guides how we work together both in peacetime and in response.

The MoU has greater flexibility in activating the agreement depending on the severity and pace of an event, and increased provisions for the partners to work collaboratively before and during an emergency response. When activated in an emergency response, it mobilises support from broadcasters to broadcast or amplify critical messages above and beyond normal news programming.

The new MOU incorporates "informal activation," a practice refined during COVID-19 to quickly share vital public information—an approach that has proven to be both effective and appreciated. You can view the [new agreement here](#).



MfE Emergency Waste Funding.

The Waste Minimisation (Criteria for Funding Emergency Waste Management and Waste Management and Minimisation Infrastructure Repair and Replacement) Notice came into force on 2 May 2025. The notice outlines the criteria for the funding of emergency waste and the repair and replacement waste management and minimisation infrastructure.

Further details can be found here [Emergency Waste Management | Ministry for the Environment](#)

Water entities effective 1 July 2026

The Government is committed to ensuring all New Zealanders have access to safe, reliable and affordable drinking water, wastewater and stormwater services. The Government believes it is critically important that the entities have clear stronger links with their communities, to ensure New Zealanders have confidence that the entities will listen and respond to their needs. Each entity will have the same functions, powers and accountabilities as already provided for in the Water Services Entities Act.

As of 01 July, this year, Watercare Auckland can directly seek reimbursement from NEMA under the 60:40 policy (rather than going through Auckland Council). This change reflects the financial separation of Watercare Auckland and Auckland Council as part of the Government's water reforms. The Department of Internal Affairs is currently working alongside NEMA to determine what changes, if any, are needed to for water organisations in other regions.

Simon Chambers

Principal Advisor Regional Engagement

National Emergency Management Agency Te Rākau Whakamarumaru

7.5. Coordinating Executive Group (CEG) Chair Report

Prepared for: Civil Defence and Emergency Management - Joint Committee
Report No. CDEM2553
Activity: CEG Chair Report
Author: Matt Alley, Group Manager Emergency Management
Endorsed by: Steve Hill, Coordinating Executive Group Chair
Date: 29 August 2025

PURPOSE

- [1] This report provides an update to the Joint Committee on the key activities and developments of the Otago Civil Defence Emergency Management (CDEM) Group since the last executive update in June 2025. It reflects progress across readiness, response, welfare coordination, critical infrastructure resilience, training capacity, and national legislative engagement.

EXECUTIVE SUMMARY

- [2] The Otago CDEM Group continues to enhance regional readiness and resilience. Since June 2025, we have:
- Received the completed workplan activity for the financial year 2025.
 - Noted the financial performance year ending June 2025.
 - Noted the high-level overview of the main activities planned for the 2025-2026 financial year.
 - Received a presentation on the 2025 EMO Community Resilience Survey results.
 - Noted the NEMA programme activity and advisor update.

RECOMMENDATION

That the Joint Committee:

- 1) **Receives** this report.

DISCUSSION

Readiness and Response Committee Update

- [3] Strengthening flood response capabilities continues with the Lower Taieri, the next focus area for detailed modelling. A wildfire hazard workshop was held in June, with a report going to the ORC Risk and Resilience Committee for further action. The VHF radio upgrade is nearly completed, further enhancing inter-regional emergency communication. Several EMO staff were deployed to support Nelson-Tasman during recent severe weather events.

Welfare Coordination Group Update

- [4] The Rural Advisory Group (RAG) adopted an updated Terms of Reference, including membership, and SOPs for activation. Reviewing the Group Welfare Plan continues with

members of the working group and strengthening rural disaster coordination remains a key focus.

Otago Lifelines Update

- [5] The Lifelines Utilities Group held a meeting in June 2025. A Lifelines Communication Plan is under development and a recent survey sent out to members will provide direct input into a Generator Management Plan. Attendance and engagement in meetings has improved, with many of the members also participating in the training opportunities that have been provided.

After Action Review (AAR) – October 2024 Severe Weather Event – Corrective Action Impact Assessment

- [6] The corrective action impact assessment was noted by CEG with a request that more information be provided on how the corrective actions from the AAR will be implemented.

Group Manager and Financial Updates

- [7] The Principal Advisor presented an update on year-end work activity, highlighting achievements including advanced regional preparedness, response systems and community engagement. Financially, a positive year-end variance of \$72,000 reflected sound financial management and effective recovery of additional funding.

NEMA and Legislative Update

- [8] CEG received updates from the National Emergency Management Agency (NEMA), including the Emergency Sector Operating Systems Programme (EMS-OS) and Emergency Management Bill developments. NEMA will be transferring from the DPMC to DIA in September 2025. Shaun O'Halloran is the new Regional Emergency Management Advisor for the Otago region.

MEMBER UPDATES

- [9] **Ministry of Social Development:** Operating under business as usual with no major updates.
- [10] **Āraiteuru Emergency Facilitator:** All three rūnanga have marae emergency response groups in place, with wānanga being held to establish a hub. Training with AREC has been completed.
- [11] **Hato Hone St John:** High demand throughout winter, significant influenza numbers increasing hospital pressures and staff illnesses impacting service delivery.

Chair Hill noted that partner agency updates are appreciated.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [12] No new matters arising.

Financial Considerations

- [13] No new matters arising

Significance and Engagement

[14] No new matters arising.

Legislative and Risk Considerations

[15] Ongoing involvement in Emergency Management Bill development.

Climate Change Considerations

[16] No new matters arising.

Communications Considerations

[17] Focus on community preparedness and internal coordination across partners.

ATTACHMENTS

1. 2025.08.08 CEG Draft Minutes [**7.5.1** - 5 pages]



**Emergency
Management Otago**
Te Rākau Whakamarumaru Ōtakou

**Otago Civil Defence and Emergency Management (CDEM)
Coordinating Executive Group
MINUTES**

**Minutes of an ordinary meeting of the Otago Civil Defence and Emergency Management
Coordinating Executive Group held in the Otago Regional Council Chamber,
Level 2 Philip Laing House, 144 Rattray Street, Dunedin
on Friday 8 August 2025, commencing at 1:00 pm.**

MEMBERSHIP

| | |
|---------------------------|--------------------------------------|
| Steve Hill (Chair) | Clutha District Council |
| Peter Kelly | Central Otago District Council |
| Sandy Graham | Dunedin City Council |
| Richard Saunders | Otago Regional Council |
| Mike Theelen | Queenstown Lakes District Council |
| Alex Parmley | Waitaki District Council |
| Matt Scoles | New Zealand Police |
| Phil Marsh (Deputy Chair) | Fire and Emergency New Zealand |
| Mallory Wood | Te Whatu Ora Southern |
| Trevor McGlinchey | Te Rūnanga o Moeraki |
| Andrew Rouvi | Te Rūnanga o Ōtakau |
| Suzanne Ellison | Kati Huirapa Rūnaka Puketeraki |
| Steph Voight | Ministry of Social Development |
| Simon Chambers | National Emergency Management Agency |
| David Milne | Hato Hone St John |
| Matt Alley | Emergency Management Otago |

1. KARAKIA TĪMATANGA - OPENING

Chair Steve Hill welcomed Committee members and staff to the meeting with a karakia at 1:00 pm. Attendees included Alex Parmley (Waitaki District Council), Peter Kelly (Central Otago District Council), Mike Theelen (Queenstown Lakes District Council), Sandy Graham (Dunedin City Council), Richard Saunders (Otago Regional Council), Simon Chambers (National Emergency Management Agency (NEMA)), David Milne (Hato Hone St John), Glenn Mitchell (CDEM) and Steph Voight (Ministry of Social Development, online).

Staff and guests in attendance were Shaun O'Halloran (NEMA), Katy McRae (NEMA), Adam Maggs (NEMA), Sarah Le Claire (NEMA), Tom Dyer (Otago Regional Council), Claire Charleton (CDEM), Erica Andrews (CDEM), Mary Ferguson (CDEM), Paul Allen (CDEM), John Mawhinney (CDEM, online), Mauriri Kimura McGlinchey (Kāti Huirapa Rūnaka ki Puketeraki, online), Chris Brooker (CDEM, online), Courtenay Jamieson (CDEM, online), Mel Banks (CDEM, online), Taylor Hendl (CDEM, online), Paula Cathie (CDEM, online) and Cara Jordan (Governance Support, Otago Regional Council).

2. APOLOGIES

Resolution: Steve Hill Moved, Richard Saunders Seconded:

That the apologies for Suzanne Ellison (Kāti Huirapa Rūnaka ki Puketeraki), Trevor McGlinchey (Te Rūnanga o Moeraki), Phil Marsh (Fire and Emergency New Zealand), and Matt Alley (CDEM) be accepted.

MOTION CARRIED

3. CONFIRMATION OF AGENDA

The agenda was confirmed as published.

4. MINUTES

Resolution: Steve Hill Moved, Peter Kelly Seconded

That the minutes of the Coordinating Executive Group meeting held on 23 May 2025 be received and confirmed as a true and accurate record.

MOTION CARRIED

5. COMMITTEE TERMS OF REFERENCE

The Committee Terms of Reference were noted.

6. ACTION ITEMS

Open actions from resolutions of the Committee were reviewed. Action item updates will be completed during the current meeting.

7. REPORT ITEMS**7.1. Group Manager Report**

The report updated work activity completed for the year-to-date 2025. Key points noted were the CDEM team's annual achievements, small delays in the Group Plan due to capacity issues, internal staff movements and the After Action Review (AAR) recommendations and implications on how to action these recommendations. Staff deployment to the Nelson state of emergency was noted. Glenn Mitchell (Principal Advisor, Emergency Management Otago) was available for questions.

Resolution: Steve Hill Moved, Richard Saunders Seconded

That the Coordinating Executive Group:

- 1) Receives this report.**

MOTION CARRIED

The Work Plan updated was reviewed. The Coordinating Executive Group requested that graphics depicting ongoing development of community resilience groups show trends over time. Resource allocation to community groups was discussed. Glenn Mitchell (Principal Advisor, Emergency Management Otago) was available for questions.

Resolution: Steve Hill Moved, Richard Saunders Seconded

That the Coordinating Executive Group:

- 1) Notes the work plan update.**

MOTION CARRIED

The recommendations of the severe weather event after action report (AAR) were discussed considering available time, staffing and budget allocations. Training should continue locally pending a national training programme. More detail is required to accurately assess the implications of the AAR. Glenn Mitchell (Principal Advisor, Emergency Management Otago) was available for questions.

Resolution: Richard Saunders Moved, Sandy Graham Seconded

That the Coordinating Executive Group:

- 1) Notes the severe weather event after action report impact assessment.**
- 2) Requests that the Group Manager Civil Defence and Emergency Management prepare a report on how corrective actions from the AAR will be implemented.**

MOTION CARRIED

7.2. Finance Report

The report provided an overview of the financial performance of the Emergency Management Group for the financial year ending June 2025. Glenn Mitchell (Principal Advisor Emergency Management Otago) and Tom Dyer (General Manager Science and Resilience, Otago Regional Council) were available for questions.

Resolution: Steve Hill Moved, Alex Parmley Seconded

That the Coordinating Executive Group:

- 1) Notes this report.**

MOTION CARRIED

7.3. Readiness and Response Committee Update

This report updated activity undertaken at the Readiness and Response Committee meeting on 16 July 2025. An update was provided on communication protocols for road closures between NZTA, emergency services and Emergency Control Centres. A wildfire hazard workshop was held in June 2025 and a report on the outcomes will follow. The Coastal Otago Response Team are in the process of becoming an incorporated society. Andrew Cunningham from Te Whatu Ora has left, and Mallory Wood will be filling his position going forward. Glenn Mitchell (Principal Advisor, Emergency Management Otago) was available for questions.

Resolution: Steve Hill Moved, Peter Kelly Seconded

That the Coordinating Executive Group:

- 1) Notes this report.**

MOTION CARRIED

7.4. Lifelines Update

The report updated activity undertaken at the Otago Lifeline Utilities Group meeting on 11 June 2025. The Otago Generator Management Plan draft has commenced with data being sourced from across Otago and Southland. Mel Banks (Lifeline Program Lead) was available for questions.

Resolution: Alex Parmley Moved, Mike Theelen Seconded

That the Coordinating Executive Group:

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

MOTION CARRIED

7.5. Welfare Coordination Group Update

The report summarised activity undertaken at the Welfare Coordination Group forum on 15 May 2025. The Rural Advisory Group has updated their Terms of Reference. The next meeting of the Welfare Coordination Group is the 11 September 2025. Paul Allen (Resilience Advisor) was available for questions.

Resolution: Steve Hill Moved, Sandy Graham Seconded

That the Coordinating Executive Group:

- 1) Notes this report.**

MOTION CARRIED

7.6. 2025 EMO Community Resilience Survey

This report presented the results of the 2025 Emergency Management Otago Community Resilience Survey. Reach and demographics of the survey were discussed. Actions to increase reach will be reviewed. Erica Andrews (Stakeholder Engagement Advisor) was available for questions.

Resolution: Peter Kelly Moved, Mike Theelen Seconded

That the Coordinating Executive Group:

- 1) Notes this report.**
- 2) Notes that the report will be forwarded to the Joint Committee.**

MOTION CARRIED

7.7. NEMA Update

The report updated the latest activity and matters that NEMA is working on. A detailed business case for the Emergency Sector Operating Systems Programme is underway with KPMG as the lead. Expected completion is November 2025. Cabinet passed through proposals on the Emergency Management Bill last week. Expectation is that the Bill will be entered into the House in October 2025, with hope that the Bill will be passed in this term of government. From 25 September 2025, NEMA is transferring from the Department of Prime Minister and Cabinet back to the Department of Internal Affairs. Shaun O'Halloran will be the new Regional Emergency Management Advisor for Otago and will replace Simon Chambers on the Civil Defence and Emergency Management Coordinating Executive Group.

Resolution: Steve Hill Moved, Alex Parmley Seconded

That the Coordinating Executive Group:

1) Notes this report.

MOTION CARRIED

8. AGENCY UPDATES**Ministry of Social Development (MSD)**

Steph Voight from MSD indicated that they are operating under business as usual with no major updates.

Hato Hone St John

David Milne reported on behalf of Hato Hone St John. St John is averaging about 3,000 jobs a month. There is a high amount of influenza this winter which is increasing hospital pressures throughout the district. Staff sickness rate is also about 13% impacting service delivery.

Araiteuru Emergency Facilitator

Mauriri Kimura-McGlinchey reported that all three rūnanga have marae emergency response groups in place with wānanga being held to attempt to establish a hub. Training with AREC has been completed.

Chair Hill noted that partner agency updates are appreciated.

9. KARAKIA WHAKAMUTUNGA - CLOSING

The next meeting was confirmed as the 21 November 2025. There was no further business and Chair Hill declared the meeting closed at 2:26 pm with a karakia.

Chairperson

Date

7.6. Appointment of Local Controller

Prepared for: Civil Defence and Emergency Management - Joint Committee
Report No. CDEM2555
Activity: Local Controller Appointment - QLDC
Author: Mary Ferguson, Emergency Management Support Coordinator
Endorsed by: Matt Alley, Group Manager Emergency Management
Date: 29 August 2025

PURPOSE

- [1] To appoint William (Bill) Nicoll as a Local Controller for the Queenstown Lakes District Council (QLDC).

EXECUTIVE SUMMARY

- [2] The Civil Defence Emergency Management Act 2002 empowers this committee to appoint local controllers, enabling this person to carry out 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.*

RECOMMENDATION

That the Joint Committee:

- 1) **Approves** the appointment of William Nicoll as a Local Controller for the Queenstown Lakes District.

BACKGROUND

- [3] The appointment of additional Local Controllers meets the need for succession planning and avoids risks associated with the absence of more than one Local Controller at any one time, or when there is a prolonged response to an emergency event.
- [4] Bill Nicoll is the Resilience and Climate Action Manager at QLDC. He brings more than six years of operational experience in emergency management and currently leads QLDC's resilience planning, climate action, natural hazard management, and community resilience programmes.
-

- [5] Bill has served as a Response Manager for the QLDC Emergency Operations Centre since 2019, including during several significant activations:
- **2020 COVID-19 Pandemic:** Led QLDC EOC operations for three months during the national response, coordinating remote virtual operations across over 60 staff and 100 volunteers. He provided operational leadership across multiple functions including welfare, logistics, and intelligence, and was instrumental in integrating health and social service response efforts with partner agencies including SDHB, We, including welfare, logistics, and intelligence, and was instrumental in integrating health and social service response efforts with partner agencies, such as SDHB, WellSouth, NZ Police, and local NGOs.
 - **2020 February Flooding Event:** Provided response coordination to the February severe weather event that caused flooding impacts and community evacuations within the district.
 - **September 2023 Severe Weather Event:** Appointed as **Local Recovery Manager** under the CDEM Act for the district's recovery from a 25-year rainfall event that triggered debris flows, red-stickered properties, and extensive infrastructure damage. Bill led the development and execution of the QLDC Recovery Action Plan, coordinating technical hazard assessments, iwi engagement, and recovery communications.
- [6] Bill is experienced in operating under the CIMS framework as a Response Manager and has provided Controller-level input to national and regional exercises (e.g. National FENZ exercise May 2025). He has led post-event debrief processes, authored key after-action and recovery reports, and is committed to continual improvement of EOC readiness and staff capability.
- [7] Relevant Skills & Attributes:
- Experienced in crisis leadership and inter-agency coordination.
 - Skilled in operational planning, communications, and welfare coordination.
 - Committed to building strong, inclusive relationships with iwi and community partners.
 - Demonstrates a calm and collaborative leadership style under pressure.
 - Holds a master's degree in engineering (Mechanical).

DISCUSSION

- [8] In approving the appointment of Bill to the role of local controller, this committee approves the following powers under the CDEM Act 2002.
- [9] **Section 86: Evacuation of premises and places:** This section provides the 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.
- [10] **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.

- [11] **Section 88: Closing roads and public places:** A Controller may totally or partially close roads and public places 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 and NZ Fire Service). Because a Controller can partially close a road as well as close it, they can specify that the road is only open to high-clearance four-wheel drive vehicles, for example.
- [12] **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, 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.
- [13] **Section 90: Requisitioning powers:** A Controller may direct those resources (not human) to 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 a free use of resources and that the owners of any equipment can apply for compensation (see section 107 of the CDEM Act).
- [14] **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).
- [15] **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 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.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [16] No matters arising

Financial Considerations

- [17] No matters arising

Significance and Engagement

[18] No matters arising

Legislative and Risk Considerations

[19] No matters arising

Climate Change Considerations

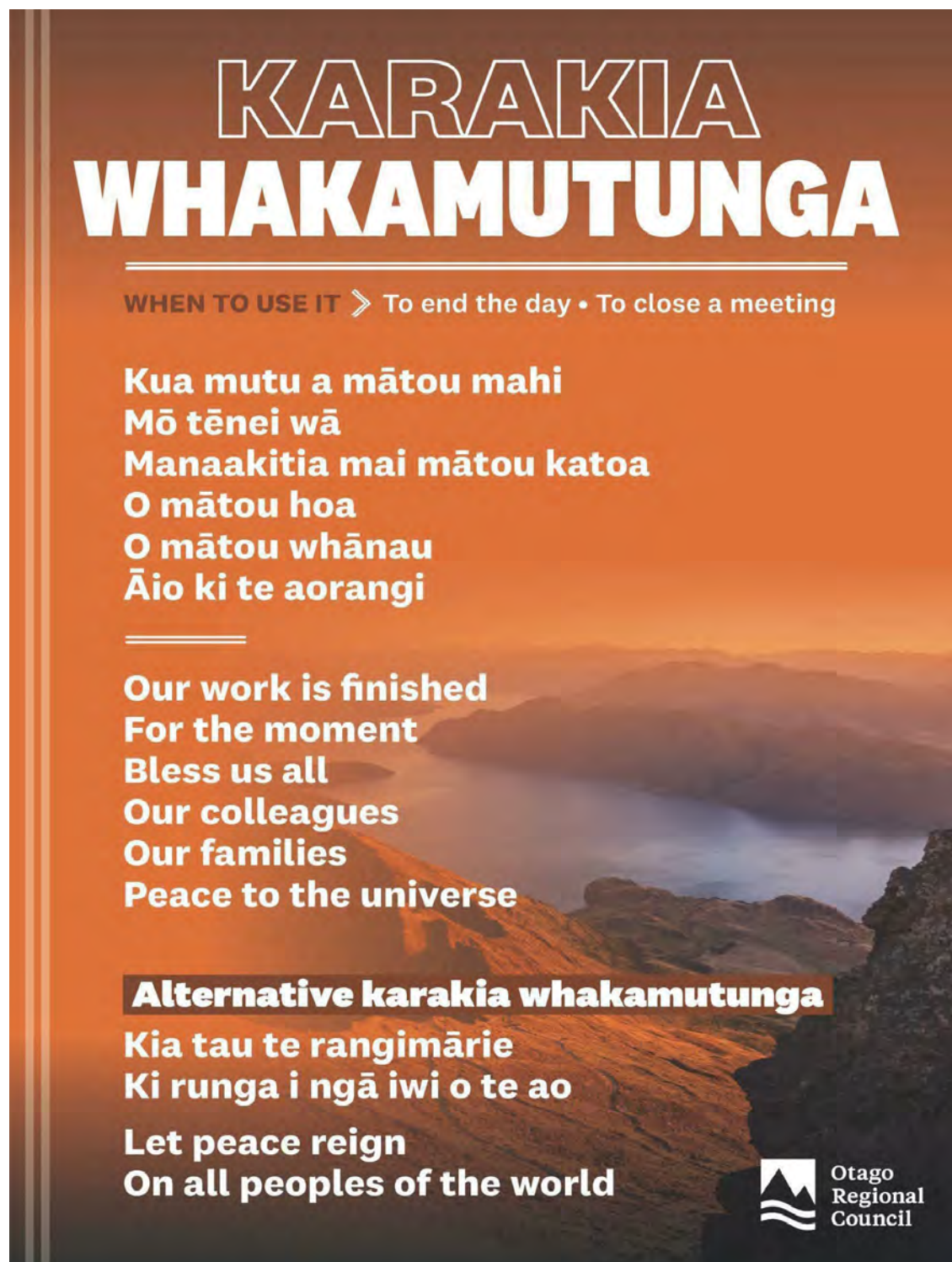
[20] No matters arising

Communications Considerations

[21] No matters arising

ATTACHMENTS

Nil



KARAKIA WHAKAMUTUNGA


WHEN TO USE IT > To end the day • To close a meeting

**Kua mutu a mātou mahi
Mō tēnei wā
Manaakitia mai mātou katoa
O mātou hoa
O mātou whānau
Āio ki te aorangi**

**Our work is finished
For the moment
Bless us all
Our colleagues
Our families
Peace to the universe**

Alternative karakia whakamutunga

**Kia tau te rangimārie
Ki runga i ngā iwi o te ao
Let peace reign
On all peoples of the world**



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Regional
Council