

Otago Civil Defence and Emergency Management Joint Committee Meeting 5 December 2025



**Emergency
Management Otago**
Te Rākau Whakamarumarū Ōtākou

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

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

Members:

Cr Neil Gillespie (Otago Regional Council)
Cr Jon Mitchell (Queenstown Lakes District Council)
Mayor Jock Martin (Clutha District Council)
Mayor Melanie Tavendale (Waitaki District Council)
Mayor Tamah Alley (Central Otago District Council)
Mayor Sophie Barker (Dunedin City Council)

Meeting Support: Cara Jordan, Governance Support Officer, Otago Regional Council

05 December 2025 01:00 PM - 04:00 PM

Agenda Topic	Page
1. KARAKIA TIMATANGA - OPENING	4
2. APOLOGIES No apologies have been received at the time of agenda publication.	
3. CONFIRMATION OF AGENDA Note: Any additions must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.	
4. CONFIRMATION OF MINUTES The minutes of the Civil Defence & Emergency Management Joint Committee Meeting of 29 August 2025 were signed by the Chairperson and ORC Chief Executive at the end of the last triennium.	5
4.1 Minutes: Joint Committee Meeting 29 August 2025	5
5. COMMITTEE TERMS OF REFERENCE For noting.	9

5.1	Terms of Reference - Joint Committee	9
6.	ACTION ITEMS	
	There are no open actions for this Committee.	
7.	REPORT ITEMS	12
7.1	Joint Committee Chair and Deputy Chair Election	12
	To inform the Joint Committee of the two voting options for the election of the Chairperson and Deputy Chairperson of the joint committee. To elect the Chairperson and Deputy Chairperson. To adopt the standing orders of the administering authority, the Otago Regional Council.	
7.2	Coordinating Executive Group Chair Report	15
	This report provides an update to the Joint Committee on key matters arising from the Otago Civil Defence Emergency Management CEG meeting held on 21 November 2025. It outlines executive appointments, work programme progress, readiness and response activity, financial performance, corrective action implementation, and agency partner updates since the previous meeting.	
7.2.1	Draft Minutes Coordinating Executive Group Meeting 21 November 2025	18
7.3	Group Manager Update	24
	To update the Joint Committee on work activity completed for the year-to-date 2025.	
7.3.1	EMO Workplan Report November 2025	32
7.3.2	Otago Civil Defence and Emergency Management Agreement	61
7.4	Finance Report	85
	This report provides an updated overview of the Emergency Management Group's financial performance for the period from July 1 to October 31, 2025. It includes actuals against budget, identifies key variances, and updates the previously reported position to reflect year to date data.	
7.5	Otago Lifelines Update	88
	This report informs the Joint Committee of the activity undertaken at the Otago Lifeline Utilities Group meeting on 3 September 2025.	
7.5.1	Minutes: Otago Lifelines Meeting 3 September 2025	91
7.5.2	Otago Lifeline Utilities Group Workplan Report November 2025	97
7.6	NEMA MetService Hazard Communication Initiative	102
	To provide an update on a recent joint initiative between NEMA and MetService to display real time warning information and preparedness advice on digital billboards across New Zealand prior to and during severe weather events.	
7.7	Exercise Whakarite Concept Paper	105
	To provide initial information on the intentions for Exercise Whakarite Kia Rite.	
7.8	After Action Review: Corrective Action Implementation	109
	To provide the Joint Committee with an implementation plan for the corrective actions arising from the October 2024 Severe Weather Event After Action Report and the Corrective Actions Assessment undertaken by Emergency Management Otago.	
7.9	Controller Appointment - Dunedin City Council	115
	This report is provided for the appointment of Mike Costelloe as a Local Controller for the Dunedin City Council.	
7.10	National Emergency Management Agency (NEMA) Update	118
	This report is to update the Joint Committee with the latest activity and matters that the NEMA is working on.	

7.10.1	NEMA Update Otago Joint Committee 5 December 2025	119
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8. GENERAL BUSINESS

The next meeting is on Thursday 5 March 2026 from 3:00 to 5:00 pm.

9.	KARAKIA WHAKAMUTUNGA - CLOSING	121
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KARAKIA TIMATANGA

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

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

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



Otago
Regional
Council



**Emergency
Management Otago**
Te Rākau Whakamarumarū Ōtākou

**Civil Defence Emergency Management Joint Committee
MINUTES**

**Minutes of an ordinary meeting of the Civil Defence Emergency Management Committee
held in the Council Chamber, Level 2 Philip Laing House,
144 Rattray Street, Dunedin on Friday 29 August 2025, commencing at 1:00 PM.**
[The recording for this meeting is available here on the ORC YouTube Channel](#)

PRESENT

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

1. KARAKIA TĪMATANGA - OPENING

Chair Robertson welcomed Mayors, members of the public and staff to the meeting at 1.00 pm with a karakia. Attendees included Mayor Jules Radich, Mayor Gary Kircher Mayor Tamah Alley, Peter Kelly and Mike Theelan. Staff present included Richard Saunders (Chief Executive), Matt Alley (Group Manager, Emergency Management Otago) and Kylie Darragh (Governance Support Officer).

Staff online were Chris Booker (Emergency Management Advisor, Emergency Management Otago), Claire Charleton (Emergency Management Advisor, Emergency Management Otago), Courtenay Jamieson (Team Leader - Central, Emergency Management Otago), Erica Andrews (Stakeholder Engagement Advisor, Emergency Management Otago), Glenn Mitchell (Team Leader Group Office, Emergency Management Otago), John Mawhinney (Readiness and Response Advisor, Emergency Management Otago), Mary Ferguson (Support Coordinator, Emergency Management Otago), Mel Banks (Lifeline Program Lead, Emergency Management Otago) and Paula Cathie (Team Leader - Coastal, Emergency Management Otago).

2. APOLOGIES

The apologies for Byran Cadogan, Simon Chambers, Sandy Graham, Steve Hill, Glynn Lewers, Glenn Mitchell and Alex Parmley, were noted.

3. CONFIRMATION OF AGENDA

The agenda was confirmed as published.

4. CONFIRMATION OF MINUTES

Resolution: Mayor Tamah Alley Moved, Mayor Gary Kircher Seconded

That the minutes of the Joint Committee meeting held on 12 June 2025 be received and confirmed as a true and accurate record.

MOTION CARRIED

5. COMMITTEE TERMS OF REFERENCE

The Committee Terms of Reference were noted.

6. ACTION ITEMS

Open actions from resolutions of the Committee were reviewed. No changes were noted.

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

[YouTube 1:20] The report updated the Joint Committee on work activity completed for the year-to-date 2025. Matt Alley (Group Manager Emergency Management) was available for questions.

Resolution CDEM25-116 Cr Robertson Moved, Mayor Tamah Alley Seconded

That the Joint Committee:

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

MOTION CARRIED

7.2. Finance Report

[YouTube 22:26] The report provided an updated overview of the financial performance of the Emergency Management Group for the financial year ending June 2025. It included actuals against budget, key variances, and updated the previously reported position to reflect final year-end data. Matt Alley (Group Manager Emergency Management) was available for questions.

Resolution CDEM25-117: Mayor Tamah Alley Moved, Mayor Jules Radich Seconded

That the Joint Committee:

- 1) **Notes** this report.

MOTION CARRIED

7.3. Lifelines Update

[YouTube 23:27] The report informed the Joint Committee of the Lifelines programme activity (planned and underway) which included an update from the Otago Lifeline Utilities Group meeting on 11 June 2025. Mel Banks (Lifelines Program Lead) was available for questions.

Resolution CDEM25-118 Mayor Tamah Alley Moved, Cr Robertson Seconded

That the Joint Committee:

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

MOTION CARRIED

7.4. 2025 EMO Community Resilience Survey

[YouTube 27:52] The report presented the results of the 2025 Emergency Management Otago Community Resilience Survey. Erica Andrews (Stakeholder Engagement Advisor) shared a PowerPoint on results of the survey and was available for questions.

Resolution CDEM25-119: Mayor Tamah Alley Moved, Mayor Gary Kircher Seconded

That the Joint Committee:

- 1) **Receives** this report.

MOTION CARRIED

7.5. NEMA Update

[YouTube 43:20] The report updated the latest activity and matters that the National Emergency Management Agency (NEMA) is working on. Sean O'Halloran Senior Advisor – Regional Engagement National Emergency Management Agency was available to respond to questions on the report.

Resolution CDEM25-120: Mayor Tamah Alley Moved, Mayor Jules Radich Seconded

That the Joint Committee:

- 1) **Notes** this report.

MOTION CARRIED

7.6. Coordinating Executive Group (CEG) Chair Report

[YouTube 45:50] The report provided an update on the key activities and developments of the Otago Civil Defence Emergency Management Group since the last executive update in June 2025. It reflected progress across readiness, response, welfare coordination, critical infrastructure resilience, training capacity, and national legislative engagement. Matt Alley (Group Manager Emergency Management) was available for questions.

Resolution CDEM25-121: Mayor Tamah Alley Moved, Mayor Jules Radich Seconded

That the Joint Committee:

- 1) **Receives** this report.

MOTION CARRIED

7.7. Appointment of Local Controller

[YouTube 47:00] The paper requested the appointment of William (Bill) Nicoll as a local controller for the Queenstown Lakes District Council. Matt Alley (Group Manager Emergency Management) was available for questions.

Resolution CDEM25-122: Mayor Gary Kircher Moved, Mayor Jules Radich Seconded

That the Joint Committee:

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

MOTION CARRIED

8. NEXT MEETING

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

9. KARAKIA WHAKAMUTUNGA - CLOSING

There was no further business and Chair Robertson declared the meeting closed at 1:53 pm.



30-09-2025

Chair

Date



9 October 2025

Chief Executive

Date



Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

Otago Civil Defence and Emergency Management Group – Joint Committee

TERMS OF REFERENCE

(Created August 2023)

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

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

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

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

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

The Group will:

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

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

Meetings are held in public.

A quorum will consist of three members.

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

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

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

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

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

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

Common Civil Defence and Emergency Management Acronyms

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

7.1. Joint Committee Chair Election

Prepared for: Civil Defence and Emergency Management – Joint Committee
Report No. CDEM2572
Activity: Civil Defence and Emergency Management
Author: Matt Alley, Group Manager, Emergency Management Otago
Endorsed by: Peter Kelly, Chair, Coordinating Executive Group
Date: 5 December 2025

PURPOSE

- [1] To inform the five Mayors and Otago Regional Council delegated representative of the Regional Council of two voting options for the election of the chairperson and deputy chairperson of a committee, and any appointment of a representative of a local authority, as defined by Schedule 7, Sec 25 of the Local Government Act 2002 (the Act). Once the voting procedure has been determined, the Chair of the Coordinating Executive Group (CEG) will then call for nominations for Chairperson.
- [2] To adopt the standing orders of the administering authority, the Otago Regional Council.

EXECUTIVE SUMMARY

- [3] Election of the Chairperson and Deputy Chairperson - Clause 25 of the Local Government Act 2002 requires by resolution that a person be elected or appointed using one of the following systems of voting:

System A

- (a) Requires that a person is elected or appointed if he or she receives the votes of a majority of the members of the committee present and voting; and
- (b) Has the following characteristics:
 - i. There is a first round of voting for all candidates; and
 - ii. If no candidate is successful in that round, there is a second round of voting from which the candidate with the fewest votes in the first round is excluded; and
 - iii. If no candidate is successful in the second round, there is a third, and if necessary, subsequent round of voting from which, each time, the candidate with the fewest votes in the previous round is excluded; and
 - iv. In any round of voting, if two or more candidates tie for the lowest number of votes, the person excluded from the next round is determined by lot.

System B

- (a) Requires that a person be elected or appointed if he or she receives more votes than any other candidate; and
- (b) Has the following characteristics:
 - i. There is only 1 round of voting; and
 - ii. If two or more candidates tie for the most votes, the tie is resolved by lot.

- [4] Joint Committee members can choose either of the two voting systems described above for the appointments.
- [5] The CDEM Joint Committee is required to operate in accordance with Standing Orders under Clause 27 of Schedule 7 of the Local Government Act 2002. As a Joint Committee constituted under Clause 30 of Schedule 7, the Standing Orders of the administering authority apply unless the Committee resolves to adopt an amended or bespoke set.

RECOMMENDATION

That the Joint Committee:

- 1) **Resolves** a voting option for the election or appointment of positions defined by the Local Government Act 2002 as certain appointments, either:
 - (a) Voting system, A (election by the majority of members) or
 - (b) Voting system B (election by the majority of members)
- 2) **Agrees** that in the event of a tie between voting systems A and B, it will be resolved by lot as described in paragraph 5 of the report.
- 3) **Agrees** that in the event of a tie under voting system A, the candidate to be excluded from the next round of voting shall be resolved by lot as described in paragraph 5 of the report.
- 4) **Agrees** that in the event of a tie under voting system B, the candidate to be elected or appointed shall be resolved by lot as described in paragraph 5 of the report.
- 5) **Adopts** the standing orders of the Otago Regional Council.

DISCUSSION

- [6] The Chair of CEG will call for nominations for the voting systems and shall seek a mover and a seconder. Standing orders shall apply.
- [7] Both systems require a resolution by lot if two or more candidates receive an equal number of votes and no one else is elected. Consideration of the method of resolution by lot is required. It is recommended that names be placed in a container with the name drawn out by an independent person declared the winner or excluded from the next round.
- [8] The Act requires that any decision by a local authority must be made by open voting. The method of voting shall be by voice or by show of hands, the result of which, as announced by the Chair of CEG, shall be conclusive unless such announcement is questioned immediately, in which case the Chair of CEG will call for a division. If called, the Chair of CEG will take note of the individual votes, declaring the result.
- [9] If the nominated system is voted down and the alternative system has not been nominated, the chair of CEG will call for nominations for that system. Once that system is moved and seconded, it shall be declared the winner. If neither system is resolved, the system will be determined by lot.
- [10] Once the system of voting has been resolved, the Chair of CEG, will call for nominations for Chairperson and Deputy Chairperson.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[11] No matters arising.

Financial Considerations

[12] No matters arising.

Significance and Engagement

[13] No matters arising.

Legislative and Risk Considerations

[14] No matters arising.

Climate Change Considerations

[15] No matters arising.

Communications Considerations

[16] No matters arising.

ATTACHMENTS

Nil

7.2. Coordinating Executive Group Chair Report

Prepared for: Civil Defence and Emergency Management - Joint Committee
Report No. CDEM2582
Activity: Coordinating Executive Group (CEG) Chair Report
Author: Matt Alley, Group Manager Emergency Management
Endorsed by: Richard Saunders, Deputy Chair, CEG
Date: 5 December 2025

PURPOSE

- [1] This report provides an update to the Joint Committee on key matters arising from the Otago Civil Defence Emergency Management CEG meeting held on 21 November 2025. It outlines executive appointments, work programme progress, readiness and response activity, financial performance, corrective action implementation, and agency partner updates since the previous meeting.

EXECUTIVE SUMMARY

- [2] The CEG meeting confirmed new executive appointments with Peter Kelly elected as Chair and Richard Saunders as Deputy Chair, acknowledging the contribution of outgoing Chair Steve Hill. The Group Manager report highlighted delivery against the annual work plan, ongoing staffing recruitment, sector reform developments and continued operational demands arising from severe weather events in Queenstown and Clutha. Financial updates confirmed year-to-date performance and variances associated with unbudgeted emergency activity.
- [3] Committee updates were provided across readiness and response, welfare, and critical infrastructure lifelines, including a request for Chief Executives to provide recommendations for a new Lifelines Chair. The CEG supported the regional Exercise Whakarite Kia Rite scheduled for May 2026, and approved forwarding the NEMA–Metservice hazard communications initiative to the Joint Committee. Corrective action implementation from the October 2024 Severe Weather After Action Review was endorsed, and Chief Executives were directed to confirm capacity to staff two operational shifts, with resourcing considerations to be progressed through the Regional Council long-term planning process.
- [4] Partner agency updates reinforced ongoing health response activity, welfare support coordination, mana whenua engagement developments, and emergency service operational pressures. The next CEG meeting is scheduled for 30 January 2026.

RECOMMENDATION

That the Joint Committee:

- 1) **Notes this report.**

DISCUSSION

Readiness and Response Committee Update

- [5] The Committee update outlined activity relating to response capability, including recent EMO deployment to severe weather events in Queenstown and Clutha, ongoing training needs analysis, and pressures associated with resourcing EOC/GECC shifts. The CEG noted the continued requirement for strengthened workforce capability and consistent training completion across councils.

Welfare Coordination Group Update

- [6] The CEG received the update on welfare activities and noted continued emphasis on coordinated agency delivery following recent weather events. MSD reported positive outcomes in employment support and confirmed a forthcoming agency debrief.

Otago Lifelines Update

- [7] The CEG received the Lifelines update and discussed business continuity readiness in light of severe weather impacts. Feedback was requested from Chief Executives regarding potential candidates for the vacant Lifelines Chair role.

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

- [8] The CEG endorsed corrective actions already underway, directed councils to confirm capacity to provide staff for two operational shifts, and supported future resourcing review through the Otago Regional Council long-term planning process. This establishes clearer expectations for readiness and workforce availability across the region.

Exercise Whakarite Concept

- [9] The CEG supported the Exercise Whakarite Kia Rite concept for May 2026, noting the opportunity for realistic activation of Emergency Operations Centres across the region using a snowstorm scenario.

NEMA and Legislative Update

- [10] The Committee received an update on national emergency management initiatives, including ongoing reform and sector engagement.

MEMBER UPDATES

- [11] **Ministry of Social Development:** Advised that regional employment and social support indicators are tracking positively, with regional targets being met and small but increasing levels of investment directed into Otago communities. MSD noted participation in community job coaching initiatives under the Welfare That Works programme and confirmed that the agency will conduct a formal debrief on its involvement during the severe weather events. MSD also acknowledged the effectiveness of the MPI response during that period and confirmed that representation on the Welfare Coordination Group will be followed up to ensure continuity in future activation. These updates reinforce MSD's ongoing role in household needs assessment, financial assistance pathways and integration within the welfare system.
- [12] **Te Rūnanga o Moeraki** highlighted progress nearing the completion of the two-year pilot for the mana whenua emergency facilitator role. Discussions are underway

between the Chief Executives of Ōtakau, Puketeraki and Moeraki Rūnanga regarding the future of the role and ongoing support arrangements. The rūnanga noted a deliberate and intentional approach to community-based support, with marae increasingly viewed as connected nodes within emergency response networks. This reflects growing cultural capability within the regional system and strengthens shared objectives relating to resilience, trusted relationships, and place-based coordination.

- [13] **Hato Hone St John:** Reported a continued increase in operational demand, with a 4% rise in workload equating to approximately 1,500 additional calls year-to-date. The organisation has undertaken an internal review following the recent severe weather events, with a focus on strengthening Incident Management Team structures, refining coordination processes, and identifying opportunities to enhance infrastructure support during multi-agency responses. These developments signal the importance of ensuring interoperability with CDEM readiness and response arrangements, particularly where ambulance surge capacity and medical coordination intersect with welfare and public information needs.
- [14] **Te Whatu Ora Southern** reported that organisational restructuring is nearing completion, with Southern to operate with two designated emergency management staff. A debrief of recent weather-related events is underway, with additional activity driven by the measles outbreak and a strong public health presence across the region. Te Whatu Ora confirmed that focus will now shift to the health emergency work plan, including mass casualty planning, alternate communication arrangements, and improved interagency engagement. These developments reinforce the health sector's critical role in coordinated emergency planning, risk communication, and psychosocial support integration.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [15] No new matters arising.

Financial Considerations

- [16] No new matters arising

Significance and Engagement

- [17] No new matters arising.

Legislative and Risk Considerations

- [18] Ongoing involvement in Emergency Management Bill development.

Climate Change Considerations

- [19] No new matters arising.

Communications Considerations

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

ATTACHMENTS

Nil



Otago Civil Defence and Emergency Management Coordinating Executive Group MINUTES

Minutes of an ordinary meeting of the Otago Civil Defence and
Emergency Management Coordinating Executive Group
held in the Waitaki District Council Chamber, 20 Thames Street, Oamaru
on Friday 21 November 2025, commencing at 1:00 pm.

MEMBERSHIP

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

1. KARAKIA TĪMATANGA - OPENING

Chair Steve Hill (Clutha District Council) welcomed Coordinating Executive Group members and staff to the meeting. Trevor McGlinchey opened the meeting with a karakia at 1:00 pm.

Attendees included Alex Parmley (Waitaki District Council), David Scoones (Central Otago District Council, standing in for Peter Kelly), Mike Theelen (Queenstown Lakes District Council), Sandy Graham (Dunedin City Council), Richard Saunders (Otago Regional Council), Steph Voight (Ministry of Social Development), Shaun O'Halloran (National Emergency Management Agency (NEMA)), David Milne (Hato Hone St John), Trevor McGlinchey (Te Rūnanga o Moeraki), Matt Alley (Emergency Management Otago (EMO)), Suzanne Ellison (Kati Huirapa Rūnaka Puketeraki, online) and Mallory Wood (Te Whatu Ora Southern, online).

Staff in attendance were Erica Andrews (Acting Group Office Team Leader EMO) and Mauriri Kimura McGlinchey (Kāti Huirapa Rūnaka ki Puketeraki). Staff online were Paula Cathie (Team Leader Coastal EMO), John Mawhinney (Readiness and Response Advisor EMO), Jason Michie (Emergency Management Advisor Clutha), Mel Banks (Lifelines Programme Lead EMO), Glenn Mitchell (Principal Advisor EMO), Chris Brooker (Emergency Management Advisor Dunedin EMO), Claire Charleton (Emergency Management Advisor Dunedin EMO), Taylor Hendl (Emergency Management Advisor Dunedin EMO), Danny Fountaine (Emergency Management Advisor Waitaki EMO), Courtenay Jamieson (Team Leader Inland, EMO) and Cara Jordan (Governance Support Otago Regional Council).

2. APOLOGIES

Resolution: Steve Hill Moved, Mike Theelen Seconded:

That the apologies for Peter Kelly (Central Otago District Council), Phil Marsh (Fire and Emergency New Zealand and Steph Voight (Ministry of Social Development) for lateness be accepted.

MOTION CARRIED

3. CONFIRMATION OF AGENDA

The agenda was confirmed as published.

4. MINUTES

Resolution: Alex Parmley Moved, Richard Saunders Seconded

That the minutes of the Coordinating Executive Group meeting held on 8 August 2025 be received and confirmed as a true and accurate record.

MOTION CARRIED

5. COMMITTEE TERMS OF REFERENCE

The Committee Terms of Reference were noted.

6. ACTION ITEMS

Open actions from resolutions of the Committee were reviewed. Matt Alley (Group Manager EMO) gave an update on the Coastal Otago New Zealand Response Team proposal. This action is still in progress.

7. REPORT ITEMS

7.1. CEG Chair Election

The report informed members of the two voting options for the election of the chairperson, and deputy chairperson, as defined by Schedule 7, Clause 25 of the Local Government Act 2002 (the Act).

Resolution: Richard Saunders Moved, Alex Parmley Seconded

That the Coordinating Executive Group:

- 1) Resolves** a voting option for the election or appointment of positions defined by the Local Government Act 2002 as certain appointments, as **Voting system B**.
- 2) Agrees** that in the event of a tie under voting system B, the candidate to be elected or appointed shall be resolved by lot as described in paragraph 5 of the report.

MOTION CARRIED

After determination of the voting system, incumbent Chair Hill called for nominations for Chairperson. Steve Hill nominated Peter Kelly and Sandy Graham seconded. No other nominations were made.

Resolution: Steve Hill Moved, Sandy Graham Seconded

That the Coordinating Executive Group:

- 3) Resolves** to appoint Peter Kelly as Chairperson.

MOTION CARRIED

Steve Hill announced Peter Kelly as Chairperson of the Coordinating Executive Group. In the absence of the new Chairperson, Steve Hill called for nominations for Deputy Chairperson. Mike Theelen nominated Richard Saunders and Sandy Graham seconded. No other nominations were made.

Resolution: Mike Theelen Moved, Sandy Graham Seconded

That the Coordinating Executive Group:

- 4) Resolves** to appoint Richard Saunders as Deputy Chairperson.

MOTION CARRIED

Steve Hill congratulated Richard Saunders on his appointment. In the absence of the newly elected Chairperson Peter Kelly, Richard Saunders (as Deputy Chairperson) took the Chair for the rest of the meeting.

7.2. Group Manager Report

The report updated the Coordinating Executive Group on work activity completed for the year-to-date 2025. Candidates have been identified to complete staffing vacancies. Broader reform issues in the sector were outlined. A new three tier assurance model is being progressed with a 3-5 year time frame. Funding and resourcing were discussed. The EMO response team has been active with several recent severe weather events in Queenstown and Clutha. Training needs, capacity issues, training records and training reporting were discussed. Matt Alley (Group Manager EMO) and John Mawhinney (Readiness and Response Adviser EMO) were available for questions.

Resolution: Alex Parmley Moved, Mike Theelen Seconded

That the Coordinating Executive Group:

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

MOTION CARRIED

7.3. Finance Report

The report updated the Emergency Management Group's financial performance for the period from July 1 to October 31, 2025. It included actuals against budget, identified key variances and updated the previously reported position to reflect year-to-date data. Severe weather events were confirmed as unbudgeted activity as it is a challenge to quantify these costs which mostly relate to staff time and travel. Matt Alley (Group Manager EMO) was available for questions.

Resolution: Mike Theelen Moved, Richard Saunders Seconded

That the Coordinating Executive Group:

- 1) Notes this report.**

MOTION CARRIED

7.4. Readiness and Response Committee Update

The report outlined activity undertaken at the Readiness and Response Committee meeting on 17 October 2025. Erica Andrews (Acting Group Office Team Leader EMO) was available for questions.

Resolution: Steve Hill Moved, Alex Parmley Seconded

That the Coordinating Executive Group:

- 1) Notes this report.**

MOTION CARRIED

7.5. Otago Lifelines Update

The report presented activity undertaken at the Otago Lifeline Utilities meeting on 3 September 2025. There is a current vacancy for the Lifelines Chairperson, it was requested that Chief Executives provide feedback on possible candidates for the position. Business continuity and the value of the Lifelines Group response in light of recent severe weather events were discussed. Mel Banks (Lifelines Program Lead EMO) was available for questions.

Resolution: Alex Parmley Moved, David Scoones Seconded

That the Coordinating Executive Group:

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

MOTION CARRIED

7.6. Welfare Coordination Group Update

The report outlined activity undertaken at the Welfare Coordination Group meeting held 11 September 2025. Matt Alley (Group Manager EMO) was available for questions.

Resolution: Steve Hill Moved, Sandy Graham Seconded

That the Coordinating Executive Group:

- 1) Notes this report.**

MOTION CARRIED

7.7. NEMA MetService Hazard Communication Initiative

The report provided an update on a recent joint initiative between NEMA and MetService to display real time warning information and preparedness advice on digital billboards across New Zealand prior to and during severe weather events. There are about 20 billboards in Otago. The risks of lack of message detail and/or inconsistent messaging were discussed. Erica Andrews (Acting Group Office Team Leader EMO) was available for questions.

Resolution: Steve Hill Moved, Sandy Graham Seconded

That the Coordinating Executive Group:

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

MOTION CARRIED

7.8. Exercise Whakarite Concept Paper

The report provided an overview of Exercise Whakarite Kia Rite - "Prepare to be ready" proposed for Wednesday 20 May 2026. The exercise is intended to be a whole region exercise where emergency operation centres are run realistically. The scenario will be a snowstorm event. John Mawhinney (Readiness and Response Advisor EMO) was available for questions.

Resolution: Alex Parmley Moved, David Scoones Seconded

That the Coordinating Executive Group:

- 1) Notes** this report.
- 2) Supports** the exercise concept and objectives.

MOTION CARRIED

7.9. After Action Review: Corrective Action Implementation

The report provided an implementation plan for the corrective actions arising from the October 2024 Severe Weather Event After Action Report and the Corrective Actions Assessment undertaken by Emergency Management Otago. Direction was sought on delivery expectations, council responsibilities and resourcing required for sustainable implementation. Matt Alley (Group Manager EMO) was available for questions.

Resolution: Sandy Graham Moved, Steve Hill Seconded

That the Coordinating Executive Group:

- 1) Endorse** all actions currently underway that are incorporated within the current EMO workplans and activity (Actions 2, 4, 5, and 6).
- 2) Direct** the Council Chief Executives to provide confirmation that they can provide staff for two operational shifts.
- 3) Support** the future review of resourcing as part of the Regional Council's long-term planning activity (Action 3).

MOTION CARRIED

7.10. NEMA Update

The report updated the latest activity and matters that the National Emergency Management Agency (NEMA) is working on. Shaun O'Halloran (Senior Regional Emergency Management Advisor NEMA) was available for questions.

Resolution: Sandy Graham Moved, Alex Parmley Seconded

That the Coordinating Executive Group:

1) Notes this report.

MOTION CARRIED

8. GENERAL BUSINESS**Hato Hone St John**

David Milne reported on behalf of Hato Hone St John. Workload is up 4% through the financial year equating to an extra 1500 calls. An internal review process has been undertaken post the severe weather events focussing on strengthening IMT structure and additional infrastructure opportunities.

Ministry of Social Development (MSD)

Steph Voight from MSD reported that small amounts of investment are starting to come into the region. MSD participated in community job coaching which was on the Welfare That Works program. Other regional targets are below which is a good result. MSD will have an agency debrief following the weather events and Steph Voight acknowledged the successful MPI response. Representation on the Welfare Group will be followed up.

Te Runanga o Moeraki

Trevor McGlinchey noted that they are nearing the end of the 2-year pilot project for the mana whenua emergency facilitator role. The Chief Executives of Ōtakau, Puketeraki and Moeraki will be considering the next steps for that role. The marae is taking an intentional response to support communities and community groups are starting to see themselves as part of an emergency response network.

Te Whatu Ora Southern

Mallory Wood reported that their restructure is almost complete. Southern will remain with two staff. A debrief of the weather events is underway. Public health is very active with the measles outbreak.

Now that the restructure is complete, the focus will move to the Health work plan, mass casualty plan, alternate communications and engagement with partner agencies.

General Business

Sandy Graham formally noted the service of outgoing Chair Steve Hill to the Coordinating Executive Group and recorded a vote of thanks.

The next meeting was confirmed as 30 January 2026.

9. KARAKIA WHAKAMUTUNGA - CLOSING

There was no further business, and Trevor McGlinchey closed the meeting at 2:31 pm with a karakia.

Chairperson

Date

7.3. Group Manager Report

Prepared for: Civil Defence and Emergency Management – Joint Committee
Report No. CDEM2573
Activity: Civil Defence and Emergency Management
Author: Matt Alley, Group Manager, Emergency Management Otago
Endorsed by: Matt Alley, Group Manager, Emergency Management Otago
Date: 5 December 2025

PURPOSE

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

EXECUTIVE SUMMARY

- [2] Emergency Management Otago (EMO) continues to make strong progress across its annual work programme while supporting several significant operational events during the reporting period. Key activities have focused on strengthening operational readiness, enhancing regional risk understanding, modernising systems, and supporting communities through recent adverse weather impacts.
- [3] At the national level, the November Emergency Management Leadership Group (EMLG) meetings provided clarity on forthcoming system reform, including progress on the Emergency Management Bill, a new national engagement framework, and major investment in operational systems and data integration. The Assurance Programme is moving toward a three-tier national model, with increased expectations for CDEM Group participation in pilots, self-assessment, and future external evaluation.
- [4] Locally, EMO has advanced core workstreams across risk reduction, readiness and response, community resilience, and governance. This includes integrating the Regional Vulnerability Assessment into the 2026–2036 Group Plan, operationalising the Geographic Information System (GIS) strategy and Common Operating Picture, ongoing development of deployable capability, and delivery of training and exercise programmes across councils. Community Resilience Group development remains strong, with increasing numbers approaching operational status.
- [5] During October, the Group also supported complex weather-related activity across the region, including lake-level management in Queenstown Lakes and a major wind event in the Clutha District that resulted in widespread infrastructure damage and a State of Local Emergency. The response demonstrated strong collaboration with councils, partner agencies and communities, and highlighted the value of recent resilience and readiness investments.

- [6] Overall, EMO remains on track against its work plan, is actively contributing to national sector development, and continues to strengthen Otago's capability and resilience to manage future emergencies.

RECOMMENDATION

That the Joint Committee:

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

DISCUSSION

Staffing

- [7] At the time of writing this report, Emergency Management Otago has two vacancies:
1. Admin Support Coordinator
 2. Group Office Team Leader

Both positions have been advertised, with a preferred candidate identified for the admin position and interviews underway with shortlisted candidates for the team leader position.

It is anticipated that both roles will be filled by early 2026 at the latest.

Emergency Management Leadership Group (EMLG) Meetings 12-13 November 2025

- [8] The November meetings of the Emergency Management Leadership Group (EMLG) focused on how the sector will operate over the next 3–5 years: new legislation and frameworks, national systems investments, assurance, people capability and wellbeing, and stronger partnerships with security, disability and insurance agencies.

System Reform

- [9] NEMA confirmed that work on the Emergency Management Bill is progressing, including proposed changes in core terminology from “emergency” to “disaster” and from “emergency management” to “disaster risk management”. The intention is to align domestic legislation with the National Disaster Resilience Strategy (NDRS) and international best practice (e.g. Sendai), reduce confusion about scope and purpose, and reinforce a 4Rs risk-management focus. These changes will not alter Group responsibilities or require public rebranding, but they will shape the language used in plans, policies and advice.

Operational Systems and Data – EMS-OS and GIS

- [10] EMS-OS is seen as the anchor project for EM System reform (EMSIP). To date, NEMA and EM Staff have been working on three detailed business cases (DBC). DBC1-3 (Sector Intelligence Platform, Common Operating Picture and National Warning System), all already have strong central-government support. A fourth DBC will be considered on a different timeline from the first three. DBC4 will focus on how regional and local partners connect into that environment and will underpin a Budget 2027 bid.
- [11] EMLG is asked to act as an advisory board, provide SMEs (operational, ICT, data, legal/finance and privacy), and prepare their own organisations for future digital change and co-investment.
- [12] The feasibility work led by KPMG as a precursor has confirmed that there are viable options to improve interoperability and to move towards a national Common Operating Picture. Survey results showed very high adoption of CIMS and digital tools (D4H, ArcGIS, etc.), but also highlighted fragmented systems, manual workarounds and large funding disparities between organisations.
- [13] Three options have been shortlisted:
- Shared Data Structure (Option F) – common data standards and APIs, with each agency maintaining its own tools.
 - Regional–Local Integration (Option E) – a coordinated data model and middleware to support integration across national, regional and local systems.
 - Full Integration (Option G) – a single, centrally managed environment supporting all partners.
- [14] In parallel, the GIS working group presented a snapshot of sector progress. Inter-group alignment on GIS platforms, data and web services is already enabling shared situational awareness and common mapping products. However, this work currently relies on practitioner goodwill rather than formal governance. EMLG is being asked to endorse a sector steering group, to avoid divergence, technical debt and “non-aligned datasets” as systems mature.

Assurance

- [15] The Assurance Team provided a substantive update on the development of the national emergency management assurance framework, signalling a major evolution in how performance, maturity and system readiness will be assessed across the emergency management sector.
- [16] The programme is no longer centred solely on a self-assessment tool but is maturing into a structured, multi-tiered assurance system that will apply equally to CDEM Groups, local authorities, national agencies, lifelines, and NEMA itself.

- [17] A new three-tier assurance model

The new model consists of:

Tier 1 – Organisational Assurance (Self-Assessment):

Internal monitoring, using a structured tool and evaluation matrix, focused initially on CDEM Groups and their councils.

Tier 2 – System Assurance:

Sector-level evaluation, drawing on information from Group Plans, operational learning, exercises, monitoring reports, and cross-agency performance indicators.

Tier 3 – External Assurance:

Independent evaluation activities (e.g. site visits, external audits, compliance checks), designed to validate Tier 1 and 2 insights and support better-informed national decision-making.

- [18] The shift to this model is intended to lift maturity, avoid duplication of existing review mechanisms, and create a coherent system-wide picture of resilience, readiness and improvement.

Implications

- [19] The national assurance programme will require:
- Participation in pilots and sector-wide testing.
 - Alignment of local monitoring and improvement processes with the national framework.
 - Commitment to providing high-quality self-assessment data.
 - Preparation for eventual external evaluations (Tier 3).
 - Local authorities understand their role within the framework and resourcing implications.
- [20] Collectively, this work positions assurance as a foundational system function, not an optional or compliance-only activity.

Annual Workplan Report

- [21] Emergency Management Otago continues to make progress across the 2025–2026 Work Plan, with activity advancing under all major workstreams: risk reduction, readiness and response, community resilience, and governance.

Managing Risks:

- The Regional Vulnerability Assessment is being incorporated into the 2026–2036 Group Plan.
- EMO continues active involvement in AF8 and is progressing with Lower Taieri flood modelling with ORC.
- These initiatives strengthen the region's understanding of hazard and vulnerability profiles.

Readiness, Response & Recovery:

- Lifelines' work continues on key projects, including alternative communications, fuel and generator planning.
- Updated tsunami response planning is complete; additional lead-agency support planning is underway.
- The GIS Strategy and Common Operating Picture development are tracking well, including integration of the FENZ damage assessment tool.
- Welfare Needs Assessment automation, and the new web response page are being refined.
- A deployable capability project and Recovery Toolkit are in development; Recovery Plan review scheduled for Q4. Training continues across all councils, with Q4 Tier 2 and Tier 3 exercises planned.

Community Resilience

- CRG development continues across the region, with many groups close to achieving operational status pending delivery of new H&S training.
- 65 Community Resilience Guides have been completed.
- Engagement activity remains strong, including school programmes, preparedness sessions and a growing digital footprint (18,247 Facebook followers).
- Public preparedness survey and regional campaign are planned for Q3–Q4.

Governance & Organisational Development

- Work has commenced on the next Group Plan, targeting consultation in May 2026.
- A Group Assurance Tool aligned to the NDRS is being drafted for evaluation in Q2.
- EMO is developing a Career Progression Framework and supporting the establishment of the NZ Response Team – Coastal Otago.
- Progress continues against the 2024 AAR recommendations, including D4H uplift and preparation for the 2026 regional exercise.

A copy of the annual Workplan Report is attached to this paper (Attachment 1).

Severe Weather Response, Queenstown and Clutha

- [22] October 2025 saw significant activity for the council and EM Otago Staff in both Queenstown Lakes and Clutha.
- [23] Significant rainfall and snow melt in the headwaters of the central lakes, compounded by saturated ground from back-to-back weather systems, had most of the inland catchments at alarm limits.
- [24] Initial activity was focused inland with Council and Community Response activations in Glenorchy, Queenstown Lakefront and Kingston.
- [25] Generally, the impacts were slightly lower than forecast; however, recent work with community resilience groups was seen to bear fruit, particularly with the response to impacts to the NW section of the Glenorchy Township.

- [26] On Thursday, 23 October 2025, a severe weather event in the form of significant winds affected the Clutha District, causing widespread damage and impact to infrastructure and resulting in power outages, telecommunications disruptions, and water supply issues across the district. The event resulted in significant welfare needs across multiple rural communities, including Waitahuna, Clydevale, Owaka, Lawrence, Tapanui, and Heriot.
- [27] Clutha District Council activated its Emergency Operations Centre (EOC) and A State of Local Emergency under s 68 of the Civil Defence Emergency Act 2002 was declared for the Clutha District at 2:20 pm on Friday, 24 October 2025. The declaration was made due to the significant damage and impact to critical infrastructure across the entire District. The State of Local Emergency was extended by Clutha District Mayor Jock Martin at 12:00 pm on 31 October 2025.
- [28] The weather event caused severe infrastructure damage across the district, which had a significant impact on residents, businesses and communities in the Clutha District. Infrastructure, Buildings, trees, powerlines, power poles, and communication poles suffered damage throughout the district.
- [29] The damage caused by the severe winds caused district-wide power outages, with most residents being without power for at least the first 24 hours, most of the district being without power for several days, and some of the more remote areas of the district and isolated individual households still being without power two weeks later.
- [30] Communications across the District were severely impacted for several days as mobile/cellular towers also lost power, leaving some residents and communities unable to contact others or receive updates on the situation. Water and waste water services were impacted across the district, with various water and wastewater treatment plants being damaged and inoperative for an extended period of time (and continuing to be affected intermittently), resulting in no water and/or sewerage services for many communities, boil water notices across most of the District when the water services were restored, empty reservoirs, and damage/leaks in the water infrastructure.
- [31] The Roding network across the Clutha District was also significantly impacted. During and in the immediate aftermath of the weather event, around 45 local roads were closed, along with sections of State Highway One.
- [32] There was also extensive damage to private properties, with trees, buildings/structures and vehicles damaged.
- [33] At the time of writing this report, Clutha remains in a state of emergency transition.

Otago CDEM Partnership Agreement

- [34] The Otago Civil Defence Emergency Management (CDEM) Partnership Agreement (see Attachment 2) sets out how the region's local authorities work together to meet their statutory responsibilities under the CDEM Act 2002 and provides the formal basis for coordinated delivery of CDEM services across Otago. It establishes the shared intent of

the Otago Regional Council and the five Territorial Authorities—Central Otago, Clutha, Dunedin, Queenstown Lakes and Waitaki—to collectively strengthen resilience, reduce risk, and ensure effective readiness, response and recovery arrangements across the region.

- [35] The Agreement explains that governance of CDEM is exercised through the Otago CDEM Joint Committee, supported by the Coordinating Executive Group (CEG), which provides professional oversight and ensures that the requirements of the Group Plan are implemented. Operational delivery is undertaken by Emergency Management Otago (EMO), a single regional team established to provide consistent services on behalf of all councils.
- [36] It outlines the unique position of the Otago Regional Council, which has three roles within the system: acting as the administering authority required under legislation, employing EMO staff and providing the organisational systems and policies that support them, and participating as an equal member of the Group and CEG alongside the territorial authorities. The Agreement further clarifies that EMO staff are employed solely through ORC, and that all councils commit to alignment with agreed work programmes, participation in emergency management activities, and resourcing expectations.
- [37] The Agreement has a ten-year term and provides for a structured review process beginning eighteen months before expiry, with provisions for renewal, amendment, or withdrawal. It includes a staged dispute resolution process designed to resolve issues informally wherever possible, progressing through negotiation, facilitation by the CEG Chair, and mediation if required.
- [38] Overall, this document provides the governance foundation for how emergency management is organised, funded, and delivered across Otago. It ensures all councils understand their obligations, confirms how decisions are made, and reinforces a collective commitment to a safer, stronger and more resilient region.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [39] No matters arising.

Financial Considerations

- [40] No matters arising.

Significance and Engagement

- [41] No matters arising.

Legislative and Risk Considerations

- [42] No matters arising.

Climate Change Considerations

- [43] No matters arising.

Communications Considerations

[44] No matters arising.

ATTACHMENTS

1. EMO Workplan Report November 2025 [**7.3.1** - 29 pages]
2. Otago Civil Defence and Emergency Management Agreement [**7.3.2** - 24 pages]



Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

Nov 2025

Work Plan Report



Clutha
District Council



DUNEDIN
CITY COUNCIL | kaunihera
arorua o Ōtēpoti



Otago
Regional
Council



QUEENSTOWN
LAKES DISTRICT
COUNCIL



Waitaki
District Council
TE HAKAIAKAI OIWA

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 Civil Defence Emergency Management Act 2002 and align with national frameworks such as the National Civil Defence Emergency Management (CDEM) Plan.

WORK PLAN REPORT NOV -2025 | 1

Contents

Who we are

Contents.....

2025-2026 Work Plan Tasks.....

Emergency Management Otago Team.....

Our Values

Managing Risks.....

Effective Response to and Recovery from Emergencies

Enabling, Empowering, and Supporting Community Resilience

Governance and Management.....

1

2

3

4

5

9

11

13

14

Emergency Management Otago Team

Group Office Team

Matt Alley - Group Manager

Erica Andrews – Stakeholder
Engagement Advisor / Acting Group
Office Team Leader

Glenn Mitchell – Principal Advisor

Andy MacKenzie Everitt – Projects and
Planning Advisor

John Mawhinney – Readiness and
Response Advisor

Mel Banks – Lifelines Program Lead

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.

2025-2026 Work Plan Tasks

Workstream Areas of Focus



Managing Risks



**Effective Response to and Recovery
from Emergencies**



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

Managing Risks



Hazard Research

Activity	Tracking	Progress Update
Regional Vulnerability Assessment Integration (Q1-Q2)		Regional Vulnerability assessment is being incorporated into the Group Plan 2026-36
Continued support for the AF8 Project (Q1-Q4)		Ongoing membership in the project steering group by the Group Manager.
Integrated Flood Modelling (Lower Taieri)		Project plan in place, and work is underway to gather and refine data in conjunction with ORC Natural Hazards

LEGEND



COMPLETED



IN PROGRESS



NOT STARTED



UNLIKELY TO COMPLETE

WORK PLAN REPORT NOV -2025 | 6








Effective Response to and Recovery from Emergencies


Operating Systems





Activity	Tracking	Progress Update
Lifelines projects (Q1 – Q4)		<ul style="list-style-type: none"> • Alternate Communications Plan • Fuel Plan • Generator Plan • GIS viewer integration <p>This is a multi-year project. See the separate Lifelines report paper.</p>
Hazard Planning - One hazard-specific plan completed each quarter per response/ coordination facility. (Q1-Q4)		The GECC has updated the tsunami response plan Q1 and has developed a draft “Support to other lead agency” plan in Q2.
Hazard Planning - Regional /Local Support for the Te Wai Pounamu Planning Group (Q1-Q4)		The initial focus is on Mass Relief planning, with some work towards a GIS tool for rapid population-based Needs Assessments.
Auditing and Assurance - Equipment audits have been completed, along with the auditing and review of D4H Plays and the regional warning system. (Q1-Q4)		Equipment inspections in D4H are on going and D4H plays will be audited in Q4.
Operational Systems - GIS Strategy is developed and implemented. (Q1- Q2)		A GIS for CDEM Strategy has been developed to ensure work in this space is focused on priorities. The roadmap to success for year 1 is now being implemented.
LEGEND COMPLETED IN PROGRESS NOT STARTED UNLIKELY TO COMPLETE		




WORK PLAN REPORT NOV -2025 | 7

Activity	Tracking	Progress Update
Operational Systems - Impact Assessment workflow. (Q1- Q4)		The Wide Area damage assessment tool developed by FENZ is being integrated into the Common Operating Picture GIS tool under development as part of year 1 of the GIS Strategy work. Welfare Needs Assessment + Automation work is progressing with some fine-tuning of the automation to be completed.
Operational Systems - Website Response Page (Q1 – Q2)		Ongoing testing, development and refinement of the web response page.
Operational Systems - Deployable Capability (Q1 – Q2)		Project plan underway, with an initial three-vehicle project started.
Group Recovery Toolkit (Q2)		The development of the Group Recovery Toolkit is underway
Group Recovery Plan Review (Q4)		Planned for delivery in Q4

Operational Workforce Capability

Activity	Tracking	Progress Update
Training and Capability Strategy - All Council Response Teams to maintain a cohort (80%) of trained / capable staff. (Foundation Training) (Q1-Q4)		See Appendix 1.

LEGEND  COMPLETED  IN PROGRESS  NOT STARTED  UNLIKELY TO COMPLETE

Activity	Tracking	Progress Update
Training and Capability Strategy - material is developed for quarterly function training (Q1-Q4)		Ongoing development across Q1-Q4
Tier 3 Exercise – All Otago Councils (Q4)		Full-day exercise is delivered for each council that is consistent with the approved exercise concept and instructions.
Tier 2 Exercise – Lifeline Utilities (Q4)		Planned for Q4

LEGEND



COMPLETED



IN PROGRESS



NOT STARTED



UNLIKELY TO COMPLETE

WORK PLAN REPORT NOV -2025 | 9



Enabling, Empowering, and Supporting Community Resilience

Community Resilience Strategy

Activity	Tracking	Progress Update
Community Resilience Strategy - Community Resilience Groups (Q1-Q4)		Groups are developed to be operational as defined in the Community Resilience Strategy. This is a multi-year project.
Community Resilience Strategy - Community Training Support – material is developed to support the delivery of the Community Resilience Strategy (Q1-Q4)		Development of a Health and Safety module for Community Resilience Groups is underway See Appendices 2 & 3.
Community Resilience Strategy – Public education. (Q1-Q4)		Deliver Annual Community Preparedness Survey Deliver 1 Regional Community Preparedness Campaign Planned for Q3 & Q4
EQ Trailer Concept / Design		Project underway with initial meetings with international vendor.
Clued Up Kids		Waitaki – Completed in Q1 Clutha Central Otago QLDC Dunedin This is a multi-year project

LEGEND



COMPLETED



IN PROGRESS




NOT STARTED



UNLIKELY TO COMPLETE

WORK PLAN REPORT NOV -2025 | 10

Activity	Tracking	Progress Update
Social Media Growth		Facebook followers as at end of Q1 18,247 This is a multi-year project.

LEGEND

 COMPLETED

 IN PROGRESS

 NOT STARTED

 UNLIKELY TO COMPLETE



Governance and Management

Group Plan

Activity	Tracking	Progress Update
Group Plan Review (Q1 – Q4)		Work has started on this project, with a target date for the draft available for consultation in May 2026
Group Assurance Framework (Q4)		A draft audit tool is being developed based on the earlier MCDEM assessment tool, refocused on the National Disaster Resilience Strategy. The draft tool is planned to be evaluated by the end of Q2.
Career Progression Framework		Establish and Implement a Career Progression Framework for EM Otago Staff
NZ Response Team – Coastal Otago		The Response Team has formed a charitable trust and committee. Work is underway to develop a training plan for 2026, focusing on the initial strands – Foundation, Welfare and Flood response. A draft MoU with the Otago Civil Defence Emergency Management Group has been drafted and is currently being reviewed by the ORC legal team.

LEGEND



COMPLETED



IN PROGRESS








NOT STARTED



UNLIKELY TO COMPLETE

WORK PLAN REPORT NOV -2025 | 12

October 2024 After-Action Review Recommendation Progress

Recommendation	Tracking	Progress Update
Confirm all EOC/GECC shifts, identify staff, and communicate expectations. (Q1 - Q2)		Awaiting CEG decision.
Build familiarity with D4H, develop response playbooks, and use D4H as the training foundation.		Underway
Double annual training from 8 to 16 hours for EOC/GECC staff.		Unable to deliver with current resourcing, awaiting CEG decision.
Full Group-wide exercise including all EOCs, the GECC, and partners.		The current work plan already anticipates a regional exercise in 2026. Delivering a high-quality, scenario-driven exercise with interagency participation will require a lead-in of 6–8 months and cross-agency planning.
Prioritise deployments and secondments for EMO staff.		Maintain the current practice of sector surge deployment when available, evidenced by recent Nelson and interregional Clutha deployments.

LEGEND



COMPLETED



IN PROGRESS




NOT STARTED



UNLIKELY TO COMPLETE

WORK PLAN REPORT NOV -2025 | 13

Recommendation	Tracking	Progress Update
Increase communication, shared understanding, and clarity of roles.		<p>EMO is well-positioned to support this recommendation through existing committee forums (e.g. Readiness & Response, Welfare Coordination Group) and integration into upcoming exercises and training.</p> <p>Efforts to embed this into the Group Plan and refresh protocols are already underway.</p>

LEGEND

 COMPLETED

 IN PROGRESS

 NOT STARTED

 UNLIKELY TO COMPLETE

Appendix 1

Training Overview

Overall Summary

The information below was first reported in this year's May EMO Workplan Report. It has been included here as an update for the incoming Joint Committee, and by association, the new incoming councils. It outlines the ongoing strategic repositioning of emergency management training data to align with the established training strategic pathway. This initiative is fundamentally changing how training progression and capability levels of both the Group Emergency Coordination Centre (GECC) and the five District Council Emergency Operation Centre (EOC) teams are recorded and reported. Consequently, reported figures for 'Qualified' GECC/EOC staff will reflect a more rigorous and standardised assessment, resulting in a temporary but necessary decrease compared to previous reporting methods. This recalibration is essential for achieving regional consistency, establishing clear capability benchmarks, eliminating subjectivity, and ensuring greater accuracy in training data and capability reporting.

1. Strategic Alignment of Training Data:

Significant work has been undertaken to ensure that the management and recording of training data are strategically aligned with the defined GECC/EOC training pathways. This alignment is crucial for providing a clear and consistent framework for developing and tracking the capabilities of our GECC/EOC personnel.

2. Implementation and Staff Training:

Training on the new data management processes with Emergency Management Otago staff was initiated and continues to evolve. This training equips staff with the necessary skills to accurately record and maintain training data in accordance with the revised strategic pathway.

3. Rebuilding and Standardising Training Databases:

Emergency Management Advisors have been actively engaged in the process of rebuilding their training databases to reflect the new structure and requirements of the training pathway. This includes a fundamental shift in how the training progression of council GECC/ECC teams is recorded. This process is being managed in staged phases.

4. Impact on Reported 'Foundation Qualified' Staff Figures:

The alignment of training records with the new training pathway will result in a noticeable decrease in the reported figures for 'Foundation Qualified' GECC/EOC staff compared to previous reporting periods. This is a direct consequence of the new, more stringent qualification criteria:

- **Universal Baseline:** All members across all GECC/EOC teams, irrespective of prior experience or perceived capability, are now initially classified as 'Foundation Unqualified'.

- **Pathway Completion Requirement:** Qualification is contingent upon the successful completion of the new, role-specific training pathway.
- **Role-Based Pathways:** The required training pathway is differentiated based on the specific role of the team member, categorised into three levels: 'Team Member', 'Function Manager', and 'Control'.

5. Rationale for the Revised Approach:

The strategic decision to implement this revised approach is underpinned by the following key objectives:

- **Regional Consistency:** To establish a uniform standard for the level of training and capability across all GECC/EOC teams within the region.
- **Clear Capability Benchmarks:** To provide transparent and measurable benchmarks against which individual and team capabilities can be objectively assessed.
- **Elimination of Subjectivity:** To minimise the influence of subjective assessments in determining an individual's level of training and capability, ensuring a more objective and defensible evaluation process.
- **Enhanced Accuracy:** To significantly improve the accuracy and reliability of training data recording and the reporting of overall capability levels.

Conclusion:

The strategic repositioning of emergency management training data represents a critical investment in ensuring a consistent, measurable, and accurate understanding of our GECC/EOC team capabilities. While this transition has and will result in a temporary decrease in reported 'Qualified' staff figures, it is a necessary step towards achieving greater regional consistency, establishing clear benchmarks, eliminating subjectivity, and ultimately enhancing the overall effectiveness and preparedness of our emergency response teams. The Governance Group is asked to note this change in reporting methodology and the rationale behind it. Future reports will also reflect on progress against the new framework.

Table 1*

Quarter 1 July-September 2025						
Qualified	WDC	DCC	CDC	CODC	QLDC	GECC
Team Member - Trainee	74	124	18	53	37	20
Team Member - Qualified	6	49	18	19	26	23
% Team Members Foundation Qualified	8%	28%	50%	26%	41%	53%
Function Manager - Trainee	9	20	12	7	9	7
Function Manager - Qualified	0	1	0	3	12	4
% Function Managers Foundation Qualified	0%	5%	0%	30%	57%	36%
Response Manager - Trainee	3	0	2	1	2	0
Response Manager - Qualified	0	0	0	0	1	0
% Response Managers Qualified	0%	0%	0%	0%	33%	0%
Recovery Manager - Trainee	0	0	1	0	0	1
Recovery Manager - Qualified	0	0	0	0	0	0
% Recovery Managers Qualified	0%	0%	0%	0%	0%	0%
Controller - Trainee	0	1	0	1	5	1
Controller - Qualified	4	2	3	2	1	4
% Controllers Qualified	100%	67%	100%	67%	17%	80%
% of Response Team Qualified	10%	26%	39%	28%	43%	52%

*Note 1: Table 1 captures Territorial Authority staff only. It does not include Emergency Management Otago staff.

Note 2: All Council Response Teams are to maintain an 80% (minimum) cohort of trained/capable staff. (Foundation Training) – as per the “Training & Capability Strategy 2023-2026”.

Table 1 Key:

- **Team Member “Foundation Qualified”** – Have completed the four introductory “Foundation Suite” courses comprising the:
 - ‘Integrated Training Framework (ITF) Introduction to Emergency Management’ course
 - ‘Coordinated Incident Management System (CIMS) Basics’ course
 - ‘D4H – Part 1’ course
 - ‘D4H - Part 2’ course

“Foundation Qualified” indicates a team member has covered the minimum level of knowledge to understand the basics of how an emergency response works under the Coordinated Incident Management System. It does not measure their competency within their designated function.

- **Function Manager “Foundation Qualified”** – Have previously gained “Foundation Qualified Team Member” and completed the three Function Manager Foundation courses comprising the:
 - ‘Coordinated Incident Management (CIMS) 4’ course
 - ‘Function Leadership’ course
 - Their relevant ‘1-Day Function’ course
- **Controllers** – The Joint Committee endorses controllers. Qualifications and training requirements are still under review. However, they do need a sound grounding in ‘CIMS’ and competency with D4H.

Appendix 2

The Community Resilience Strategy applies to the Otago CDEM Group Otago. It focuses primarily on societal resilience as it applies to disaster risk management. This strategy will guide Emergency Management Otago through to 2026 at which point it will be reviewed and adjusted, if required.












The Strategy focuses on four (4) objectives:

1. Creating Awareness
2. Increasing Connectedness
3. Building Capability
4. Enabling and Empowering

The Otago CDEM Group responsibilities in this area are defined in CDEM Act 2002, The Otago Group Plan 2018-28 (The Plan) and The National Disaster Resilience Strategy (NDRS).

The strategy is not proposing to be a 'one size fits all' approach to community resilience and community response groups, rather a framework with relevant elements that councils and communities can utilise under a common set of principles with shared goals and outcomes.

Community Engagement Activities

District	Activity	Aware	Connect	Enable	Capable
Dunedin City	Sara Cohen, St Leonards, Silverstream, Balmacewan, Bradford, Sawyers Bay & St Brigids Schools				
	WSP				
	Tomohawk Ocean Grove				
	South Dunedin Community Network				
	Gold Star				
	University Med Students				

District	Activity	Aware	Connect	Enable	Capable
	Taieri Community				
	Maori Hill Friendship Club				
	Anderson Bay Sea Scouts				
	Valley project				
Clutha	Public engagement				
Central Otago	Cromwell ESOL students				
	St Johns School				
	Vietnamese Delegation				
	Salvation Army				
Queenstown Lakes	Queenstown Primary School				
	Rotary Club				
	Lakes Multicultural Society				
Waitaki	Clued Up Kids				
	Moeraki Marae				
	Anglican Family Care				

Community engagement activities (1 July 2025 – 30 Sept 2025)**Dunedin City (Total Attendees: 903)**

Dunedin City supported many school visits to provide an increased visibility of the Clued-up Kids programme. Other initiatives included engagement with the Valley Project and community wide events.

Clutha District (Total Attendees:4)

The Clutha District engaged with rural residents and provided information on personal preparedness.

Central Otago District (Total Attendees:75)

Central Otago had engagement activities working with many groups. The Grab & Go game and English as a Second Language preparedness sessions were well received.

Queenstown-Lakes District (Total Attendees:50)

Queenstown-Lakes District joined Destination Queenstown to support the accommodation sector with Business Continuity Planning. Rotary Queenstown discussed community resilience and the Lakes Multicultural Society attended preparedness presentations.

Waitaki District (Total Attendees:351)

Waitaki held a well-attended Clued Up Kids session over 2 days.

Appendix 3

Community Resilience Groups

Community Resilience Group activities (1 July 2025 – 30 September 2025)

Each district is active in building community resilience through coordinated emergency planning, preparedness training, and local resource management. Here is a brief summary for each district based on recent CRG activities:

Central Otago District

Regular meetings in Cromwell and across Maniototo Basin locations focus on public event engagement, emergency equipment checks, and readiness.

Roxburgh and Millers Flat conduct site visits and tabletop exercises, ensuring welfare facilities are equipped and communities are trained.

Clutha District

Vulnerability assessment presentations and hazard discussions are held in Clinton and Waipahi, with planning for emergency hub operations.

Groups are actively applying for grants for essential emergency resources and setting up digital toolkits for community resilience.

Dunedin City

Aramoana prefers informal preparedness, distributing guides rather than full CRG training.

Mosgiel-Taieri and Strath Taieri develop and update community response plans with involvement from local boards, patrols, and Fire Emergency NZ

Waikouaiti, Karitane, and Warrington focus on CRG formation and hazard awareness education.

Queenstown-Lakes District

Strong emphasis on hub setup and role assignment, with practical equipment training (generators, Starlink).

Regular training calendars and scenario-based exercises (like Wanaka's flood simulations) are prominent, with continuous engagement and onboarding of new members.

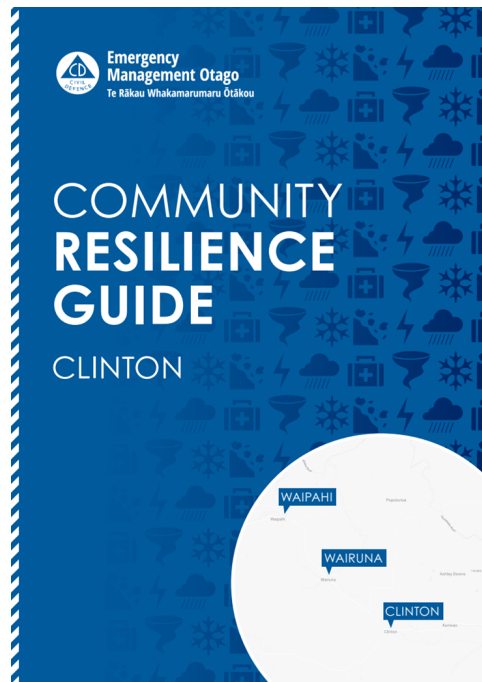
Waitaki District

Groups like Omarama receive both theoretical and practical emergency training, including use of maps and deployable communication equipment (Starlink).

Palmerston hosts multi-agency CRG meetings for status reporting, operational coordination, and collaborative planning.

Community Resilience Guides

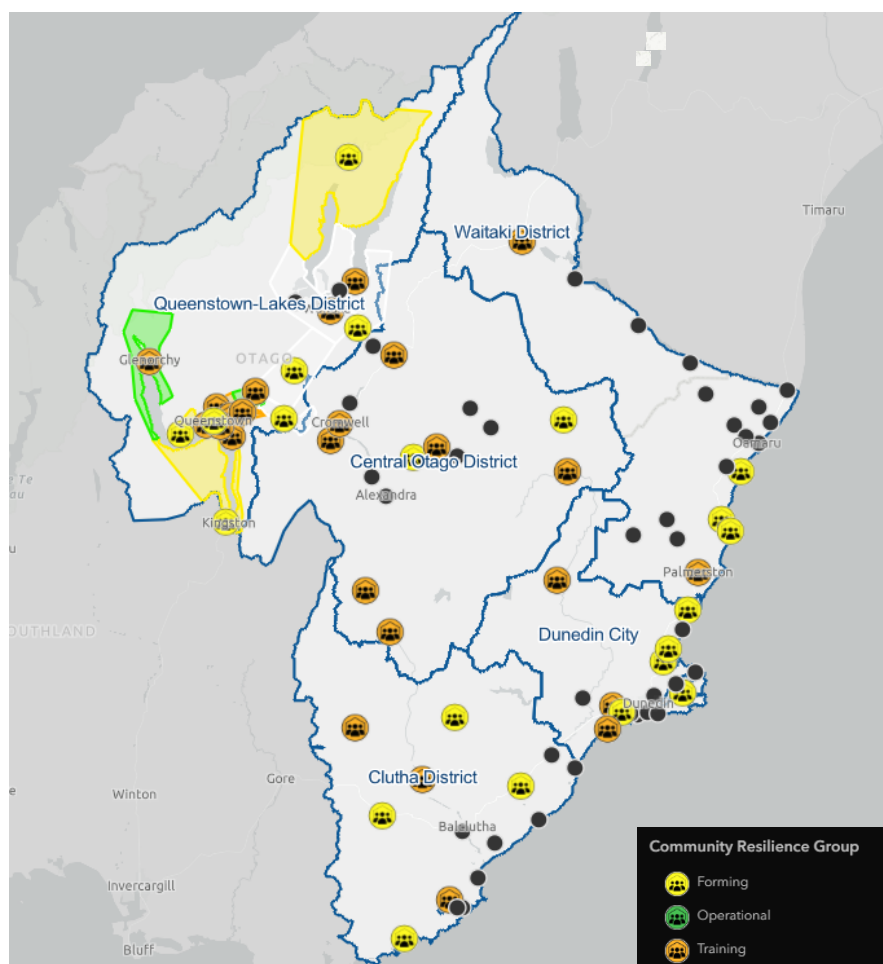
These guides are a geographically focused document that identifies hazardscape and relevant features for each community.



65 Community Resilience Guides have been completed and are on the Emergency Management Otago Website

As new areas and communities are identified and connected with Emergency Management Otago, other Community Resilience Guides can be developed, while the current guides can be reviewed and updated as required.

Community Resilience Groups in Otago



Community Resilience Groups in Otago – Operational Capacity

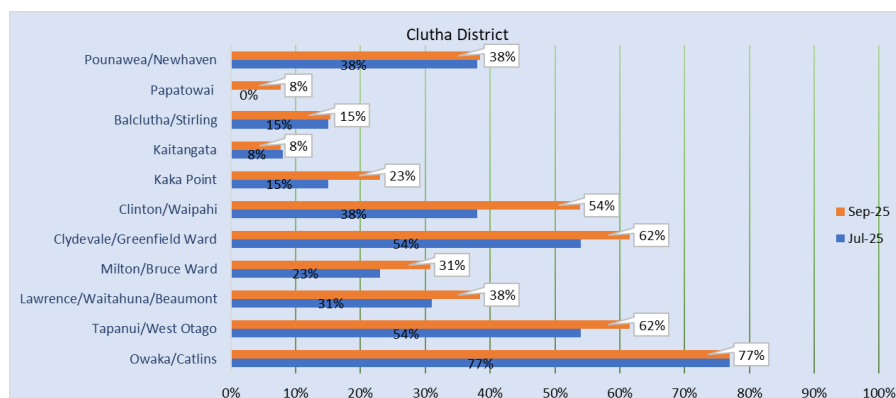
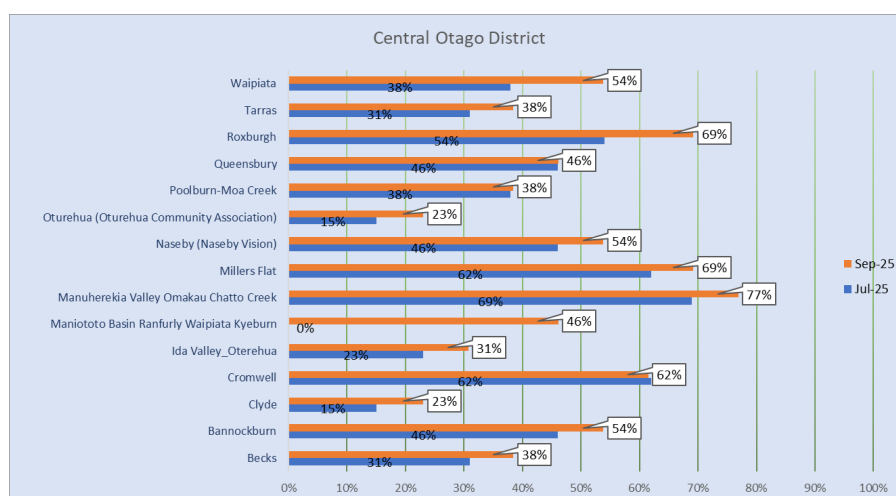
The map of Community Resilience Groups has now been updated with the location of the groups. You will notice the legend now has the three categories of groups covered (Forming, Training, and Operational). These are based on the stage of development as per the Otago Community Resilience Strategy.

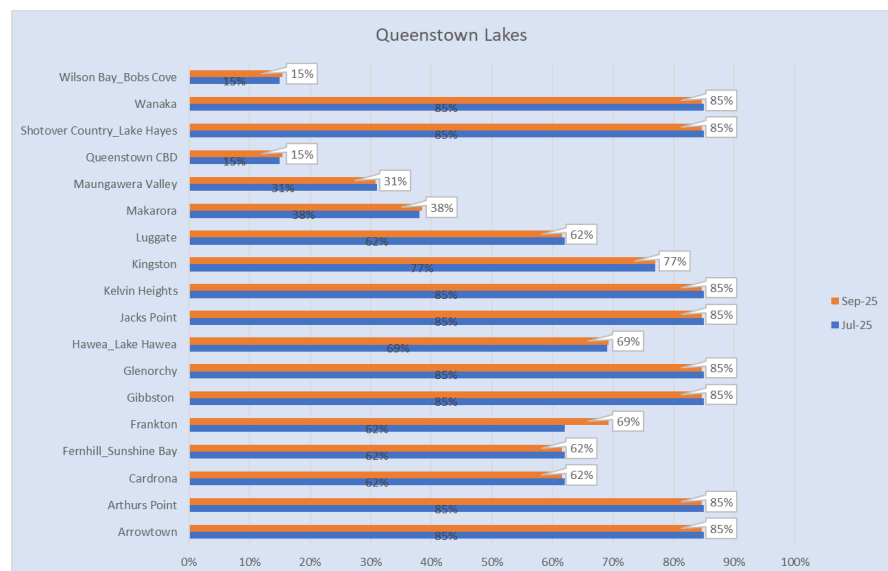
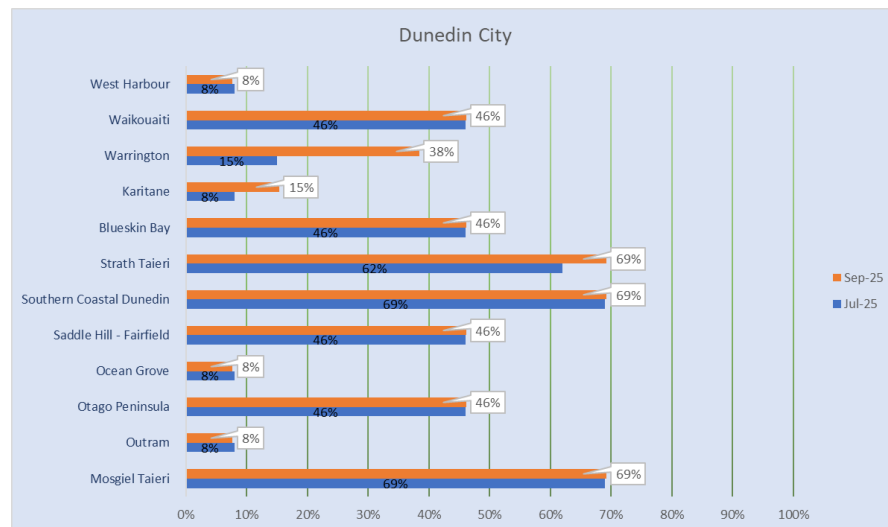
The black dots on the map are locations where community engagement activity is being planned or at a pre-forming stage of Community Resilience Group development. They can also represent known pre-existing groups that are in the process of being connected as Community Resilience Groups have established relationships with district Emergency Operation Centres but fall outside of the Strategy.

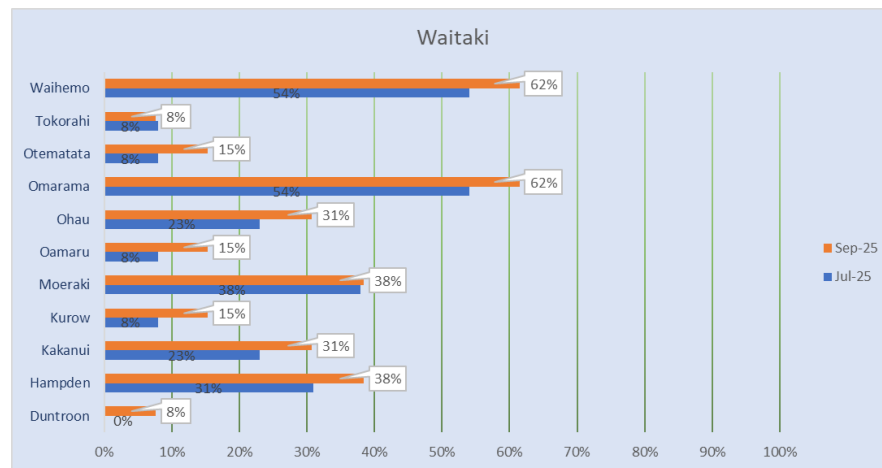
The following charts are for each District Community Resilience Group development as measured against the Otago Resilience Strategy. The percentage represents the fully operational level for each group based on the completion of stages, training, and review of each CRG as outlined in the strategy.

Health and Safety Training is being developed for Community Resilience Groups. Once this has been developed and delivered, many groups will be able to be listed as fully operational.

It is worth noting that some of these groups are long standing, functional, connected to the respective EOC, and well familiar with activating during emergencies, regardless of the relative percentage level as described in the strategy.







Dunedin City Civil Defence Centres

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

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

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

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



OTAGO CIVIL DEFENCE AND EMERGENCY MANAGEMENT

AGREEMENT

AGREEMENT dated this 30 day of June 2022

Otago Regional Council ("ORC")

Central Otago District Council ("CODC")

Clutha District Council ("CDC")

Queenstown Lakes District Council ("QLDC")

Dunedin City Council ("DCC")

Waitaki District Council ("WDC")

1. DEFINITIONS

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

- 1.1 **Administering authority** means the Otago Regional Council¹.
- 1.2 **Agreement** means this Otago CDEM Agreement signed by all Parties; and includes Schedules A, B and C that may be amended from time to time.
- 1.3 **CDEM** means Civil Defence Emergency Management
- 1.4 **CDEM Act** means the Civil Defence Emergency Management Act 2002.
- 1.5 **Otago Civil Defence Emergency Management Group region** means the area covered by Otago CDEM Group. This is based on the boundaries of the territorial authority members of the Otago CDEM Group.
- 1.6 **Otago Civil Defence Emergency Management Group ('Group')** means the joint standing committee² of representatives of local authorities within the Otago CDEM Group.
- 1.7 **CEG** means the Civil Defence Coordinating Executive Group established in accordance with the CDEM Act.³
- 1.8 **EMO or Emergency Management Otago** are CDEM career professionals employed by the ORC, responsible for delivering a range of services on behalf of the Group that enables the Group to fulfil its role.
- 1.9 **Local Authority** means both regional council and territorial authorities that are members of the Group, hereafter also referred to as **Parties**.
- 1.10 **ORC** means the Otago Regional Council
- 1.11 **ORC Executive Manager** means the direct supervisor to the Manager Emergency Management Otago.
- 1.12 **TA or Territorial Authority** means a city council or a district council.
- 1.13 **Lead** means to be accountable for, organise, direct deliver and fund CDEM activity.
- 1.14 **Support** means to give direct or indirect assistance in the development and delivery of CDEM activity.
- 1.15 **Coordinate** means to bring different elements (resources, activities or organisation) together, for development of efficient and effective delivery of CDEM activity.

¹ Civil Defence Emergency Management Act, Section 23

² Local Government Act 2002, Schedule 7, Clause 30 (1) (b)

³ CDEM Act, Section 20 (1)

2. BACKGROUND

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

3. PURPOSE OF CIVIL DEFENCE EMERGENCY MANAGEMENT

The purpose of CDEM is to:

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

⁴ CDEM Act 2002, Section 12

4. PURPOSE

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

5. VISION AND PRINCIPLES

Otago CDEM Vision:

Otago is a stronger, more connected, and adaptable region

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

6. FUNCTION, GOVERNANCE, AND OBLIGATIONS

Governance

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

Otago Regional Council's Role in relation to CDEM

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

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

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

- a) An area adequate for the Group Emergency Coordination Centre (building to meet appropriate standard – IL4), and to a scale to meet its role in a major regional level response⁵. This facility must have capacity, workspace and adequate trained staffing to support 24-hour extended operations where required.
- b) Expertise in hazard knowledge in the region.

Recruitment

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

Parties Specific Obligations

- 6.10. The functions, roles and responsibilities for Parties and EMO are set out in full in Schedule A to this Agreement. The mandate for these roles and responsibilities are in line with the CDEM Act or as agreed by all Parties.
- 6.11. Schedule B to this Agreement sets out the roles and responsibilities with reference to CDEM revenue and finances.
- 6.12. The Group commits to the prudent management of its annual operating budget (i.e. within a variance of no more than 5% at year-end). This commitment is subject to resource demands from civil defence emergencies. For the avoidance of doubt the Group budget process is via the Otago Regional Council Long Term or Annual Planning Process and ORC policies for sensitive expenditure, contract management, procurement, travel and all other relevant policies apply.
- 6.13. All Parties must use their best endeavours to implement and perform the duties outlined in Schedules to this Agreement.

General Obligations

- 6.14. Each Party must act in accordance with the purpose and principles of this Agreement.
- 6.15. Each Party must do all things necessary to give effect to this Agreement.
- 6.16. Each Party must make all necessary delegations to enable this Agreement to be implemented in full.

⁵ Major regional level response as per CIMS 3rd edition

Indemnity

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

CDEM Staff Management

- 6.18. Emergency Management Otago staff are CDEM career staff. All EMO staff are the employees of ORC. Otago TAs under this agreement, will not employ any career CDEM staff outside of this Agreement.
- 6.19. The ORC Executive Manager will liaise with the CEG chair when conducting an annual and half year performance review of the Manager Emergency Management Otago so that the operational performance can be fairly assessed and reported on.

7. FINANCE MATTERS

- 7.1. From the date of signing of this Agreement, the methodology for funding for the Otago CDEM service to deliver CDEM functions outlined in this Agreement, specifically Schedule A, will be through:
- Group CDEM service delivery: CDEM Regional Targeted Rate⁶.
 - TA CDEM service delivery: Respective Territorial Authority budget.
- 7.2. A revenue and financial statement is detailed in Schedule B of this Agreement.
- 7.3. A review of the financial methodology for funding CDEM services in the Otago should be undertaken consistent with the duration and review under section 9 of this Agreement.

8. DURATION AND REVIEW OF AGREEMENT

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

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

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

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

9. DISPUTES

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

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

10. DISSOLUTION

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

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

11. NOTICES

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

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

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

12. COUNTERPARTS

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

Agreement signed by...



Andrew Noone
Chair
Otago Regional Council



Signature

30/6/22

Date

Pim Borren
Chief Executive
Otago Regional Council



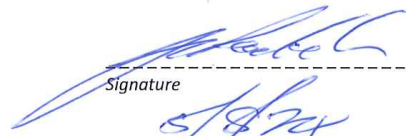
Signature

30/6/22

Date



Jules Radich
Mayor
Dunedin City Council



Signature



Date

Sandy Graham
Chief Executive
Dunedin City Council



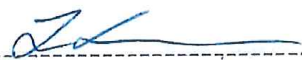
Signature



Date



Tim Cadogan
Mayor
Central Otago District Council



Signature

30 June 2022

Date

Sanchia Jacobs
Chief Executive
Central Otago District Council



Signature

25 August 2022

Date



Clutha
District Council

Bryan Cadogan
Mayor
Clutha District Council



Signature

30th June 2022

Date

Steve Hill
Chief Executive
Clutha District Council



Signature

1 September 2022

Date



Gary Kircher
Mayor
Waitaki District Council

Signature

Date

Alex Parmley
Chief Executive
Waitaki District Council

Signature

15 September 2022

Date



Jim Boulton
Mayor
Queenstown Lakes District Council

Signature

24/08/2022

Mike Theelen
Chief Executive
Queenstown Lakes District Council

Signature

24/08/2022

Date

Schedule A Otago CDEM Roles and Responsibilities

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

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

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

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

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

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

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

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

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

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

Schedule B

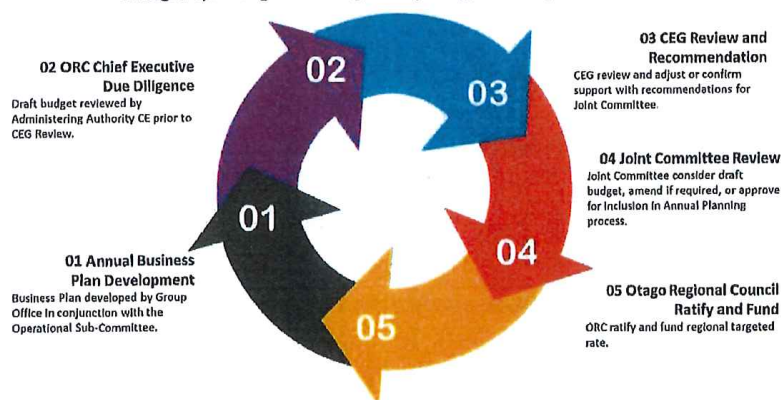
Otago CDEM Financial Arrangements

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

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

Budgeting process for CDEM Regional Targeted Rate

Emergency Management Otago Group Budget Development Process



¹
A targeted rate may be set on a uniform or differential basis in accordance with Sections 16,17 and 18 of the Local Government (Rating) Act 2002.











Otago Civil Defence & Emergency Management Agreement 2022

Final Audit Report

















2022-09-14

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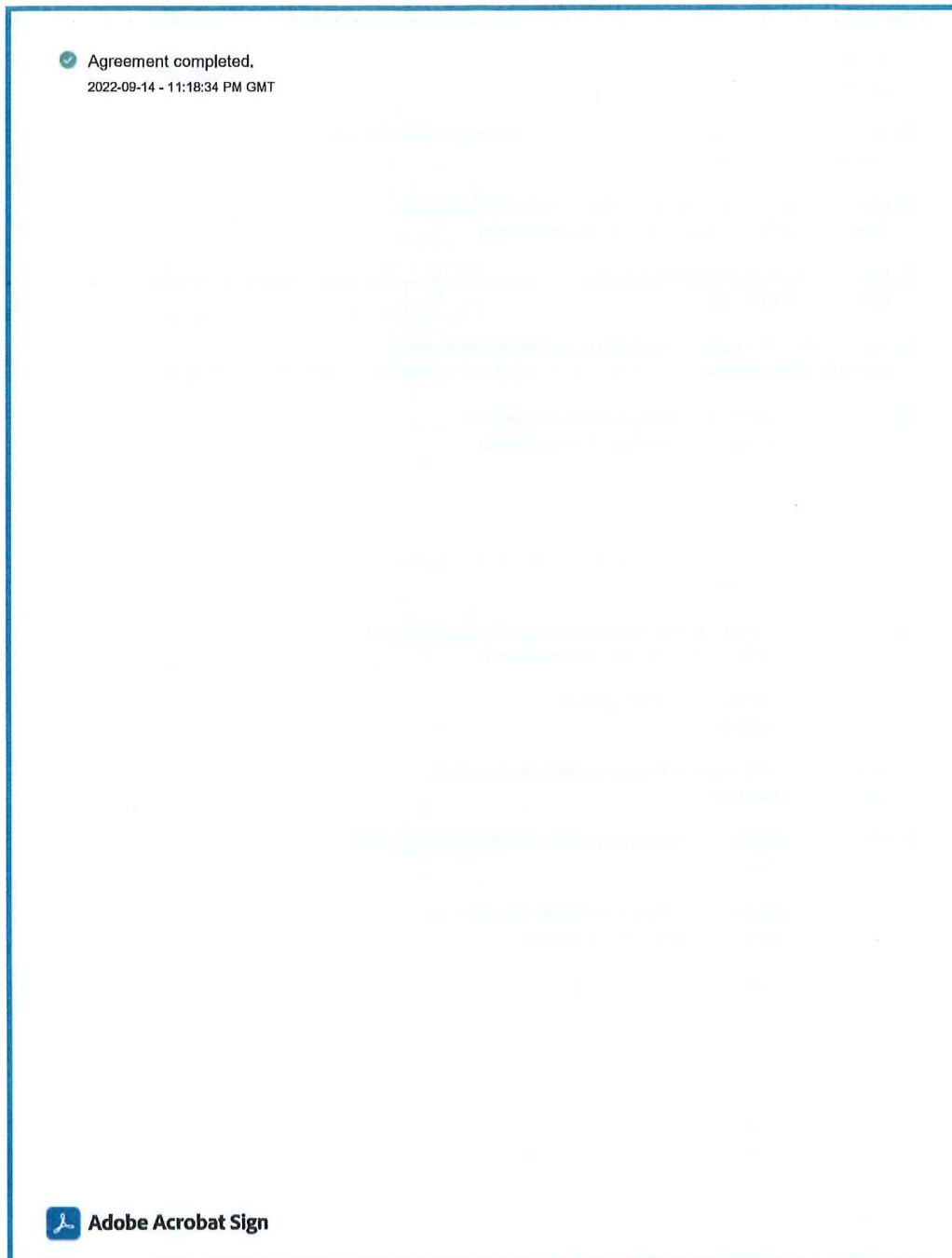
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7.4. Finance Report

Prepared for: Civil Defence and Emergency Management – Joint Committee
Report No. CDEM2574
Activity: Finance Report
Author: Matt Alley, Group Manager, Emergency Management Otago
Endorsed by: Matt Alley, Group Manager, Emergency Management Otago
Date: 5 December 2025

PURPOSE

- [1] This report provides an updated overview of the Emergency Management Group's financial performance for the period from July 1 to October 31, 2025. It includes actuals against budget, identifies key variances, and updates the previously reported position to reflect year to date data.

EXECUTIVE SUMMARY

- [2] For the period ending 31 October 2025, Emergency Management Otago recorded total revenue of \$1.350 million, which is \$17,000 ahead of budget. Rates revenue remains the primary funding source and is tracking slightly above expectations. Additional unbudgeted revenue of \$13,000 reflects training cost recoveries.
- [3] Group-wide operating expenditure totals \$1.232 million, which is \$122,000 below budget. Most activities are tracking favourably, with underspends occurring primarily in programme and operational costs, and through lower internal charges than anticipated.
- [4] The full-year forecast remains largely on budget, with total revenue now expected to reach \$4.016 million and total expenditure forecast at \$4.000 million, indicating a modest year-end surplus of approximately \$16,000.

RECOMMENDATION

That the Joint Committee:

- 1) **Notes** this report.

BACKGROUND

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

DISCUSSION

Finance (July 25 - October 25)					
		Budget YTD	Actual YTD	Variance	Comment
Income	Targeted Rate	1,333,000	1,338,000	5,000	
	TEC Fund	-	13,000	13,000	Training costs recovered
Total Revenue		1,333,000	1,350,000	17,000	
Expenditure (Direct Costs)	Operations	99,000	59,000	40,000	Underspend due to phasing
	Public Education	25,000	2,000	23,000	Underspend due to phasing
	AF8	10,000	-		Underspend due to phasing
	Training	38,000	37,000	1,000	
	Staff Time / Benefits / Expenses	772,000	756,000	16,000	
	Overheads	389,000	335,000	54,000	
	Severe Weather Event	-	28,000	28,000	Unbudgeted activity
	Mana Whenua EM Support	15,000	-	15,000	Awaiting invoicing from Ngai Tahu
	Depreciation	6,000	19,000	12,000	Changes in vehicle cost allocation
	Total	1,354,000	1,232,000	122,000	

Table 1: Year to date financial consolidation by activity.

CONSIDERATIONS**Strategic Framework and Policy Considerations**

[6] No matters arising.

Financial Considerations

[7] A positive year-to-date variance of \$122,000.

Significance and Engagement

[8] No matters arising.

Legislative and Risk Considerations

[9] No matters arising.

Climate Change Considerations

[10] No matters arising.

Communications Considerations

[11] No matters arising.

NEXT STEPS

[12] N/A.

ATTACHMENTS

Nil

7.5. Otago Lifelines Update

Prepared for: Civil Defence and Emergency Management – Joint Committee
Report No. CDEM2576
Activity: Civil Defence and Emergency Management
Author: Mel Banks, Lifeline Program Lead
Endorsed by: Matt Alley, Group Manager, Emergency Management Otago
Date: 5 December 2025

PURPOSE

- [1] This report informs the Joint Committee of the activity undertaken at the Otago Lifeline Utilities meeting on 3 September 2025.

EXECUTIVE SUMMARY

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

RECOMMENDATION

That the Joint Committee:

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

DISCUSSION

[6] Activity is underway for the Lifeline Utilities Communication Plan, which will leverage the Otago Lifeline Utilities Coordinator (LUC) Protocols 2023, outlining the expectations of utilities and the Coordination Centre's pre- and during an emergency. Utilising the PACE model (Primary, Alternative, Contingency, Emergency) for means of communicating, the plan will outline how utilities and coordinating centres will communicate if business-as-usual means of communication are affected by a significant emergency, and the essential information required to be shared by all parties is known in peacetime.

[7] The Otago Generator Management Plan first draft was issued in October with feedback from reviewers indicating the scope and content should be broadened to capture generator inventory held by rental equipment providers within Otago.

Conversations and a collaboration with WellSouth to assist with information gathering from private General Practitioners and Pharmacies regarding their Business Continuity Plans.

Engagement with Aurora Energy to look at options for mobile and fixed infrastructure to support the plan.

Learnings from the October Clutha District and Southland State of Emergency to be incorporated into the plan.

[8] The Otago and Southland Fuel Plan (2019) requires an update; data captured from the generator survey will be fed into this review. NEMA, on behalf of MBIE, released the updated National Fuel Database in October, providing new data, including provisions for backup power from a generator. The purpose of the plan is to detail arrangements for CDEM critical entities to have access to fuel in a CDEM response.

[9] The Lifeline Utility Coordinator (LUC) Exercise will test the Alternative Communications Plan (in paragraph 6) between Lifeline Utilities and Coordination Centres to ensure the plan is robust. The scope and design of the exercise are still to be developed, but it is intended to occur in Q3/Q4.

[10] The Otago Lifelines Geographic Information System (GIS) Viewer, which was created in 2021, will be updated to incorporate hazard models from the ORC Natural Hazards Team and detailed dataset requested from local councils on their 3 waters infrastructure for impact assessments and consequence analysis.

CONSIDERATIONS

Strategic Framework and Policy Considerations

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

Financial Considerations

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

Significance and Engagement

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

Legislative and Risk Considerations

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

Climate Change Considerations

[15] No matters arising.

Communications Considerations

[16] No matters arising.

ATTACHMENTS

1. Minutes: Otago Lifelines Meeting 3 September 2025 [7.5.1 - 6 pages]
2. Otago Lifeline Utilities Group Workplan Report November 2025 [7.5.2 - 5 pages]



Otago Lifelines Group Meeting Minutes

DATE & LOCATION:

3 September 2025, via Teams

MEETING TIME:

10:00 am-12:00 Noon

Attendees

Glyn Lewers (Group Chair)	Mallory Wood (TWO)	Quinton Penniall (CODC)
Mel Banks (EMO)	Vanessa Jones (Foodstuffs)	Jessica Cotton (Aurora)
Nicole Felts (NZTA)	Jesse Gibbs (Dunedin Airport)	Amy Francis (Network Waitaki)
Paul Gurney (WCRC)	Andrew Welsh (ORC)	Shaun O'Halloran (NEMA)
Peter Northcote (NEMA)	Glenn Hutton (Unifone)	Taylor Hendl (EMO)
James Allison (CDC)	John Coutts (DCC)	Glenn Mitchell (EMO)
Dave Grimes (EMO)	Wayne Smith (Chorus)	Allison Tomlinson (QLDC)
Erica Andrews (EMO)	Courtenay Jamieson (EMO)	Mary Ferguson (EMO)
Mark Tynan (One NZ)	Tracey Fraser (EMS)	Bill Nicoll (QLDC)
Danny Fountaine (EMO)	Jason Michie (EMO)	Mark Renalson (WDC)
Jacqui Lambeth (EMO)	Paul Allen (EMO)	Richard McKey (Contact Energy)
Glenn Knipe (Dunedin Airport)	Ross Buchan (Port Otago)	Craig Gibson (EMO)
Ben Bulling (Aurora)	Patrick Keenan (CODC)	Cynthia Wilson (DCC)

Apologies

Matt Alley (EMO)	Paul Llyod (Meridian Energy)	Tim Van Woerden (ORC)
Julie Muir (CODC)		

Minutes

Welcome:

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

Lifelines Work Program: Mel Banks

An update was provided on the 2025/26 Work Program.

- Generator Management Plan
 - A survey/questionnaire was sent to the OLG, Emergency Services and Essential Infrastructure, just waiting on a few more to be returned or followed up on.
- The draft of the document has started, with the intent that the document will be used as a forecasting tool for the potential demand and distribution of generators in an AF8-life event. The document also intends Utilities, Emergency services and Essential Infrastructure to have robust BCPs and uninterrupted power supply, and fuel.



- Peer review is planned for the end of Q1 (Sept) with selected members of the OLG and Emergency Management Otago. Mel asked to group if they were interested in the peer review group, to comment in the Teams Chat channel.
 - The timeframe for delivery was given to the OLG.
- Otago Lifelines Communication Plan
 - The timeline for the Alternative Communications plan was given to the group, and the plan will be tested in an exercise in Q4 (Apr-Jun '26)
- Further development of the Otago Lifeline Utilities GIS viewer.
 - The timeline for the Otago Lifelines GIS Viewer was provided to the group. A request for updated data sets will be sent to utilities and councils.
 - New components in the viewer will be natural hazard layers.
- Otago / Southland Fuel Plan
 - The timeframe for the Otago / Southland Fuel plan was given to the group.
 - A review of the joint fuel plan will commence in Q2 with Southland.
 - Request to NEMA for updated data from fuel providers and BCPs where possible. This could take some time, and NEMA has engaged with MBIE regarding this.
 - Delivery of the plan is planned for Q4 (Apr-June '26)
- Training and Exercises
 - Plan to test the Alternative Communication Plan in Q4 (Apr-June '26)

Otago Lifelines Group Updates

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

NEMA: Shaun O'Halloran & Peter Northcote

- Cabinet has agreed to a series of policy proposals with the upcoming Emergency Management Bill, specifically, expanding the Lifeline Utilities and essential infrastructure recognised providers under the legislation is going to be expanded to capture digital services, solid waste and other essential providers that are not currently covered under the legislation. The Bill is currently being drafted and will go to Select Committee with another opportunity for public consultation, likely towards the end of this year. At the current pace, the government intends to implement that bill midway through next year.
- Shaun has reached out to NEMA Infrastructure Resilience Team regarding the fuel plan information request made by Mel Banks. This has been queried to MBIE again, who are collating that on behalf of Central Government, and we've received assurance that they are prioritising Otago's request for information.
- Shaun will also follow up on the Transmitter Site Refuelling Plan.
- Peter Northcote informed the group that he is part of the NEMA Infrastructure Resilience Team and manages SCE's for Fuel, Telecommunications, Electricity and Cash, and financial payments (Eftpos, Credit Cards, etc)
- Peter will be meeting with Jane Frumes from MBIE, who is the lead in the Fuel Sector, to discuss the broader picture of BCPs.



- They have an issue with the nationally run utility sectors, such as fuel and telcos, around the range of requests that come in from different groups, and that puts quite an onus on the providers. NEMA are going to do a bit of work across all the sectors to try and standardise what those questions might look like and also to get them into a routine of update, which should help keep everyone up to speed without making too much extra work for people.
- The Transmitter Site Refuelling plan could be added as an appendix to the National Fuel plan. This came about from Cyclone Gabriel and the TCF working with sectors that had infrastructure “on the hill” to coordinate generator installation or refuelling.
- Peter spoke to the draft of the National Fuel Security Plan (not the National Fuel Plan) and encourages feedback.
- The disaster waste management work is likely to be a guideline which is in development, and in consultation with Wasteman’s and recovery managers. Peter also mentioned the NEMA recovery toolkit and mass relief plan that are on the NEMA website.
- The alternative NCMC in Auckland has moved from the Ellerslie Racecourse to an AUT facility in Manukau, with a full activation exercise planned for November.
- NZ is experiencing the peak of the 11-year solar cycle

Otago CDEM: No Update**NZTA: Nicole Felts**

- NZTA have had a relatively mild winter season.
- NZTA have a contract to screen the structures on the priority one routes in the AF8 Priority Route project, this should be completed by year end.
- The current resilience project for Otago is SH6 Scrubby Corner in the Kawerau Gorge.
- NZTA Resilience Business cases: SH6 Frankton to Kingston, Frankton to Cromwell have moved to the pre-implementation phase, which captures the design and consent work. These are planned for the ‘26/27’ construction season.
- NZTA are planning the ‘25/’26 construction season.
- NZTA are trialling some Starlink units from NEMA.

TLA Roothing:**QLDC: Alison Tomlinson**

- QLDC have had a relatively mild winter season.
- The Shepherds Creek culvert is back in the design phase because it was delayed.
- QLDC will be heading into their structural inspection cycle and slope monitoring.

CODC: Quinton Penniall

- CODC have had a relatively mild winter season.
- CODC have a couple of pieces out for tender currently, around deck replacements.
- Preparing for the upcoming construction season.

DCC: Cynthia Wilson

- DCC have had a relatively mild winter season.



- DCC is preparing for the maintenance work for summer.

WDC: Mark Renalson

- Kakanui Bridge replacement is well underway, which will provide any resilience to any SH closures.
- NZTA resilience project funded by NZTA in regard to coastal protection of roads of significance if they don't have any alternative routes. This will focus on Beach Road and Waimakariri sites. The other resilience project is the Ardgowan Dam and the assessment of that.

CDC: No update**TLA 3 Waters:****QLDC: Alison Tomlinson**

- Contracts awarded for the Upper Clutha Conveyance scheme, which will add a key pipeline the wastewater network
- Looking to optimise the capacity of the Western Wanaka intake from Beacon Point and add storage to the network.

DCC: John Coutts

- South Dunedin Resilience is still being planned and consulted on.
- Reviewing DCC ERPs on their water treatment and wastewater treatment facilities.

CODC: Patrick Keenan

- Upgrade to the Cromwell water treatment plant.
- Upcoming project is the Bannockburn water pipeline.
- Installing protozoa barriers out in the Maniototo.

WDC: No update**CDC: No update****Transpower: No update****Meridian Energy: Paul Lloyd (Mel Banks on behalf of)**

- Earthquake emergency response exercises in the Waitaki valley
- Staff resilience workshops and support
- Development of AF8 event-specific recovery plans
- Strengthening of the Benmore penstock mounting systems
- Solar and Battery installation at our Upper Waitaki incident control facility
- Decentralising of large spare parts holdings to PowerStation sites
- Evaluation of Ohau A seismic performance
- Changes to our flood management and climate change considerations

Aurora Energy: Jesse Cotton

- Aurora Energy recently ran an exercise to test their own alternative communication plans; they are looking forward to tapping into the broader exercise next year.

Network Waitaki: Amy Francis

- Network Waitaki has ongoing BAU maintenance and replacement work programmes
- Ongoing discussions with WDC regarding generators and the primary locations of placement.



- A second transformer has been delivered to Otematata; the old transformers will be retained as strategic spares should they need them.

PowerNet: No update

Contact Energy: Richard McKey

- Contact Energy has put some members of their dam safety and operations teams through training on their flood management plan.
- Updated their site emergency response plan after the flood management plans were approved by ORC and 3 district councils; this was also part of their resource consent requirements.
- Work on probably maximum precipitation and what that might mean for catchments, particularly in like of climate change and the three large dams that Contact manages on the Clutha River.
- Updating the seismic hazard model for Clyde dam.
- Turbine replacement project at Roxburgh Dam and bearing upgrade on the hardware.

Chorus: Wayne Smith

- Chorus is continuing with their DWDM project, which is their main transport link and upgrading and enhancing the diversity.
- Ongoing review of their generator locations.

One NZ: Mark Tynan

- Ongoing for single points of failure for the mobile backhaul network.
- One NZ head office is relocating from Smales Farm to Auckland City

Unifone: Glenn Hutton

- Unifone has been moving key equipment around data centres and exchanges around the country, in case infrastructure goes down, and they will be well protected geographically.

Dunedin Airport: Jesse Gibbs

- Dunedin Airport is in the process of updating its emergency plan.
- In the process of replacing their generator.
- They have recently undergone a water storage project with new water storage tanks on site and new lines going to the airport precincts.
- A new sandbagging station.
- Adding resilience to their fibre network with a fibre ring installation.

Queenstown Airport: No update.

Port Otago: Ross Buchan

- Port Otago have moved to a digital radio network.
- A new dredge is under construction in Vietnam; they will retain the old suction dredge.
- Looking at refreshing their CIMS capability from a leadership standpoint.
- The port is looking to widen its profile to allow vessels to berth in low-light and no-light scenarios.

Southern District Health Board (SDHB): Mallory Wood



- Mallory introduced herself as the Emergency Management Lead for the Southern District and has replaced Andrew Cunningham, who has since left.
- SDHB is still undergoing the consultation process for the restructure, which has been ongoing for a very long time.
- SDHB are looking at a risk matrix across the health sector to identify what the vulnerabilities are and to create a work plan with priorities. At the top of the list will be their training and exercising, and making sure other plans are up to date. (EOC, Response, Mass Casualty)
- A Business Continuity project is also underway, looking at the hospitals within the district.
- Looking at resilience with the backup infrastructures, Clutha Health First is installing a new generator, which will provide them with 100% backup power.
- Looking at communications, with a national project ongoing to look at Satellite phones, Starlink and Radios to ensure they have the coverage across the district.

Foodstuffs South Island: Vanessa Jones

- Foodstuffs South Island (FS-SI) is focusing on resilience conversations with all the supermarkets across the South Island, to help them with their preparedness for emergency events, focusing on alternative communications and backup power and appropriate staff training if the store owners are not on site at the time of an event, also working on a centralised support framework.
- FS-SI has implemented the CIMS framework and had its first desktop scenario for AF8.

KiwiRail: No update

ORC Natural Hazards: Andrew Welsh

- The ORC Natural Hazard team has completed a liquefaction hazard analysis and risk assessment for the Lower Clutha / Balclutha area. The risk assessment was a high-level risk matrix that included consideration of lifeline infrastructure, including 3 Waters, Transport, Telecommunications and Electricity
- Ongoing work on the Roxburgh Debris Flow project
- Completed work on fault awareness area of Otago.

Guest Speaker: Ben Bulling, Project Manager, Aurora Energy

All the information you need to know about [Electrify Queenstown](#) can be found in the link.

MEETING CLOSED:

11:15 am 3 September 2025

Next meeting: 3rd December 2025, MS Teams



Otago Lifeline Utilities Group

Work Plan Update: November 2025

Purpose

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

Reporting

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

Meetings

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

Membership

The Otago Lifeline Utilities Group has the following members:

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



Overview

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

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

Table 1

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



			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.	rental equipment providers within Otago. <ul style="list-style-type: none"> • Collaboration with WellSouth to assist with information gathering from private GP's and Pharmacies. • The National Fuel Data set has been issued by NEMA on behalf of MBIE, providing partial information surrounding Fuel stations' backup power supply. • Aurora Energy to look at options for mobile and fixed infrastructure to support the plan. • An opportunity to capture critical information on generator distribution during the October 2025 Clutha District Local State of Emergency to be incorporated into the plan 		and additional information collection required, delivery of the plan could move into Q3.
3	Otago Lifeline Utilities training and exercising	No current training and exercise program for the Otago Lifeline Utilities Group	The coordination of lifeline utility providers in response is critical to ensuring an effective response and recovery. Familiarity with the systems and requirements of response, as well as the current plans and procedures, is vital to enable this to occur. Training and exercising are keyways to ensure readiness for response, and this should be encouraged across the Lifeline Group, both with utility providers to test their arrangements and across the wider Lifeline Group to ensure effective coordination. Where possible, collaboration should be sought between Otago Lifelines Group members when organising training events such as the Coordinated Incident Management System (CIMS), to further develop relationships and reduce the cost of training to each participating organisation.	<ul style="list-style-type: none"> • An exercise will be planned to test the communications plan when completed. 		Underway






4	Impacts of lifeline infrastructure failures on the wider environment	No current assessment	The identification of the social, economic, and natural impacts of lifeline utility failures can provide Emergency Management Otago partner lifeline utility organisations with critical information to support the prioritisation of reduction and mitigation works and planning for service restoration in an emergency. This may include the use of systems such as Riskscape to provide an analysis of the impacts of outages and the identification of critical assets.	<ul style="list-style-type: none"> Investigate if any New Zealand Universities have had master's or PhD studies on the consequences of infrastructure failure concerning Lifeline Utilities. 		Planned
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Table 2


Joint Projects (Otago Group Office, Otago Lifeline Utilities Group, Inter-Regional CDEM Groups)						
	Project	Plan Status	Activity this quarter	Activity planned	Risk	Work Status
1	Otago & Southland Fuel Plan 2019	The plan requires review and updating	<ul style="list-style-type: none"> The backup power survey/questionnaire sent to the Otago Lifeline Utilities Group, Emergency Services and Essential Services contained questions to capture the potential demand for fuel in a significant event. 	<ul style="list-style-type: none"> Review with Emergency Management Southland and Emergency Management Otago on 19th November 2025 		Underway
2	Update Emergency Management Otago Alternative Communications Plan 2023	The plan requires a review	<ul style="list-style-type: none"> Testing of Starlink Mini's. 	<ul style="list-style-type: none"> Review the current plan and assess new technology options and retiring older technology. 		Underway
3	Further development of the Otago	The viewer requires	<ul style="list-style-type: none"> Determined that the Otago Lifeline Utilities GIS Viewer could not be open source due to 	<ul style="list-style-type: none"> Request CODC Vulnerability Assessment and supporting GIS layers around infrastructure 		Underway



	Lifelines Geographic Information Systems Viewer 2018	review and update.	confidentiality agreements in place at the start of the project.	<ul style="list-style-type: none"> 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. 		
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Low Risk: 

Medium Risk: 

High Risk: 

7.6. NEMA MetService Hazard Communication Initiative

Prepared for: Civil Defence and Emergency Management – Joint Committee
Report No. CDEM2578
Activity: Civil Defence and Emergency Management
Author: Erica Andrews, Acting Team Leader, Group Office
Endorsed by: Matt Alley, Group Manager, Emergency Management Otago
Date: 5 December 2025

PURPOSE

- [1] This report is designed to provide an update on a recent joint initiative between NEMA and MetService to display real time warning information and preparedness advice on digital billboards across New Zealand prior to and during severe weather events.

EXECUTIVE SUMMARY

- [2] NEMA has received a strong directive from the Government to increase communications on hazard and warning information, and this provided an opportunity to explore and test new ideas and approaches.
- [3] Subsequently, a recent collaboration between the National Emergency Management Agency (NEMA), MetService and the New Zealand Billboard Network has now enhanced the delivery of severe weather warnings and public safety advice. It is important to note that CDEM Groups around the country have not been included in this partnership and were not consulted, and inconsistencies with messaging thresholds have been identified.
- [4] NEMA and the Metservice have opted for a generic 'Civil Defence' (CD) logo for message attribution that will create some confusion if local advice differs from nationally generated information.
- [5] By utilising Digital Out-of-Home (DOOH) screens, already present in public spaces, the visibility and accessibility of preparedness information is broadened by using real-time display of critical weather and safety information across more than 500 large format digital billboards nationwide during severe weather warnings.
- [6] This innovative approach responds to the increasing frequency and intensity of severe weather events, ensuring that vital warnings and safety messages reach more people, more quickly and in more places.

RECOMMENDATION

That the Joint Committee:

- 1) **Notes** this report.

BACKGROUND

- [7] Public Information Management communication involves providing timely, accurate and consistent advice to the public about hazards that may impact them. This information helps create trust and confidence and promote safety prior to or during emergencies.
- [8] This includes disseminating warning information across various channels including online media, engaging with communities to help them understand the risks and to take appropriate action and by working with local and national media.

DISCUSSION

- [9] Since June 2025 MetService and NEMA, have partnered to provide preparedness advice when severe weather warnings are issued to the public. The partnership builds on MetService's role as New Zealand's authorised provider of severe weather warnings and complements existing communication channels such as the MetService app, website, broadcast media, and social platforms.
- [10] Due to more frequent and severe weather events, innovative approaches are required to expand the reach and visibility of severe weather warnings and by making use of a channel already embedded in many public spaces, more people will now have the information to keep themselves safe.
- [11] Digital billboards are spread across the country in cities, towns, services stations and retail centres and targeted information will be displayed in geographical areas when impact is forecasted, improving situational awareness and public safety.



- [12] The messages will be geotargeted solely to billboards within the area MetService has placed under severe weather warning. Billboards that are part of the network will display advertisements to promote severe weather safety messaging when a warning is in place that meets pre-set thresholds. Information is updated through a live feed and checked hourly.

- [13] The thresholds for billboard use are high – warnings and advice will only display on billboards when there's a high orange or red warning in place. MetService advises that a high orange warning is when there is a 60% or higher likelihood that the warning will be upgraded to red. Anything below a 60% chance of an upgrade does not meet the threshold.
- [14] Criteria used by Emergency Management Otago (EMO) in their standard operating procedures for communicating weather warnings to the public has a different threshold. There is a risk this may create confusion as people could see a warning displayed on a billboard one week but not the next, even though EMO would have shared information about both warnings across its other communication channels
- [15] Messaging displayed will be simple, evergreen safety advice commensurate with the severe weather hazard and severity. All messaging aligns with the Consistent Messages for CDEM Guide and is consistent with the look and feel and messaging of the banner ads currently run on MetService pages during weather warnings.
- [16] The adverts rotate with other advertisements, for example if a billboard is running four ads before a MetService warning comes into effect, this advert will be the fifth in that rotation.
- [17] Other organisations involved in the collaboration were New Zealand Digital Billboard network LUMO, their development partner, Latch, VML – a behaviour change agency, and Perion – a programmatic DOOH tech platform.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [18] This activity is in alignment with Sec 109 (1) National CDEM Plan Order 2015 and Sec 25.5 of the Guide to National CDEM Plan.

Financial Considerations

- [19] No matters arising.

Significance and Engagement

- [20] No matters arising.

Legislative and Risk Considerations

- [21] No matters arising.

Climate Change Considerations

- [22] No matters arising.

Communications Considerations

- [23] No matters arising.

ATTACHMENTS

Nil

7.7. Exercise Whakarite Concept Paper

Prepared for: Civil Defence and Emergency Management – Joint Committee
Report No. CDEM2579
Activity: Civil Defence and Emergency Management
Author: John Mawhinney, Readiness and Response Advisor
Endorsed by: Matt Alley, Group Manager, Emergency Management Otago
Date: 5 December 2025

PURPOSE

- [1] Exercise Whakarite Kia Rite - “Prepare to be ready”: the purpose of the exercise concept is to provide initial information on exercise intentions for the Otago CDEM Group.

EXECUTIVE SUMMARY

- [2] The purpose of this exercise is to enable individuals to practice their roles and responsibilities within the CIMS framework and to build experience in a simulated emergency environment. It also aims to support the ongoing development of the Otago CDEM Group’s capability in managing emergencies.

RECOMMENDATION

That the Joint Committee:

- 1) **Notes** this report.
- 2) **Supports** the exercise concept and objectives.

DISCUSSION

[3] **Exercise Overview**

Exercise Need	The exercise will be evaluated in line with the objectives of the national exercise programme, with recommendations implemented to support continuous improvement. Findings from the October 2024 weather event After Action Review and the Exercise Ohotata 2024 Evaluation will also inform improvement actions.
Exercise Aim	To strengthen regional coordination and enhance interoperability between the Group Emergency Coordination Centre (GECC), District Emergency Operation Centres (EOCs), and key response stakeholders and partners, by practising integrated response arrangements within the Coordinated Incident Management System (CIMS) during a simulated emergency scenario.

Exercise Objectives	<p>The DRAFT Objectives below are based on the following criteria:</p> <ul style="list-style-type: none"> ▪ The exercise AIM ▪ Key recommendations from the Exercise Ohotata 24 Evaluation Report ▪ Key recommendations from the October 24 Weather Event after-action review (AAR) <p><u>Objective 1:</u> Evaluate the readiness of staff, facilities, and shift structures across the six Otago Coordination Centres to sustain operations during a large-scale regional emergency.</p> <p><u>Objective 2:</u> For the duration of the Exercise, evaluate the ability of the six Otago Coordination Centres to coordinate effectively using the Coordinated Incident Management System (CIMS).</p> <p><u>Objective 3:</u> Evaluate the ability of the six Otago Coordination Centres to establish situational awareness and maintain multi-agency information sharing during the exercise.</p> <p><u>Objective 4:</u> Evaluate the effectiveness of internal communication flow and task management within and between the six Otago Coordination Centres during the exercise.</p>
Exercise Date	<p>The date for Exercise Whakarite Kia Rite 26 is Wednesday, 20 May 2026 (date subject to final confirmation).</p> <p>The exercise duration will be 2x 4-hour shifts, 8 hours total.</p>
Exercise Scenario	<p>A deepening low-pressure system tracks across Southland and Otago, bringing heavy snowfalls and bitterly cold air, with conditions expected to continue for the next 12- 18 hours. As the system moves eastward, snow falls rapidly to low levels across Otago, causing widespread disruption. Roads become impassable, State Highways and airports close, and multiple communities are isolated. Emergency services struggle to respond due to hazardous conditions, with district EOCs activating to coordinate local responses. Power outages occur as snow-laden lines collapse, and telecommunications infrastructure begins to fail. Welfare concerns arise as stranded travellers seek emergency accommodation, and local authorities are overwhelmed by public enquiries. As conditions intensify, snow and fallen trees block key routes, prompting warnings of further closures and stock losses. The GECC and district EOCs are activated to support local responses and develop a regional coordination strategy.</p>
Exercise Locations (TBC)	<p>ORC - GECC @ Maclaggan St, Dunedin QLDC – EOC @ Joe O’Connell Dr, Frankton DCC – EOC @ 54 Moray Pl, Central Dunedin. CDC – EOC @ 1 Rosebank Tce, Balclutha CODC – EOC @1 Dunorling St, Alexandra WDC – EOC @ (TBC)</p>

Exercise Type	Multi-Agency – Tier 2 Functional Exercise These take place in an operational environment and require participants to perform the functions of their roles (CIMS). A complex response activity is simulated, lacking only the personnel “on the ground” to create a full-scale exercise. Participants interact within a simulated environment through an exercise control group that provides prewritten injects and responds to questions and tasks developed as part of the exercise. Injects will be district-specific, link to the exercise objectives, and include opportunities for both sending and receiving information with the GECC.
Exercise Scope	Otago Emergency Operations Centres will be exercised individually but simultaneously. This will allow response staff region-wide to develop standardisation of practice within the CIMS structure. Operation Centre teams should be encouraged to attend the exercise to ensure the CDEM Group meets our responsibilities in accordance with the ‘ <i>Civil Defence Emergency Management Act 2002</i> ’, the ‘ <i>Otago CDEM Group Plan 2018-2028</i> ’, and Emergency Management Otago’s ‘ <i>Training & Capability Development Strategy 2023-2026</i> ’. All agencies involved will be asked to prioritise their involvement and participation. The geographical area covered will be Otago-wide and dictated by the inject package. The degree of realism and pace of the exercise will be dictated by the efficiency of the operations centres on the day by the Local Exercise Controller. District-based staff are to liaise with their respective TLAs regarding timings on the day.
Financial Arrangements	Local councils will meet funding for the exercise as per the Otago CDEM Group Plan (page 29). This excludes Emergency Management Otago (EMO) staff costs for planning and evaluation, which Emergency Management Otago will meet.

[4] **Exercise Governance and Management Participation**

Proposed Participating Agencies	Otago Regional Council (ORC) Queenstown Lakes District Council (QLDC) Central Otago District Council (CODC) Waitaki District Council (WDC) Dunedin City Council (DCC) Clutha District Council (CDC) Kati Huirapa Runaka ki Puketeraki Te Runanga o Moeraki Otakou Runanga Te Runanga o Nga Tahu New Zealand Police Fire and Emergency NZ (FENZ) Hato Hone St John Ministry of Health (Southern) National Emergency Management Agency (NEMA) NZ Defence Force (NZDF) Lifelines Agencies Welfare Coordination Agencies Ministry of Primary Industries (MPI) Rural Advisory Group (RAG) Relevant local agencies, as determined by each district
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[5] Key Planning Dates

May 2025	Initial Planning Meeting (Concept and Objectives Mtg)
June – Sept 2025	Establish Exercise Planning Teams, Agencies – Initial briefings Concept Approval, Risk Assessment, Scenario Outline
Oct 2025 – Feb 2026	Mid-Planning Meetings (scenario, injects, logistics) Draft Exercise Documentation Complete
Feb 2026	Final Planning Meeting (sign-off, logistics check)
Feb-May 2026	Agency Briefings Pre-exercise systems/processes checks and preparation
20 May 2026	Exercise Day
June 2026	Evaluation process
June-July 2026	Evaluation Report & Corrective Action Plan

CONSIDERATIONS**Strategic Framework and Policy Considerations**

- [6] The Exercise meets the requirements of the Otago CDEM Training & Capability Strategy 2023-2026 and 'Activity 8' of the Otago CDEM Group Workplan 2025-2026.

Financial Considerations

- [7] No matters arising.

Significance and Engagement

- [8] The exercise will be region-wide and therefore will require the engagement and commitment of all Otago Councils.

Legislative and Risk Considerations

- [9] No matters arising.

Climate Change Considerations

- [10] No matters arising.

Communications Considerations

- [11] No matters arising.

NEXT STEPS

- [12] Warning Order and Exercise Concept to be circulated.

ATTACHMENTS

Nil

7.8. After Action Review: Corrective Action Implementation

Prepared for: Civil Defence and Emergency Management – Joint Committee
Report No. CDEM2580
Activity: Corrective Action Implementation
Author: Matt Alley, Group Manager, Emergency Management Otago
Endorsed by: Matt Alley, Group Manager, Emergency Management Otago
Date: 5 December 2025

PURPOSE

- [1] To provide the Joint Committee with an implementation plan for the corrective actions arising from the October 2024 Severe Weather Event After Action Report (AAR) and the Corrective Actions Assessment undertaken by Emergency Management Otago (EMO).

EXECUTIVE SUMMARY

- [2] The October 2024 severe weather event was competently managed and demonstrated solid response foundations across Otago. However, both the independent AAR and EMO's internal review highlight persistent system-level vulnerabilities in staffing, rostering, operational readiness, D4H competence, documentation quality and EOC/GECC coordination.
- [3] Eight corrective actions were recommended in the AAR, grouped into 3-month, 6-month, and 12-month horizons. EMO's assessment concludes that while the intent is appropriate, implementation requires shared accountability, strengthened council ownership, realistic phasing, and alignment to existing work programmes.

This paper provides a consolidated implementation plan that:

- defines responsibilities (Council vs EMO vs Group)
- establishes practical delivery timeframes
- identifies risks and mitigations
- recommends resourcing review

- [4] A paper was received by the Coordinating Executive Group (CEG) on the 21 November, where the committee passed a resolution supporting 'Option 1'.

- [5] CEG resolved:

Resolution: Sandy Graham Moved; Steve Hill Seconded

That the Coordinating Executive Group:

- 1) *Endorse all actions currently underway that are incorporated within the current EMO workplans and activity (Actions 2, 4, 5, and 6).*
- 2) *Direct the Council Chief Executives to provide confirmation that they can provide staff for two operational shifts. (Amended)*

- 3) *Support the future review of resourcing as part of the Regional Council's Long-Term planning activity (Action 3).*

RECOMMENDATION

That the Joint Committee:

- 1) **Endorse** all actions currently underway that are incorporated within the current EMO workplans and activity (Actions 2, 4, 5, and 6).
- 2) **Note** the direction given to Council Chief Executives.
- 3) **Support** the future review of resourcing as part of the Regional Council's Long-Term planning activity (Action 3).

BACKGROUND

- [6] The October 2024 event triggered activation of DCC and CDC EOCs and the GECC. The AAR found several strengths—including early situational awareness, strong partner engagement, and robust public communication—but also identified repeat system-wide issues:
- Inconsistent staffing levels, unclear expectations, and fatigue risks.
 - Lack of clear Action Plans and documentation.
 - Variable D4H competence, including login issues and unfamiliarity with templates.
 - Communication gaps within EOCs and between EOCs and the GECC.
 - Lack of clarity in operational roles and functions for some staff.
 - Challenges in transition to recovery planning and handover.

DISCUSSION

- [7] EMO has mapped these findings against its existing work programme and provided a capacity and conclusion for each recommendation.

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

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

EMO Capacity: Limited but achievable with support:

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

Conclusion: Councils need to take ownership to ensure the availability of their staff to meet the needs of emergency responses.

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

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

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

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

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

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

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

EMO Capacity: Unable to achieve without additional resources:

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

Conclusion: Emergency Management Otago would be unable to sustain this additional delivery within existing resources. Revisit this action as part of LTP planning when considering the availability of funding for additional resources.

4. Regional Exercise (12-month recommendation)

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

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

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

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

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

AAR Recommendation: Prioritise deployments and secondments for EMO staff.

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

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

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

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

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

EMO Capacity: Well-aligned with current priorities:

- EMO is well-positioned to support this recommendation through existing committee forums (e.g. Readiness & Response, Welfare Coordination Group) and integration into upcoming exercises and training.

Conclusion: Efforts to embed this into the Group Plan and refresh protocols are already underway.

OPTIONS**[8] Option 1 - Recommended**

- Endorse all actions currently underway that are incorporated within the current EMO workplans and activity (Actions 2, 4, 5, and 6).
- Direct the Council Liaison Group to provide staff details for two operational shifts (as defined in the training and capability development strategy) (Action 1), with Council Chief Executives providing confirmation (Supported by EM Otago Staff).
- Support the future review of resourcing as part of the Regional Council's long-term planning activity (Action 3).

[9] Option 2

- Endorse all actions currently underway that are incorporated within the current EMO workplans and activity (Actions 2, 4, 5, and 6).
- Support a workshop with the liaison manager and EM Otago District's Team to identify available council staff (as defined in the training and capability development strategy) (Action 1), with Council Chief Executives providing confirmation.
- Direct the Group Manager to provide a report on redirecting existing resources for additional training delivery, with recommendations on what service delivery would need to be reduced (Action 3).

[10] Option 3

- Endorse all actions currently underway that are incorporated within the current EMO workplans and activity (Actions 2, 4, 5, and 6).

- Support a workshop with the liaison manager and EM Otago District's Team to identify available council staff (as defined in the training and capability development strategy), with Council Chief Executives providing confirmation (Action 1).
- Recommend the increase of resources as part of the 2026-27 Annual Plan (Action 3).

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [11] Text Implementing the corrective actions must be aligned with the strategic direction established through the CDEM Act, the National Disaster Resilience Strategy (NDRS), the Otago CDEM Group Plan, and EMO's annual work programme. Key considerations include:
- Clear role delineation: Councils must lead staffing, rostering, and attendance expectations; EMO's role is guidance, coordination, and capability support.
 - Alignment with national system reform: D4H uplift, documentation quality, and GECC–EOC relationship strengthening strongly align with national expectations emerging from EMSIP, the Assurance Programme, and operational system modernisation.
 - Integration into Group Plan Review: Actions relating to EOC–GECC relationships, playbooks, and training pathways should be embedded into the 2026–2036 Group Plan to ensure continuity and accountability.
 - Prioritisation within existing strategy: EMO must sequence corrective actions to avoid overloading the system. Actions already aligned with the work programme (D4H, regional exercise, operational experience, relationship strengthening) can proceed; others require governance direction and/or resourcing.

Financial Considerations

- [12] Delivery of some corrective actions has significant resource implications:
- Training hours increase (8 → 16 hours): Not achievable under the current budget. Requires financial consideration in the Regional Council's LTP or Annual Plan.
 - D4H playbook development: Achievable within baseline, but if customised per council.
 - Additional trainers or contracted support: May be required if councils expect accelerated capability uplift.
 - Regional exercise: Already planned and budgeted.

Significance and Engagement

- [13] High system significance: These actions directly impact regional readiness and the ability to respond to future emergencies.
- [14] Cross-council engagement is essential: Success relies on consistent participation from all six councils, particularly around staffing, training attendance, and rostering.
- [15] Stakeholder expectations: Lifeline utilities, iwi partners, welfare agencies, and the public expect visible progress following the AAR.
- [16] Partner alignment: Engagement with Police, FENZ, Health and NEMA is required to support operational experience, scenario development, and regional exercises.

Legislative and Risk Considerations

- [17] Legislative obligations: Councils and EMO must maintain readiness in alignment with the CDEM Act 2002. Failing to implement corrective actions increases risk of non-compliance.
- [18] Operational risk exposure: Inadequate staffing, unclear expectations, or poor D4H capability increase the likelihood of delays, miscommunication, and reduced situational awareness in future events.
- [19] Health and safety: Fatigue, unclear shifts, and insufficient training present real risks to personnel's wellbeing.
- [20] Accountability: The AAR places an expectation on the Group to demonstrate that lessons have been acted upon. Inaction increases reputational risk and could impact future audits under the national Assurance Programme.
- [21] Continuity of operations: EMO must not be overloaded to the point where core response and readiness functions are compromised.

Climate Change Considerations

- [22] Increasing frequency and severity of weather events—consistent with national and regional climate projections means:
- [23] Corrective actions are not optional; they are essential for readiness.
- [24] Staffing depth, improved documentation, and D4H competence become more critical as multiple concurrent or sequential events become more likely.
- [25] Greater emphasis must be placed on multi-day, multi-agency event readiness (as occurred in Clutha and Queenstown).
- [26] The cumulative impact of climate-related events increases pressure on council and EMO capacity, reinforcing the need to embed sustainable improvements now.
- [27] Corrective actions must be viewed through a resilience lens, not merely as one-off fixes.

Communications Considerations

- [28] Consistent regional messaging from CEG will ensure each council applies corrective actions uniformly.
- [29] D4H playbooks will serve as communication tools supporting clarity in roles and operational processes.
- [30] Public transparency: Demonstrating that lessons from the October 2024 event have been addressed builds community trust.
- [31] Partner communications: Ongoing updates to lifelines, iwi, and response partners will maintain engagement in the regional exercise and capability-building activities.

ATTACHMENTS

Nil

7.9. Controller Appointment - Dunedin City Council

Prepared for: Civil Defence and Emergency Management - Joint Committee
Report No. CDEM2583
Activity: Civil Defence and Emergency Management
Author: Matt Alley (Group Manager, Emergency Management Otago)
Endorsed by: Matt Alley (Group Manager, Emergency Management Otago)
Date: 5 December 2025

PURPOSE

- [1] To appoint Mike Costelloe as a Local Controller for the Dunedin City Council.

EXECUTIVE SUMMARY

- [2] The Civil Defence Emergency Management Act (CDEM) 2002 empowers this committee to appoint local controllers, enabling this person to carry out functions defined in the Act.

Section 27, CDEM Act 2002 - Appointment of Local Controllers

- (1) *A Civil Defence Emergency Management Group may appoint 1 or more persons to be a Local Controller, and direct that person or persons to carry out any of the functions and duties of, or delegated to, the Group Controller of the Group and to exercise the powers of Controllers in the area for which the Group Controller is appointed, including, but not limited to, the powers in sections 86 to 94.*
- (2) *Despite anything in subsection (1), a Local Controller must follow any directions given by the Group Controller during an emergency.*

RECOMMENDATION

That the Joint Committee:

- 1) ***Approves*** the appointment of Mike Costelloe as a Local Controller for the Dunedin City Council.

BACKGROUND

- [3] The Dunedin City Council currently has three local controllers appointed by the Joint Committee: Sandy Graham, Scott MacLean, Chris Henderson.
- [4] The appointment of additional Local Controllers meets the need for succession planning and avoids risks associated with the absence of more than one Local Controller at any one time, or when there is a prolonged response to an emergency event.
Mike brings extensive skills and experience, as detailed below:

- Extensive operational management and executive leadership/governance experience.
- Over 25 years in executive-level leadership roles in the infrastructure industry, including governance roles relating to State Highway (SH) road maintenance, infrastructure construction, and critical safety programmes such as the Ultra-Fast Broadband (UFB) rollout and the Milford Road Avalanche Programme.
- A strong focus on Health, Safety and Wellbeing (HSW) and job planning to ensure safe, high-quality outcomes has been central to all roles over the past two decades, with proven leadership in this space.
- Currently undertaking CDEM training.
- Former Group Manager – Transport at Dunedin City Council (2006–08), a role which included CDEM responsibilities.

DISCUSSION

- [5] In approving the appointment of Mike to the role of local controller, this committee approves the following powers under the CDEM Act 2002:
- [6] **Section 86: Evacuation of premises and places:** This section provides the power for mandatory evacuation if necessary for the preservation of human life. In practice, during a state of emergency, the Controller orders evacuation and the emergency services will carry it out.
- [7] **Section 87: Entry on premises:** A Controller, member of the police, or authorised person may enter any premises or place if necessary for saving life, preventing injury, rescuing/removing persons, or carrying out any urgent measure for relief of suffering. For example, if the Controller wishes to put evacuees into a place of safety because of a storm, and a hall is locked, the Controller (or someone delegated by the Controller) could break into the premises.
- [8] **Section 88: Closing roads and public places:** A Controller may totally or partially close roads and public places to prevent or limit the extent of an emergency (e.g., closing a beach if a tsunami is approaching). This section is an ‘enabling tool’. State Highways are generally closed by Transit NZ. Other agencies also have the power to close roads (e.g., NZ Police and NZ Fire Service). Because a Controller can partially close a road as well as close it, they can specify that the road is only open to high-clearance four-wheel drive vehicles, for example.
- [9] **Section 89: Removal of aircraft, vessels, vehicles, etc:** A Controller may remove from any place any vessel or vehicle and may break into the vessel or vehicle to do so, to prevent or limit the extent of the emergency. For example, if the Controller wants to use a landing stage or an airstrip, and a ship or aircraft is blocking the way, the Controller can have the ship (by asking the Harbour Master) or aircraft removed. Section 91 can be used in conjunction with this power by requesting someone to move a vessel or vehicle.
- [10] **Section 90: Requisitioning powers:** A Controller may direct those resources (not human) to be placed under their or another person’s control or direction. For example, if building equipment (such as a digger for earthmoving) is required in the response and there is no formal contract with that company, the Controller can requisition the

equipment, but not the driver. The Controller must provide the owner with a written statement detailing the property and under whose control it is being taken. It is important to note that requisition is not a free use of resources and that the owners of any equipment can apply for compensation (see section 107 of the CDEM Act).

- [11] **Section 91: Power to give directions:** The Controller can direct a person to stop an activity causing or contributing to an emergency (e.g. a radio station that is scaremongering). However, if the Controller wishes a person to do something (as opposed to stop doing something), they can request them to do so, but cannot force them to (e.g., requesting the driver of a requisitioned digger to assist the response team by driving the digger).
- [12] **Section 92: Power to carry out inspections, etc:** The Controller or another authorised person has various powers relating to property. For example, the Controller could direct the destruction of a house to divert floodwaters. In a public health emergency, where property needs to be destroyed or disinfected, for example, the Public Health Officer also has those powers, under the Health Act 1956.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [13] No matters arising.

Financial Considerations

- [14] No matters arising.

Significance and Engagement

- [15] No matters arising.

Legislative and Risk Considerations

- [16] No matters arising.

Climate Change Considerations

- [17] No matters arising.

Communications Considerations

- [18] No matters arising.

ATTACHMENTS

Nil

7.10. NEMA Update

Prepared for: Civil Defence and Emergency Management – Joint Committee
Report No. CDEM2581
Activity: Civil Defence and Emergency Management
Author: Shaun O’Halloran, Senior Regional Emergency Management Advisor
National Emergency Management Agency
Endorsed by: Matt Alley, Group Manager, Emergency Management Otago
Date: 5 December 2025

PURPOSE

- [1] This report is to update the Joint Committee with the latest activity and matters that the National Emergency Management Agency (NEMA) is working on.

EXECUTIVE SUMMARY

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

RECOMMENDATION

That the Joint Committee:

- 1) **Notes** this report.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [3] Nothing arising.

Financial Considerations

- [4] Nothing arising.

Significance and Engagement

- [5] Nothing arising.

Legislative and Risk Considerations

- [6] Nothing arising.

Climate Change Considerations

- [7] Nothing arising.

Communications Considerations

- [8] Nothing arising.

ATTACHMENTS

1. NEMA Update Otago Joint Committee 5 December 2025 [**7.10.1** - 2 pages]
-



**National Emergency
Management Agency**
Te Rākau Whakamarumaru

NEMA Update

Otago CDEM Joint Committee

5 December 2025

Update on Emergency Management Bill

Following consultation earlier this year on the discussion document on strengthening Aotearoa New Zealand's emergency management legislation, Cabinet has agreed to a series of policy proposals for a new Emergency Management Bill.

The Cabinet paper provides details on the 21 proposals, but in summary the Bill will:

- clarify who is in control during emergencies (particularly when undeclared) and clarify accountabilities at the local level.
- improve how Civil Defence Emergency Management Group plans are developed and with whose input, given they drive change on the ground.
- provide for representation of iwi Māori, rural communities and the wider community on Coordinating Executive Groups.
- expand the tools available to improve assurance of the system, e.g. through rules or Compliance Orders.
- expand the lifeline utilities/essential infrastructure providers that can be recognised under the legislation (e.g. certain digital services and solid waste).

The Cabinet Paper has been proactively released and is available on NEMA's website: [Emergency Management Bill » National Emergency Management Agency](#)

The Government intends to introduce and pass the new Emergency Management Bill during this term of Parliament. The public will have another opportunity to make submissions during the Select Committee process.

Phase Three of EMSIP Uunderway

Phase 3 of the Emergency Management System Improvement Programme (EMSIP) has started.

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

- Regional Support Teams
- Public Readiness / Community Development and Outreach
- Resilience Fund

The budget bids will be drafted by the Chief Advisor, Strategic Finance (DPMC). However, the content for the budget bids will be provided by key stakeholders, including the Emergency Management Leadership Group.

The budget bids (for FY26/27) are likely due at Treasury in **December 2025**. NEMA has spent from July – September scoping the bids and finalising content. From here the process is:

- **October:** Invitations to submit budget bids advised (by Treasury) plus stakeholder consultation.
- **November/December:** Budget bids submitted to Minister, followed by formal submissions to Treasury.

An anchor project within EMSIP is the Emergency Management Sector Operational Systems Modernisation and Uplift (EMS-OS) Programme.

EMS-OS is a key strengthening initiative for the emergency management sector, designed to improve how information is managed and shared before, during, and following emergencies.



**National Emergency
Management Agency**
Te Rākau Whakamarumaru

The programme is working on what is needed to establish a common operating picture to enable better situational awareness, produce intelligence, deliver coordination, and support decision-making across the Sector.

With the support of KPMG, NEMA is progressing towards the development of detailed business cases for critical operational systems to help support advice to Government in the future. This includes:

1. **Incident Intelligence:** a shared capability for near real-time situational awareness and the production of intelligence products.
2. **National Warning System:** modernising how emergency warnings are issued.
3. **Resilient Communications:** exploring the use of technologies like Low Earth Orbit satellite internet to ensure connectivity during emergencies.
4. **Operational Systems for NEMA:** enhancing tools for national coordination.
5. **Feasibility Study:** a view to deliver common operating tools and associated processes for the CDEM Sector.

NEMA is currently engaging with stakeholders, subject matter experts and function leads from across the sector on the business cases.

October Severe Weather Event

The National Coordination Centre activated in response to the multi-hazard severe weather events occurring across the country in October. NEMA coordinated the deployment of personnel and critical resources including surge staff personnel, generators and other specialist equipment to impacted areas.

The National focus has now moved from Response into Recovery. NEMA is working with central government agencies and CDEM groups from impacted regions to ensure that support to local and regional recovery efforts continues seamlessly. NEMA acknowledges the support provided from CDEM Groups in supporting this response and ongoing recovery.

CDEM Resilience Fund

The CDEM Resilience Fund is a contestable fund to enhance Aotearoa New Zealand's hazard risk resilience. The resilience fund aligns with CDEM Group Plans and the National Disaster Resilience Strategy priorities to enhance Aotearoa New Zealand's hazard risk resilience through the development of local and regional capability and practices.

There were 11 successful applications for funding for the 2025/2026 period, and details about these can be found here <https://www.civildefence.govt.nz/cdem-sector/cdem-resilience-fund>

The closing date for the next round of applications is 31 January 2026.

NEMA Organisational Changes

National Controller

The Manager, National Operations and National Controller, Wendy Wright, has resigned from NEMA. Charlie Blanch, Chief Advisor National Operations has been confirmed as the National Controller while recruitment is underway for Manager, National Operations. Charlie has previously been an Alternative National Controller.

Hosting Responsibilities for NEMA

The hosting responsibilities for NEMA transferred from the Department of the Prime Minister and Cabinet (DPMC) to the Department of Internal Affairs (DIA) on 25 September 2025. Following a Cabinet decision, this move aligns NEMA with a larger, more operationally focused organisation that is well-suited to provide the necessary corporate support to departmental agencies. The transfer is also consistent with long-standing Machinery of Government principles, ensuring agencies are hosted within entities that maximise efficiency and effectiveness

Shaun O'Halloran | Senior Regional Emergency Management Advisor
National Emergency Management Agency Te Rākau Whakamarumaru

KARAKIA WHAKAMUTUNGA

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

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

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

Alternative karakia whakamutunga

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



Otago
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