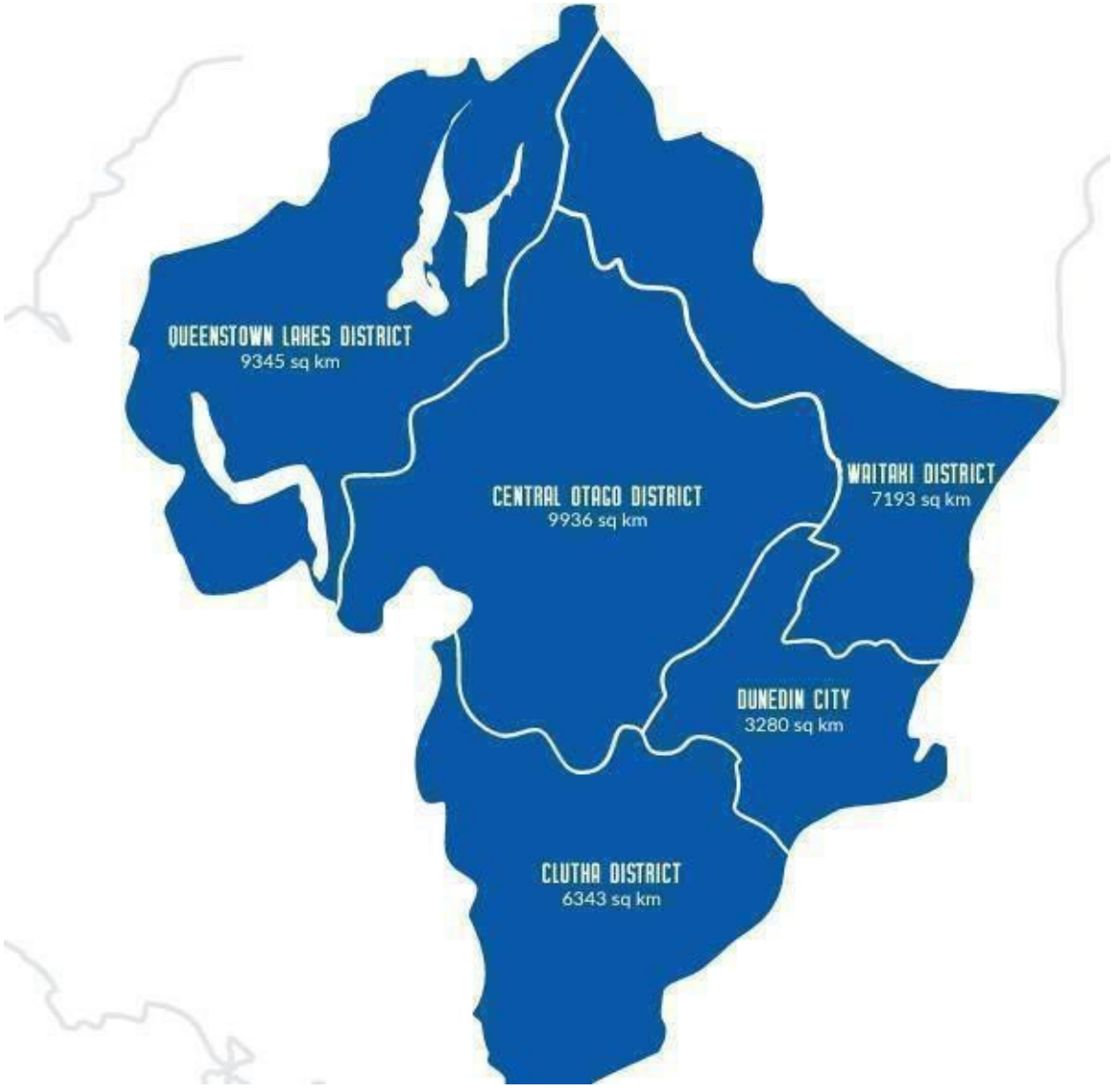
Emergency Management Otago
Te Rākau Whakamarumaru Ōtākou

Otago Civil Defence and Emergency Management Joint Committee

Date: Thursday, 27th March 2025
Time: 3:00 PM
Venue: ORC Council Chamber
Level 2, Philip Laing House 144 Rattray St, Dunedin



Otago Civil Defence and Emergency Management
Joint Committee Membership

Members

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

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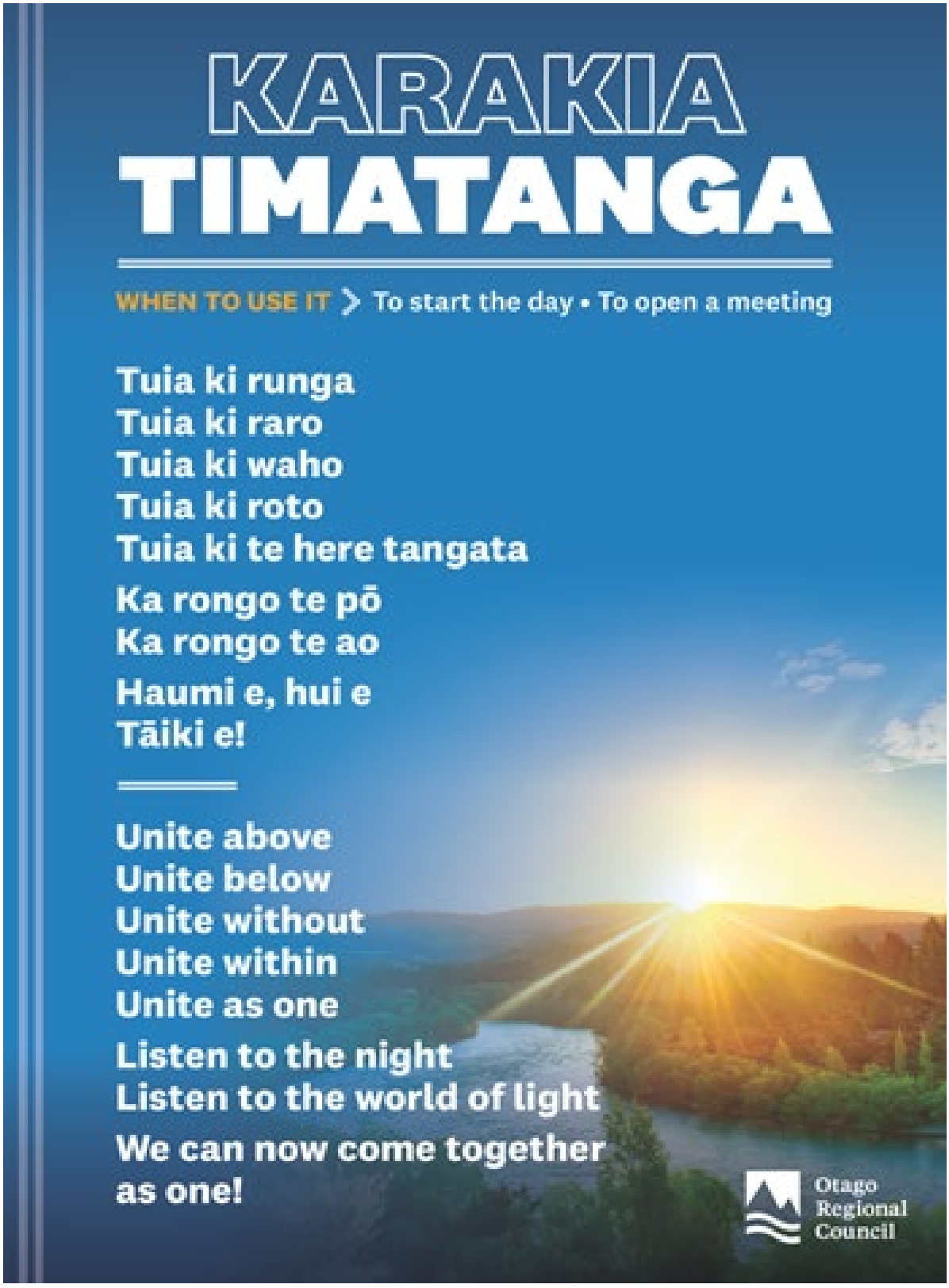
Karakia Timatanga – Opening



Confirmation of Agenda

Apologies

Emergency Management Otago
Te Rākau Whakamarumaru Ōtākou

Minutes of the Otago Civil Defence Emergency Management Joint Committee Meeting held on 12th December 2024 at 3.00pm in the Council Chambers and via Zoom

Membership:

Gretchen Robertson	Chairperson, Otago Regional Council (Chair)
Jules Radich	Mayor, Dunedin City Council (Deputy Chair)
Tim Cadogan	Mayor, Central Otago District
Bryan Cadogan	Mayor, Clutha District Council
Glyn Lewers	Mayor, Queenstown Lakes District
Gary Kircher	Mayor, Waitaki District Council

In Attendance:

Sandy Graham	Chief Executive, Dunedin City Council
Peter Kelly	Chief Executive, Central Otago District Council
Richard Saunders	Chief Executive, Otago Regional Council
Steve Hill	Chief Executive, Clutha District Council
Mike Theelen	Chief Executive, Queenstown Lakes District
Alex Parmley	Chief Executive, Waitaki District Council
Matt Alley	Regional Manager, CDEM
Kelly Taylor Covey	Minute Taker

Gretchen opened the meeting with a karakia.

1. APOLOGIES

Glyn Lewers was an apology and Brian Cadogan was an apology for lateness.

The apologies were accepted.

Moved: *Gretchen Robertson*
Seconded: *Gary Kircher*

2. ATTENDANCE

Gretchen Robertson, Richard Saunders, Tamah Alley, Gary Kircher, Sandy Graham, Peter Kelly, Alex Parmley, Jules Radich, Mauriri McGlinchey, Bryan Cadogan, Steve Hill, Matt Alley, Paul Allen, Glen Mitchell, Mel Banks, John Mawhinney, Erica Andrews, Jason Michie, Simon Chambers, Derek Shaw, Courtenay Jamieson, Taylor Hendl, Mary Ferguson, Danny Fountaine and Kelly Taylor Covey (minute taker).

3. CONFIRMATION OF MINUTES

The minutes of the meeting held on 5 September 2024 were received and confirmed as a true and correct record.

Moved: Gretchen Robertson
Seconded: Gary Kircher
CARRIED

4. SPACEWEATHER PRESENTATION

Marijn Kouwenhoven, Senior Science Engagement Coordinator and Otago Participatory Science Platform Coordinator at Tūhura Otago Museum, gave presentation on spaceweather to the group and members asked various questions to gauge the extent of vulnerability to the hazard.

5. COORDINATING EXECUTIVE GROUP (CEG) CHAIR UPDATE

A report from Steve Hill provided an update to the Joint Committee on key activities, developments, and outcomes from recent meetings and initiatives of the Otago CDEM Group. It focused on readiness, response, welfare coordination, lifeline updates, and liaison efforts, highlighting progress and challenges.

Steve spoke to the report and took it as read. Matt noted this was an opportunity for this committee to get more oversight into what they were doing.

Recommendation

That the Joint Committee:

1) ***Receives*** *the report.*

Moved: Tamah Alley
Seconded: Bryan Cadogan
CARRIED

6. ITEMS OF BUSINESS

6.1 Manager's Update

A report from Matt Alley updated the Otago CDEM Group Joint Committee on work activity completed for the year to date, current staffing and vacancies, arrangements for the after-action review for the severe weather event in October, and the emergency management system reform.

Matt spoke to his report and took it as read. He noted the workplan was attached as an appendix and an updated version had been sent out to all last night. He noted

that in terms of staffing they were currently interviewing for the Queenstown role and would hopefully have an appointment next week. He noted the first draft of the AAR would likely be completed mid-January. The final report would be circulated after.

Recommendation
That the Joint Committee:

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

Moved: Gretchen Robertson
Seconded: Tamah Alley
CARRIED

6.2 Lifelines Update

A report from Mel Banks informed the Committee of the activity undertaken at the Otago Lifeline Utilities Group meeting on 25 November 2024. Mel spoke to the report and took it as read. She added that the November meeting of Lifelines had low attendance, and they had had to send out a survey instead to get the information they needed. She noted they would keep the survey open till early next year to get a consensus and then they would have an ad hoc meeting to create tasks arising from it.

Recommendation
That the Joint Committee:

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

Moved: Gretchen Robertson
Seconded: Tamah Alley
CARRIED

6.3 Group Plan Update

A report from Andy MacKenzie Everitt informed the Committee of the intent to conduct a mandated review of the Otago Civil Defence and Emergency Management (CDEM) Group Plan 2018-2028.

Matt spoke to the report and advised it was for noting. He noted there were some discrepancies around the date and advised on this, and noted that plan is now up for formal review as they are at the end of the 5 year period. They were now looking to start that process and identify the kind of people they need. He advised they were likely to bring it back to the Joint Committee in March.

Recommendation
That the Joint Committee:

*1)**Receives** and accepts the report.*

Moved: Gary Kircher
Seconded: Bryan Cadogan
CARRIED

6.4 Mana Whenua Facilitator Update

Mauriri McGlinchey spoke to the committee to provide formal reporting on the activities and progress of the Araiteuru Emergency Facilitator pilot role, highlighting achievements, challenges, and the impact of initiatives aligned with enhancing emergency preparedness and resilience in Ngāi Tahu communities.

Mauriri gave an update on how his year had looked. He said that this year they had been working to get pods out to all four maraes, and now have the bigger job of writing up SOPs for them and notes on maintenance. They were also working on information on how to actually use them and train people up in this. He noted that the marae emergency plans were getting up to a standard. Moeraki marae has an online preparedness resource, which had their own people in it and their own stories. They had also been working to deploy emergency lock boxes (ELBs) to seven of their more vulnerable communities in the Otago region.

Recommendation

That the Joint Committee:

1) ***Receives** the report.*
2) ***Notes** the updates and outcomes of the Araiteuru Emergency Facilitator's mahi.*
3) ***Endorses** ongoing collaboration, funding and development of emergency initiatives to support Ngai Tahu communities and Papatipu Runanga.*

Moved: Gretchen Robertson
Seconded: Tamah Alley
CARRIED

6.5 NEMA Update (CEG meeting 15 November 2024)

A report from Simon Chambers updated the committee on the Government's response to the recommendations in the NISWE inquiry, consultation on the updated Tsunami Evacuation Zones Director's Guideline, Review of Reviews, the National Fuel Plan, the Directors guidelines for Emergency Management Sector deployments, spaceweather and Starlink.

6.6 Controller Appointments Update

A report from Matt Alley sought approval to appoint Katherine Harbrow (General Manager Assurance, Finance and Risk) as a Local Controller for QLDC and Joanna Gilroy (General Manager Environmental Delivery) as an alternative Group Controller for the ORC.

Recommendation

That the Joint Committee:

1) ***Approves** the appointment of Joanna Gilroy as alternate Group Controller.*

2) ***Approves** the appointment of Katherine Harbrow as Local Controller for QLDC.*

Moved: Gary Kircher
Seconded: Bryan Cadogan
CARRIED

7. CLOSURE

There was no further business and Gretchen Robertson closed the meeting with a karakia at 4.20pm

Emergency Management Otago
Te Rākau Whakamarumaru Ōtākou

Group Manager Update

Prepared For: **Otago CDEM Group Joint Committee**
Author: **Matt Alley**
Date: **27th March 2025**

PURPOSE

- To update the Otago CDEM Group Joint Committee on work activity completed for the year to date.

RECOMMENDATION

- That the Otago CDEM Group Joint Committee.

1 **Receives** this report
2 **Notes** the work plan update

WORK PLAN

- Please reference Appendix I "Work Plan Update March 2025."

STAFFING

- I am pleased to update you that our one outstanding vacancy has been filled. Dave Grimes joins the team as an Emergency Management Advisor based in Queenstown.

- Dave comes to the team from the Queenstown Lake District Council and has extensive emergency management experience from his time with the NZ Po

After Action Review (AAR) – September Severe Weather Event

SITUATION

- Otago Civil Defence Emergency Management Group have sought a concise review of the response to the October severe weather event.

- For reference, the objectives are listed below.

OBJECTIVES

The objectives of the review are fourfold:

1. Review the actions undertaken during the event.
2. Assess performance and the success of outcomes.
3. Identify strengths, challenges, and areas for improvement.
4. Recommend specific, clear, and practical steps to enhance future responses.

A first draft has been completed with feedback provided to the review author. The final report will be available for review at the June committee meeting.

Emergency Management System Improvement Programme (EMSIP)

The Emergency Management System Improvement Programme (EMSIP) is the programme to implement change in the emergency management system after the Government Inquiry into the Response to the North Island Severe Weather Events.

The initial phase (Phase 1) of EMSIP was led by DPMC and produced the Government response to the Report of the Government Inquiry into the Response to the North Island Severe Weather Events. The Government response outlined the direction for a five-year work programme, to strengthen the emergency management system.

Subsequent to Phase 1, Cabinet has invited the Minister for Emergency Management and Recovery to report back early in 2025 with a high-level implementation and investment roadmap; NEMA is now leading this phase of work (Phase 2). Phase 2 is scoping what is needed to make a difference. Importantly, Phase 2 is not seeking funding; the proposed approach is to seek agreement from Cabinet on a preferred implementation pathway over a number of years, signposting funding decisions for future budgets. Business cases and detailed design of initiatives will follow, once Cabinet has made decisions on the next steps.

NEMA has engaged with several key stakeholders on the roadmap, to identify gaps, risks and opportunities, and to identify the actions to deliver the biggest impact. The EMLG engagement on 13 February contributed to this piece of work and will support the development of the final version of the roadmap. The roadmap is currently due to be presented to the Economic Cabinet Committee on 9 April 2025, and then to Cabinet on 14 April.

Emergency Management Bill

At the end of November 2024, Cabinet agreed to progress with the development of a new Emergency Management Bill. The Cabinet paper is now publicly available along with other information on NEMA's website: Emergency Management Bill

The new Bill is an opportunity to make sure our legislative settings enable the improvements identified through the NISWE Inquiry and other reviews. The new Bill will also incorporate lessons and recommendations from submissions on the previous (discharged) bill.

The Emergency Management Leadership Group (EMLG), (a group that comprises all CDEM Group Managers and NEMA), was provided draft policy documents to discuss at a workshop on 12 February, with discussion focusing on high-level policy issues and options. The feedback provided by EMLG will be taken into consideration as the NEMA Policy team drafts the public discussion document.

The public discussion document is currently due to be presented to the Economic Cabinet Committee on 9 April 2025, and then to Cabinet on 14 April. This timeline has shifted to align with EMSIP and will enable the Bill to be introduced and passed before the next election.

NEMA are planning for the public discussion document on EM Bill proposals to be released for public consultation, following Cabinet approval, from mid-April. Submissions will be open for 4 weeks.

Current / Emerging Risks

Risk	Rating	Trend
Minimal Local Recovery frameworks in place		
Viability of EOC's / ECC's including alternatives		
Minimal Hazard-Specific Planning		
Minimal Resources to Operate in Civil Defence Centres		
Limited Engagement by Lifeline Utility Providers		
Limited Visibility of Council Risk Reduction Activity		
Lack of Group Plan – LTP Alignment		

 Low residual risk

 Moderate Risk

 Acute Risk

Year 9 | February 2025

AF8
ALPINE FAULT MAGNITUDE 8

Half Year Report

We can't predict earthquakes, but we can prepare for them.

This half year report summarises key AF8 Programme activities across July to December 2024.
Our annual programme report will be available in July/August 2025.

Strategic Focus Area #1: Raising Awareness

Raising awareness and increasing understanding of the Alpine Fault hazard risks and consequences, and the AF8 programme.

Kauraka e Mataku kia Takatū Campaign Wins Award

In November our joint campaign with Te Rūnanga o Ngāi Tahu, *'Kauraka e mataku, kia takatū! – Don't be scared, be prepared!'*, won the Emergency Media and Public Affairs (EMPA) Awards for Excellence in Emergency Communications in the Readiness and Resilience Category.

The EMPA awards celebrate the innovative approach taken by the campaign, which combines Mātauranga Māori, traditional Ngāi Tahu creation stories, and scientific knowledge to raise awareness and drive action towards emergency readiness. The centrepiece of the campaign is a video that highlights the journey of a Ngāi Tahu whānau to Te Tai Poutini (West Coast), where they learn about the Alpine Fault and how to prepare for the potential impacts of a magnitude 8+ earthquake.

Overall, the campaign reached a total of 268,294 people across all social media platforms (equivalent to ~25% of the South Island's total population). The video and campaign were also picked up by local and national media outlets, with a total reach of 99,903 across all publications. 500+ comments were received in response to the competition — "Tell us a step you have taken or will take to prepare your whānau for an AF8 earthquake or other emergency event?" — these ranged from detailed plans to those who took the campaign as good reminder to update/start preparedness activities. Many of the comments also offered advice to help others get started

The video can be found here: af8.org.nz/explore-the-science/kauraka-e-mataku-kia-takatu

Kā mihi nui ki a koutou, big thanks to all involved for your collective knowledge, time and support.

Website News update – Two New Articles Published

With the support of our science partners at Resilience to Nature's Challenges (RNC) and Meridian Energy, we published two new Alpine Fault earthquake-related articles on our website in late 2024.

Fans built after earthquakes explain the findings of this research looking at the expected landscape changes after large earthquakes on Te Tai Poutini, the West Coast of Te Waipounamu. Read more here: af8.org.nz/news/2024/ october/fans-build-after-earthquakes

In *Dam safety in earthquakes*, we partnered with Brent Wilson (Engineering Authority for Meridian) to find an answer to one of the questions we get asked the most — "How safe will our hydro-dams be in an AF8 Earthquake?" Read more here: af8.org.nz/news/2024/december/dam-safety-in-earthquakes

AF8 Communications & Engagement Framework and Consistent Messaging Guide

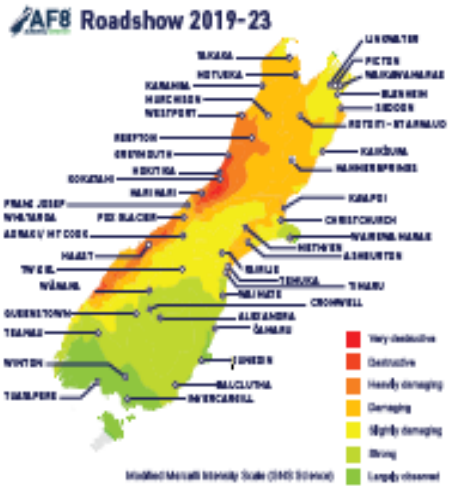
There have been some unavoidable delays in the delivery of the AF8 Communications & Engagement Framework (CEF) and AF8 Consistent Messaging Guide (CMG). However, copy editing of both documents is now complete and final drafts of are with the AF8 Science Lead for review. The intention is to take them to the AF8 Steering Group meeting in May 2025, for final approval and adoption.

The CEF outlines how the CMG and the upcoming AF8 Public Education Toolkit (in development) work together to support capability in Alpine Fault hazard risk communication in the regions and across the South Island. It offers guidance on how the Guide and Toolkit can be applied, and outlines the AF8 Programme's role in supporting, facilitating, developing, coordinating and maintaining communications

and engagement activities and materials to better support and be supported by our partners. The CEF also defines *'who'* the AF8 Programme communicates with and *'why'* and summarises *'where'* and *'when'* this typically happens. In also provides guidance on *'how'* we communicate and engage through a series of communication characteristics (e.g. style, tone) that when applied consistently will make our collective messaging stronger.

The CMG outlines *'what'* we communicate through a series of scientifically informed consistent messages specific to the AF8 Hazard Scenario. It builds on existing consistent messaging guides (e.g. NEMA's nationally agreed consistent messaging guide 2022) and learnings from previous AF8 communication and engagement activities.

AF8 Roadshow 2025



After three successful tours of the South Island in 2019, 2021 and 2023, the itinerary for the 2025 AF8 Roadshow is currently in development and will run over April-May 2025. The *AF8 Roadshow: The Science Beneath Our Feet* brings together communities, young people, scientists and emergency managers in a conversation about the Alpine Fault earthquake hazard and how we can be better prepared for future events.

Aim: To provide South Island communities, Iwi, hapu, marae and schools with direct access to Alpine Fault hazard science and impact information relevant to them and their region. Offering an opportunity to engage with, and share, earthquake science that is relevant to them and their region.

Why: We can't predict earthquakes but we can prepare for them.
Scientific research has shown that the Alpine Fault has a history of generating regular, large earthquakes. There is a high (75%) chance of an Alpine Fault earthquake occurring in the next 50 years, and a 4 out of 5 chance it will be a magnitude 8. The next event is likely to occur within the lifetime of most of us, or our children and young people, for whom this is likely to have major short and long-term impacts.

How: The AF8 Roadshow programme includes community science talks and schools sessions, which are aligned with the New Zealand Curriculum (NZC). Both activities are designed to support informed decision making around how all communities can be better prepared, and cover: What is the Alpine Fault?, What would a magnitude 8 Alpine Fault earthquake be like?, How can we be better prepared?

Promotion for this years Roadshow will start in March 2025, with the tour taking place over April and May. For more information and updates, keep an eye out at: https://af8.org.nz/explore-the-science/af8-roadshow

Strategic Focus Area #2: Coordinating Intelligence

Coordinating intelligence for Alpine Fault earthquake response planning and preparedness.

AF8 Research & Readiness (R&R) Hub

We held a 'soft launch' of the AF8 R&R Hub last August-September, to coincide with the publication of the South Island Priority Routes Project. The Hub structure is now complete and some products, like the Priority Routes outputs and Household Impact modelling, are being used by Level 2 and 3 members to inform planning for an Alpine Fault earthquake and other events.

There have been some minor delays in launching publicly, as we wait for cross-checking and transfer of the science data. However, our intention is to finish this off over the next couple of months and we look forward to launching the hub to the public in due course. Data sharing will be managed by a set of "AF8 Data Sharing & Access Protocols" which make clear the terms for access to the hub content.

Strategic Focus Area #3: Networking & Collaboration

Supporting networks for ongoing collaboration and advocating for a coordinated approach to readiness and response planning for an Alpine Fault earthquake.

AF8 Interregional Planning Groups

Following the restart of the AF8 planning group meetings in August 2024, the AF8 Programme organised and facilitated a total of 20 meetings of these groups (4 each x 5 groups) to continue scoping and progressing collaborative planning actions and opportunities. The outcomes of these meetings, and planning group work in general since 2021, have now been pulled together in a report, to support Group Managers and planning group members to progress planning activities in 2025.

From 2025, this level of support these planning groups receive from the AF8 Programme will change, with the groups becoming self-sustaining/facilitated. While the details of this change are still to be defined, the report is intended to help inform some of those decisions. It is also intended to provide a starting point for planning groups when they reconvene in February 2025. The report includes a short background context of the planning groups, an overview of their current state in December 2024, an outline of planning areas/actions identified by the planning groups and provides a summary of future opportunities for interregional planning — both in the South Island and nationally.

The outcomes of this workshop are now being used to inform the establishment phase of a new Natural Hazards & Resilience Platform (NHRP). The Platform, which will be hosted at GNS Science, will receive $70 million over the next 7 years to enable Aotearoa New Zealand be better prepared for natural hazard events.

Over the past decade, the AF8 Programme has been well-supported by major science investment through the MBIE Resilience to Natures Challenge programme and the TEC QuakeCoRE programme. Significant outcomes of this support include the 2016 AF8 Hazard Scenario and 2018 SAFER Framework, exercise scenario development, and addressing information gaps with the modelling of household impacts and non-resident population exposure in an AF8 Scenario context. Key milestones in the development of AF8 Hazard Scenario and associated science research have been used to drive the direction and focus of natural hazard research funds from our science partners.

This two-way partnership between science and emergency management is at the heart of the AF8 Programme, and with the establishment of the NHRP underway, we are looking forward to strengthening this partnership further.

AF8 Teams & SharePoint Spaces Upgrade

Over the summer months, The AF8 Teams & SharePoint sites have undergone significant upgrades over the summer to improve functionality and enable the interregional planning group meetings to continue, without AF8 Staff facilitation. A new group membership list has also been developed and Group Managers are asked to keep this up to date.

NEMA Update

The National Emergency Management Agency provides leadership in reducing risk, being ready for, responding to and recovering from emergencies.

In December 2024, NEMA finalised the first iteration of the National Catastrophic Event Handbook. This will be published in early 2025. The Handbook is an All of Government document with national coordination arrangements across 11 workstreams: C4 (Command, Control, Coordination and Communication), Intelligence, Life Safety, Mass Relief, Logistics, International Assistance, Lifeline Utilities and the Built Environment, Management of Deceased, Public Information, Critical Resources and Capabilities, and Recovery.

In the first iteration of the Handbook, there has been a focus on developing arrangements for parts of the Intelligence, Mass Relief, Logistics and International Assistance workstreams. The Handbook includes detail on these workstreams, however a Mass Relief Framework will be published separately in 2025 and provide further information for this workstream. Draft versions of these outputs have been shared with CDEM Groups, and will be shared via the AF8 planning group channels once published. This first iteration of the Handbook provides a number of opportunities for interregional planning to apply and/or build on the arrangements developed in 2024, and to collaborate with NEMA as new content is developed in 2025. For example:

Intelligence planning

- Develop an Information Collection Plan (ICP) for the AF8 scenario and integrate with the national ICP

Logistics planning

- Develop a South Island Logistics Concept of Operations for the movement of people and goods (including delivery of mass relief), in alignment with the national ConOps

Mass Relief planning

- Undertake Population-Based Needs Assessment in readiness for the AF8 scenario
- Mass shelter and accommodation planning, informed by the options analysis

The Catastrophic Planning Programme is currently developing a five-year programme. In 2025, the focus will continue to be on central government readiness arrangements through the development of new content for workstreams. Development areas for 2025 will be confirmed shortly. At this stage, they are likely to be:

- Develop NEMA's response management Concept of Operations (ConOps) for Mode 4 (C4)
- Progress an emergency air support plan (Logistics)
- Support a national stocktake of critical resources and capabilities (Critical Resources and Capabilities)
- Implement the Information Collection Plan (Intelligence).

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Finance Update

Prepared For: **Otago CDEM Group Joint Committee**
Author: **Matt Alley**
Date: **27th March 2025**

PURPOSE

This paper provides an update on financial activity as it relates to the Otago CDEM Group.

EXECUTIVE SUMMARY

Income for the year to date has largely tracked as expected with a slight variance of $4000.

Expenditure is tracking as expected across direct operational costs.

Unbudgeted expenditure relating to the severe weather event in September 2024 has been absorbed by staff time underspend due to vacancies carried through the year to date.

Finance (July 23– January 24)

		FY Budget	Actual (YTD)	Budget (YTD)	Variance
Income	Targeted Rate	3,730,000	2,493,000	2,487,000	4000
	TEC Fund		25,000		
Expenditure	Operations		138,337		
	Public Education		8,770		
	AF8		39,288		
	Forums		47		

		FY Budget	Actual (YTD)	Budget (YTD)	Variance
	Training		10,347		
	Group Activity		1,344,979		
	CDC Support		103,957		
	CODC Support		147,853		
	DCC Support		226,092		
	QLDC Support		155,324		
	WDC Support		99,193		
	National Support		-		
	Severe Weather Event (Unbudgeted)		109,917		
	Total	**3,730,000**	**2,388,000**	**2,518,000**	**130,000 (5%)**
	Reserve	**113,000**			

RECOMMENDATION

That the Otago CDEM Group Joint Committee

1) Receives the report.

CONSIDERATIONS

STRATEGIC FRAMEWOK AND POLICY CONSIDERATIONS

- No matters arising.

FINANCIAL CONSIDERATIONS

- No matters arising.

SIGNIFICANCE AND ENGAGEMENT

- No matters arising.

LEGISLATIVE AND RISK CONSIDERATIONS

- No matters arising.

CLIMATE CHANGE CONSIDERATIONS

- No matters arising.

COMMUNICATION CONSIDERATIONS

- Unfortunately year to date tracking at an activity level is not available at the time of writing this report due to a finance systems upgrade.

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Coastal Otago New Zealand Response Team Proposal

Prepared For: **Otago CDEM Joint Committee**
Author: **Matt Alley**
Date: **27th March 2025**

PURPOSE

This report informs the Joint Committee of a proposal to establish a Coastal Otago Response Team and seeks the committee's endorsement of the proposal.

EXECUTIVE SUMMARY

Emergency Management Otago has been approached to consider supporting the establishment of a coastal Otago New Zealand Response Team (NZRT).

NZRT capabilities are based on the local hazards and risks within their regions. Capabilities can include:

- Light Rescue
- Flood Response
- Storm Response
- Civil Defence Centres and Welfare
- Swift Water Rescue
- Rope Rescue
- Mass Casualty Support
- Out-of-Region Deployment
- USAR First Responder

The proposal would be to establish an Independent entity operating as an incorporated society with charity status. A precedent has been established for this with NZRT operating this way in Upper Hutt. . Initially funded by community grants and fundraising with ongoing funding sourced through fundraising and providing first aid coverage to events.

The response team would be accredited under the NZRT Operating Guidelines / Capability & Competency Framework. It would be trained to the foundation standards of NZRT with strands in light rescue, welfare, flood and storm response, and mass-casualty support.

The NZRT intends to fill a void that exists in current support agencies' operating capabilities in the response and recovery phases of an emergency operation.

- Cordons and movement control
- Assisting with public notifications and evacuations
- Reconnaissance, impact assessment, survey, and information gathering
- Coordinating spontaneous volunteers
- Providing support or surge staffing for Emergency Operation Centres (EOCs) or Emergency Coordination Centres (ECCs)
- Light rescue (General rescue of casualties and surface search and rescue operations)
- Preparing for, and responding to flood and severe weather events
- Establishing and staffing Civil Defence Centres (CDCs)

- Assisting with welfare outreach including needs assessments for communities - both urban and rural
- Supporting ambulance services with pre-hospital emergency care and triage
- Providing general support and assistance to emergency services

All volunteers in the NZRT would be required to be Police vetted and meet minimum fitness and training requirements. The instigators for this proposal are experienced in response in the Civil Defence Emergency Management environment including the Kaikoura earthquake and floods in coastal Otago as well as currently being volunteers in the emergency services.

Support for the NZRT from the Otago Civil Defence Emergency Management Group would include:

- Opportunities for unit standard training and exercising alongside CDEM staff (CIMS, H&S, Emergency Operations Centre functions etc.)
- A Service Level Agreement to utilise the team during emergency incidents.
- Assistance with the locating of a training facility.
- Potential use of relevant branding to assist with community engagement.

Having a nationally recognised response team in Otago would enable surge support from other NZRTs to integrate into a major response in Otago easily. NZRTs from Palmerston North and Hutt City responded to Hawkes Bay in response to Cyclone Gabrielle supplementing the response capability into communities.

RECOMMENDATION

That the Committee:

1. Receive and accept this report.
2. Request Emergency Management Otago to assess the proposed establishment of a Coastal Otago Response Team and provide a full report for the May CEG meeting.

BACKGROUND

Section 17 (1(b)) requires Civil Defence Emergency Management Groups to take all steps necessary on an ongoing basis to maintain and provide, or to arrange the provision of, or to otherwise make available suitably trained and competent personnel, **including volunteers**, and an appropriate organisational structure for those personnel, for effective civil defence emergency management in its area.

NEMA requires any organisation, company, agency, or charity wanting to establish an NZRT should first consider the need for that team in their locality. This involves looking at the regional and local hazard and risk analysis to review emergency response capability within the local area where the team is likely to operate. This should be done in consultation with the regional CDEM Group.

The CEG must ensure a sound rationale exists for setting up and maintaining the team based on the gaps in current response capabilities. When assessing the case for a new team, the CEG must ensure:

- The gap in existing capability would be improved with a NZRT.
- A NZRT will meaningfully support existing resources and normal response arrangements.
- A NZRT would provide surge capacity during an emergency where normal response arrangements are overwhelmed or otherwise require additional support.

The CEG must ensure any endorsed and accredited NZRT within its area of responsibility is integrated into response and recovery arrangements, where appropriate, including the CDEM

Group Plan. Integration should be done in a way that avoids unnecessary duplication or uncertainty about roles and capabilities.

Currently, the only Civil Defence Emergency Management Groups in the South Island with NZRTs are Canterbury, Nelson-Tasman and Marlborough.

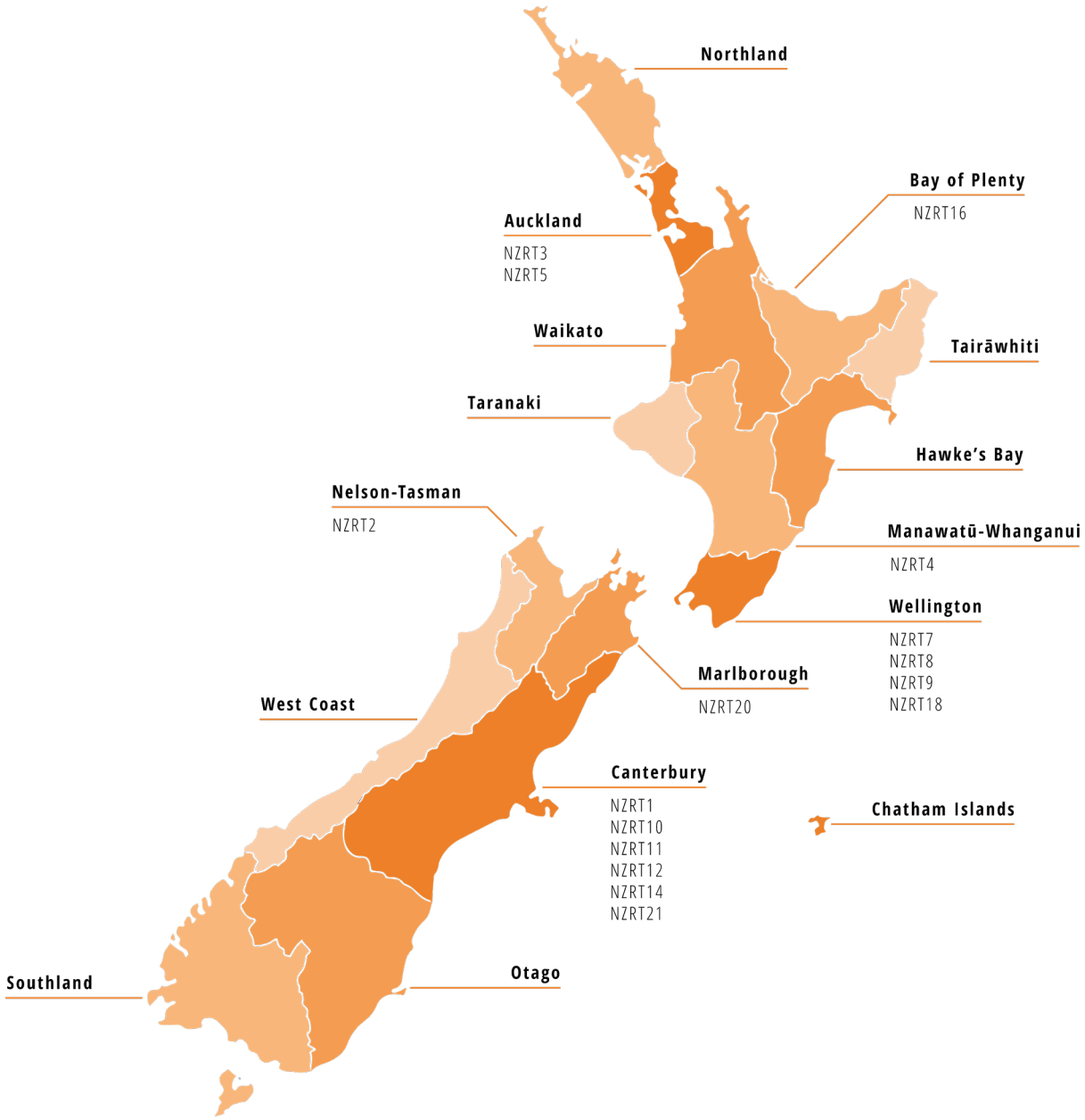


Figure 1 NZRTs in New Zealand

Otago has relied on the Dunedin-based Red Cross Disaster Welfare and Support Team (DWST) to undertake operational tasks in the past. Since the disbanding of the Red Cross National Disaster Response Team (NDRT) in 2016 there has been a continued reduction in training, equipment, and response scope.

There is still a demonstrated need for the local Red Cross DWST and Civil Defence Emergency Management support for the team, however, the operational capability of this team is more likely to be Civil Defence Centre, rather than field capability based.

NZRT Operating Guidelines are available at https://www.civildefence.govt.nz/assets/Uploads/documents/NZRT/0.-NZRT-Operating-Guidelines-v2.4.pdf

CONSIDERATIONS

STRATEGIC FRAMEWORK AND POLICY CONSIDERATIONS

This proposal works towards meeting the following objectives of the National Disaster Resilience Strategy:

11. Build the capability and capacity of the emergency management workforce for response and recovery. Supplementary expert teams undertake rapid deployments in emergency response and recovery situations to support local capability and capacity.

The proposed NZRT can augment council-led response in communities as outlined in the Otago Civil Defence Emergency Management Community Resilience Strategy.

FINANCIAL CONSIDERATIONS

The NZRT would be self-funding for establishing resources and operational capability. Actual costs incurred in operational responses would be sought from the requesting council(s).

The NZRT intends to be self-funded for non-operational activities through Community grants (initial capital), fundraising, First Aid events, Community engagement events and other opportunities that fit within constitutional guidelines.

SIGNIFICANCE AND ENGAGEMENT

New Zealand Response Teams (NZRTs) play a crucial role in the country's emergency management framework. Here are some key points about their significance:

- Community-Based Response: NZRTs are composed of volunteers from local communities, making them well-suited to understand and respond to local needs during emergencies.
- Versatile Capabilities: These teams are trained to handle a variety of tasks, including cordons and movement control, public notifications and evacuations, reconnaissance, impact assessment, and information gathering.
- Support for Emergency Services: NZRTs provide essential support to emergency services, such as assisting with welfare needs assessments, establishing Civil Defence Centres, and supporting ambulance services with pre-hospital emergency care and triage.
- Disaster Resilience: By involving community members in emergency response, NZRTs help build local resilience and ensure that communities are better prepared to handle crises.
- Flexible and Adaptable: The role of NZRTs can vary based on local needs and the capabilities of other emergency services in the region, allowing them to adapt to different situations effectively.

Overall, NZRTs enhance New Zealand's ability to respond to and recover from emergencies, making them a vital component of the national disaster resilience strategy.

Civil Defence Emergency Management groups engage with New Zealand Response Teams (NZRTs) in several key ways:

- Coordination and Integration: CDEM groups coordinate with NZRTs to ensure their

activities are integrated into the overall emergency response plan. This includes aligning NZRT capabilities with the specific needs and risks of the region.

- Training and Exercises: CDEM groups often involve NZRTs in training sessions and emergency response exercises. This helps ensure that NZRT members are well-prepared and can work seamlessly with other emergency services during actual events.
- Operational Support: During emergencies, CDEM groups deploy NZRTs to provide surge support. This can include tasks such as light rescue, flood response, public notifications, and welfare support.
- Resource Allocation: CDEM groups help allocate resources and support to NZRTs, ensuring they have the necessary equipment and supplies to carry out their duties effectively.
- Community Engagement: CDEM groups and NZRTs work together to engage with local communities, raising awareness about emergency preparedness and response.

By working closely with NZRTs, CDEM groups enhance their ability to respond to emergencies and support their communities effectively.

LEGISLATIVE AND RISK CONSIDERATIONS

The Otago CDEM Group operate under the provisions of the CDEM Act 2002 and the Health and Safety at Work Act 2015 Act.

A significant proportion of the initial NZRT capability will be sourced from existing Red Cross DWST members. Whilst there is a risk of the creation of one team simply depleting the resources of another, there is a commitment from senior DWST members to maintain and build the membership of the DWST so that overall there is an increase in operational volunteer capability in the region.

CLIMATE CHANGE CONSIDERATIONS

It is recognised that climate change is likely to put more pressure on the emergency management system with more frequent severe weather events. Building capacity within Otago to meet the increased demand from these events is essential.
New Zealand Response Teams (NZRTs) can play a significant role in mitigating the impact of climate change through various strategies:

- Community Education and Awareness: NZRTs can assist in educating communities about climate change impacts and promote sustainable practices.
- Disaster Preparedness and Response: By enhancing community preparedness for climate-related disasters such as floods, storms, and wildfires, NZRTs help reduce the immediate impacts of these events. They can conduct exercises, provide training, and develop emergency plans tailored to local climate risks.

COMMUNICATION CONSIDERATIONS

Communication around the investigation and possible establishment of an NZRT in Otago would assist the group in its initial fundraising efforts as well as its engagement with other agencies.

ATTACHMENTS

- Nil

Emergency Management Otago
Te Rākau Whakamarumaru Ōtākou

Lifelines Update

Prepared For: **Otago CDEM Joint Committee**
Author: **Mel Banks**
Date: **27th March 2025**

PURPOSE

This report informs the Joint Committee (JC) of the activity undertaken at the Otago Lifeline Utilities Group meeting on 19th February 2025.

EXECUTIVE SUMMARY

Dr Marijn Kouwenhoven from Otago Museum gave the group a presentation highlighting the vulnerabilities of the New Zealand power grid to geomagnetic storms, referencing the historical Carrington Event as a significant example. Louisa Prattley from the NEMA Space Weather team discussed the National Space Weather Response Plan and the National Catastrophic Handbook.

A survey asking the group to rank projects resulted in similar rankings. The group was asked if they could contribute approximately 4 hours each per project, this was received well.
A Coordinated Incident Management System (CIMS) Basic training option was presented to the group with a follow-up email to get an indication of who was interested, as a result, some group members have enrolled in the training provided by Emergency Management Otago Advisors.

Member attendance and participation have varied in previous meetings, and it is encouraged that members not in attendance nominate a delegate for representation and participation.

RECOMMENDATION

The Joint Committee:

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

BACKGROUND

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 Defense 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.

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
- Roading
- NEMA

STRATEGIC FRAMEWORK AND POLICY CONSIDERATIONS

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

FINANCIAL CONSIDERATIONS

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

SIGNFICANCE AND ENGAGEMENT

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

LEGISLATIVE AND RISK CONSIDERATIONS

- The Otago CDEM Group operate 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

- No matters arising.

COMMUNICATION CONSIDERATIONS

- No matters arising.

ATTACHMENTS

- Otago Lifeline Utility Group Meeting Minutes 19 February 2025.
- Otago Lifeline Utility Group Workplan Report March 2025

Otago Lifeline Utilities Group

Work Plan Update: March 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
    - Roading
    - 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.	▪ Planning meeting required with the Otago Lifeline Utilities Group ▪ Enquiry made with Radio New Zealand for participation in the plan		Planned
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 requirements across lifeline utilities and other key response organisations, coordination and logistical arrangements and prioritisation for specific hazards and their impacts.	▪ Planning meeting required with the Otago Lifeline Utility Group		Planned

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 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.	▪ Coordinated Incident Management System (CIMS) Basic training offered to the group at Central Otago District Council and Otago Regional Council locations. ▪ Deliver Coordinated Incident Management System Basic training as appetite, space and timings allow.		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.	▪ 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 2018	The plan requires review and updating	• Discussions with Canterbury Lifelines Group for a joint effort engagement with the fuel sector.	▪ Review with Emergency Management Southland and Otago		Planned
2	Update Emergency Management Otago Alternative Communications Plan 2023	The plan requires a review	• SpaceX & One.nz (formally Vodafone) text messaging to satellite is now live. Enquiries have been made about whether Emergency Management Otago's mobiles could be upgraded to supported devices.	▪ Review the current plan and assess new technology options and retiring older technology.		Underway
3	Further development of the Otago Lifelines Geographic Information Systems Viewer 2018	The viewer requires review and update.	• Otago Regional Council Geographic Information Systems specialist working with the Group Office to further develop data layers. • Foodstuffs priority stores for the Otago region data layer created and will be incorporated into the viewer.	▪ Review sharing agreements with utilities who have previously provided data sets to determine if the viewer could be open source. ▪ 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: 

Otago Lifelines Group
Meeting Minutes

DATE & LOCATION:
19 February 2025, via Teams

MEETING TIME: 10:00 am-12:00 Noon

Attendees		
Glyn Lewers (Group Chair)	Andrew Cunningham (TWO)	Mark Tynan (One)
Mel Banks (EMO)	Felicity Robertson (Foodstuffs)	Paul Lloyd (Meridian Energy)
Danny Fontaine (EMO)	Louisa Prattley (NEMA)	Amy Francis (Network Waitaki)
Chris Brooker (EMO)	Andrew Welsh (ORC)	Tim Van Woerden (ORC)
Marijn Kouwunhoven (Tuhura)	Jessica Cotton (Aurora Energy)	Taylor Hendl (EMO)
Mathew Jones (NZTA)	January Mtshweni (Aurora)	Paula Cathie (EMO)
Jason Michie (EMO)	John Coutts (DCC)	Roger Hughes (QLDC)
Paul Gurney (WCRC)	Tod Trotman (Network Waitaki)	Courtenay Jamieson (EMO)
Juliet Breen (QAC)	Derek Shaw (EMO)	Bill Nicoll (QLDC)
Jacqui Lambeth (EMO)	Cynthia Wilson (DCC)	Wiaan Booyens (Aurora)

Apologies		
Matt Alley (EMO)	Erica Andrews (EMO)	Nicole Felts (NZTA)
Peter Standring (NZTA)	Islay Laird (NEMA)	Quinton Penniall (CODC)

Welcome:

- Glyn Lewers, Group Chair welcomed everyone to the meeting.
- Mel Banks noted apologies for the meeting.
- Mel Banks welcomed new members to the group; Felicity Robertson (Foodstuffs S.I), Amy Francis (Network Waitaki)

Presentation:

- Space Weather and its Hazards, Dr Marijn Kouwenhoven, Tuhura Otago Museum

Otago Lifelines Group Updates

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

NEMA: Louisa Prattley

- NEMA's National Catastrophic Handbook was issued last week and is now on the NEMA website
- The NEMA National Space Weather Response Plan was issued in December 2024 and is also on the NEMA website. There is an Emergency Management Webinar on the 26th of February.
- The Emergency Management Bill is underway, we might hear something later in the year about that.

Otago CDEM: Glenn Mitchell

- The draft of the After-Action Report from the October Flood Event is in review with feedback to the creator/facilitator by the end of February. The final report should be available for circulation in March 2025.
- The review of the Otago CDEM Group Plan is underway. The plan is required to be reviewed every five years. Hazard workshops will be run at the beginning of April for coastal and inland Otago. Lifelines participation for the workshops will be requested, invitations will go out by the end of February 2025.

- A multi-agency tabletop exercise is planned for the Otago AF8 Catastrophic Plan on 19th March.

NZTA: Matthew Jones

- NZTA is working on resilience papers for critical sections of the state highway network.
- Aspiring Highways are installing solar panels and batteries at their main office, in addition to the generator and fuel supply they currently have. They are also upgrading their communication network.

TLA Roading

- **QLDC: Roger Hughes**
  - The culvert Shepherds Hut Creek will be replaced with a single lane bridge, construction due 2027.
  - The Crown Range has areas of large slope instability near the Wanaka side of the summit, targeted enhancement funding has been granted from the Crown Fund, and options to mitigate risk are being worked through.
  - Chard Road has washed out again, QLDC is working to fix and rebuild the road and bring it back online.
- No updates from DCC, CODC, CDC and WDC

TLA 3 Waters

- **QLDC: Roger Hughes**
  - QLDC is expanding the Shotover Wastewater Treatment plant, this will increase resilience and capacity.
  - Plan to join Hawea to the Wanaka Wastewater Treatment Plant Project.
- No updates from DCC, CODC, CDC and WDC

Transpower:

- Non-attendance, no update

Meridian Energy: Paul Lloyd

- Meridian Energy remain working on the work programs that were mentioned in the previous meeting minutes.
- Transpower initiated the solar storm plans between Christmas and New Year as a precautionary, though it did not come to anything.
- Internal exercises during March and April are planned for cyberattack and dam safety.

Aurora Energy: Jessica Cotton

- Pre fire season exercise was held in November for their IMT and NOC.
- Aurora Energy participated in EMO AF8 exercises in Alex and Dunedin late last year and found it valuable in helping them understand how they fit in with EMO in a major event/response.
- Aurora Energy's NOC and Communications teams will participate in Transpower's annual exercise in April.
- Still working on their critical spare's strategy, and there are provisions to execute the transformer spare strategy as they come off their customised price quality plan and roll onto the default price plan.
- Still exploring options for the long-term supply for Upper Clutha, no significant update to give.
- Transpower commissioned the first of two transformers at the beginning of February, the Aurora line upgrade will follow on from this.
- Aurora is looking at more options for long-term supply into Queenstown.
- Fixed Starlink devices are in all their network operating centres, and emergency operating centres with some mobile units distributed across the network.

Network Waitaki: Amy Francis and Tod Trotman

- Network Waitaki is undertaking a long-term upgrade of its communications systems underway, this includes digital mobile radio. This will mean they can network with other companies a lot easier.
- CIMS training for the senior leadership team and the new lifelines rep (Amy Francis)
- Tod Trotman is leaving the Otago Lifelines Group and Network Waitaki and Amy will be the new Lifelines Rep.

PowerNet: Simon Faddes

- Non-attendance, no update

Contact Energy: Richard McKey

- Non-attendance, no update

Chorus: Louis Perenara

- Chorus is progressing with its 2030 copper exit program and NZ service providers are offering fibre, satellite, or radio solutions.
- Continuing to install fibre on the core network (DWDM) and linking larger and smaller rings around Otago and Southland, creating redundancy if a line is cut, the feed can route another way in the loops.

One: Mark Tynan

- One NZ and SpaceX text via mobile to satellite is live, available on iPhone 14 onwards and a significant number of Samsung devices. This service is not available on prepaid mobile plans.

Unifone: Glenn Hutton

- Non-attendance, no update

Queenstown Airport: Juliet Breen

- The installation of the E-Mass is complete this is an engineered material arresting system that protects from overruns.
- A multi-agency desktop exercise is being planned in the next couple of months.
- Seismic strengthening is ongoing throughout the terminals.
- Wanaka Airport has been moved to the qualifying status. Lots of upgrades for their emergency plans and physical works will be ongoing over the next couple of years.
- NASA will be back in Wanaka with their balloon launch campaigns.

Southern District Health Board (SDHB): Andrew Cunningham

- The new Dunedin Hospital in-patient building is back on track with a scheduled 2029 opening.
- The outpatient building is expected to be opening in 2026.
- Dunedin Hospital is having a Mass casualty exercise later this month to test if the plan is suitable.
- Utilising the NEMA Catastrophic Handbook as a reference point for local catastrophic planning.

Foodstuffs South Island: Felicity Robertson

- FS is supporting its markets around the South Island in terms of preparedness. Creating checklists and plan templates to get them thinking of various scenarios and do they need to be set up with generators, Starlink's, satellite phones etc.
- Working through rationing protocols and what their priority items of supply to their markers are.

Port Otago:

- Non-attendance, no update

KiwiRail:

- Non-attendance, no update

ORC Natural Hazards: Tim Van Woerden

- A report from the October 2024 weather event analysing the rainfall in terms of totals and return periods is available and ORC is happy to share it if it's of use to anyone.
- A few hazard and risk assessments are underway, in particular, the Roxburgh debris flows natural hazards, risk assessment for South Dunedin Liquefaction, hazard assessment for the Clutha and Clutha delta, and flood modelling for the Lindsay Creek catchment in North East Valley.

Lifelines Work Program: Mel Banks

- Update on the survey process and results asking for prioritisation of projects for the 2025/26 Work Program.
    - Otago Lifelines Communication Plan
    - Generator Management Plan
    - Training and Exercises
    - Identification of impacts of lifeline infrastructure failures on the wider environment
    - Further development of the Otago Lifeline Utilities GIS viewer.
- The group was asked if they could contribute approximately 4hours of their time, per project.
- The group was asked what they would like to see in the communications and generator plans.
- The group was asked what type of training and exercises they would like. A CIMS Basic overview was given to the group by Derek Shaw (EMO) as an option that could be offered when spaces become available. The CIMS basic training is given to TLA EOC's
- CIMS4 training could cost ~$3500 ++, delivered by an accredited trainer and gaining NZQA credits.
- There could be a cost for an external contractor with RiskScape capabilities for the Impacts of lifeline infrastructure failures on the wider environment project.

MEETING CLOSED:
11:05 am 19 February 2025

Next meeting: 14th May 2025, MS Teams

Emergency Management Otago
Te Rākau Whakamarumaru Ōtākou

Mana Whenua/Iwi Facilitator Update

Prepared For: **Otago CDEM Joint Committee**
Author: **Mauriri McGlinchey**
Date: **227th March 2025**

PURPOSE

This report informs the Joint Committee (JC) of the ongoing restructuring at Te Rūnanga o Ngāi Tahu and the potential implications for iwi engagement and whānau emergency response roles across the Otago region, including the Araiteuru Emergency Facilitator.

EXECUTIVE SUMMARY

Te Rūnanga o Ngāi Tahu is currently undergoing internal restructuring which is impacting a number of roles, particularly those supporting whānau wellbeing and emergency management.

While the full extent of these changes is not yet known, there is a possibility they could affect key positions that contribute to CDEM engagement with mana whenua, such as the Araiteuru Emergency Facilitator. This role has been instrumental in supporting marae-based preparedness, cultural responsiveness in emergencies, and strengthening partnerships between iwi and the Otago CDEM Group.

The situation is being closely monitored, and updates will be provided to the committee as more details become available.

RECOMMENDATION

The Joint Committee:

1. Receives the report.
2. Notes the restructuring at Te Rūnanga o Ngāi Tahu and the potential impacts on iwi engagement and whānau emergency-related roles, including the Araiteuru Emergency Facilitator.

BACKGROUND

Ngāi Tahu holds mana whenua across all of the Otago region, and its rūnaka are key partners in the delivery of local emergency planning, community resilience initiatives, and marae-based emergency response.

The restructuring process at Te Rūnanga o Ngāi Tahu may result in changes to how iwi emergency functions are coordinated. The change proposal includes the disestablishment of the Whanau and Emergency Response Team. This Team was instrumental in the establishment of the Mana Whenua Emergency Facilitator roles and plays a part in the provision of funding, training and iwi-level engagement for these facilitators. This team has also engaged across Te Waipounamu in response to emergencies and facilitated the distribution of Emergency Pods to 24 marae within the Ngāi Tahu takiwā.

The team manager of the Whānau and Emergency Response team has indicated that strong submissions in support of retaining the whole team or at least a role to facilitate iwi level engagement have been made. The final outcome is still being developed by Te Rūnanga o Ngāi Tahu management and is expected by the end of the week starting 24 March.

Maintaining these connections remains important for an inclusive and effective emergency management approach in Otago.

STRATEGIC FRAMEWORK AND POLICY CONSIDERATIONS

- Continued alignment with the Otago Group Plan is essential.
- The potential impact on iwi-led or iwi-supported emergency roles may require adaptive strategies to maintain relationships, cultural competency, and capability at the community level.

FINANCIAL CONSIDERATIONS

- No immediate financial implications identified, however, given the nature of the change proposal the 40% contribution made to Mana Whenua Regional Facilitators by Te Rūnanga o Ngāi Tahu may be at risk.

SIGNIFICANCE AND ENGAGEMENT

- Engagement with Ngāi Tahu and affected rūnaka is ongoing to understand potential outcomes and maintain continuity of support.
- Maintaining trusted relationships with mana whenua remains a priority.

LEGISLATIVE AND RISK CONSIDERATIONS

- Changes to iwi partnership roles may impact obligations under the CDEM Act 2002 and reduce culturally responsive practice during emergency events.
- Potential risks to community trust, communication flow, and equitable delivery of emergency services are being considered.

CLIMATE CHANGE CONSIDERATIONS

- No matters arising.

COMMUNICATION CONSIDERATIONS

- Regular communication with CDEM, rūnaka, and Te Rūnanga o Ngāi Tahu will support transparency and shared planning as the restructuring progresses.

ATTACHMENTS

- None at this stage.

Emergency Management Otago
Te Rākau Whakamarumaru Ōtākou

Group Plan Update

Prepared For: **Otago CDEM Joint Committee**

Author: **Andy Mackenzie Everitt | EM Otago Planning & Projects Advisor**

Date: **27th March 2025**

PURPOSE

This report is to inform the Committee of the progress of the development of Otago Civil Defence and Emergency Management (CDEM) Group Plan (2025-2035).

EXECUTIVE SUMMARY

As outlined in the 12 Dec 24 Joint Committee paper, the Otago CDEM Group Plan is the statutory reference for the Otago CDEM Group which details the arrangements for the implementation of CDEM within the Group's jurisdiction. The extant Group Plan (2018-2028) has been reviewed and will be replaced with Group Plan (2025-2035).

RECOMMENDATION

That the Joint Committee:

1. Receive and accept this report.

BACKGROUND

CDEM Group Plans act as strategic guiding documents, outlining the goals set by each CDEM Group to give effect to the National Disaster Resilience Strategy (NDRS). Each CDEM Group is required under the CDEM Act (2002) to prepare and approve a Group Plan. The Plan must be subject to public scrutiny and have regard to any comments made by the Emergency Management and Recovery Minister following a statutory 20 working days consultation period.

DISCUSSION

The methodology to develop Group Plan (2025-2035) was presented to the Otago CDEM Liaison Group on 18 Mar 25. It proposes to meet sector guidelines by incorporating risk content; vision; goals, objectives across the 4Rs of CDEM; monitoring and evaluation; and management and governance.

Significantly, Risk Assessment workshops will be conducted–under NEMA technical guidance–in Dunedin on 1 Apr 25 and Alexandra on 2 Apr 25. This marks what will become a rolling programme of annual Risk Assessment workshops which comply with national requirements.

A writing team will be established to review the drafting of the new document composed of representatives from:

- CDEM Joint Committee
- CDEM CEG
- Mana Whenua
- Council Liaison Managers
- Welfare Coordination Group
- The Lifelines Group
- Partner agencies; Police, FENZ, St John and Health
- NEMA
- Community organisations representing vulnerable population groups.

Proposed Timeline

Group Plan (2025-2035) Drafting:

Intro	28 Mar 25
Risk Assessment Workshops	1 and 2 Apr
Risk Content	18 Apr
Risk Reduction	30 Apr
Readiness	30 May
Response	27 Jun
Recovery	25 Jul
Monitoring and Evaluation	29 Aug
Management and Governance	26 Sep
Draft V0.1 complete	3 Oct

Publication:

Draft V0.1 to designers	6-17 Oct
Draft V0.1 to NEMA for technical review	20-24 Oct
Draft V0.1 published for public consultation	27 Oct-27 Nov
Public submissions	1-5 Dec
V1.0 to CDEM Minister	8 Dec-26 Jan 26
V1.1 Otago Group Plan published	2 Feb 26

CONSIDERATIONS

STRATEGIC FRAMEWORK AND POLICY CONSIDERATIONS

- Must conform to the CDEM Act, The National Plan Order 2015, the NDRS and the Directors Guideline (DGL) 09/18 for Group Planning.
- Additionally, it will align with ORC and Territorial Authorities long-term plans.

FINANCIAL CONSIDERATIONS

- A working budget for Risk Reduction and Readiness will be developed and proposed. Arrangements for Response and Recovery will be articulated.

SIGNIFICANCE AND ENGAGEMENT

- Engagement with members of the committee is active and ongoing. This critical plan will provide the basis for the next ten years of CDEM work across Otago. It will be noted that this marks a period of enhanced risk resulting from, *inter alia*, ongoing climate change and the narrowing odds of a catastrophic Alpine Fault earthquake.

LEGISLATIVE AND RISK CONSIDERATIONS

- The Otago CDEM Group operate under the provisions of the CDEM Act 2002 and the Health and Safety at Work Act 2015 Act.

CLIMATE CHANGE CONSIDERATIONS

- The Plan must account for the Predicted frequency and severity of extreme weather events.

COMMUNICATION CONSIDERATIONS

- A statutory public notice of this intent is required under Section 52 of the CDEM Act (2002). The intent to undergo a review is already published on the Otago CDEM web page.

- Further communication efforts will be required to enhance stakeholder engagement.

ATTACHMENTS

- Current Otago CDEM Group Plan (2018-2028) Key: https://www.otagocdem.govt.nz/media/5hcp1uwg/emergency-manangement-otago-group-plan-adopted-june-2019.pdf

National Emergency Management Agency
Te Rākau Whakamarumaru

National Emergency Management Update

Otago CDEM Group Joint Committee Meeting
March 2025

Government's Response to the Recommendations in the NISWE Inquiry

On 10 October 2024 the Government released its long-term vision to strengthen New Zealand's emergency management system, in response to the recommendations in the Government Inquiry into the Response to the North Island Severe Weather Events (NISWE). The Emergency Management System Improvement Programme (EMSIP) has been set up to implement the 15 high-level recommendations.

Phase 1 of EMSIP is complete and produced the above-mentioned report. The Government response accepted all the high-level recommendations, identifying five focus areas with 15 high level actions. The government response was informed by the NISWE and by other events, reviews, and inquiries.

Phase 2 is underway with the preparation of an investment and implementation roadmap for Cabinet's consideration. NEMA intends to deliver this roadmap to Cabinet in early 2025. The roadmap will be very high level. Phase 2 is a scoping exercise, this is not about business cases and detailed design – that will follow Cabinet's decisions. While this process is moving quickly, NEMA are committed to testing their thinking with relevant partners where possible. NEMA will continue to work alongside the CDEM Groups through this process.

Emergency Management Bill

At the end of November, Cabinet agreed to progress development of the new EM Bill. The Cabinet paper is now publicly available on our website: https://www.civildefence.govt.nz/cdem-sector/legislation/emergency-management-bill

- The body of the Cabinet paper sets out indicative issues the bill will seek to address, based on matters raised through submissions on the old bill and past inquiries/reviews.
- NEMA is analysing those issues and developing options to address them, working towards publicly consulting on options in the second quarter of 2025.
- We would be grateful for your input on the issues and options, to feed into development of the public consultation document.
- The EM Bill is closely linked to the Emergency Management System Improvement Programme (EMSIP), as the bill will support delivery of some of the EMSIP actions.

Catastrophic Event Handbook

The Catastrophic Event Handbook, V1.0 has now been signed off by NEMA's CE Dave Gawn and Director Emergency Management John Price and is now available on NEMAs website

This represents a significant amount of mahi from many agencies across the system to achieve this milestone for New Zealand, and it provides a blueprint to respond to the most severe disasters. It outlines roles and responsibilities by agency, across 11 workstreams in order to manage an All-of-Government response to a catastrophic level event. The Handbook takes a hazard-agnostic approach to the response and recovery aspects of a catastrophe. It is scalable, and it allows for hazard-specific plans to be developed under this framework.

Tsunami template NWS & EMA consultation

NEMA is seeking feedback on the content of draft land and marine tsunami warning National Warning System (NWS) AND Emergency Mobile Alert (EMA) templates. We are replacing the current single National Warning: Tsunami Threat to land and Marine Areas template with two separate templates:

- National Warning: Tsunami Threat to Land and Marine Areas – prepare to evacuate
- National Warning: Tsunami Threat to Land and Marine Areas – immediate evacuation required

The current National Warning: Tsunami Threat to Land and Marine Areas message does not provide evacuation instructions beyond "Listen to local civil defence authorities and follow any instructions regarding evacuation of your area." It is not consistent with and does not reinforce the messages that are issued via EMA. This can create confusion and may result in people delaying or not taking critical life safety actions.

NEMA currently issues short EMA messages (under 90 characters) for land and marine tsunami threats. The short EMA messages were used as some handsets experienced issues receiving longer alerts when the EMA system was first rolled out. Over time, as people have replaced their handsets, these issues have lessened. As such, NEMA replacing the current short EMAs messages for land and marine with longer EMA messages that provide more information about the threat and what people should do.

The new templates have been drafted in line with best practice for writing warning messages and lessons from past events and exercises. The templates have been written to be consistent with the existing CDEM Group EMAs for a land and marine tsunami threat and reinforce the message that local evacuation instructions will come from Civil Defence Emergency Management Groups.

Feedback period closes 14 February 2025.

Starlink

NEMA are still seeking internal approvals for the Starlink agreement to go-live. Given there is a debate on the legalities of the Public Finance Act to use of funds to provide this service, we are having to ensure additional contract details are correct. As such, we are not able to provide a definite date as and when the service will be available.

Too that end, for those CDEM Groups and partner agencies that have funds available now and are wanting to procure hardware and connections on the service, we recommend they procure directly through Starlink or an approved third-party provider. They can then come onto the NEMA package at a date and time of their choosing. The process to do so will be laid out for them to make a smooth transition.

Mike Gillooly | Senior Regional Emergency Management Advisor
National Emergency Management Agency Te Rākau Whakamarumaru

Emergency Management Otago
Te Rākau Whakamarumaru Ōtākou

EXERCISE OHOTATA 24

Exercise Report

Central Otago District Council · Clutha District Council · Otago Regional Council · Queenstown Lakes District Council · Waitaki District Council · Dunedin City Council | kaunihera ā-rohe o Ōtepoti

Contents

1 EXECUTIVE SUMMARY

Exercise Ohotata 2024 was conducted to practice the emergency response capabilities of the Otago Civil Defence Emergency Management (CDEM) Group in the wake of a major Alpine Fault (AF8) earthquake. The exercise focused on the 'Coordinated Response' phase, practicing multi-agency collaboration, decision-making, logistical coordination, and public information management.

The exercises aligned with the Otago Catastrophic Alpine Fault Contingency Plan (CatPlan) to ensure that regional and district-level emergency operations could be assessed against established response frameworks. The exercises were planned to be conducted separately across the six Otago district levels, however, due to an October weather event in coastal Otago, the Dunedin City Council and Clutha District Council exercises due to be held at that time, were cancelled as both their Emergency Operations Centres (EOCs) were activated for the weather event.

This evaluation report summarises key findings from Exercise Ohotata 2024. The document includes general feedback and analysis of overall response effectiveness, evaluation against defined objectives, including interagency coordination, public information management, and operational readiness, identification of best practices that should be retained and enhanced, areas for improvement and opportunities for further development, alignment of findings with CatPlan priorities and recommendations for enhanced implementation.

Exercise Ohotata 2024 incorporated key elements of the CatPlan, particularly in multi-agency coordination, command and control structures, and situational awareness. Districts were fully aware of the regional CatPlan, however, gaps in role clarity and logistical coordination indicate areas requiring further refinement to fully align with the CatPlan's strategic objectives. Future earthquake-based exercises should focus on enhancing pre-exercise training on CatPlan protocols, expanding function-specific training, particularly in Logistics, Recovery, and Welfare operations, and strengthening mass relief and evacuation coordination mechanisms.

Findings from the exercise have been categorised into key thematic areas for targeted recommendations. Good leadership within the Emergency Operations Centres (EOCs) was generally observed, with Emergency Management Otago staff providing critical guidance. Multi-agency collaboration improved cross-functional understanding and should continue to be a focus area. The range of support agencies involved was significant, including Fire and Emergency New Zealand (FENZ), New Zealand Police, Hato Hone St John, New Zealand Defence Force (NZDF), and several local government and infrastructure agencies. This breadth of participation allowed for a more realistic test of coordination under pressure. Greater role clarity is required to reduce duplication of effort and streamline decision-making. Additional Coordinated Incident Management System (CIMS) protocol training is recommended to ensure all agencies operate effectively within the command structure.

Situation Reports (SitReps) and structured briefings provided valuable situational awareness. The D4H system was a useful tool for logging tasks and managing resources. Challenges in communication flow between agencies and functions needs to be addressed. Training on D4H should be expanded to improve usability, and other resources such as whiteboards and in-person briefings were not standardised, leading to missed updates.

The importance of clear and timely public communication was recognised, with some agencies demonstrating strong messaging practices. The coordination of logistical operations, including mass relief efforts and evacuation procedures, was an essential component of the exercise and should be maintained. Identified gaps in resource allocation and supply chain planning should be addressed. The exercise highlighted the need for improved integrated district logistical planning, including for mass relief, to better align with regional planning.

The EOCs effectively coordinated emergency response efforts, reinforcing their role as critical command hubs. Physical constraints such as noise levels and space limitations in EOCs impacted operational effectiveness. Future exercises should explore optimised layouts and additional breakout spaces to improve efficiency. The presence of experienced trainers and mentors significantly improved participant learning and should continue. More frequent and role-specific training is required to ensure personnel are proficient in emergency management tools and procedures. The current development of online training modules and refresher courses will enhance accessibility. Training on how to successfully work in compromised work environments is encouraged.

Exercise Ohotata 2024 provided valuable insights into Otago's Emergency Management capabilities, reinforcing strengths while identifying critical areas for improvement. The recommendations outlined in this report aim to optimise emergency response preparedness, ensuring that both the Otago CDEM Group and district TLAs are fully equipped to manage a large-scale disaster. By implementing these improvements, the region will be better prepared for an actual Alpine Fault event, safeguarding communities, and enhancing overall resilience.

2 AIM

The primary aim of Exercise Ohotata 2024 was to practice the Otago CDEM Group's regional and district response to a significant emergency event, specifically focusing on Day 5 of a 'Coordinated Response' phase of the Otago CatPlan following an Alpine Fault earthquake. The exercise aimed to enhance the group's ability to manage and coordinate a multi-agency response in a large-scale disaster scenario, ensuring that all participating agencies adhered to established procedures and frameworks for emergency management, such as those described in the Otago CatPlan. This included evaluating decision-making processes, communication of critical information, and logistical coordination at both district and regional levels.

3 EXERCISE PLANNING

3.1 Background

Exercise Ohotata 2024 was designed to assess the operational readiness and response capabilities of the Otago Civil Defence Emergency Management (CDEM) Group in the event of a significant regional disaster. The exercise specifically aimed to simulate the response to a major Alpine Fault (AF8) earthquake, which is considered one of the highest-risk natural hazards in New Zealand. The exercises were to closely align with the Otago CatPlan (Alpine Fault), a comprehensive framework developed by Emergency Management Otago to ensure a coordinated and effective regional response to such a catastrophic event. The CatPlan outlines the operational procedures and response strategies for the Otago region, detailing roles, responsibilities, and resources for both regional and district-level emergency operations.

The Otago CatPlan (Alpine Fault) is integral to this exercise as it guides the response efforts of the Group Emergency Coordination Centre (GECC) and district Emergency Operations Centres (EOCs), providing a structured approach for managing a large-scale disaster. The plan includes a detailed Concept of Operations (CONOPs), which outlines how the Otago region will respond in the immediate aftermath of an Alpine Fault rupture, focusing on the Coordinated Response Phase that Exercise Ohotata aimed to practice. This phase begins after the initial shock, focusing on the prioritisation of efforts, resource management, and interagency coordination. The CatPlan also stresses the importance of rapid mass relief operations, the coordination of evacuation plans, and ongoing communication between the GECC and local EOCs to mitigate the impact on affected communities, ensuring that all agencies work together to deliver a swift, coordinated, and effective response.

Thus, Exercise Ohotata was not only designed to enhance the practical application of the Otago CatPlan (Alpine Fault) but also to refine the operational readiness of all participating agencies and ensure a seamless response to a catastrophic Alpine Fault earthquake. The integration of the CatPlan into the exercise allowed for a simulation that mirrored the complex, real-world challenges of a large-scale emergency, including infrastructure damage, loss of communication, and logistical difficulties. The exercise focused on reinforcing the coordination of response efforts at both the district and regional levels, providing an opportunity to identify gaps, test systems, and ensure that Otago's response capabilities are fully prepared for such an event.

3.2 Exercise Objectives

The primary objectives of the exercise were as follows:

1. **Lead a Coordinated Response**: Test the ability of agencies to lead and manage a coordinated response to a significant disaster event, including the development and execution of an effective action plan in accordance with standard operating procedures.
2. **Coordinate Interagency Response**: Evaluate the coordination of an interagency response to the incident, in line with the lead agency's emergency plan, CIMS 4 (Coordinated Incident Management System), and relevant legal and policy frameworks.

3. **Accurate Reporting**: Assess the production of an accurate Situation Report that reflects the status of response activities.
4. **Staff Participation and Operational Readiness**: Ensure that adequate staff are available to manage the exercise scenario, with a focus on appropriate operational space, communication systems, and contingency plans for power outages and communication failures.
5. **Public Information Management**: Manage and deliver public information to maintain public confidence and ensure alignment with operational response efforts.
6. **Support Coordinated Interagency Efforts**: Test the ability of support agencies to contribute to the lead agency's planning process and respond to identified threats and risks.

3.3 Scope

Exercise Ohotata was a Tier 2 Functional exercise. The exercise did not include field activities.

Otago Emergency Operations Centres exercised individually on separate days to allow mentorship from Emergency Management Otago Group Office staff and Emergency Management Otago Advisors to develop standardisation of practice within TLA's. Operation centre teams were encouraged to attend the exercise to ensure the CDEM Group met its responsibilities in accordance with the Civil Defence Emergency Management Act and the Otago CDEM Group Plan.

3.4 Scenario Development

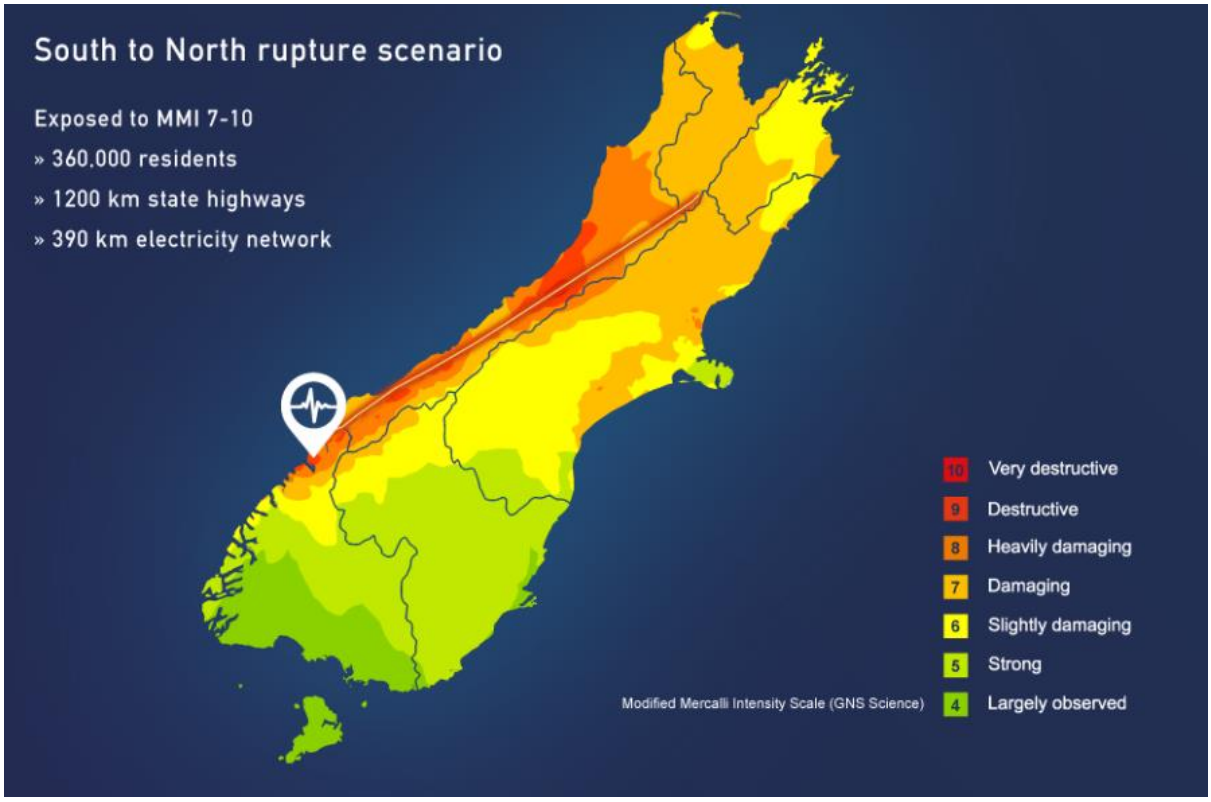
The scenario for Exercise Ohotata was based on the anticipated impacts of a magnitude M8.2 earthquake along the Alpine Fault, an event identified as the "Maximum Credible Event" in the Otago CatPlan (Alpine Fault). The exercise was set at Day 5 of the earthquake event, focusing on the Coordinated Response Phase. At this stage, district Emergency Operations Centres (EOCs) were working to manage local response operations, while the regional Group Emergency Coordination Centre (GECC) supported them by coordinating resources, communication, and logistics across districts. The exercise tested coordination across the five Otago districts, where the GECC played a key role in providing operational support, including the deployment of mass relief and coordinating evacuation operations.

3.5 Scenario

The scenario is based on the Maximum Credible Event described in Section 2.2 of AF8 SAFER Framework.

This scenario features a *South-to-North* (S2N) Alpine Fault rupture. With some 9 metres of horizontal displacement and around 2 metres of vertical displacement along part of the fault line, the greatest damage will be in areas closest to the Southern Alps.

Aftershocks will continue for years, with some registering as significant earthquakes in their own right. In the seven days following an initial Magnitude 8+ earthquake, there is likely to be two Magnitude 7, twenty Magnitude 6 and more than two hundred Magnitude 5 aftershocks.



Offshore, a tsunami could be caused by the earthquake or aftershocks (most likely on the West Coast), or there could be submarine landslides leading to a tsunami. Tsunamis are also a possibility on lakes due to landslides causing large amounts of debris to fall into the lake, or other faults being activated by an Alpine Fault earthquake. *Lake seiching* and *delta collapse* are possible.

The main earthquake and aftershocks will cause snow/ice avalanches, rock avalanches, landslides and rockfalls. Trees will be uprooted and landslide dams are likely to be created. This could subsequently lead to dam failure and flooding damage. Liquefaction is also likely in susceptible areas.

Catastrophic infrastructure failures, including roads, and bridges will most likely sever all road and rail connections between Canterbury, the West Coast and other Alpine townships. Widespread power outages will contribute to a degraded communication environment.

There will be significant loss of life throughout the South Island and multiple injuries. Medical and Emergency Services at all levels are likely to be overwhelmed and unable to cope with hundreds of fatalities and thousands of injuries. Communities will be isolated, and it will take some time for outside help to arrive in the worst affected areas. The most severe impact will be on the population based on the West Coast and other alpine townships, including residents, tourists and visitors.

3.6 Assumptions

Despite the available science and intelligence, much uncertainty remains. The following assumptions were made to allow planning to progress:

General Assumptions:

- Connectivity and communications may be more reliable than in a real event of this nature.
- The exercise will be conducted in a no-fault learning environment where systems and processes, not individuals, will be tested and evaluated.

- All participating organisations and agencies are expected to use the exercise to evaluate their response capability.
- To minimise the risk of confusion that can occur with non-exercise players including the public, communication with broadcasters/other media will be simulated. All communications will be identified as “exercise only”.

Assumptions more specifically:

- Decision-making will be carried out at the lowest possible level. Local CDEM Controllers will continue to lead local response. The Otago Group Controller will coordinate the nationally enabled Otago response. Local Controllers will not act in a way that is inconsistent with the priorities established by the next-level Controller.
- Otago Group Emergency Coordination Centre (GECC) will be able to communicate with local Emergency Operations Centres (EOC) using Otago *Alt Comms* arrangements. The external link with the National Crisis Management Centre (NCMC) and neighbouring CDEM Groups is wholly dependent on’ Business As Usual’ (BAU) telecommunications or satellite backup and cannot be guaranteed.
- Cross-district boundary matters such as air operations, evacuations, logistic support and PIM will be managed at GECC or higher.
- Nationally directed Impact Assessment Stage 1 (Wide Area Assessment) will be activated immediately: international remote sensing satellites and pre-planned air reconnaissance provided by NZDF, GNS Science, and regional contractors launch to provide coverage of the Named Area of Interest agreed in the EM Otago AF8 Collection Plan 01. Otago CatPlan Support Plan 2 refers.
- Evacuating Foreign Nationals from Queenstown will quickly become a National Objective.
- GECC will be able to coordinate/bid for air movement in Otago through NCMC.
- Medical evacuations will be managed by Hato Hone St John and Ambulance National Crisis Coordination Centre (NCCC)and coordinated with Otago GECC.

4 EXERCISE DELIVERY

4.1 Exercise Format

This was a Tier 2 exercise that practiced a 'coordinated response' mode of operation. In particular, the response activity aligned with Day 5 of a significant AF8 event. Note – Day 5 was taken as each district's exercise calendar date. Participants were expected to follow their plans and procedures as they would in a real situation, except when informed otherwise. The exercise was played in real-time.

4.2 Exercise Dates/Timings

The dates and timings for the exercises **were**:

- QLDC – 19th September 2024, 0830hrs – 1300hrs
- DCC – 4th October 2024, 1000hrs - 1430hrs (Cancelled due to weather event)
- CDC – 9th October 2024, 1030hrs – 1500hrs (Cancelled due to weather event)
- CODC – 6th November 2024, 1000hrs - 1430hrs
- WDC – 21st November 2024, 1000hrs - 1430hrs
- GECC – 28th November 2024, 1000hrs - 1430hrs

4.3 Injects

Dates had been set for the development and testing of injects for district exercises. Scenario injects were provided to participants to simulate real-life information. Functions and individuals who received injects were to respond as per their procedures, based on the situation (e.g., performed an action, notified someone, logged information, etc.).

All injects were designated as 'Exercise Only' to avoid confusion. Injects were received via:

- Hard copy memo
- Briefing by an EXCON facilitator
- Emails
- Phone calls – including from Exercise Control (EXCON) role participants
- System messages and data (D4H)
- Simulated social/traditional media

As much as possible, injects were passed via the primary entity rather than directly from EXCON, e.g., State Highway status came via Waka Kotahi – NZTA.

4.4 Actions Involving External Parties

If the situation had required participants to interact with people or agencies not playing in the exercise (e.g., to arrange additional resources, request intelligence information, etc.), then they

contacted the appropriate role-player in EXCON. Role-players provided dynamic responses in real-time.

A contact list was provided with details of participants who role-played and simulated sources of information. Role-players ensured that they did not:

- Make up inject answers
- Magically create resources or agency responses
- Speed up times of response or activities

4.5 Communication

- No external communications outside of the GECC or an EOC occurred during the exercise other than with the EXCON team.
- All operational email addresses were valid for the duration of the exercise (e.g., intel@qldc.govt.nz).
- For the exercise, most normal modes of communication functioned for most of the exercise duration. The primary modes of communication included cell phone, email, D4H, radio, and Starlink if required. If an individual coordination centre injects involved a loss of primary communications, then this was exercised as they saw fit. However, communication outages were limited to ensure the main aim was exercised.
- Testing of EOCs/GECC alternate power sources occurred before, or post, actual exercise days.
- All communication was to be prefaced with the words “Exercise Only.” This included emails, phone calls, situation reports, action plans, logs, briefing papers, and all scenario information. This ensured that there was no confusion between exercise and real event information. EXCON staff were requested to report any confusion in exercise messaging to the Exercise Manager.
- During the Otago CDEM Group Exercises 2024, any messages relating to real emergencies should they occur were to be preceded with the term “No Duff.” Exercise play could be terminated by the relevant EOC so that they could deal with the real emergency. EXCON and the Group Controller were to be advised of the real emergency immediately.
- If communications were lost, participants were to refer the issue to EXCON.

5 ADMINISTRATION AND RESPONSIBILITIES

5.1 Governance

Governance for the Otago CDEM Group Exercises 2024 was provided through Emergency Management Otago (EMO) by the Exercise Manager (Matt Alley).

5.2 Exercise Management

Exercise Governance Group

- Otago CDEM Liaison Group

Lead agency

- Otago CDEM Group

Exercise Director

- Matt Alley, (Group Manager, Emergency Management Otago)

Exercise Coordinator

- John Mawhinney, (Readiness & Response Advisor, Emergency Management Otago)

Exercise Planning Team

- Matt Alley (Group Manager)
- Glenn Mitchell (ECC Lead)
- John Mawhinney (Exercise Coordinator)
- Andy MacKenzie Everitt (Planning Projects Advisor)
- Claire Charleton (Coastal Rep)
- Craig Gibson (Inland Rep)
- Chris Brooker (Admin/Support Coordinator)

Other Key Appointments

- Otago CDEM staff as required
- NEMA Exercise Team (as needed)
- AF8 Science Lead (as needed)

5.3 Exercise Coordination Arrangements

- Exercise planning and coordination, including roles and responsibilities, were conducted per the CDEM Exercises: Director's Guideline for Civil Defence Emergency Management Groups [DGL 010/09].

The following main tasks and responsibilities were identified:

Exercise Director:

- Provided overwatch of exercise planning & development

- Gave direction on the exercise as required

Exercise Coordinator:

- Managed the exercise developmental process, including administration and logistics
- Coordinated the Exercise Planning Team
- Produced all associated documentation
- Developed exercise scenario material to adequately test exercise objectives
- Disseminated all exercise material and documentation
- Confirmed EXCON and supporting staff

Local Authorities (via EMO Emergency Management Advisors):

- Developed their EOC Response Plan and associated D4H Play
- Led and prepared their contribution towards the exercise, including the organisation of exercise venue, equipment, and setup
- Confirmed the level of commitment by their TLA to the exercise, including EOC staffing levels
- Conducted CDEM training in the lead-up to the exercise
- Supported the Otago CDEM Group Exercise Coordinator
- Facilitated the recording and documenting of the debrief during and after the exercise in conjunction with the Exercise Coordinator

5.4 Exercise Control

The following main tasks and responsibilities were identified for EXCON staff individual roles:

Exercise Coordinator:

- Supported the Exercise Manager
- Supervised the flow of the exercise and addressed any issues in the exercise
- Maintained contact with the Exercise Team at TLA locations
- Coordinated the end of post-exercise reporting

EMO Staff Mentors:

- Managed the smooth facilitation of the exercise following the scenario and intent
- Ensured the Exercise Rules were always adhered to
- Supported GECC/EOC desk functions during the exercise by answering key questions and identifying and managing exercise risks
- Identified “No Duff”/real emergency events on the exercise day

5.5 Organisational Responsibilities

Emergency Management Advisors with each council developed their exercise play with the support of the Exercise Planning Team and Exercise Coordinator.

5.6 Finance

Funding for the exercises was met by local councils as per the Otago CDEM group plan (page 29). This excluded EM Otago staff costs for organizing and evaluating, these costs were met by Emergency Management Otago. External agencies were responsible for costs associated with their representatives at the exercises.

6 EXERCISE EVALUATION

Exercise Design, Planning, and Control

This report provides a detailed evaluation of the exercise design, planning, and control aspects of Exercise Ohotata 2024 (AF8), incorporating insights from multiple sources, including hot debriefs, surveys, and post-exercise feedback reports. The analysis is structured to highlight key strengths, gaps, and recommendations for future exercises.

6.1 Exercise Design & Planning (Pre-Exercise)

6.1.1 Objectives & Scenario Development

- The scenario was designed to simulate a response on Day 5 of a major Alpine Fault 8 (AF8) earthquake event, ensuring that teams focused on coordination, inter-agency response, and decision-making rather than immediate impact response.
- The multi-agency participation strengthened realism and engagement.
- There was a clear focus on testing existing emergency protocols, operational roles, and the Coordinated Incident Management System (CIMS) structure.

Identified Gaps:

- Some general feedback indicated a DAY 5 scenario was seen as an unnecessary burden and significantly complicated matters. In contrast, a focus on DAYS 2 & 3 could have simplified the scenario with similar training outcomes to DAY 5.
- Some functions, particularly Recovery and Logistics, felt underutilised within the scenario and needed clearer objectives and injects.
- Tasking and information management in D4H were not fully integrated into scenario planning, leading to inconsistencies in reporting and response tracking.

6.1.2 Pre-Exercise Preparation & Training

- Pre-exercise materials (SitReps, briefings, and system access guides) were provided to assist participants in preparing.
- Emergency Management Advisors (EMAs) and function mentors were assigned, enhancing knowledge transfer and situational awareness.
- Advanced training was provided for some roles, particularly within Intelligence and Planning.

Identified Gaps:

- Access to training on key systems (D4H, CIMS processes) was inconsistent, leading to knowledge gaps on the day of the exercise.
- Some participants missed key pre-exercise communications, resulting in delays in role familiarisation.
- More structured, role-specific training was requested, particularly for Operations, Logistics, Welfare, and Recovery functions.

- Pre-exercise coordinating instruction documentation was not provided by all EMAs for their local council exercise.

6.1.3 Logistics & Venue Setup

- The exercise was held across multiple locations, including Emergency Operations Centres (EOCs) and the Group Emergency Coordination Centres (GECC).
- Functional teams were co-located for effective collaboration, and mentors were present to provide real-time guidance.

Identified Gaps:

- Limited space and high noise levels in the EOCs negatively impacted communication.
- Breakout spaces were not effectively utilised, causing cross-function discussions to be difficult.
- Some teams lacked access to necessary equipment (screens, whiteboards, maps, GIS tools, power supplies, vests, name tags).

6.2 Exercise Control & Facilitation (During the Exercise)

6.2.1 Exercise Control & Scenario Execution

- Facilitators ensured the exercise ran on schedule, with injects simulating real-world disruptions (e.g., changing conditions, resource constraints).
- Key decision-makers (Controllers, Function Leads) largely provided leadership, ensuring the scenario remained focused and dynamic.

Identified Gaps:

- Some injects were not well-integrated across all functions, leading to disjointed responses and gaps in realism.
- Participants struggled to verify information before acting on it, particularly concerning intelligence reports and response coordination.
- Certain functions (Recovery, Welfare) felt their roles were underdeveloped in the scenario, limiting their ability to engage meaningfully.

6.2.2 Information Flow & Situational Awareness

- The SitRep process was highly valued, with participants finding the structured updates useful for decision-making.
- D4H was used for logging tasks and reporting, but many participants struggled with navigating the system efficiently.

Identified Gaps:

- Duplication of tasks in D4H was a recurring issue, leading to confusion and inefficiencies in tracking assignments.
- Some teams struggled to locate critical information, such as updated intelligence reports, resulting in delays in response coordination.
- Resources such as whiteboards and in-person briefings were not standardised, leading to missed updates.

6.2.3 Leadership & Decision-Making

- Emergency Management Advisors (EMAs) and Function Leads provided strong leadership, ensuring teams remained on task.
- Decisions were well-documented in SitReps, allowing teams to track progress effectively.

Identified Gaps:

- Some Response Managers were not as visible as needed, leading to delays in decision-making and clarity on the next steps.
- Escalation procedures were unclear in some functions, particularly in Welfare and Recovery, leading to uncertainty on decision authority.

6.3 Post-Exercise Feedback & Improvement Areas

6.3.1 Training & Capability Building

- Participants valued the hands-on nature of the exercise**,** stating that practical experience was more beneficial than classroom training**.**

Identified Gaps:

- Training gaps on D4H persisted across multiple functions, leading to inefficiencies in task management and reporting.
- Some participants lacked familiarity with escalation procedures, leading to delays in key decision-making processes.
- Many requested additional function-specific training, particularly in:
  - CIMS training for newer team members.
  - Planning & Recovery Operations – more clarity on running planning meetings and transitioning from response to recovery.

6.3.2 Improvements in Exercise Structure

- The exercise was well-organized and provided valuable learning opportunities, but improvements are needed.

Identified Gaps:

- Refining exercise injects to better integrate all functions**.**
- Providing clearer role expectations in pre-exercise materials**.**
- Expanding the use of simulation tools (GIS, welfare dashboards) to improve situational awareness**.**

6.3.3 Facility & Resource Considerations

- Cramped EOC environments and high noise levels were widely criticised, impacting communication and focus.
- Breakout spaces were not used effectively, limiting the ability of teams to strategize.

Identified Gaps:

- Reconfigure EOC layouts to reduce noise and distractions**.**

- Ensure essential resources (whiteboards, screens, name tags, power supplies) are available.
- Utilize breakout rooms more effectively for team discussions.
- Lack of emphasis within training on the reality of standing up a GECC/EOC, and the tools/training required to deal with the difficult conditions that could exist.

6.4 The CatPlan: Summary and Integration

The primary aim of Exercise Ohotata 2024 was to practice the Otago CDEM Group's regional and district response to a significant emergency event, specifically focusing on Day 5 of a 'Coordinated Response' phase of the Otago CatPlan (Alpine Fault) following an Alpine Fault earthquake. The exercise aimed to test the group's ability to manage and coordinate a multi-agency response in a large-scale disaster scenario, ensuring that all participating agencies adhered to established procedures and frameworks for emergency management, such as those described in the Otago CatPlan (Alpine Fault). This included evaluating decision-making processes, communication of critical information, and logistical coordination at both district and regional levels.

Generally, the exercise successfully validated core components of the CatPlan, including:

- **Command and Control (C4)** – The Group Emergency Coordination Centre (GECC) and local EOCs activated and operated under CIMS guidelines.
- **Situational Awareness & Intelligence** – The SitRep, Common Operating Picture (COP), and Status Report processes were effective, providing timely updates to decision-makers.
- **Multi-Agency Coordination** – The exercise involved emergency services, councils, infrastructure agencies, and lifeline utilities, demonstrating cross-agency collaboration.
- **Use of D4H for Operational Management** – Teams practised logging, tracking tasks, and managing resources through D4H, aligning with CatPlan protocols.

Gaps Identified in the CatPlan Testing

Some areas of the CatPlan were not fully tested or highlighted weaknesses:

- **Tasking, Logging & Information Flow** – While D4H was a core tool, its implementation was inconsistent across teams, leading **to** information fragmentation and delays in response tracking.
- **Logistics and Supply Chain Planning** – The CatPlan emphasizes mass relief operations, but the exercise revealed gaps in some local districts following the regional concept, ultimately affecting logistical coordination, supply chain planning, and distribution processes.
- **Decision-Making & Leadership Visibility –** Response managers were not always visible during critical decision points, highlighting a need for clearer leadership roles under CIMS protocols.

6.5 Key Areas for Improvement by Theme

6.5.1. Communication & Coordination

- **Inter-agency Collaboration:** While teamwork was strong, the integration of multiple agencies needs refinement to ensure seamless cooperation, particularly in task assignment and intelligence sharing.
- **Internal Information Flow:** Inconsistent communication within Emergency Operations Centres (EOCs) led to task duplication and delays in response execution.
- **Decision-Making & Reporting:** Clarity on escalation procedures and decision authority was lacking, affecting timely situational awareness updates.

6.5.2. Training & System Familiarity

- **D4H Platform Usage:** Many participants struggled with the emergency management software due to infrequent use, slowing down logging and tracking of incidents.
- **Function-Specific Training:** Gaps in training for some roles resulted in inefficiencies during execution.
- **Pre-Exercise Readiness:** Unequal access to training materials and pre-exercise briefings led to knowledge gaps, reducing the effectiveness of some response teams.

6.5.3. Physical & Digital Infrastructure

- **EOC Environment & Space Constraints:** Cramped conditions and high noise levels impacted collaboration and situational awareness.
- **Resource Allocation:** Some teams lacked necessary equipment, such as screens, whiteboards, and clear function identification tools.
- **Alternative Tools:** Whiteboards, satellite data equipment, and in-person briefings were underutilised, causing gaps in updates when digital systems lagged.

6.5.4. Logistics & Mass Relief Operations

- **Supply Chain Management:** The exercise revealed gaps in logistics coordination, including resource tracking and distribution processes.
- **Inter-District Resource Coordination:** Greater clarity is needed on how resources are requested, allocated, and prioritised at regional and national levels.

6.5.5. Evacuation Operations

- **Evacuation Planning:** While air and lake evacuation scenarios were considered, operational planning and execution details need to be more considered at a local district level.

6.5.6. Recovery & Transition Planning

- **Long-Term Recovery Considerations:** Due to the short timeframe of the exercise period, the primary focus was on the immediate response to the scenario not recovery.

By addressing these key themes, future exercises can further refine emergency preparedness, strengthen alignment with CatPlan objectives, and enhance overall response effectiveness.

7 RECOMMENDATIONS / ACTIONS

7.1 Quick Wins (Immediate Actions- 3 to 6 months)

1. Enhance Training on Critical Systems (D4H, CIMS)

- **Issue:** Participants faced challenges using D4H & CIMS protocols/processes.
- **Action:** Councils to engage in ensuring team members attend training that is offered.
- **Measure:** Continue to provide training sessions with at least 80% of key personnel completing relevant training offered.

2. Improve Internal Communication & Task Flow

- **Issue:** Information flow within Emergency Operations Centres (EOCs) was inconsistent, causing task duplication and confusion.
- **Action:** Standardize methods such as D4H processes to create redundancy.
- **Measure:** Implement and test methods in smaller exercises, achieving at least a 50% reduction in duplicated tasks during the next annual exercises.

3. Expand Pre-Exercise Briefings & Role Clarity

- **Issue:** Many participants were unclear on specific roles, particularly in the Welfare and Logistics functions.
- **Action:** Review pre-exercise checklists and function-specific briefing formats to ensure all participants understand their responsibilities.
- **Measure:** 90% of participants should complete pre-exercise briefing sessions before the next major exercise.

7.2 Strategic Improvements (Long-Term Actions- 6 months to 2 years)

4. Reconfigure EOC Workspaces for Better Efficiency

- **Issue:** Noise levels and space constraints impacted team collaboration.
- **Action:** 1)Develop/procure suitable venues within each TLA district with suitable workspace layouts and designated quiet areas or breakout spaces. 2) Further training on learning to better manage themselves when working in challenging environments.
- **Measure:** Gather post-implementation feedback with at least 70% of users reporting an improved working environment and/or a clearer understanding of how to perform successfully in a work-compromised environment.

5. Improve Digital & Physical Infrastructure for EOCs

- **Issue:** Some EOCs lacked critical equipment, such as screens, whiteboards, and power backups.
- **Action:** Conduct a full EOC infrastructure audit and procure necessary equipment.

- **Measure:** Ensure all EOCs meet minimum infrastructure standards within one year.

6. Develop and Standardize Evacuation & Mass Relief Protocols

- **Issue:** Air and lake evacuations were considered but across some EOC's lacked adequate execution in line with the CatPlan.
- **Action:** Further training within EMO and TLAs against the CatPlan to refine evacuation protocols and processes.
- **Measure:** Each council conducts at least one training session specific to evacuations and mass relief.

8 APPENDIX 1 – Evaluation By District

8.1 Otago Regional Council (ORC)- GECC

8.1.1 General Summary

The Exercise Ohotata 2024 provided an opportunity for multi-agency collaboration, testing response capabilities in a simulated catastrophic Alpine Fault earthquake scenario. Overall, the exercise was well-received, with participants acknowledging its value in enhancing preparedness, improving inter-agency coordination, and providing hands-on experience with emergency management systems.

A dominant theme in participant feedback was the effectiveness of teamwork and collaboration. Many noted that working with different agencies, such as the New Zealand Transport Agency (NZTA) and Fire and Emergency New Zealand (FENZ), allowed for a better understanding of interdependencies and the necessity of integrated operations. The ability to problem-solve in real-time with other agencies was particularly appreciated. The structured approach to planning and the clarity of handovers were also cited as strengths compared to previous exercises.

The exercise successfully demonstrated key operational strengths, particularly in the use of tools like the D4H incident management system and event reporting modules. Participants highlighted that these systems enhanced communication and coordination. However, it was also noted that many personnel struggled with D4H due to infrequent use and a lack of training, leading to delays in logging in and accessing key information.

Several logistical and environmental challenges affected the efficiency of operations. The Emergency Coordination Centre (ECC) was described as cramped and noisy, which hindered collaboration and made it difficult for some teams to communicate effectively. Calls were made for improved space management, better access to IT equipment, and more structured meeting formats.

Training gaps were another recurring theme. While many found the exercise valuable, there was a widespread desire for more training, particularly function-specific sessions and more frequent hands-on practice with emergency management tools. Participants also highlighted barriers to attending training, including scheduling conflicts, competing workloads, and limited accessibility options such as online training.

Overall, the exercise reinforced the importance of regular, well-structured training and the need for continuous improvement in emergency management systems, facilities, and coordination mechanisms.

8.1.2 Evaluation Against Exercise Objectives

1. **Lead a coordinated response to a significant event**
    - Participants found the exercise valuable for understanding their roles and responsibilities in a coordinated response.

- Action planning was effectively carried out, with clear processes for handovers and situational updates.
- The Situation Report (SitRep) process was generally well-received, helping teams maintain situational awareness. However, improvements are needed in ensuring consistent reporting and integrating key agency updates.
- Adequate staff participation was achieved, but some participants noted the need for additional training to enhance role-specific competencies.
- Power and communication contingencies were tested, though gaps were identified in ensuring timely access to critical systems.

2. **Incident information is effectively managed and communicated**
    - The use of D4H and SitReps was instrumental in information management, but many participants faced challenges navigating D4H due to limited training.
    - Lifeline utilities and agency liaisons provided critical updates, though there were inconsistencies in how this information was shared and utilised across teams.
    - Some teams were unaware of available intelligence sources, leading to duplication of efforts in data gathering.
3. **Manage and deliver public information management (PIM) to maintain public confidence**
    - Noise and space constraints in the ECC impacted the ability to manage and disseminate information effectively.
4. **Support a coordinated interagency response**
    - Multi-agency collaboration was a highlight of the exercise, with strong engagement from key stakeholders.
    - Some agencies faced challenges in aligning their internal plans with the overall exercise objectives, suggesting a need for more pre-exercise planning sessions.
    - The lack of familiarity with certain response tools limited the effectiveness of agency coordination.

8.1.3 Retain and Enhance

Based on the feedback received, the following elements of the exercise were identified as strengths and should be retained or enhanced in future exercises:

- **Strong teamwork and collaboration:** The exercise successfully fostered inter-agency coordination, with participants valuing the opportunity to work with various stakeholders in a high-pressure environment. Future exercises should continue to emphasise collaborative problem-solving.
- **Realistic scenario and structured planning:** The exercise scenario, which simulated a post-event Alpine Fault response, was seen as a useful and credible test of emergency management capabilities. The structured approach, including clear handovers and well-defined phases, was highly beneficial.
- **Effective use of SitReps:** The SitRep process was well-received as a tool for maintaining situational awareness. Further improvements could be made to ensure better integration of intelligence from all responding agencies.
- **Access to trainers and mentors:** The presence of experienced trainers and mentors was a significant benefit, helping participants navigate challenges and enhance their understanding of emergency management functions.

- **Hands-on experience with response tools:** The opportunity to work with systems like D4H in a live exercise was valuable. Expanding training opportunities to familiarise participants with these tools ahead of exercises would further enhance their effectiveness.

8.1.4 Opportunities

While the exercise was generally successful, several areas require further development:

- **Training and system familiarity:** A major challenge identified was the lack of familiarity with D4H and other emergency management systems. Regular, structured training should be implemented to ensure personnel are confident in using these tools. Options such as online tutorials, refresher courses, and hands-on practice sessions should be explored.
- **ECC space and resource constraints:** The limited space and high noise levels in the ECC made coordination difficult. Future exercises should consider optimising the physical environment, including breakout areas, additional IT resources, and improved communication setups.
- **Enhancing communication and coordination between functions:** Some teams were unaware of key intelligence sources, leading to inefficiencies in decision-making. Greater emphasis should be placed on ensuring that all functions understand the available information streams and how to access them.
- **More structured planning meetings:** Some feedback highlighted the need for clearer planning meeting structures to ensure they remain focused and productive. The development of standardised meeting formats and agendas could help address this issue.
- **Greater accessibility and flexibility in training:** Participants noted barriers to attending training sessions, including scheduling conflicts and workload pressures. Expanding training options, such as online modules and pre-recorded training videos, would make learning more accessible.

8.1.5 Alignment with Emergency Management Otago Catastrophic Plan (CatPlan) – Alpine Fault

The findings from the exercise align with the key objectives of the *Otago Catastrophic Event Plan (CatPlan)*, which emphasises a coordinated, multi-agency response to a major Alpine Fault event. The exercise demonstrated progress in several areas critical to the CatPlan's implementation, including:

- **Coordination and interagency collaboration:** The exercise reinforced the CatPlan's goal of ensuring a nationally enabled, locally delivered response, with agencies working together effectively.
- **Mission-critical communication systems:** The importance of ensuring reliable communication channels and redundancy measures was highlighted, aligning with CatPlan's focus on robust C4 (Command, Control, Coordination, and Communication) structures.
- **Mass relief and logistics management:** The need for well-defined logistical operations was a key takeaway, which aligns with CatPlan's focus on pre-planned supply chain contingencies.

Opportunities for CatPlan enhancement include:

- **Pre-exercise training on CatPlan protocols:** Ensuring all participants are familiar with CatPlan's structure and response framework before exercises would improve alignment and execution.

- **Improving situational awareness tools:** Expanding the use of dashboarding and intelligence-sharing platforms would enhance decision-making capabilities in line with CatPlan's operational design.
- **Expanding function-specific training:** CatPlan identifies key operational roles that require specialised expertise. Future exercises should incorporate targeted training to ensure personnel are fully prepared for their assigned functions

8.2 Central Otago District Council (CODC)- EOC

8.2.1 General Summary

The CODC Exercise Ohotata 2024 (AF8) demonstrated a high level of engagement and realism, contributing positively to the overall development of emergency response capabilities. Participants widely acknowledged the value of inter-agency collaboration, with the exercise fostering improved networking and communication between key stakeholders such as Fire and Emergency New Zealand (FENZ), New Zealand Defence Force (NZDF), New Zealand Police, and local emergency management personnel. The hands-on nature of the exercise provided an authentic environment that allowed participants to practice decision-making processes, situational awareness, and coordination.

Feedback highlighted strong leadership within the Emergency Operations Centre (EOC), particularly from function managers and mentors, who provided clear guidance and support. The exercise successfully emphasized process learning over task completion, which was seen as beneficial for long-term skill retention. The presence of real-world tasks further enhanced participant engagement and knowledge application. Moreover, regular networking and familiarization with agency capabilities improved overall confidence in response roles.

Despite these strengths, several areas required improvement. Communication flow within and between functions was inconsistent, particularly in task logging, information verification, and delegation of responsibilities. A lack of clarity regarding roles and responsibilities was a recurring issue, with multiple individuals receiving the same information without clear guidance on processing and relaying it. Additionally, the physical EOC environment posed challenges, with high noise levels and limited breakout spaces reducing operational effectiveness.

Logistics emerged as a critical challenge, with participants noting difficulties in task allocation, understanding escalation processes, and utilizing available communication systems effectively. There was a general consensus on the need for enhanced training, particularly in the Coordinated Incident Management System (CIMS), D4H software, and role-specific expectations. Participants also emphasized the necessity of regular refresher exercises to maintain competency and ensure familiarity with emergency procedures.

8.2.2 Evaluation Against Exercise Objectives

- **Lead a Coordinated Response to a Significant Event**
    - The exercise successfully fostered inter-agency coordination.
    - The development of an action plan was evident, although task allocation inefficiencies impacted execution.
    - The SitReps provided reflected ongoing response activities accurately.
    - Adequate staff participation ensured a functional response environment. However, the physical layout of the EOC and noise levels affected operational efficiency.
    - Communication contingencies were tested across the district during the exercise. Starlink was run in the Alexandra EOC as well as in Ranfurly, Cromwell and Roxburgh..
- **Incident Information is Effectively Managed and Communicated**
    - Internal communication was largely successful, but challenges in information relay and verification between Intelligence and PIM were noted.

    - Agency liaisons provided valuable input, though a clearer framework for reporting status updates and intelligence sharing is needed.
- **Manage and Deliver Public Information Management**
    - The importance of timely, accurate, and clear public messaging was well recognized.
    - Some gaps in the flow of information from Intelligence to PIM impacted external communication.
- **Support a Coordinated Interagency Response**
    - Multi-agency engagement was strong, with agencies contributing to planning and execution processes.
    - Identified threats and risks were factored into the response plan, but some agencies lacked clarity on their specific contributions.

8.2.3 Retain and Enhance

Several elements of the exercise functioned well and should be retained or enhanced:

1. **Inter-Agency Collaboration**: Multi-agency involvement significantly strengthened relationships and should be continued in future exercises.
2. **Leadership and Mentorship**: The presence of experienced mentors improved participant learning and confidence; structured mentorship should be expanded.
3. **Realism and Scenario Design**: The realistic approach to scenario execution promoted high engagement and buy-in from participants.
4. **Hands-On Technology Use**: Effective use of the D4H platform provided valuable practical experience that should be integrated further into training.
5. **Emphasis on Process Learning**: Encouraging participants to understand processes rather than merely complete tasks proved beneficial and should remain a focus area.

8.2.4 Opportunities

The following areas require continued development and improvement:

1. **Role Clarity and Task Delegation**: A more structured approach is needed to ensure all participants understand their roles, responsibilities, and interdependencies across functions.
2. **Communication Flow**: Improved mechanisms for information sharing and verification are required to prevent duplication and misinformation.
3. **EOC Environment and Logistics**: Noise management, use of breakout rooms, and availability of logistical support tools (such as whiteboards and clear task assignments) need refinement.
4. **Training Frequency and Scope**: More frequent exercises, including specific training for CIMS roles, welfare management, and agency capabilities, are needed.
5. **Evacuation and Welfare Planning**: Greater emphasis should be placed on the operational execution of evacuation procedures and welfare centre activation.

8.2.5 Alignment with Emergency Management Otago Catastrophic Plan (CatPlan) – Alpine Fault

The findings from the exercise align both positively and negatively with the key objectives of the Emergency Management Otago Catastrophic Alpine Fault Contingency Plan (CatPlan).

On the positive side, the exercise effectively reinforced the necessity of multi-agency coordination and validated key emergency response concepts, such as impact assessment, evacuation strategies, and the role of logistics in crisis management. The exercise also underscored the importance of

maintaining readiness through regular training and pre-event planning, which are central themes in the CatPlan.

However, several areas fell short of CatPlan's strategic expectations. The lack of seamless coordination in information flow and task management revealed weaknesses in the current operational framework. Additionally, the gaps in role clarity and decision-making processes demonstrated that further refinement is required to align response actions with CatPlan's emphasis on a well-rehearsed and structured emergency response.

8.3 Queenstown Lakes District Council (QLDC)- EOC

8.3.1 General Summary

The emergency management exercises conducted in Queenstown and Wanaka for Exercise Ohotata 2024 provided valuable insights into the effectiveness of current response structures and operational procedures. Participants acknowledged the benefits of collaboration across functions, proactive planning approaches, and the guidance provided by experienced mentors. The use of emergency management tools such as D4H, Geographic Information System (GIS), and Rapid Building Assessment (RBA) was noted as beneficial in focusing efforts and managing information flow.

However, several challenges emerged. Communication difficulties, particularly in pre-briefs and media stand-ups, were frequently mentioned, with some participants struggling to hear or access crucial updates. There were also concerns regarding role clarity, particularly within the Queenstown Emergency Operations Centre (EOC), leading to inefficiencies in decision-making. The D4H system presented significant usability challenges, including slow performance and difficulties in navigation, which impacted response efficiency. Training gaps were evident, with many participants expressing a need for function-specific and tool-based training to build familiarity with systems used during an emergency. Furthermore, spatial constraints within the EOC hindered collaboration and workflow, highlighting a need for improved resource management.

Despite these challenges, the exercise was widely regarded as a valuable learning experience. Participants emphasized the importance of pre-existing relationships in facilitating smoother operations, and the effectiveness of structured planning in guiding responses. The presence of trainers and emergency management advisors played a key role in supporting participants through complex scenarios.

8.3.2 Evaluation Against Exercise Objectives

1. **Lead a coordinated response to a significant event:**
    - While there were positive examples of interagency coordination and structured planning, gaps in communication and role clarity within the Queenstown EOC impacted the overall efficiency of response.
    - The action plan was developed but was often hindered by difficulties in task allocation and system usability issues (D4H performance challenges).
    - The staffing levels were adequate in some functions but stretched in others, particularly in logistics.
2. **Incident information is effectively managed and communicated by all agencies involved in the response:**
    - The use of Situation Reports (SitReps) was praised for providing comprehensive situational awareness, but accessibility issues and inconsistencies in communication methods led to gaps in awareness for some participants.
    - Lifeline utility updates and agency liaison reports were not consistently well-integrated into the broader exercise, leading to occasional delays in response coordination.

3. **Manage and deliver public information management (PIM) to establish and maintain public confidence:**
    - The need for more structured media briefings and clearer dissemination of public messaging was identified.
4. **Support a coordinated interagency response:**
    - Agencies contributed to planning processes, but role uncertainty within support agencies occasionally led to duplication of effort or inefficiencies.
    - The need for better-defined tasking within interagency coordination was highlighted to ensure a streamlined response.

8.3.3 Retain and Enhance

- **Pre-existing Relationships & Teamwork:** The strong collaboration between participants and familiarity with interagency partners greatly facilitated coordination. Future exercises should continue to foster these relationships through joint training and scenario-based learning.
- **Use of GIS and RBA:** The effective use of GIS and RBA tools in focusing operational efforts was beneficial. These tools should be further integrated into training and response protocols.
- **Training Support from Advisors:** The presence of experienced trainers was a major advantage, helping teams navigate challenges. Retaining and expanding this mentorship model will enhance response capabilities.
- **Structured Planning Approaches:** The development of a clear, step-by-step action plan supported operational effectiveness. Future exercises should build on this structure to refine planning and execution.

8.3.4 Opportunities

- **D4H System Training and Optimization:** The recurring issues with D4H, including slow response times and usability challenges, indicate a need for comprehensive training and technical improvements. Functional prompt cards and refresher training should be developed.
- **Improved Communication and Coordination:** Addressing gaps in hearing pre-briefs and integrating agency liaisons more effectively into the information flow will strengthen response efforts.
- **Role Clarity and Staffing Considerations:** Clearer role definitions, particularly in the Queenstown EOC, and ensuring adequate staffing levels in critical functions such as logistics and PIM will improve efficiency.
- **Enhanced Space and Resource Management:** Given the noted constraints in EOC space, a review of resource allocation and physical setup is necessary to create a more functional working environment.
- **Targeted Function-Specific Training:** Participants emphasized the need for role-specific and scenario-based training to improve individual and team performance. This should be scheduled in advance and incorporated into regular preparedness activities.

8.3.5 Alignment with Emergency Management Otago Catastrophic Plan (CatPlan) – Alpine Fault

The Queenstown exercise aligns with key objectives of the Emergency Management Otago Alpine Fault Catastrophic Event Plan (CatPlan) in several ways. The exercise successfully tested coordinated response mechanisms, situational awareness tools, and interagency collaboration, all of which are core elements of the CatPlan's response framework.

However, there are areas for improvement to better align with the CatPlan's operational priorities:

- **Communication Contingencies:** CatPlan emphasizes the need for resilient communication strategies in the event of system failures. The identified gaps in briefing clarity and the reliance on digital tools like D4H, which experienced performance issues, suggest that additional redundancy measures (e.g., radio protocols, backup systems) should be implemented.
- **Mass Relief Operations:** The CatPlan details a robust scheme for mass relief operations, including air and lake evacuations. While not fully tested in this exercise, future iterations should incorporate evacuation logistics to ensure alignment with real-world scenarios outlined in the plan.
- **Public Information Management:** Given the importance of public trust during a catastrophic event, ensuring a fully staffed and well-integrated PIM function across all locations (including Wanaka) will strengthen alignment with the CatPlan's communication objectives.
- **Resource and Infrastructure Planning:** The CatPlan highlights the necessity of adequate resources and personnel in key locations. Addressing staffing shortages in logistics and improving resource management within EOCs will ensure a more effective response during an actual Alpine Fault event.

By addressing these gaps and building on the strengths demonstrated during the exercise, future emergency management efforts can be better aligned with the CatPlan, ultimately improving the region's preparedness for a catastrophic Alpine Fault event.

8.4 Waitaki District Council (WDC)- EOC

8.4.1 General Summary

The Waitaki District Council's (WDC) participation in Exercise Ohotata 2024 was an essential component of the region's preparedness for a catastrophic Alpine Fault event. The exercise provided an opportunity to test interagency coordination, situational awareness, and operational capacity in alignment with the Civil Defence Emergency Management (CDEM) framework. The overall feedback from the exercise highlights significant progress in training and preparedness while also identifying key areas for improvement.

The exercise was well received, with participants acknowledging its value in building confidence, fostering collaboration, and enhancing operational knowledge. Survey feedback reflected that the presence of experienced trainers and the use of the D4H emergency management platform supported the learning environment effectively. Many participants found the exercise beneficial in reinforcing situational awareness, as the Situation Report (SitRep) provided clear and concise information to guide decision-making. Networking and interpersonal relationships were also strengthened, improving the efficiency of interagency communication.

However, several challenges emerged during the exercise, particularly regarding the accessibility of training, resource constraints, and the practical application of emergency management tools. A recurring theme in participant feedback was the limited training opportunities on key systems, such as D4H, which resulted in inefficiencies in information management and coordination. Additionally, the Emergency Operations Centre (EOC) environment was reported to be cramped and noisy, affecting collaboration and overall effectiveness. Participants also expressed concerns about scheduling conflicts, which limited attendance at essential training sessions.

Another challenge was the clarity of roles and responsibilities. While the exercise successfully engaged staff across multiple functions, there was some confusion about task allocation and decision-making processes. This was particularly evident in the management of response priorities, where inconsistencies in D4H logs, SitReps, and Action Plans led to gaps in situational awareness. Similarly, the recovery function lacked sufficient engagement in later stages of the exercise, highlighting the need for more structured recovery planning and integration.

8.4.2 Evaluation Against Exercise Objectives

1. **Lead a Coordinated Response to a Significant Event:**
    - The exercise demonstrated strong leadership and coordination capabilities, with the Incident Management Team (IMT) effectively managing key response actions.
    - The action plan was developed following standard operating procedures, but gaps in information alignment across platforms hindered optimal response coordination.
    - Staff participation levels were high, but power and communication contingencies need further refinement.

2. **Incident Information is Effectively Managed and Communicated:**
    - The effectiveness of information management varied across teams.

- While the SitRep was widely praised for providing situational awareness, inconsistencies in D4H data entries created confusion.
- Lifeline utilities and agency liaisons provided status updates, but the lines of communication could be streamlined further to ensure timely and accurate reporting.

3. **Manage and Deliver Public Information Management (PIM) Effectively:**
    - Public Information Management was generally well executed, with messaging aligning with the operational response.
    - However, the PIM team faced challenges due to a lack of dedicated communication equipment and personnel, necessitating better resourcing in future exercises.

4. **Support a Coordinated Interagency Response:**
    - Interagency collaboration was a key strength of the exercise, with different functions working together to resolve challenges.
    - However, the exercise highlighted areas where interagency threat assessments and risk planning could be better integrated into response actions.

8.4.3 Retain and Enhance

- **Comprehensive Situational Awareness:** The SitRep was a critical tool in providing clear and detailed updates, supporting effective decision-making.
- **Interagency Collaboration:** The integration between WDC staff and Emergency Management Otago (EMO) was seamless, demonstrating strong teamwork and cooperation.
- **Use of D4H:** Participants found the platform beneficial when used correctly, suggesting that continued investment in training would enhance its effectiveness.
- **Leadership and Engagement:** Function leads were well-prepared, and their proactive approach contributed to an effective exercise experience.

8.4.4 Opportunities

- **Training and System Familiarization:** Greater emphasis should be placed on both CIMS and D4H training, ensuring all personnel are comfortable navigating the platform. Regular training sessions should be scheduled to address infrequent use and confidence gaps.
- **EOC Space and Resource Constraints:** The exercise environment was noted to be too small and noisy, hindering communication. Consideration should be given to improving the physical space and investing in additional equipment.
- **Role Clarity and Decision-Making Processes:** Ensuring that all participants have a clear understanding of their roles within the response framework will improve efficiency. Task delegation within D4H should be refined to reduce information fragmentation.
- **Structured Recovery Planning:** Future exercises should incorporate more detailed recovery-focused scenarios, allowing teams to test long-term response strategies and transition planning.
- **Improved Training Accessibility:** Scheduling flexibility and online training options should be explored to increase participation and ensure consistent competency development.

8.4.5 Alignment with Emergency Management Otago Catastrophic Plan (CatPlan) – Alpine Fault

The Waitaki District Council exercise demonstrated alignment with the objectives of the Otago Catastrophic Event Plan (CatPlan), particularly in its emphasis on interagency coordination and response readiness. The exercise effectively tested the ability to coordinate district-level responses within the broader regional emergency framework. The use of D4H and SitReps reflected the CatPlan's emphasis on obtaining and disseminating actionable intelligence during the initial response phase.

However, the exercise also revealed areas where further alignment could be achieved. The CatPlan highlights the importance of pre-established logistics and communication frameworks, yet challenges in EOC resourcing and space constraints limited optimal functionality. Additionally, the recovery planning component of the exercise did not fully align with CatPlan's long-term recovery strategies. A more structured approach to integrating recovery actions into response exercises would improve readiness for the transition from immediate relief to sustained recovery.

To better align with the CatPlan, WDC should:

- Enhance cross-district coordination mechanisms to align with regional response priorities.
- Strengthen logistical preparedness, ensuring that EOC facilities are equipped to manage long-duration responses.
- Embed recovery-focused objectives within future exercises to ensure a seamless transition from response to recovery.
- Continue refining public information management strategies to align with regional communication plans.

Exercise Ohotata 2024 provided WDC with valuable insights into its emergency response capabilities, reinforcing strengths while identifying critical areas for improvement. The exercise demonstrated commendable engagement, coordination, and commitment from all participants. While system inefficiencies and resource constraints presented challenges, the learnings from this exercise provide a strong foundation for continued development. By addressing the identified opportunities, WDC can enhance its readiness and alignment with the CatPlan, ensuring a more resilient and effective response to a catastrophic Alpine Fault event.

9 APPENDIX 2 – Glossary

AF8 - Alpine Fault (magnitude 8)

CatPlan - Catastrophic Plan

CDC - Clutha District Council OR Civil Defence Centre

CDEM - Civil Defence Emergency Management

CIMS - Coordinated Incident Management System

CODC - Central Otago District Council

CONOPS - Concept of Operations

COP - Common Operating Picture

D4H - The software platform used in emergency response

DCC - Dunedin City Council

EMA - Emergency Management Advisor OR Emergency Mobile Alert

EMO - Emergency Management Otago

EOC - Emergency Operations Centre

EXCON - Exercise Control

FENZ - Fire and Emergency New Zealand

GECC - Group Emergency Coordination Centre

NCCC - National Crisis Coordination Centre (Hato Hone St Johns)

NCMC - National Crisis Management Centre (Civil Defence)

NEMA - National Emergency Management Agency

NZDF - New Zealand Defence Force

QLDC - Queenstown Lakes District Council

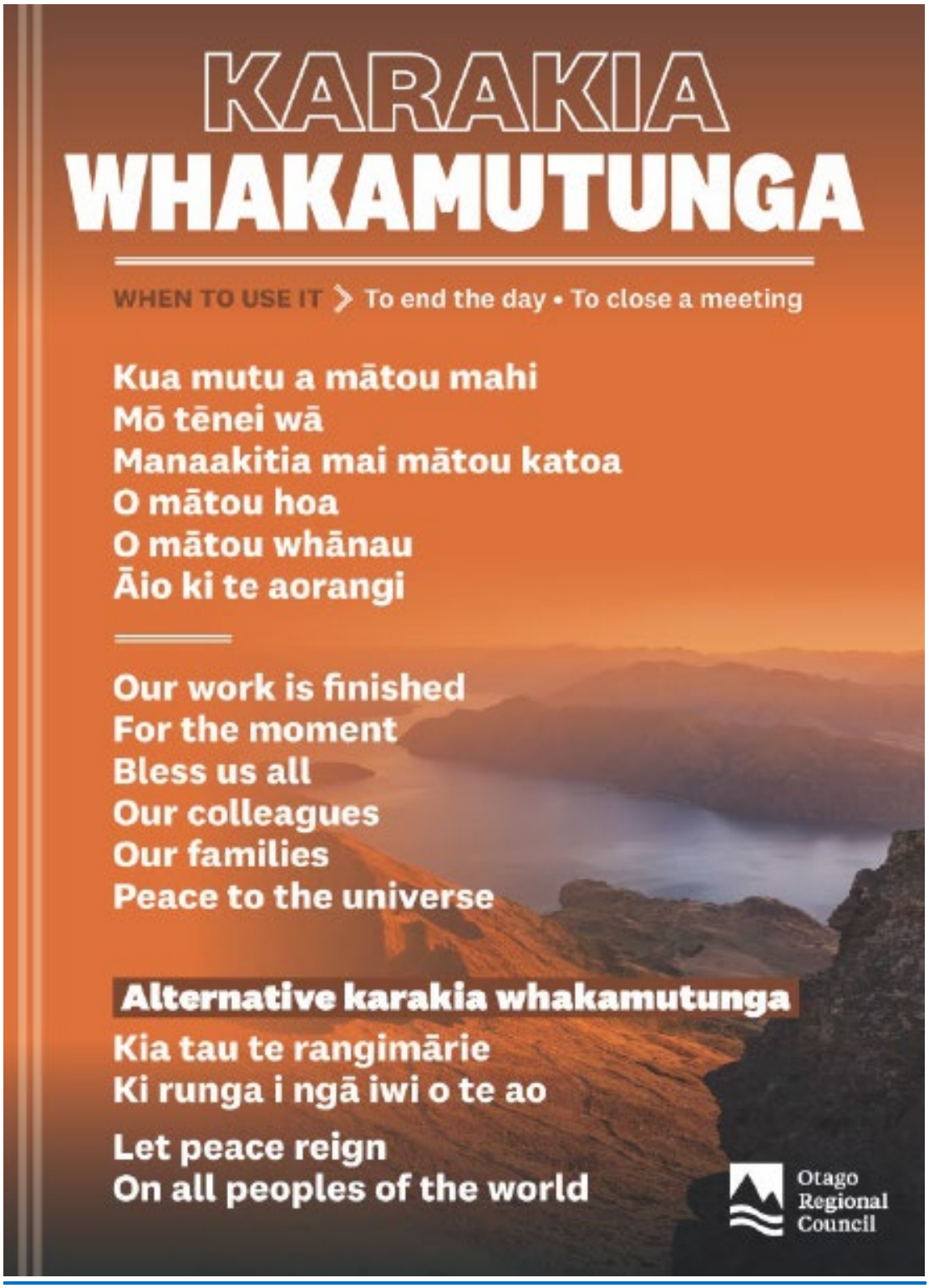
SitRep - Situation Report

TLA - Territorial Local Authority

WDC - Waitaki District Council

Next Meeting

Karakia-Closing



Emergency Management Otago

Te Rākau Whakamarumaru Ōtākou

MARCH 2025

Work Plan Report

Central Otago District Council | Clutha District Council | Dunedin City Council | kaunihera a-rohe o Ōtepoti | Otago Regional Council | Queenstown Lakes District Council | Waitaki District Council | Te Kaunihera ā 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 2017 and aligned with national frameworks such as the National Civil Defence Emergency Management (CDEM) Plan.

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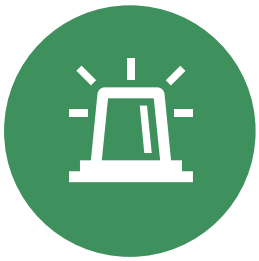
Managing Risks



Effective Response to and Recovery from Emergencies

Enabling, Empowering, and Supporting Community Resilience

Otago Emergency Management Team

Group Office Team

Matt Alley - Group Manager

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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

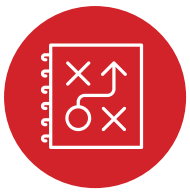
Our Values

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

Activity	Q1	Q2	Q3	Q4
Otago Vulnerability Assessment				
AF8 Project				
Integrated Flood Modelling				
ORC Climate Action Plan Support				
Lifelines Projects and Support				
Rural Advisory Group				

Effective Response to and Recovery from Emergencies

Activity	Q1	Q2	Q3	Q4
Alternative Communications				
D4H Contact Update				
Welfare Needs Assessment Automation				
Regional Warning System				
Common Operating Picture Review				
Common Operating Platform – Review/Alignment				
Delivery of Training and Capability Strategy				
Tier 3 Exercise – All Councils				

Enabling, Empowering, and Supporting Community

Activity	Q1	Q2	Q3	Q4
Annual Forums: (PIM, Lifelines and Welfare)				
Website Development and Renewal				
Clued Up Kids				
Community Resilience Strategy Delivery				
Social Media Growth (Campaigns)				

Governance and Management

Activity	Q1	Q2	Q3	Q4
Mana Whenua – EM Facilitator Project				
Group Plan Review				
Group Assurance Framework				

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		Modelling of the Leith/Lindsay Catchment. Work is currently underway by the ORC Natural Hazards team, working with Chris Brooker from the Dunedin Emergency Management Otago team.

LEGEND COMPLETED IN PROGRESS NOT STARTED UNLIKELY TO COMPLETE

Local Government Risk Reduction Support

Activity	Tracking	Progress Update
ORC Climate Action Plan (Q4)		Delivery of assigned activities within the plan.
Lifelines Projects and Support (Q1-Q4)		See separate Lifelines report paper.
Rural Advisory Group (Q1-Q4)		The Terms of Reference and membership is currently being reviewed (lead is MPI) to ensure that the RAG is continuing to provide appropriate advice in readiness, response, and recovery. This is also to ensure that membership is current and appropriate. The RAG had significant involvement in the October heavy rainfall event in response and in particular a big role in the recovery

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.
Welfare Needs Assessment (Q3)		Development, Implementation and testing of an automated AGOL/D4H solution has started with the ORC GIS team. An internal review of the Needs Assessment process, questions, purpose, and appropriateness will be undertaken in Q4.
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.
Common Operating Picture (Q4)		Development, Refinement, Implementation and Test of the Group GIS Portal is ongoing.

LEGEND COMPLETED IN PROGRESS NOT STARTED UNLIKELY TO COMPLETE

Common Operating Platform - D4H (Q2)		Ongoing testing, development and refinement of the operating platform to support council planning and exercises.

Operational Workforce Capability

Activity	Tracking	Progress Update
Training and Capability Strategy (Q1-Q4)		Staff continuing to deliver training for Council staff in line with the Training and Capability Strategy. See Appendix 1.
Training and Capability Strategy (Q1-Q4)		EM Otago – Workforce Development Capability framework (testing regime) is a focus for Q3.
Tier 3 - Exercise – All Otago Councils		QLDC completed 19/09/24 CODC completed 06/11/24 WDC completed 21/11/24 ORC completed 28/11/24 CDC and DCC postponed/cancelled due to a Severe Weather Event in early October.

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)		A total of 28 updated Community Resilience Guides are now online. The aim is that the rest will be completed by the end of Q4 with 2 Resilience Guides planned to be completed weekly. See Appendices 2 & 3.
Annual PIM, Lifelines and WCG Forum Q4)		The next Welfare Coordination Group is being planned as an in-person forum (May) with the agenda to be confirmed. The PIM Forum is planned for June.
Website development		Website upgrade completed. On-call Group duty staff trained in updating live warnings on the website. Otago Group is leading a national project to have a standard event "Incident" webpage with a target completion of June 2025.
Clued Up Kids		CDC, DCC, WDC – Complete (Q1) CODC (Q4) QLDC (Q4)
Social Media Growth		Campaign to increase social media connection, timed to response activity. Facebook followers from June 2024 – Feb 2025 has grown from 13606 to more than 17000.

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.

Group Plan

Activity	Tracking	Progress Update
Group Plan Review (Q2)		An activity update (paper) is included in this agenda.

Monitoring and Evaluation

Activity	Tracking	Progress Update
Group Assurance Framework (Q4)		Creation of CDEM Group Assurance Framework, utilising the MCDEM (NEMA)Capability Assessment Tool.

LEGEND COMPLETED IN PROGRESS NOT STARTED UNLIKELY TO COMPLETE

Appendix 1

Training Overview

Training across the region was cut back during Quarter 2 due to the implementation of Exercise Ohotata across all six council districts, followed by the Christmas holiday period. The exercises that were held are part of our strategic commitment to deliver at least one multi-agency exercise per year.

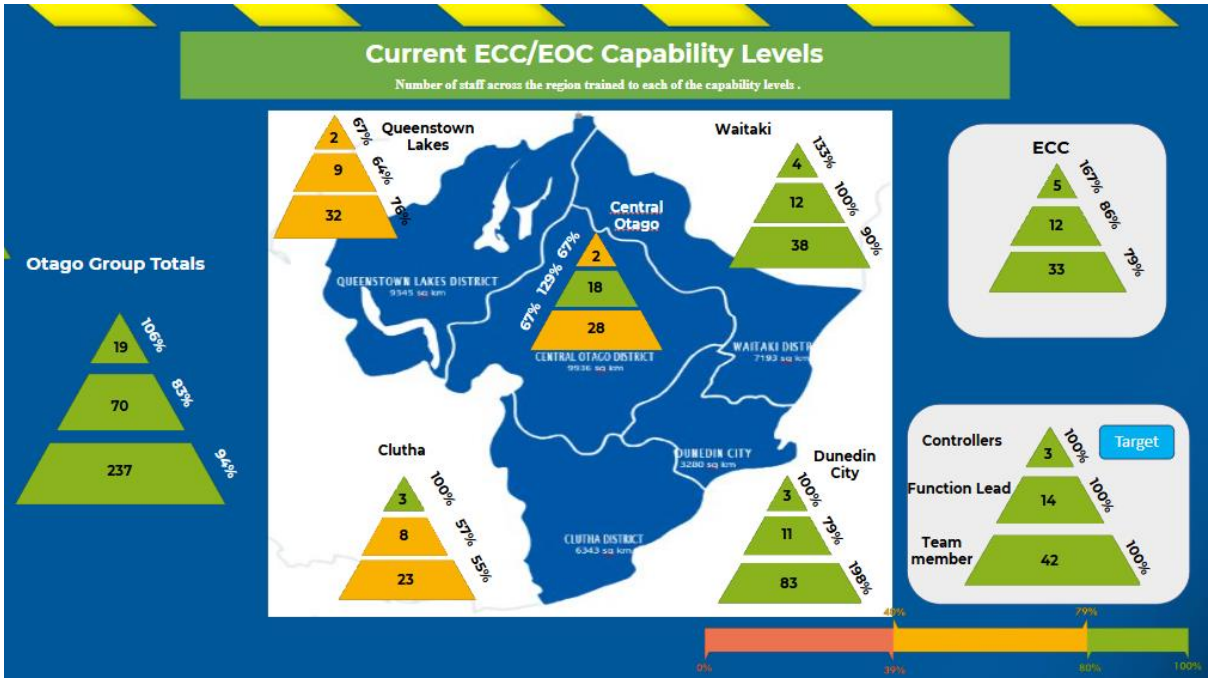
The 4-hour exercises were based on Day 5 of an 8.2 magnitude earthquake of the Alpine Fault. Dunedin City Council and Clutha District Council were unable to run their exercises due to the rain weather event that occurred across parts of coastal Otago during October. Both councils EOCs stood up to manage the weather event response.

A review of Exercise Ohotata was conducted following the completion of all the exercises across the region. The findings from the exercises can be found in the "Exercise Ohotata 24 Evaluation Report" along with recommendations to be considered to further strengthen our regional response capabilities.

Restructuring of the 'D4H Team Manger 'platform across each of the Otago TLAs is currently in progress, bringing it in line with the Emergency Management Otago Training and Capability Strategy. The D4H platform is used to manage the training data of staff who are involved with the GECC or EOCs across the region. Training has now been completed with Coastal Emergency Management Otago staff, involving the Waitaki District Council, Dunedin City Council, Otago Regional Council, and Clutha District Council. Emergency Management Otago staff across these councils are currently auditing and updating their council response teams data ensuring team data is accurate and current, allowing team members training and experience to align to the new qualification's pathway.

Training for Emergency Management Otago inland staff is about to begin following the same process as the coastal team. These staff cover the Central Otago District Council and Queenstown Lakes District Council.

Data in the D4H training space may fluctuate as Emergency Management Advisors review their data bases and align them with the new business model. This is a large and time-consuming process but have targeted the project to have settled by mid Quarter 4.



CDEM Otago was allocated $78,415 funding from the Tertiary Education Commission (TEC) to be used for training purposes. An additional $10,000 was allocated later in the year, taking the total to $88,415. CDEM Otago spent the money allocated in delivering training across Otago by the end of Q2 as required. Note - TEC funding is aligned with the calendar year.

Appendix 2

Community Engagement Activities

District	Activity	Aware	Connect	Enable	Capable
Waitaki	North Otago A&P Association / Show	✓	✓		
	Waitaki Geopark UNESCO. Helen Jansen	✓			
Dunedin City	Green Island Market Day	✓			
	Brighton Gala Day	✓			
	Taieri A&P Show	✓			
	University of Otago Med Students	✓			
	Middlemarch School	✓			
Clutha	Welfare function lead, 2IC and Plunket	✓	✓		
	Blue Mountain College Morning Presentations	✓			
Central Otago	Naseby Community	✓	✓		
	Bannockburn Community	✓	✓		
	Fulton Hogan	✓			
	Golden View Village	✓			
	Cromwell Barnados	✓			

District	Activity	Aware	Connect	Enable	Capable
	Fulton Hogan Back-to-Work Safety Committee				
	Vincent Community Board				
	Naseby Wildfire Resilience Group				
Queenstown Lakes	Wānaka CRG				
	Disaster waste group				
	Wanaka Police				
	All Wānaka Coastguard				
	DOC				
	Community Link - Community Project Coordinator				

Community engagement activities (1 December 2024 – 28 February 2025)

Central Otago District (Total Attendees: 881)

Central Otago had a variety of events focused on preparedness and emergency response, including community engagement, training, and inter-agency discussions. The Naseby Fun Day was a major event with 300 attendees, emphasising fire safety. Several initiatives targeted home preparedness, community resilience, and coordination between agencies like FENZ and DOC. Specialised training and discussions, such as PIM training and meetings with emergency stakeholders, highlighted a strong focus on readiness.

Clutha District (Total Attendees: 67)

The Clutha District engaged smaller groups in discussions on preparedness, emergency response planning, and community awareness. Presentations covered topics such as evacuation plans, welfare support during emergencies, and coordination with emergency services. The district's efforts ensured that various stakeholders, including Police, FENZ, and St John, were aligned in their emergency response protocols.

Dunedin City (Total Attendees: 1,973)

Dunedin City had the largest total attendance, with three major events drawing 600, 1,000, and 300 attendees, respectively, their scale suggests substantial public engagement. Other initiatives included preparedness sessions for students, medical student visits to health organisations, and a debrief on lessons learned from an October weather event.

Queenstown-Lakes District (Total Attendees: 248)

Queenstown-Lakes District held multiple sessions, with the Wānaka CRG Readiness Days at Mitre 10 standing out as major public engagement events, drawing 200 people over two days. Smaller meetings focused on capability discussions, joint training efforts, and enhancing community resilience, particularly around food security and emergency response.

Waitaki District (Total Attendees: 145)

Waitaki District had a strong presence at the A&P Show, where their collaboration with Emergency Services and Neighbourhood Support won first place among trade site stalls. Other meetings covered topics like forming a Local Welfare Group, emergency response training and strengthening communication networks. Discussions with the Waitaki Geopark representatives explored ways to enhance emergency preparedness in tourism and heritage sites.

Appendix 3

Community Resilience Groups

District	Activity	Aware	Connect	Enable	Capable
Central Otago	Bannockburn	✓	✓		
	Cromwell		✓		
	Maniototo Basin Ranfurly Waipiata Kyeburn			✓	
	Manuherekia Valley Omakau Chatto Creek		✓		
Clutha District	Clinton Waipahi		✓		
	Owaka	✓	✓		
	Paptowai Tahakopa Chaslands Jacks Bay	✓			
	Tapanui Heriot	✓			
	Toko Mouth	✓			
Dunedin City	Mosgiel Taieri		✓		
Queenstown Lakes	Wanaka	✓			

Community Resilience Group activities (1 December 2024 – 28 February 2025)

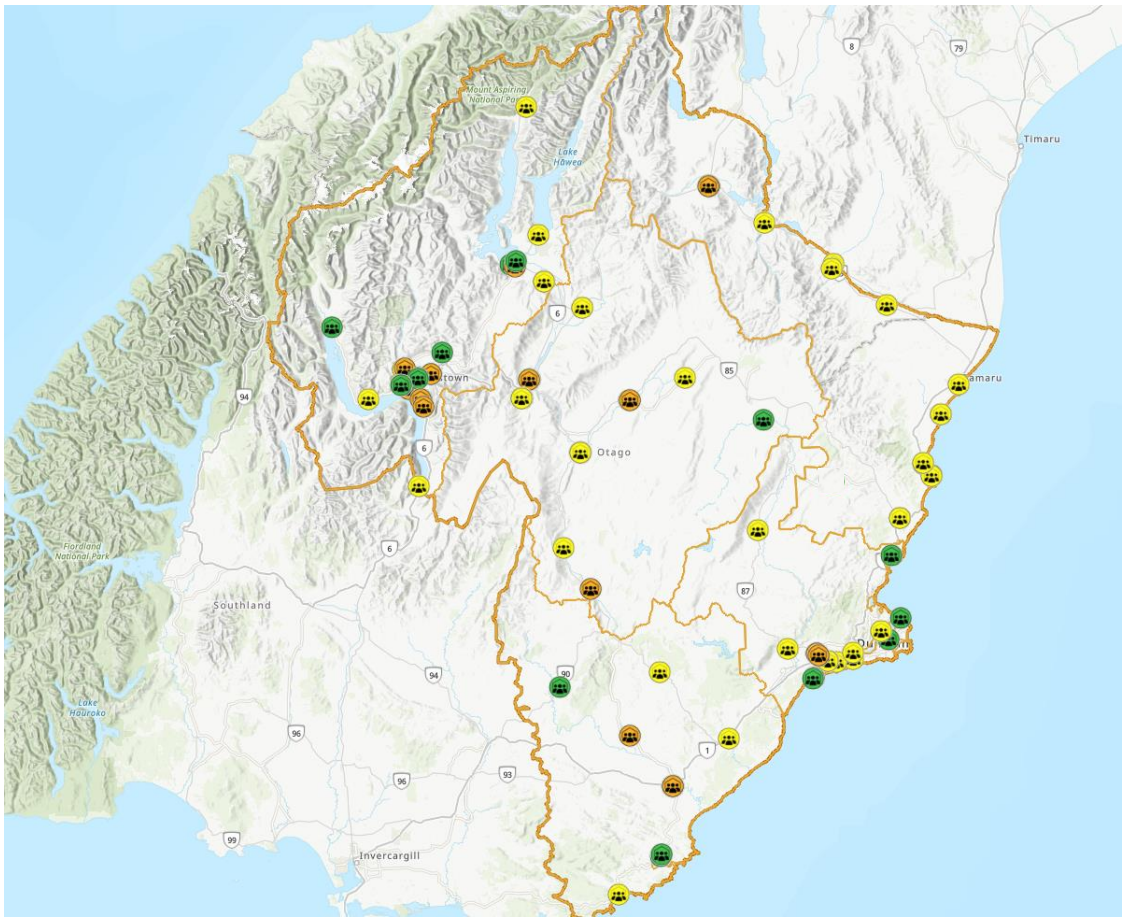
A series of meetings and planning sessions were held to strengthen Community Resilience Groups (CRGs) and emergency preparedness. Efforts included engaging the Hall committee and local stakeholders to encourage participation, with support from the ASB Bank offering incentives such as vouchers and emergency go bags.

Key discussions revolved around formalising CRG structures, including signing Memorandums of Understanding (MOUs) and distributing preparedness pamphlets. Regular CRG meetings, including those in Cromwell and West Otago, ensured continuity in planning and operations.

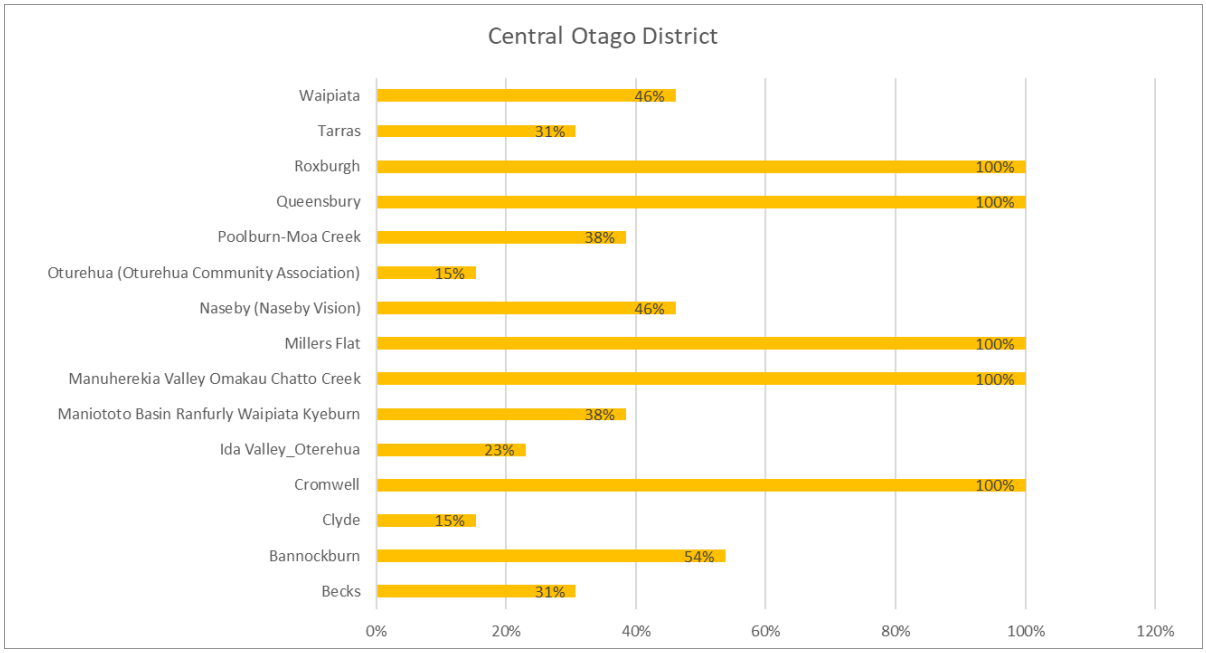
Technical improvements were also addressed, such as testing and returning a VHF radio to the Waipiata Group, confirming clear communication with emergency centres. This proved crucial when a cellular network outage highlighted the community's heavy reliance on mobile and internet services, reinforcing the need for alternative communication channels like the VHF network used by the Owaka CRG.

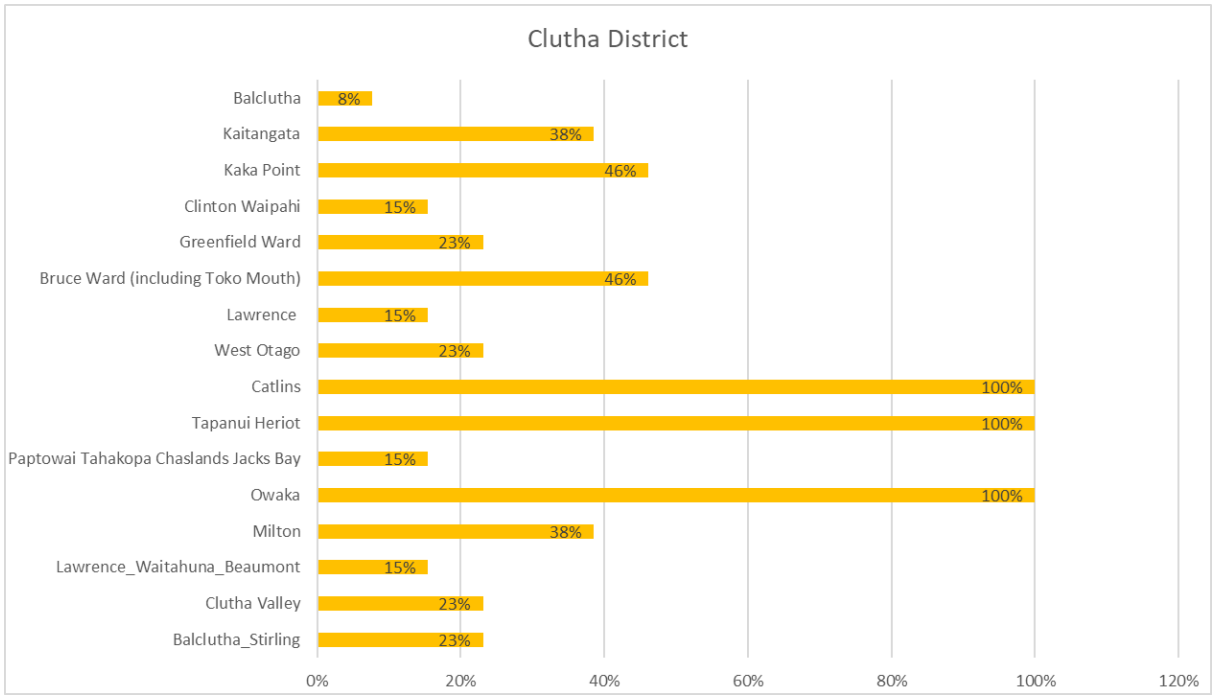
Additionally, logistical planning was conducted for the Christmas/New Year holiday season, ensuring CRG member availability for potential emergency responses. Future preparedness was also a focus, with meetings scheduled to refine training programs and emergency response plans for 2025. A low-key meeting addressed updates to contact lists for the Toko Mouth response plan, ensuring up-to-date emergency coordination.

Community Resilience Groups in Otago



Community Resilience Groups in Otago – Operational Capacity (%)




Clutha District
Balclutha
Kaitangata
Kaka Point
Clinton Waipahi
Greenfield Ward
Bruce Ward (including Toko Mouth)
Lawrence
West Otago
Catlins
Tapanui Heriot
Paptowai Tahakopa Chaslands Jacks Bay
Owaka
Milton
Lawrence_Waitahuna_Beaumont
Clutha Valley
Balclutha_Stirling
8%
38%
46%
15%
23%
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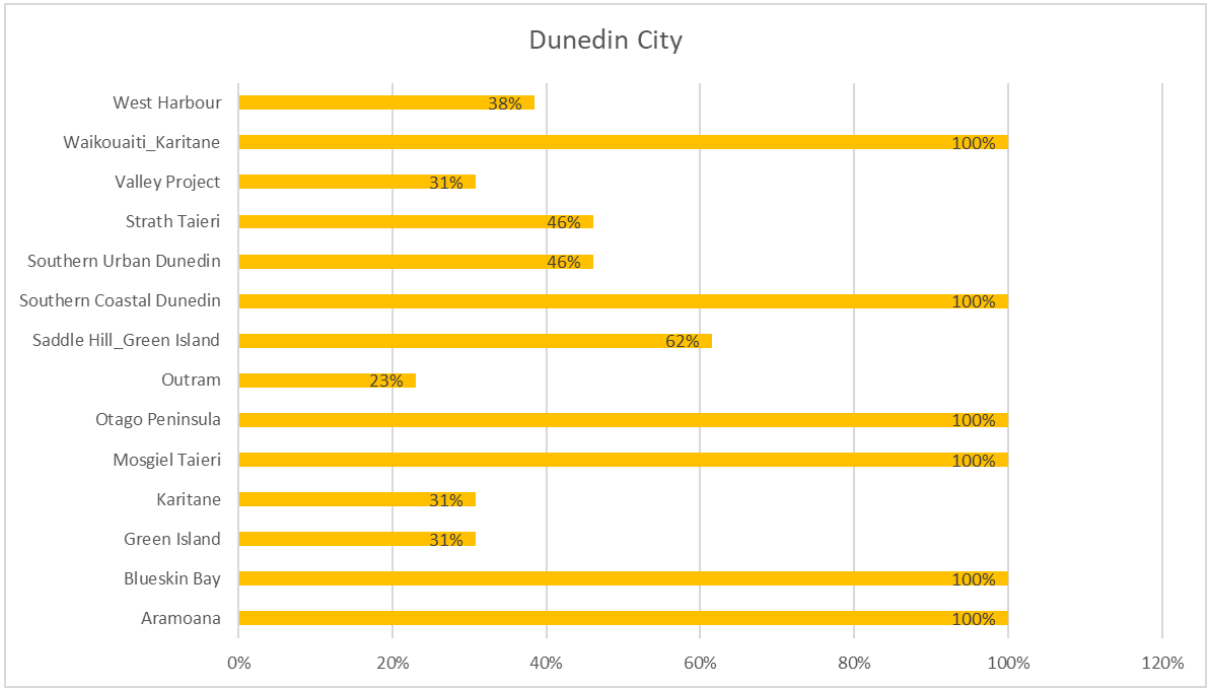
Dunedin City
West Harbour
Waikouaiti_Karitane
Valley Project
Strath Taieri
Southern Urban Dunedin
Southern Coastal Dunedin
Saddle Hill_Green Island
Outram
Otago Peninsula
Mosgiel Taieri
Karitane
Green Island
Blueskin Bay
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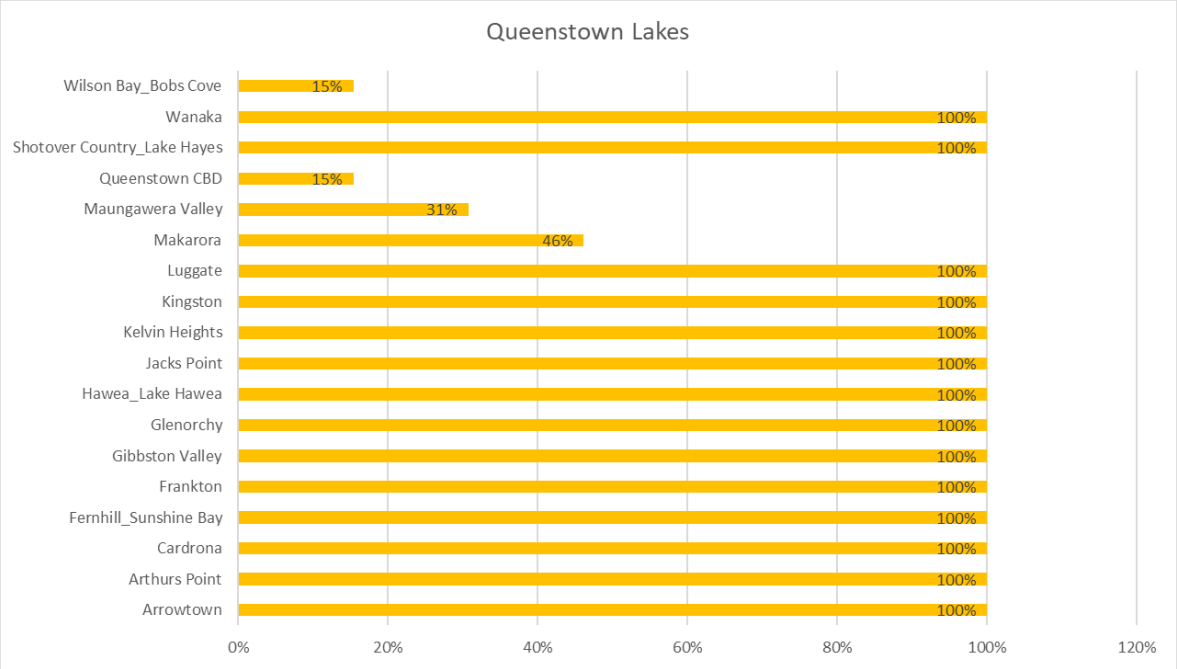
Queenstown Lakes
Wilson Bay_Bobs Cove
Wanaka
Shotover Country_Lake Hayes
Queenstown CBD
Maungawera Valley
Makarora
Luggate
Kingston
Kelvin Heights
Jacks Point
Hawea_Lake Hawea
Glenorchy
Gibbston Valley
Frankton
Fernhill_Sunshine Bay
Cardrona
Arthurs Point
Arrowtown
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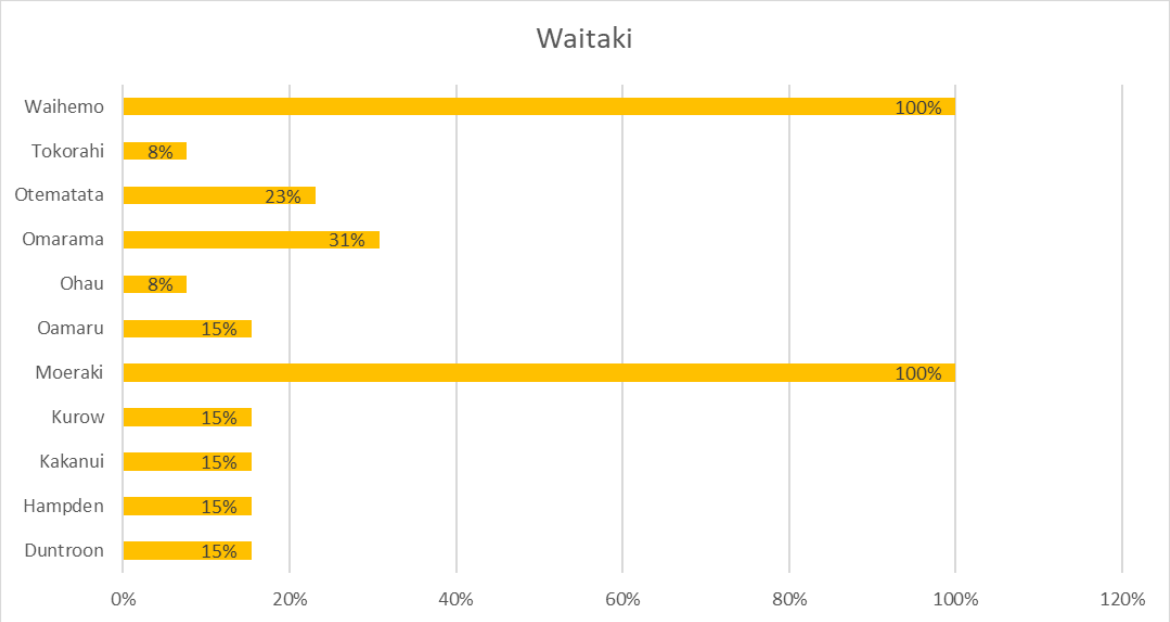
Waitaki
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