

Otago Regional Council meeting 28 October 2015

Attached is the agenda for the next Council meeting of the Otago Regional Council, which is to be held on Wednesday 28 October commencing at 9.30 am. The venue is the Council Chamber, 70 Stafford Street, Dunedin. Members of the public are welcome to attend. Copies of attachments are available from the Committee Secretary (see contact details below) or online at

<http://www.orc.govt.nz/Meetings-Consultations-and-Events/Council-meetings-and-Agendas/>.



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OTAGO REGIONAL COUNCIL

**Agenda for an Ordinary meeting of the Council to be held in the
Council Chamber, 70 Stafford Street, Dunedin on
Wednesday 28 October 2015 commencing at 9.30 am**

Membership:

- Cr Stephen Woodhead (Chairperson)**
- Cr Gretchen Robertson (Deputy Chairperson)**
- Cr Graeme Bell**
- Cr Doug Brown**
- Cr Louise Croot MNZM**
- Cr Michael Deaker**
- Cr Gerrard Eckhoff**
- Cr Gary Kelliher**
- Cr Trevor Kempton**
- Cr Sam Neill**
- Cr Bryan Scott**
- Cr David Shepherd**

Apologies:

Leave of Absence:

- Cr Louise Croot MNZM**
- Cr Trevor Kempton**

In attendance:

**Please note that there is an embargo on agenda items until 8.30 am on Friday
23 October 2015.**

CONFIRMATION OF AGENDA

PUBLIC FORUM

MINUTES

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Matters arising from the minutes

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2015/1210 **Chairperson’s report.** Chair, 22/10/15

Providing an overview of the Chairperson’s activities for the period to 22 October 2015.

- Item 2 18 - 19
2015/1212 **Chief Executive’s Report.** CE, 22/10/15

Providing an overview of the Chief Executive’s activities for the period to 22 October 2015.

PART B – ITEMS FOR NOTING

- Item 3 20 - 66
2015/1203 **Otago Civil Defence Emergency Management Group – Functions and Responsibilities.** CE, 16/10/15

The report provides background on the purpose of Civil Defence and Emergency Management Act 2002 and an overarching view of roles of government departments and agencies, emergency services and lifeline utilities.

- Item 4 67 - 71
2015/1195 **Financial Report.** DCS, 22/10/15

The report provides information in respect of the overall Council finances for the month of September 2015.

- Item 5 **Reports from Councillors** 72

PART C – MINUTES OF MEETINGS

- Item 6 **Recommendations of the Communications Committee meeting held on 14 October 2015, for adoption** 73 - 74

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OTAGO REGIONAL COUNCIL

Minutes of an Ordinary meeting of the Council to be held in the Council Chamber, 70 Stafford Street, Dunedin on Wednesday 16 September 2015 commencing at 10.47 am

Present:

Cr Stephen Woodhead (Chairperson)
Cr Gretchen Robertson (Deputy Chairperson)
Cr Graeme Bell
Cr Doug Brown
Cr Louise Croot MNZM
Cr Michael Deaker
Cr Gerrard Eckhoff
Cr Gary Kelliher
Cr Trevor Kempton
Cr Sam Neill
Cr Bryan Scott
Cr David Shepherd

Leave of Absence: **Cr Bryan Scott requested leave of absence.**
 The request for leave of absence was approved on the motion of
 Crs Woodhead and Croot.

In attendance:

Peter Bodeker
Scott Maclean
Nick Donnelly
Fraser McRae
Sharon Bodeker (for Item 2)
Stuart Lanham (for Item 2)
David Benham
Brett Tomkins (for Item 2)
Charlotte Stickings

CONFIRMATION OF AGENDA

Cr Sam Neill considered that the Council should show its support for an increased response by the New Zealand Government to the Refugee Crisis, and requested that this be added to the agenda.

Cr Neill moved
 Cr Deaker seconded

That discussion of Council support for an increased New Zealand response to the refugee crisis be added to the agenda.

Cr Woodhead commented that this was added as a late item because awareness of the matter arose after the meeting agenda was completed. He suggested that this be added as Item 4a.

Cr Scott moved
Cr Croot seconded

That the motion be put.

Motion carried

Comment was made that it would be useful for extra agenda items to be signalled earlier so that they could be fully considered.

The motion was put and carried

PUBLIC FORUM

Jen Olsen, Trans Pacific Partnership Agreement (TPPA)

Ms Jen Olsen and Professor Alan Mark presented a petition with 500 supporting signatures that they wanted ORC to consider on the TPP and commented that this issue would not be going to Parliament and would not be debated. She noted that two demonstrations opposing New Zealand adoption of the TPPA had taken place in Dunedin. She informed Councillors that twelve councils in New Zealand had adopted the resolutions and four others had adopted briefer versions. A resolution had been drafted for ORC and the group felt that items 7, 8, 10 and 11 were relevant to the regional council. In response to a question Ms Olsen advised that she was not aware of the timetable for completion of government negotiations.

MINUTES

The minutes of the public portion of the Ordinary meeting of Council held on 5 August 2015, having been circulated, were adopted on the motion of Crs Bell and Kempton.

Matters arising from the minutes

Cr Eckhoff commented that Cr Brown's request that Mr Donnelly seek clarification on the standing orders was not included in the minutes of the last meeting, but clarification of this had been made.

PART A - PRESENTATIONS

Item 1 Port Otago Ltd Annual Report

Port Otago Ltd Chair David Faulkner and Chief Executive Geoff Plunket were in attendance to present the group's annual report.

In his report Mr Faulkner noted the following:

- the Next Generation Plan was underway which had been in planning for 5 years;
- The channel deepening of the harbour;
- Extension of warehousing at Back Beach and Sawyers Bay;
- New tug boat for multi-purposes;
- Disappointing to see 5% decrease in container capacity;
- 73 cruise vessels booked for next year and 91 booked for the year after, larger vessels mean increase in passenger numbers for Dunedin;
- Investigations were underway following the serious injury of a staff member in July.

Mr Faulkner and Mr Plunket left the meeting at 11.50 am.
The meeting adjourned at 11.50 am and reconvened at 11.58 am.

PART B – RECOMMENDATIONS

Item 2 2015/1135 Annual Report 2014/15. DCS, 3/9/15

The completed Annual Report 2014/15 was presented to Council for adoption.

Mr Bodeker advised that the comments received from the Audit and Risk Subcommittee and the auditors on reporting against objectives had been noted, and commented that sub-sets of the over-arching goal were required for staff to work towards. The importance of the annual plan and audit process was noted.

Mr Tomkins explained that the audit process required Deloitte to review the Otago Regional Council's financial statement, statement of service etc. and to form an independent opinion based on the auditing standards.

It was commented that the annual report showed a strong balance sheet for this Council and a clean audit report would be provided by Deloitte.

Comment was made that there were items that had not been achieved or had been deferred. It was agreed that a longer lead in time for the annual plan with good planning was needed. It was noted that it was important to

recognise the good work done, and there was more to do which required realistic but challenging KPIs being set.

The issue of the transparency of reserve funds was raised. It was commented that these were funded by ratepayers and should be used for the benefit of ratepayers.

It had been a challenging year including the impact of drought conditions and the implementation of 6A which had been more difficult and costly than anticipated.

Cr Shepherd moved
Cr Eckhoff seconded

- (i) *That this report be received.*
- (ii) *That the Annual Report and Financial Statements for the year ended 30 June 2015, together with the report of the auditors, be adopted.*

Motion carried

PART C – CHAIRPERSON’S AND CHIEF EXECUTIVE’S REPORTS

Item 3
2015/1150 **Chairperson’s report.** Chair, 10/9/15

The Chairperson provided an overview of his activities for the period to 10 September 2015.

The Chairperson noted that discussion took place at a recent Wilding Tree Trust meeting he attended with MPI and DoC. Discussion was held around the national strategy and it was noted that currently no funding had been allocated.

Minister Nick Smith’s report was noted, and attention was drawn to the likely move from PM₁₀ to PM_{2.5} in the NES for Air Quality.

The Minister was looking toward a LAWF-type process to progress the Biodiversity NPS, and Cr Woodhead agreed this Council needed to have a good understanding of the national document in preparation for its own Biodiversity Strategy.

Councillors requested the abbreviations in the report be explained more fully as it was a public document.

The NES re stock fencing of waterways was noted and it was requested that the Chairman ensure the emphasis on 'where practical' was retained.

Item 4
2015/1146 **Chief Executive's Report.** CE, 9/9/15

The Chief Executive provided an overview of his activities for the period to 9 September 2015. The following matters were discussed further:

Work carried out by Corporate Services staff in preparation of the Annual Report was acknowledged and Mr Bodeker noted that he would review the schedule for the timing of the annual plan process for next year.

It was commented that the improvements in consent processing were due to large investments made in 'Black Belt' training which had enabled the review to take place.

The proposed NES Forestry was noted, and a query raised as to whether the ORC's effects based approach would work under the proposed NES.

Councillors were appreciative of the invitation to attend the initial meeting with the dairy stakeholders (Dairy NZ, Fonterra etc). Comment was made that farmers needed to communicate, and get involved with groups within their catchments especially those catchments identified as high risk (due to soil type). Farmers and ORC needed to work well together to prepare for 2020.

The issue raised in the Public Forum, Government adoption of the TPPA, was discussed. Some queried whether the Council should be involved in this matter which was seen as being outside the Council's mandate.

Cr Robertson moved
Cr Deaker seconded

That staff prepare a report for Councillors regarding the TPP including what other Councils were doing.

The motion was put by division:

For: Crs Bell, Croot, Deaker, Kelliher, Kempton, Neill, Robertson and Scott

Against: Crs Brown, Eckhoff, Shepherd and Woodhead

Motion carried

The passing of Colin Walker, Senior Resource Officer based in the ORC's Queenstown office, was noted.

Cr Woodhead moved
Cr Neill seconded

That the Chairperson's and Chief Executive's reports be received.

Motion carried

Item 4a **Refugee Crisis**

Cr Neill thanked Councillors for allowing this addition to the agenda and apologised for the lack of notice.

It was noted that this discussion was relevant from a time perspective and he considered that this Council should support government in welcoming refugees to Otago as part of the already agreed quota.

Cr Neill moved
Cr Deaker seconded

That Council convey support to government for increasing the number of refugees due to the major crisis, and also support any of the local bodies in Otago who express a desire to be involved.

Motion carried

PART D – ITEMS FOR NOTING

Item 5
2015/1149 **Financial Report.** DCS, 11/9/15

The report provided information in respect of the overall Council finances for the month of July 2015.

Cr Kempton moved
Cr Neill seconded

That the report be received.

Motion carried

Item 6
2015/1152 **Documents signed under Council's Seal.** DCS, 10/9/15

The report informed the Council of delegations which have been exercised.

Cr Croot moved
Cr Shepherd seconded

That the report be noted.

Motion carried

Item 7 **Reports from Councillors**

Cr Kempton

- *Combined Otago/Southland RTCs meeting 1 September*

Cr Kempton noted that the South Island Freight Strategy was discussed along with the road/rail linkage, and commented that 65% of freight for Port Otago was significant.

- *Te Roopu Taiao Murihiku meeting 14 September*

Steve Ruru, CEO Southland District, gave a presentation on the combined regional development strategy for Southland.

ES - water and land 2020 and beyond

Interest in Otago's consultation draft RPS, and the Lindis minimum flow process.

Cr Eckhoff

- *Wilding Pines meeting – Queenstown*

Cr Eckhoff noted that he and Cr Bell attended this meeting and commented that Otago Regional Council were seen to have failed to engage with this issue in a meaningful way. Comment was made that there was an expectation that Otago Regional Council become more involved and the 'adopt a plot' system was referenced.

PART E – MINUTES OF MEETINGS

Item 8 **Recommendations of the combined Otago/Southland Regional Transport Committees meeting** held on 1 September 2015, for adoption

Cr Kempton moved
Cr Bell seconded

That the recommendations of the combined Otago/Southland Regional Transport Committees meeting held on 1 September 2015 be adopted.

Motion carried

- Item 9 **Recommendations of the Communications Committee meeting** held on 2 September 2015, for adoption

Cr Kempton moved
Cr Bell seconded

That the recommendations of the Communications Committee meeting held on 2 September 2015 be adopted.

Motion carried

- Item 10 **Recommendations of the public portion of the Finance and Corporate Committee meeting** held on 2 September 2015, for adoption

Cr Kelliher moved
Cr Bell seconded

That the recommendations of the public portion of the Finance and Corporate Committee meeting held on 2 September 2015 be adopted.

Motion carried

- Item 11 **Recommendations of the Policy Committee meeting** held on 2 September 2015, for adoption

Cr Robertson moved
Cr Scott seconded

That the recommendations of the Policy Committee meeting held on 2 September 2015 be adopted.

Motion carried

- Item 12 **Recommendations of the Regulatory Committee meeting** held on 2 September 2015, for adoption

Cr Neill moved
Cr Eckhoff seconded

That the recommendations of the Regulatory Committee meeting held on 2 September 2015 be adopted.

Motion carried

Item 13 **Recommendations of the Technical Committee meeting** held on 2 September 2015, for adoption

Cr Scott moved
Cr Croot seconded

That the recommendations of the Technical Committee meeting held on 2 September 2015 be adopted.

Motion carried

PART F – PUBLIC EXCLUSION

Cr Woodhead moved
Cr Scott seconded

That the public be excluded from the following part of the proceedings of the meeting.

The general subject of the matters to be discussed while the public is excluded, the reason for passing this resolution in relation to the matter, and the specific grounds under Section 48(1)(a) of the Local Government Information and Meetings Act 1987 for the passing of this resolution are as follows:

	<i>General subjects to be considered</i>	<i>Reason under LGOIMA for passing this resolution</i>	<i>Grounds under S.48 for the passing of this resolution</i>
<i>Item 14</i>	<i>Minutes of the In Committee portion of the Council meeting held on 5 August 2015, for adoption</i>	<i>To maintain the effective conduct of public affairs through the free and frank experssion of opinions by or between or to members or officers or employees of a local authority. (S72(f)(i))</i>	<i>S.48(1)(a)(i)</i>
<i>Item 15</i>	<i>Minutes of the In Committee portion of the Finance and Corporate Committee meeting held on 2 September 2015, for adoption</i>	<i>To maintain the effective conduct of public affairs through the free and frank experssion of opinions by or between or to members or officers or employees of a local authority. (S72(f)(i))</i>	<i>S.48(1)(a)(i)</i>

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act or Section 6 or Section 7 or Section 9 of the Official Information Act 1982 as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as shown above with respect to each item.

Motion carried

Following discussion of Items 14 and 15,

Cr Woodhead moved
Cr Kelliher seconded

That the meeting resume in open session.

Motion carried

The meeting closed at 1.20pm

Chairperson

REPORT

Document Id: A851933

Report Number: 2015/1210
Prepared For: Council
Prepared By: Cr Woodhead - Chairperson
Date: 22/10/2015

Subject: **Chair's Report - October 2015**

1. Local Government NZ National Council

The annual National Council strategy day and Council meeting was held October the 1st and 2nd. LGNZ as an organisation has made very good progress with improving its reputation and relationship with stakeholders. A general lift in advocacy performance and future focused projects such as the 3 Waters and funding projects involving the commercial sector have driven that.

The question now is are we happy with this position and endeavour to maintain that reputation, or do we as a membership based organisation push on and drive the sector improvement that is needed?

The decision to drive ongoing efficiency and improvement is logical and the only option in my view. The decisions from the strategy session and feedback from the sectors and zones will inform next year's business plan.

2. Zones 5 & 6

Mr Bodeker and I attended the Zone 5 & 6 meeting in Christchurch. The LGNZ update covered the very successful mayoral and business delegation to China with LGNZ to host a return visit in 2017.

The recently released Mobilising the Regions report which came out of the Air New Zealand decision to withdraw some regional services, discusses the disaggregation of transport planning and links, and addresses how transport decisions can be made in a more coordinated and effective manner.

The Zone workshopped the question, do LGNZ stay as an advocacy organisation or push on with sector performance work, i.e. look at developing CCO frameworks etc. There was strong support from everyone in the room for driving performance improvements.

We heard about the Canterbury Mayoral Forum Regional Development Strategy, all Mayors have a portfolio (visitor strategy, education, digital connectivity etc). They have linked with key commercial stakeholders who they report to six monthly to monitor progress. The focus is on delivery and outcomes.

Mayor Kircher explained the Moeraki Haven Street roading project, a collaboration between community and Council.

Phillip Jones reminded us of the benefits and roles of Audit and Risk Committees.

Key points:

- Governance role is to gain assurance that robust process to manage risks is in place;
- A&R should meet with Auditor on their own annually;
- The need for an internal auditor was up to Councils;
- Reputational risk is more important than financial risk.

The next Zone meeting is in the Chatham Islands on the 19th to 22nd April.

3. Wilding Conifers

Jeff Donaldson, Tony Avery and I have met with the Mayors and Chief Executives of Queenstown Lakes District Council and representatives of the Wakatipu Wilding Trust, Central Otago District Council and representatives of the Central Otago Wilding Trust, Clutha District Council and Dunedin City Council. Cr Robertson joined Mr Donaldson to visit Waitaki District Council. We also met with representatives of the Forestry sector. Jeff Donaldson has had discussions with the relevant Government agencies.

Discussion focused on the scale of the issue in Otago and the current control programmes, the currently unfunded National Wilding Strategy, the National Policy Direction for Pest Management, and the resultant review over the next few years of our Pest Management Plan.

We explained, together this provided the outline of a framework for ORC involvement.

One issue that became apparent is that not all the affected areas in the region are covered by Trusts with a strategy and control programme in place.

Feedback received included support from all parties for ORC involvement in funding in support of operations, a regulatory role and coordination and education.

It was emphasised this issue requires a long-lasting approach and relies on partnerships with all agencies, landowners and stakeholders.

The Wilding Control Trusts reiterated that this is not a blanket campaign against conifers; it is about "The Right Tree in the Right Place".

We now seek Council support for our recommended next steps. These recommended next steps are:

- During November ORC will raise community awareness on the current and projected spread of wilding conifers in the Otago region.
- Staff are preparing background information that will form the basis for media releases, ORC publications, and a section of the ORC website for use by Territorial Authorities in their communication channels.

Following this, ORC intends on accepting DCC's offer of polling the People's Panel on their understanding of the issue, and whether they support regional funding going towards the control of wilding conifers. The poll will also be available on the ORC website to ensure that the wider Otago community has the ability to provide feedback on this issue. Formal

consultation on the funding for the control of wilding conifers will be by way of the 2016-17 Annual Plan should the Council recommend its inclusion.

The regulatory response to the issue will be dealt with via the Regional Pest Management Plan where the full social, environmental and economic impacts need to be considered.

4. Other meetings attended

- (a) Dunedin City and Otago Chamber of Commerce hosted a friendship function where representatives of Qingdao gave a presentation on their city.
- (b) Mrs Rowe, a Greater Wellington scientist and I met Hon Nick Smith at the Whakatikei River in Upper Hutt to acknowledge World Rivers Day on Sunday 27th September, and the addition of lakes water quality, river MCI and the update of river water quality on the Land Air Water Aotearoa site.
- (c) LAWF meeting on 7/8 October.

Stephen Woodhead
Chairperson

REPORT

Document Id: A852199
Report Number: 2015/1212
Prepared For: Council
Prepared By: Chief Executive
Date: 22 October 2015

Subject: **Chief Executive's Report - October 2015**

1. Taieri Women's Club

I recently addressed the Taieri Women's Club at its monthly meeting in Mosgiel. This meeting of over 90 women provided good feedback to my presentation which included air quality, public transport focussing on the new southern routes and proposed fare changes, flood scheme protection of Mosgiel, and water quality in rural and urban water bodies.

There was positive feedback toward the transport changes and robust discussion about timetabling with respect to the use of SuperGold cards. They appreciated the discussion on flood control of Mosgiel via the Silver Stream spillway and the Council's focus on rural water quality.

2. Manuherikia Irrigation

The Otago Regional Council continues to work constructively with the Manuherikia Irrigation development group.

While ensuring ORC maintains separation between its regulatory and consenting roles, we are working closely to ensure the group's objective to provide more reliable and extended irrigation to the Manuherikia Valley dovetails with ORC's objectives, both with rural water quality and moving deemed permits to RMA consents via a group mechanism.

Recently staff met with representatives of Manuherikia Irrigation to discuss the progress toward a minimum flow in the Manuherikia River. Ideally farmers would know what minimum flow was being proposed as they decide whether to invest in on-farm irrigation development, including an investment in the irrigation scheme redevelopment, and both parties are working toward that end.

3. Strath Taieri Irrigation

As part of a previous agreement to assist with irrigation scheme development, ORC has funded investigation work undertaken by Strath Taieri Irrigation to further investigate irrigation potential for the area. ORC has funded an update of the 2006 estimates for community irrigation and now will progress that work to identify actual irrigation requirements for the soil type and farming practice in the area.

4. South Island Regional CEO Meeting

Over the last weekend the Regional Council CEO's from the South Island met in Nelson hosted by Tasman District Council. This six monthly meeting allows CE's to discuss aspects of our work and this meeting included audit and risk, staff culture, skill levels in key technical areas, staff KPI setting, communications and a review of the LTP process.

5. Collective Agreement

ORC has concluded negotiation of the Collective Employment Agreement with the PSA who now represents union members for ORC. This covers the 12 staff who are Union members.

The agreement covers all aspects of employment and will remain in place until July 2017.

Peter Bodeker
Chief Executive

REPORT

Document Id: A850295

Report Number: 2015/1203

Prepared For: Council

Prepared By: Chief Executive

Date: 16/10/2015

Subject: **Otago Civil Defence Emergency Management Group - Functions and Responsibilities**

1. Précis

This paper provides a background on the purpose of Civil Defence and Emergency Management Act 2002 and an overarching view of roles of government departments and agencies, emergency services and lifeline utilities.

This paper discusses the structure, functions and responsibilities of the Otago Civil Defence Emergency Management (CDEM) Group, and the role of the Otago Regional Council within the context of the CDEM Group.

2. Background Context**2.1 *Civil Defence Emergency Management (CDEM) Act 2002***

The purpose of the Act 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 the protection of property
- encourage and enable communities to achieve acceptable levels of risk by identifying risks and applying risk reduction management practices
- provide for planning and preparation for emergencies and for response and recovery in the event of an emergency
- require local authorities to coordinate Civil Defence Emergency Management (CDEM) through regional groups across the “4Rs” (reduction, readiness, response and recovery) and encourage cooperation and joint action between those groups
- integrate local and national CDEM planning and activity through the alignment of local planning with a national plan and strategy
- encourage the coordination of emergency management across the range of agencies and organisations with responsibilities for preventing or managing emergencies.

2.2 The role of government departments, local government agencies, emergency services and lifeline utilities

Government departments, local government agencies, emergency services and lifeline utilities all have a key role in planning and preparing for emergencies and for response and recovery in the event of an emergency.

Local authorities must:

- ensure they can continue to function, albeit potentially at a reduced level, during and after an emergency, and
- plan and provide for civil defence emergency management within their district.

2.3 Civil Defence Emergency Management Groups

Civil Defence Emergency Management Groups (CDEM Groups) are a core component of the Act. A CDEM Group is a consortium of the local authorities in a region, working in partnership with emergency services, to undertake CDEM functions within their region. Their functions include to:

- identify and understand local hazards and risks and implement cost effective risk reduction measures
- provide, or arrange to provide, suitably trained people and an appropriate organisational structure, to conduct effective CDEM
- provide, or arrange to provide, other resources necessary for effective CDEM
- undertake response and recovery activities
- if possible, assist other groups implement CDEM when assistance is requested
- promote awareness of the Act and related legislation, and monitor and report on compliance
- prepare and implement a CDEM Group plan.

CDEM Groups are established as joint standing committees (of local authority mayors and chairpersons or their delegates) under the Local Government Act 2002. The CDEM Act 2002 gives direction on voting rights and funding liabilities but remains flexible in other administrative aspects to reflect varying CDEM Group circumstances.

3. Otago CDEM Group

3.1 Otago Civil Defence Emergency Management Group Committee

The Otago Civil Defence Emergency Management (CDEM) Group is a mandatory standing committee under the Act (S12, 13, 14 & 15) and is made up of the five local Mayors (Central Otago District Council, Clutha District Council, Dunedin City Council, Queenstown Lakes District Council and Waitaki District Council) and the Chairperson of the Otago Regional Council.

The Otago CDEM Group Committee is the decision making body that has overall responsibility for the provision of civil defence emergency management within the Otago CDEM Group area. The specific powers, obligations and functions are listed under the Act (S16, 17 & 18).

3.2 Otago Civil Defence Emergency Management Coordinating Executive Group

The Otago CDEM Co-ordinating Executive Group (CEG) is required under the Act (S20), and is made up of the Chief Executive Officers (or persons acting on behalf) of the six councils and the Southern District Health Board, along with a senior representative from each of the Police, Fire Service, St John and Ministry of Social Development. The Group Controller (required under the Act (S26) and a representative from the Ministry of Civil Defence and Emergency Management sit as observers.

The CEG is responsible to the CDEM Group for the provision of advice to the CDEM Group and any subgroups or subcommittees of the Group, implementing decisions of the CDEM Group, and overseeing the implementation, development, monitoring and evaluation of the CDEM Group Plan.

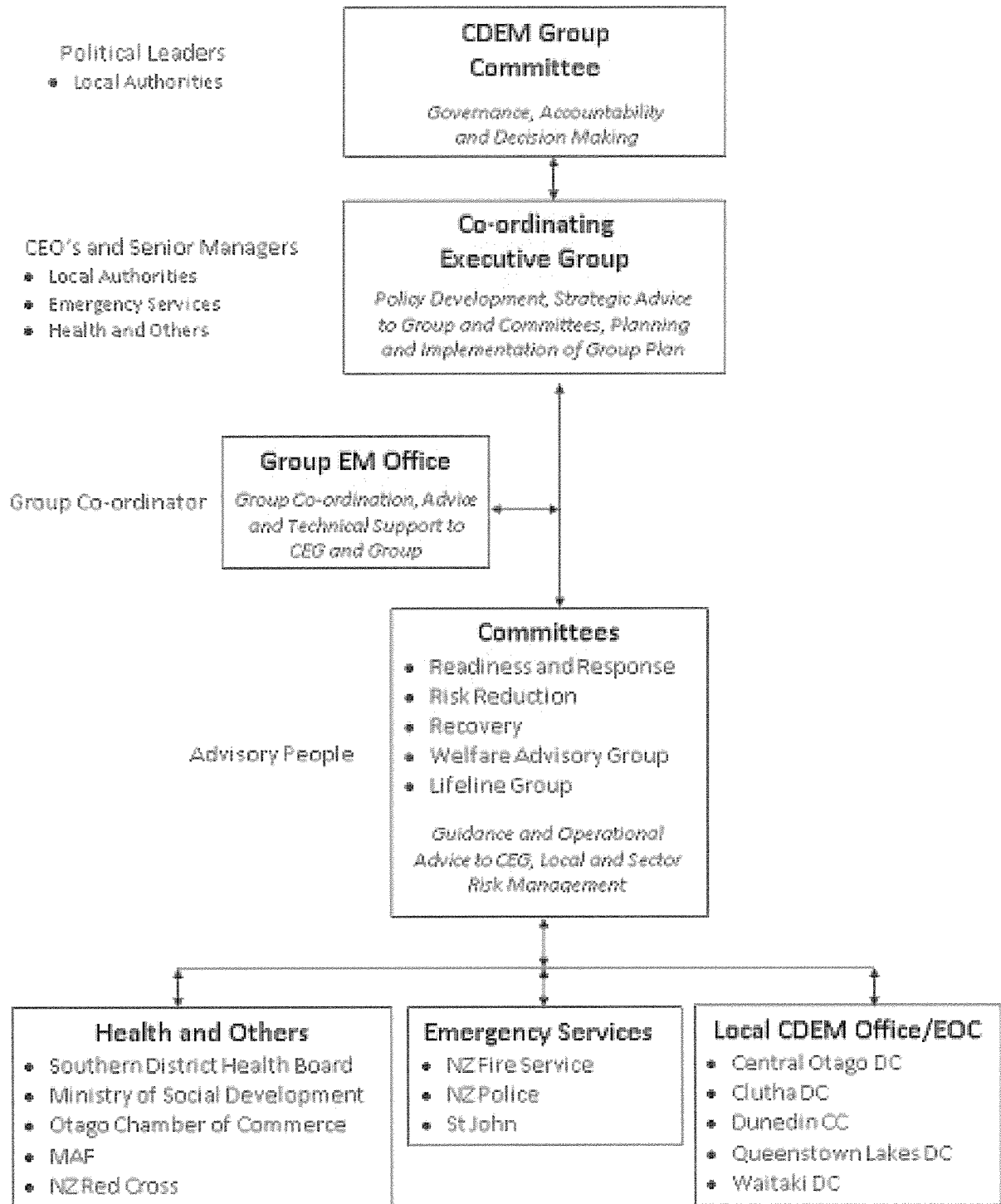
3.4 Group Emergency Management Office and Local Authority activities

The Otago Group Emergency Management Office is administered by Otago Regional Council under the Act (S23, 24) with all member authorities contributing expertise.

The Group Emergency Management Office is responsible for coordinating and facilitating the day-to-day planning and project work on behalf of the Civil Defence Emergency Management Group and the Co-ordinating Executive Group. In cross-boundary responses (e.g. a Tsunami or an event that affects more than one local authority) the Group Emergency Management Office activates the ECC (emergency co-ordination centre) to provide support and co-ordination of the response activities being managed by the local EOCs (Emergency Operating Centres).

Each of the city and district councils employ their own CDEM staff, who undertake CDEM activities within their own area and contribute to the joint activities of the Group, including membership on the various subcommittees. Emergency services, Health, Welfare, and Recovery agencies are also represented on subcommittees. In responses, local authorities will activate their own EOC to manage events at the local level (e.g. South Dunedin June Flood event 2015 was managed by the DCC EOC).

Otago CDEM Group Structure



3.5 Otago Civil Defence Emergency Management Group Plan

The Civil Defence Emergency Management Group Plan 2012-2017 (required under the Act (S48), attached 2) is one of the key tools to ensure emergency management occurs in an integrated and coordinated manner. The Group Plan is consistent with the National CDEM Strategy and the National CDEM Plan. Its purpose is to enable the effective and efficient management of all hazards within the Group area.

The Civil Defence Emergency Management Group Plan's focus is to follow Comprehensive Emergency Management principles. To achieve this, an integrated multi-agency approach has been applied involving Regional and Local Authorities and the Emergency Services and other agencies with Welfare and Recovery functions in order to provide a readiness and response capability in a multi-agency environment.

The ultimate aim is to make the communities within the Group boundaries more resilient and enabled to respond to and recover rapidly from emergencies. This plan provides for:

- identification and analysis of relevant hazards and risks, agreed actions and
- allocation of responsibility for tasks within the Group;
- strengthening relationships between emergency management agencies;
- delivery of effective emergency management through the 4 R's.

The 4Rs are:

Reduction: Identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring.

Readiness: Developing operational systems and capabilities before a civil defence emergency happens; including self-help and response programmes for the general public, and specific programmes for emergency services, lifeline utilities and other agencies.

Response: Actions taken immediately before, during or directly after a civil defence emergency to save lives and protect property, and to help communities recover.

Recovery: The coordinated efforts and processes to bring about the immediate, medium-term and long-term holistic regeneration of a community following a civil defence emergency.

3.6 Monitoring and Evaluation

The Otago CDEM Group and CEG internally reviews progress against the Plan via quarterly and annual reports.

The Ministry of Civil Defence and Emergency Management provides an external assessment of the emergency management capability of the Otago CDEM Group. The last Capability Assessment Report for the Group was completed in early 2015 (see attached 3). The findings have been reviewed and areas that require further development are addressed in a Corrective Action Plan.

3.7 Otago Regional Council (ORC) roles and capabilities for Otago CDEM Group

The ORC has the Emergency Management Project in its 2015-2025 Long Term Plan (see attached 4). The objective is '*contribute to building resilient communities in the Otago Civil Defence and Emergency Management Group areas*'. This project focuses on the themes of delivering the administrative authority functions for the Otago CDEM Group and Coordinating Executive Group, ensuring the Group Emergency Co-ordination Centre is operational, supporting local responses to emergencies via co-ordination and supporting national level responses, and undertaking projects and activities in the Otago CDEM Group work plan.

A significant part of ORC contribution to projects and activities comes from the Natural Hazards area (e.g. seismic, flood, landslides, tsunami risks, Otago Natural Hazards database), which is used for informing many of the Otago CDEM Group's Reduction, Readiness and Response activities.

4. Recommendation

That this report be noted.

Peter Bodeker
Chief Executive

Attachments:

- (1) Civil Defence & Emergency Management Act 2002
- (2) Civil Defence & Emergency Management Group Plan 2012-2017 (A397485)
- (3) Latest Capability Assessment Report for the Group completed in early 2015 (A828038)
- (4) ORC Emergency Management Project in 2015-2025 Long Term Plan

Civil Defence Emergency Management Act 2002: Statutory requirements

The following clauses from the Act are the key ones concerning the establishment and functions of regional Civil Defence Emergency Management Groups.

12 Local authorities to establish Civil Defence Emergency Management Groups

- (1) *Within 6 months after the date of the commencement of this Act,—*
- (a) *every regional council and every territorial authority within that region must unite to establish a Civil Defence Emergency Management Group for the purposes of this Act as a joint standing committee under [clause 30(1)(b) of Schedule 7 of the Local Government Act 2002]:*

13 Membership of Civil Defence Emergency Management Groups

- (1) *Every local authority must be a member of a Civil Defence Emergency Management Group.*
- (4) *Each local authority that is a member of a Group with other local authorities must be represented on the Group by 1, and only 1, person, being the mayor or chairperson of that local authority or an elected person from that local authority who has delegated authority to act for the mayor or chairperson.*

14 Membership rules for territorial authorities

- (1) *A territorial authority whose district is completely within the area of a regional council must be a member of the Civil Defence Emergency Management Group of which the regional council is a member.*
- (2) *Each territorial authority whose district is in the area of 2 or more regional councils must, after consulting with the relevant regional councils, join any 1, but only 1, of the Groups of which the relevant regional councils are members.*
- (3) *A territorial authority's decision to join a particular Group under subsection (2) is irrevocable, and must be made within 2 months of the establishment of the particular Group.*

15 Appointment of chairperson

- (1) *Each Civil Defence Emergency Management Group may appoint 1 of the representatives of its members to act as chairperson.*
- (2) *The appointed chairperson may hold office for the period agreed by the Group at the time of the appointment.*
- (3) *Despite subsection (2), the term of office of an appointed chairperson ends if that person ceases to be a representative of a member of the Group.*

16 Powers and obligations of members of Civil Defence Emergency Management Groups

Each member of a Civil Defence Emergency Management Group—

- (a) may acquire, hold, and dispose of real or personal property for the use of the Group; and*
- (b) may remunerate its representative for the cost of that person's participation in the Group; and*
- (c) must provide to the Group the information or reports that may be required by the Group; and*
- (d) must pay the costs of administrative and related services in accordance with section 24; and*
- (e) must pay the costs, or a share of the costs, of any civil defence emergency management activity that the member has agreed to pay; and*
- (f) may carry out any other functions or duties conferred on a member of a Group under this Act.*

17 Functions of Civil Defence Emergency Management Groups

(1) The functions of a Civil Defence Emergency Management Group, and of each member, are to—

- (a) in relation to relevant hazards and risks,—*
 - (i) identify, assess, and manage those hazards and risks:*
 - (ii) consult and communicate about risks:*
 - (iii) identify and implement cost-effective risk reduction:*
- (b) take all steps necessary on an ongoing basis to maintain and provide, or to arrange the provision of, or to otherwise make available suitably trained and competent personnel, including volunteers, and an appropriate organisational structure for those personnel, for effective civil defence emergency management in its area:*
- (c) take all steps necessary on an ongoing basis to maintain and provide, or to arrange the provision of, or otherwise to make available material, services, information, and any other resources for effective civil defence emergency management in its area:*
- (d) respond to and manage the adverse effects of emergencies in its area:*
- (e) carry out recovery activities:*
- (f) when requested, assist other Groups in the implementation of civil defence emergency management in their areas (having regard to the competing civil defence emergency management demands within the Group's own area and any other requests for assistance from other Groups):*
- (g) within its area, promote and raise public awareness of, and compliance with, this Act and legislative provisions relevant to the purpose of this Act:*
- (h) monitor and report on compliance within its area with this Act and legislative provisions relevant to the purpose of this Act:*
- (i) develop, approve, implement, and monitor a civil defence emergency management group plan and regularly review the plan:*

- (j) *participate in the development of the national civil defence emergency management strategy and the national civil defence emergency management plan:*
 - (k) *promote civil defence emergency management in its area that is consistent with the purpose of this Act.*
- (2) *A Group also has any other functions that are conferred or imposed by or under this Act or any other enactment.*

18 General powers of Civil Defence Emergency Management Groups

- (1) *A Civil Defence Emergency Management Group has all the powers that are reasonably necessary or expedient to enable it to perform its functions, including the power to delegate any of its functions to members, the Group Controller, or other persons.*

20 Appointment and functions of Civil Defence Emergency Management Co-ordinating Executive Groups

- (1) *A Civil Defence Emergency Management Group must establish and maintain a Civil Defence Emergency Management Co-ordinating Executive Group consisting of—*
- (a) *the chief executive officer of each member local authority or a person acting on the chief executive officer's behalf; and*
 - (b) *a senior Police employee who is assigned for the purpose by the Commissioner of Police; and*
 - (c) *a senior member of the Fire Service who is assigned for the purpose by the National Commander; and*
 - (d) *the chief executive officer of the hospital and health services operating in the area or a person acting on the chief executive officer's behalf; and*
 - (e) *any other persons that may be co-opted by the Civil Defence Emergency Management Group.*
- (2) *Each Executive Group is responsible to the Civil Defence Emergency Management Group for—*
- (a) *providing advice to the Civil Defence Emergency Management Group and any subgroups or subcommittees of the Group;*
 - (b) *implementing, as appropriate, the decisions of the Civil Defence Emergency Management Group;*
 - (c) *overseeing the implementation, development, maintenance, monitoring, and evaluation of the civil defence emergency management group plan.*

23 Establishment of administering authorities

- (1) *The administering authority for each Civil Defence Emergency Management Group is a regional council or unitary authority that is a member of the Group.*

24 Functions and costs of administering authorities and chief executives of administering authorities

- (1) *An administering authority established under section 23 and, as appropriate, the chief executive of that authority are responsible for the provision of administrative and related services that may from time to time be required by the relevant Civil Defence Emergency Management Group.*

- (2) *The administrative and related services referred to in subsection (1) include services required for the purposes of the Local Government Act 2002, this Act, or any other Act, regulation, or bylaw that applies to the conduct of a joint standing committee under clause 30(1)(b) of Schedule 7 of the Local Government Act 2002.*
- (3) *The cost of the administrative and related services must be agreed from time to time by each Group.*
- (4) *Unless the members of a Group agree otherwise, the costs agreed under subsection (3) must be divided equally among the members and each member must pay 1 share of the cost.*

26 Appointment of Group Controllers

- (1) *A Civil Defence Emergency Management Group must appoint, either by name or by reference to the holder of an office, a suitably qualified and experienced person to be the Group Controller for its area.*
- (2) *A Group must appoint, either by name or by reference to the holder of an office, at least 1 suitably qualified and experienced person to be the person or persons who are to perform the functions and duties and exercise the powers of the Group Controller on the occurrence of a vacancy in the office of Group Controller or the absence from duty of the Group Controller for any reason, for the duration of the vacancy or absence.*
- (3) *A Group may, at any time, remove from office or replace a Group Controller appointed under subsection (1) or subsection (2).*
- (4) *A Group may—*
 - (a) *delegate the authority to replace the Group Controller during a state of emergency with a person appointed under subsection (2) to 1 or more of the representatives who are authorised under section 25(1) to declare a state of emergency for that group area; and*
 - (b) *impose limitations on the circumstances in which the authority delegated under paragraph (a) may be used*

48 Civil defence emergency management group plans

Every Civil Defence Emergency Management Group must prepare and approve a civil defence emergency management group plan.

Presented to Otago CDEM Group meeting 9/12/11

Decision:

1. *That the Otago Civil Defence Emergency Management Group Plan 2012/17, incorporating the recommended amendments to the Draft, be adopted.*
2. *That the adopted Plan be forwarded to the Minister of Civil Defence Emergency Management for comment as required by the Civil Defence Emergency Management Act 2002.*

Our Ref: A397485

REPORT

To: Otago Civil Defence Emergency Management Group Joint Committee

From: Wayne Scott – Group Controller

Date: 2 December 2011

Subject: Otago Civil Defence Emergency Management Group Plan – 2012-17

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To: Otago Civil Defence Emergency Management Group Joint Committee
From: Wayne Scott – Group Controller
Date: 2 December 2011
Subject: Otago Civil Defence Emergency Management Group Plan – 2012-17

1. Background

This Draft Otago Civil Defence Emergency Management Group Plan 2012-17 was adopted as a proposal for consultation at the Group Joint Committee meeting on 16 September 2011.

Submissions were called for and the submission period closed on 4 November. Eight submissions were received from:

- Emergency Management Southland
- Glen Callanan
- Ministry of Civil Defence Emergency Management
- Clutha District Council
- Waitaki District Council
- Queenstown Lakes District Council
- Dunedin City Council
- Otago Regional Council

None of the submitters wished to be heard, so the programmed meeting of 25 November to hear and consider public submissions was not required.

A summary of the submissions received, with comment and recommendation is appended.

2. Recommendation

- (1) That the Otago Civil Defence Emergency Management Group Plan 2012-17, incorporating the recommended amendments to the Draft, be adopted.
- (2) That the adopted Plan be forwarded to the Minister of Civil Defence Emergency Management for comment as required by the Civil Defence Emergency Management Act 2002.



Wayne Scott
For Group Office

**DRAFT OTAGO CIVIL DEFENCE EMERGENCY MANAGEMENT
GROUP PLAN 2012-17**

ASSESSMENT OF SUBMISSIONS RECEIVED

INTRODUCTION

This report considers the submissions made on the Otago CDEM Draft Group Plan, and makes recommendations about what changes the Joint Committee could make as a result. Where changes are recommended, insertions are shown as underlined, and deletions are shown as ~~strikethrough~~.

1. EMERGENCY MANAGEMENT SOUTHLAND		
Summary	Consideration	Recommendation
General support for the Draft Plan, particularly sections 4.3.1 and 8.3.7 relating to collaboration and shared services. The submission offers support with consideration of shared service options.	The submission does not suggest any changes to the Draft Plan. Emergency Management Southland is a neighbouring Group that the Otago Group will work with, so the CEG may wish to consider the offer of support when it is investigating shared service options.	That the Otago CDEM Group Joint Committee notes the submission, and makes no changes to the Plan.
2. GLEN CALLANAN		
Summary	Consideration	Recommendation
General support for the Draft Plan, and for the benefits of resilient communities. The submission also makes various specific suggestions relating to the Central Otago District Council, and Clyde in particular.	The submission does not suggest any changes to the Draft Plan. The matters relating to the Central Otago District Council and Clyde are specific to those communities, and so outside the scope of the Otago Group Plan.	That the Otago CDEM Group Joint Committee notes the submission, and makes no changes to the Plan.
3. MINISTRY OF CIVIL DEFENCE & EMERGENCY MANAGEMENT		
Summary	Consideration	Recommendation
General support for the Draft Plan. The Ministry supports the measures to incorporate recommendations from the Capability	<ul style="list-style-type: none"> Proposed changes outlined to the Policy Section improve legal accuracy, and so should be adopted. 	<ul style="list-style-type: none"> Section 4.3.1: REPLACE "Training and Exercises <u>Professional Development</u>".

<p>Assessment, and congratulates the Group on its work and collaboration in preparing the Draft Plan.</p> <p>The submission suggests a number of specific changes to the wording of the Plan, which are mainly intended to better reflect legislation and the Directors Guidelines.</p>	<ul style="list-style-type: none"> • Comments relating to hazards can be addressed at the Committee and work plan level, so do not require changes to the Plan itself. • Proposed changes to wording around welfare focus and welfare support will improve accuracy, and so should be adopted. • Proposed addition of Group Welfare Manager to "Key Appointments" is not recommended, as there is no named person presently in that role, and personnel arrangements will be overseen by the Welfare Advisory Group in any case. • Changing the heading "Training and Exercises" to "Professional Development" will better reflect the intent of that section, so should be adopted. • The submission raises concern that the Training and Exercises section implies reliance solely on opportunities provided by the Ministry. However, while the Draft Plan does mention those opportunities it is not exclusive, so no change is required. • Regarding training frameworks the Plan should be reworded to improve clarity, as it is the collaboration, rather than the training itself, that this is intended to refer to. • Other comments in the submission relating to professional development are probably best dealt with at the Committee and work plan level, so do not require changes to the Plan itself. • The general comment that there is still 	<ul style="list-style-type: none"> • Section 4.3.1 Training and Exercises: 5th bullet point REPLACE "There is significant scope for increased collaboration across the Group area on <u>training professional development</u>, which will make training this more locally relevant and cost-effective, while also improving cooperation and interoperability by having staff from various agencies <u>training working together</u>. However, there is currently no framework for such <u>training collaboration</u>." • Section 4.3.2 Welfare Advisory Group: REPLACE "The Welfare Advisory Group (WAG) is comprised of agencies with a welfare focus <u>roles and responsibilities in the provision of welfare in an emergency, and CDEM Welfare Managers</u>. The WAG and is chaired by the Ministry of Social Development ..." • Section 5.5.5: Para 2 REPLACE "...in respect of the provision of welfare support <u>services</u>." • Section 6.3.1: 8th bullet point, REMOVE the sentence "The Group must appoint a Group Recovery Manager (section 48 of the CDEM Act 2002) to give effect to Group co-ordination of recovery during and following an emergency." • Section 6.4: 6th bullet point INSERT "...is set out in section 26 of <u>the Guide to the National CDEM Plan</u>." • Section 7.1: INSERT a 3rd bullet point "<u>Section 49 – A CDEM Group must send a copy of its proposed Plan to the</u>
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	<p>much detail to be provided in the various plans is correct, as is the comment that this will require significant commitment from all organizations and agencies. The submission records the Ministry's willingness to support this work.</p> <ul style="list-style-type: none"> • Regarding CEG and Joint Committee meetings, those groups can hold extra meetings as and when required, without any change to the Plan. • Regarding community engagement, this is a matter that can be addressed at the Committee and work plan level, so does not require changes to the Plan itself. 	<p><u>Minister for comment.</u></p> <ul style="list-style-type: none"> • Section 8.4.4: Para 3 INSERT "...National Civil Defence <u>Emergency Management Plan (2005).</u>" • Section 8.4.4: Para 4 REPLACE "Central government assistance for recovery from damage to private property, productive enterprises etc <u>is not normally available</u> is likely to only be available if it can be shown that the risk was uninsurable and hardship can be demonstrated." • Section 8.6 Welfare Advisory Group: REPLACE AND INSERT "This committee, chaired by the Ministry of Social Development, is comprised of agencies with a welfare focus <u>roles and responsibilities in the provision of welfare in an emergency, and CDEM Welfare Managers.</u> The purpose of the WAG is to provide strategic advice and assistance to the CEG, and establish procedures for effective <u>coordination of the</u> delivery of welfare services during and following an emergency event."
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4. CLUTHA DISTRICT COUNCIL		
Summary	Consideration	Recommendation
General support for the Draft Plan, which is considered to have benefits in terms of how agencies work together.	The submission does not suggest any changes to the Draft Plan, but does record the Council's commitment to the detailed plans and work-streams contained in the Plan.	That the Otago CDEM Group Joint Committee notes the submission, and makes no changes to the Plan.

5. WAITAKI DISTRICT COUNCIL		
Summary	Consideration	Recommendation
<p>General support for the Draft Plan. The submission requests more detail be provided on the Waitaki District, and on the Alpine Fault and other faults</p>	<p>Further detail on the Waitaki District, including natural features and electricity generation, is already included in the Supporting Information Report prepared with the Plan. However, mention of the Waitaki River hydro lakes should be added to Section 1.3 for completeness. The national importance of this generation and the HVDC link from Benmore is already recorded in section 2.1.1 of the Plan.</p> <p>Regarding holiday populations in the Waitaki, it would be appropriate to add reference to this to the Plan. However, the specifics of dam burst planning will be dealt with at the Committee and Dam Failure Plan level, so no change to the Plan is required.</p> <p>Comments relating to the Alpine Fault and other faults will be dealt with at the Committee and work plan level, including the Alpine Fault Earthquake Plan.</p> <p>Joint planning arrangements with the Canterbury CDEM Group are covered in general in Section 8.5, and will be dealt with in more detail at the Committee and work plan level, so no changes to the Draft Plan are required.</p>	<p>That the Otago CDEM Group Joint Committee notes the submission, and makes the following changes to the Plan:</p> <ul style="list-style-type: none"> • Otago Context, and Section 2.1.1: 2nd bullet point INSERT “The high numbers of tourists and holiday home owners in Queenstown Lakes, and Central Otago, and the Waitaki Valley create particular issues.” • Section 1.3.1: Para 2 REPLACE “as well as man-made lakes at the Clyde and Roxburgh dams at hydroelectric power scheme dams on the Clutha and Waitaki Rivers”.

6. QUEENSTOWN LAKES DISTRICT COUNCIL		
Summary	Consideration	Recommendation
General support for the Draft Plan, stating that it is thorough and makes sense as the higher level regional plan. Suggests that ports and airports be included as nationally important.	Disruptions to Otago's ports and airports would probably have less national impact than loss of electricity generation or the HVDC link. However, it would be possible to include reference to these in the Plan.	<p>That the Otago CDEM Group Joint Committee notes the submission, and makes the following change to the Plan:</p> <ul style="list-style-type: none"> • Summary The Otago Context: Para 6 INSERT "Otago's electricity generation facilities and the HVDC link, <u>and ports and airports</u>, are nationally important".

7. DUNEDIN CITY COUNCIL		
Summary	Consideration	Recommendation
The submission requests changes to Section 4.4 on national and local warning systems, and the removal of the requirement to develop a regional tsunami plan.	<p>The wording of parts of section 4.4 can be improved to clarify the roles of the Group and its members, and to correctly reflect the frequency of tests.</p> <p>However, the section on Otago Group Warning System should not be changed – if there is currently no "Group Warning System" then a system or Standard Operating Procedure should be put in place, rather than removing reference to this in the Plan.</p> <p>With regard to tsunami planning, the risk of tsunami applies along the entire Otago coast, so it is desirable to have an integrated approach. Accordingly, it is recommended that the requirement to develop a Group Tsunami Plan be retained.</p>	<p>That the Otago CDEM Group Joint Committee notes the submission, and makes the following changes to the Plan:</p> <ul style="list-style-type: none"> • Section 4.4 National Warning Systems: INSERT "The MCDEM is responsible for issuing National warnings to CDEM Groups (<u>ie Group Office and member agencies</u>) and ..." • Section 4.4 Public Warnings: Para 1 INSERT "... in collaboration with each territorial authority, <u>in accordance with the relevant Level of Emergency (see Section 5.2).</u>" • Section 4.4 Other Agencies Involved: Para 2 REPLACE "...at least <u>once four times</u> per year..."

8. OTAGO REGIONAL COUNCIL		
Summary	Consideration	Recommendation
General support for the Draft Plan, commending the proactive approach and required commitment from participating agencies. The submission suggests that the role of the Management Committee be expanded to include oversight of progress with agreed member authority work programmes.	While the Management Committee will have more of an operational role than the CEG, Group members report to the CEG and it is the CEG that has overall responsibility for work programmes. Accordingly, it is recommended that oversight remains with the CEG.	That the Otago CDEM Group Joint Committee notes the submission, and makes no changes to the Plan.



Otago

Civil Defence Emergency Management

Capability Assessment Report 2.0

February 2015

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Executive Summary.

This report presents the results of the Capability Assessment of the Otago CDEM Group undertaken in January 2015. The report is informed through the data provided by member agencies through the self- assessment tool, a review of key CDEM doctrine provided by the Group and through a qualitative interview and workshop component.

The Otago CDEM Group score of 69.3% sits in the middle of the advancing category and reflects a number of key factors that are described further in this report. Local council staff turnover, resource shortages and staff changes at the Group office level, and a lack of cohesion and consistency in CDEM delivery has slowed overall development of the Group. That said, a recent 'state of the nation' examination of its CDEM arrangements has instigated a change process led by the CEG and Joint Committee. Operationally there are good examples of joined up delivery across risk reduction planning, public information management, and communicating hazard risk to vulnerable communities. At a territorial authority level there are many examples of readiness and response planning work with a focus on local arrangements and communities. A continued traction by the Group in reviewing its current arrangements will create capacity, introduce rigour, and lever from the skills of new staff that will benefit the Group and provide an environment where strengths can be expanded.

This report makes only one recommendation for the Group to assess its position and develop an appropriate corrective action plan that will enable its continuous improvement. It is intended that the process of corrective action planning should benefit the whole Group through a collaborative process that supports improvements across its member agencies, and levers from existing local good practice. Whilst not a requirement of this capability assessment process, local authorities and shared service arrangements may also benefit from corrective action planning. The process is likely to inform annual work plans and Group Plan development where appropriate.

Scores:

The comparison score makes a direct correlation to the content of the 2009 tool and is provided to the Group to enable a direct comparison with its 2010 score. The Otago CDEM Group score reflects the content of the new tool (which includes revisions in Goal 2, the addition of community resilience in Goal 1, revision of content around volunteers in Goal 1, and the addition of Enabler 2). The Otago Group score is comprised of each of the member agencies (local and Group level) with the weighted combination forming the new score for the Otago Group.

Scores that have been provided directly to local authorities on its CDEM performance are not moderated by MCDEM and reflect the combined self-assessment scores provided by representatives of that local authority. Local scores are not specifically examined in this report.

2010 Otago Group score	61.6
2013 Target set by Director MCDEM	71
2015 Otago comparison score	69.7
2015 Otago Group score	69.3

Goal One Increasing community awareness, understanding, preparedness and participation in CDEM.

This section of the report focuses on the following activities;

- Public education, awareness and preparedness
- Public information management
- Community resilience
- Investing in communities and developing social capital
- Volunteer programmes
- Promulgation of hazard risk information to communities.

2015			74.3		
2010			65.2		
	unsatisfactory	developing	advancing		mature

The overall score for goal one is 74.3% which indicates an advancing state for the Group. Detailed score breakdown by key performance indicator is in table 1.

Goal 1: To increase community awareness, understanding, preparedness and participation in CDEM				MCDERM SCORE	CDEM GROUP SCORE
#	Key Performance Indicators	#	Capability Criteria Performance Measures		
Results For Goal 1					
Weighted Score by Key Performance Indicator					
G1A-1	Public education programme on hazards and risks is planned, coordinated and given priority by the organisation			75.0	87.5
G1A-2	Awareness-building opportunities are proactively pursued			72.2	72.2
G1A-3	Public information management is planned, coordinated and given priority by the organisation			85.0	95.3
G1A-4	Public information manager is appointed and resourced to be able to do the job			87.0	96.7
G1B-1	A deliberate, strategic, and coordinated approach to community resilience is taken			65.0	89.4
G1B-2	Community resilience and related programmes are monitored and reviewed			50.0	63.5
G1B-3	The preparedness message is disseminated using multiple methods			73.0	97.1
G1C-1	Communities are supported to enhance their capacity and capability			85.0	90.2
G1C-2	Social capital is invested in as a method of enhancing community resilience			78.0	95.6
G1C-3	Volunteer participation in CDEM is supported and encouraged			70.0	85.0
G1D-1	Information on hazards and risks is readily available to the public			85.0	93.4
G1D-2	Community input on hazard risk management is sought, and 'acceptable levels of risk' defined			85.0	95.0
Weighted Score by Objective					
G1A	Increase the level of community awareness and understanding of the risks from hazards			80.0	88.8
G1B	Improve individual and community preparedness			65.6	85.2
G1C	Improve community participation in CDEM			68.7	85.5
G1D	Encourage and enable wider community participation in hazard risk management decisions			85.0	94.2
Weighted Score by Goal					
G1	To increase community awareness, understanding, preparedness and participation in civil defence emergency			74.3	88.9

Table 1: Goal 1 scores by Key Performance Indicator and Objective.

Areas of strength

Public information management

The Otago Group has a collective sense of strength around its ability to manage public information effectively. Some of this is attributed to a consistency in approach, the coordination of key messages, and the strength of relationships between public information management (PIM) representatives across the Group, (police and airport were specifically mentioned by interviewees). PIM's mainly come from the respective organisations' communications teams and as such, have strong networks with media outlets that transition from business as usual to communications in emergency events. Despite the lack of recent emergencies within the Group, localised emergency events and expertise gained in emergencies outside of the Otago region have provided practical experience. Public information mediums included traditional radio/tv/press, with further avenues being developed within the social media space, with a clear strength in Dunedin City where they have recently been awarded winner of the Gigatown competition¹.

The Group has a public information strategy, and work has been undertaken to ensure that consistent public information management templates are readily accessible by group members during emergency events. The Group Public information manager coordinates an annual meeting of all PIMs to ensure relationships are sustained. Although many of the PIMs indicated that they also delivered public education messaging during non-emergency times, there appeared to be a significant variation on what was delivered and when – (see areas for improvement Goal 1). Public information management however, is a strength in Goal one and the Group should be congratulated for the collaborative way that this is delivered within Otago.

Hazard risk information and community

The Otago Group has a clear strength in the collaborative way that risk information promulgation is stewarded by the regional council and the 5 local councils. There is an Otago 'Natural Hazards Database' located on the regional council website which provides easy access for the public on a range of hazard risks both generically, and specifically by property / location.

Interviewees cited a couple of examples where known hazard risk has informed deliberate conversations with the community. One example referred to engagement with businesses in Queenstown "ahead of the flood season". A shared initiative between the regional council and Queenstown-Lakes district council, the intention is to engender self-preparation by businesses should a flooding event occur. Partly informed by the 1999 floods, business turnover in the area is such that business community 'institutional knowledge' of that event has dwindled, and the annual CBD walk around supports keeping awareness fresh. Another example identified during interviews was the strategic approach to flood management in Milton / Tokomairiro Plain; 'Milton 2060' project within the Clutha District area. This strategy has a dual purpose to both equip the Milton community in terms of understanding and living with the effects of flooding, and to guide any future land use development ensuring that flood risk does not increase. Both of these initiatives have involved communities understanding local risk, and having input into the management of that risk.

Like many CDEM Groups, local known hazards² are well socialised. The Otago Group is also examining other lesser understood hazard risks that may be exacerbated through climate change, and this concept was clearly articulated outside of the professional spheres, with Mayors raising the issue unprompted during interviews. The area of hazard communication is clearly strength for the Group.

¹<http://www.stuff.co.nz/the-press/63626022/Dunedin-the-first-Gigatown-in-Australasia>

² Specifically for Otago, flooding and snow events were the most commonly articulated "likely" emergencies.

Areas for improvement

Strategic and coordinated approach to community resilience

It was noted from the capability assessment data that improvements in community resilience were variable across the group. Whilst scores (arithmetically) appear high for the Group, the absence of any strategic approach by the Group has meant that delivery is quite different in each of the local areas. This in itself is not the problem as the community resilience best sustained where engendered by the local community themselves. The key issue here is that CEG currently has very little oversight of this work strand in a Group context and what it is delivering for Otago as a whole; has not had the opportunity to set principles against which community resilience work could be based, and has very little understanding of what is working well and where approaches could leverage gains for the Group in this area. There is a range of activity across business, residential and visitor sectors, but with no strategic overview, with most efforts focused on community response planning rather than true resilience outcomes.

CEG could consider the development of a strategic framework for community resilience that identifies ideal outcomes, approaches and prioritised sectors (which may differ at a local level depending on vulnerabilities to the hazardscape). A framework could support CEG in effectively directing effort and assigning resources into this valuable work stream.

An example to note in this area is Dunedin City Councils' organisation wide approach to strengthening community resilience. Whilst not specifically CDEM focused or driven, it is recognised that the approach will support communities in being better positioned to adapt to crisis/change situations, which has implicit CDEM advantages.

Mayors were universal in their articulation that improved effort in this area is important for them.

Community resilience monitoring and review

As noted above, local authorities are undertaking a range of community response planning and resilience activities. Largely focused on ensuring that communities have undertaken a level of pre-emergency planning (welfare, household preparation, resources mapping and situation awareness), CDEM professionals all acknowledged the commitment needed to support groups in developing community response planning work. Often existing community assets and networks are woven into the planning process (particularly for welfare), with some of the more successful planning processes developing maps to show hazard risk (e.g. inundation zones), and civil defence centres. What appears to be an area for development is the ongoing monitoring and review of these programmes particularly given the level of investment of time needed to make them successful, and a specific acknowledgement that these in isolation do not improve resilience. An ongoing group wide programme of monitoring and review could support in determining (a) how successful community response planning approaches are in improving community resilience, (b) whether improvements could be made to the approaches taken and (c) where successful work could be adapted and replicated in other parts of the Group. Nationally this is a developing area of work, and as such, is likely to mature in the coming years.

Public education

Part of the critical capability for the effective management of emergency events is the effort invested ahead of them, and public education is a key part of this. Whilst interviews and data indicated that a public education strategy has been developed (November 2012), very little appears to have been done to give effect to this in a Group context. It was apparent that, comprehensive Group improvements in this area are not well demonstrated (via its own work plan reporting) and that gains in this area are more 'accidental'. Local CDEM professionals indicated that whilst generally not an overt work stream, a variety of mechanisms are being used at a local level to engender better public awareness and preparedness. These included community response planning (which involved a significant public education component); some adhoc talks to community groups (where requested) and the use of council websites and social media (although this tended to be by organisational communications staff). A far better outcome for the

Group would be achieved if this existing activity was (a) acknowledged as deliberately improving public education, (b) more targeted rather than organic, and (c) generally more collaborative and consistent and aligned to the Group Plan via work planning. The existing Public Education strategy appears to be an appropriate mechanism, but that it has struggled to be implemented.

Goal Two: Reducing the risks from hazards

This section of the report focuses on the following activities;

- Emergency management research
- Hazard risk research and analysis
- Risk assessment
- Risk reduction programmes
- Hazard risk monitoring.

The overall score for goal 2 is 81.3% reflecting a mature state for the Group. This is a significant improvement on the 2010 score of 54.7% and is the high point for the Group. Detailed score breakdown by key performance indicator is shown in table 2.

2015					81.3	
2010			54.7			
	unsatisfactory		developing			mature

Goal 2: To reduce the risks from hazards to New Zealand				MCEM SCORE	CDEM GROUP SCORE
Capability Criteria					
#	Key Performance Indicators	#	Performance Measures		
Results for Goal 2					
Weighted Score by Key Performance Indicator					
G2A-1	EM research is undertaken, assessed, and analysed			70.0	95.9
G2A-2	EM research is applied			65.0	86.7
G2B-1	Hazard risks are understood through ongoing research			94.7	94.7
G2B-2	Hazard risks are analysed to determine local impact			85.0	95.5
G2B-3	Hazard risk information informs organisational plans, priorities, and expenditure			80.0	88.7
G2C-1	Viable risk reduction options are identified, evaluated, and used to inform planning			80.0	89.0
G2C-2	Implementation of risk reduction programmes is inclusive and coordinated			85.0	89.8
G2C-3	Hazards, vulnerabilities, and risks are monitored on an ongoing basis			65.0	83.2
Weighted Score by Objective					
G2A	Improve the coordination, promotion and accessibility of CDEM research			67.5	91.3
G2B	Develop a comprehensive understanding of New Zealand's hazardscape			86.6	93.0
G2C	Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels			79.0	88.2
Weighted Score by Goal					
G2	To reduce the risks from hazards to New Zealand			81.3	90.6

Table 2: Goal 2 scores by Key Performance Indicator and Objective.

Areas of strength

Comprehensive understanding of the hazardscape

The Otago Group has established a Risk Reduction sub committee that alongside the Regional council, stewards risk reduction work well. Research work has been undertaken for hazards such as storm surge, tsunami, the eleven alluvial fans (Queenstown Lakes & Central Otago) and flood/debris flow risk identified in specific high risk areas (e.g. Pipson creek, the Young river and Buckler Burn rock fall dam). Additionally there has been significant input by the Regional Council into the Milton 2060 project to better understand overland flow paths for this development area. A

recommendation from the last capability assessment report, the Group has made significant improvements to the ability to share risk reduction research through the implementation of its natural hazard database hosted by the regional council. Additionally the recently completed lifeline project on hazard vulnerabilities has been a good contribution in better understanding the Groups' hazard risks. The KPI's (hazard research, analysis and uptake) that make up this objective are an area of significant strength, and the Group should be congratulated on this mature score.

Areas for improvement

Application of emergency management research

The absence of a resource at the Group Emergency Management Office to support the collaboration and promulgation of emergency management research has resulted in each of the local authorities attempting to deliver best practice in isolation. There are few opportunities for deliberation of emergency management research and how this might work in an Otago context, and infrequent discussions on how to give effect to best practice has resulted in more of a 'siloe'd' approach. Given that hazard risk is not restricted to jurisdictional boundaries, communities within the Otago region may be subject to differing approaches seeking to achieve similar outcomes. This example reflects a growing theme for the Otago region around building opportunities for greater collaboration.

Monitoring of hazard risks and vulnerabilities

Although the Regional council undertakes regular hazard monitoring, this tends to focus mostly on river catchments and other known hazards. Generally CEG has little oversight of other hazard risks and their consequential impacts on communities. Recent research work by the Lifeline group to examine hazard vulnerabilities has resulted in a number of proposed future actions (including contingency planning, critical resource planning and communication planning). CEG would benefit from having a more comprehensive monitoring approach that enables a clearer understanding of (i) lesser understood hazards (liquefaction, earthquake), (ii) the potential social consequences of emergencies (rather than an asset management perspective) and (iii) a greater oversight of hazard policy implementation i.e. oversight of earthquake prone building work. This is a maturing space nationally and the prior formation of Otago's risk reduction committee may provide early gains for stewarding this area of work

Goal Three: Enhancing capability to manage emergencies

This section of the report focuses on the following activities;

- Capability development and exercising
- CDEM planning
- Collaboration and cooperation
- Emergency operation centres
- Warning systems
- Multi agency communications
- Controllers
- Critical resources and logistics
- Group and local welfare
- Coordination of Lifelines.

The overall score for goal 3 is 67.6% reflecting an advancing state for the Group. This score is slightly below the score from the 2010 report. Detailed score breakdown by key performance indicator is shown in table 3.

2015				67.6		
2010				67.9		
	unsatisfactory	developing	advancing		mature	

Goal 3: To enhance New Zealand's capability to manage civil defence emergencies				MCDM SCORE	CDEM GROUP SCORE
Capability Criteria					
#	Key Performance Indicators	#	Performance Measures		
Weighted Score by Key Performance Indicator					
G3A-1	Capability development strategy and programmes are developed according to organisational needs			50.0	91.2
G3A-2	Capability development programmes are comprehensively implemented and evaluated			70.0	96.7
G3A-3	Exercising is effective in improving capability			58.0	93.5
G3A-4	Exercising is integrated across organisations and levels			65.0	99.3
G3B-1	Local CDEM planning is integrated and aligned across agencies			89.0	98.9
G3B-2	CDEM Group member agencies work together cooperatively and collaboratively			50.0	88.9
G3B-3a	Emergency operating centres (EOC/ECC) have appropriate facilities			78.0	92.4
G3B-3b	Emergency operating centres (EOC/ECC) are staffed adequately			89.6	89.6
G3B-3c	Emergency operating centres (EOC/ECC) are resourced and operated efficiently			65.0	95.3
G3B-4	Warning systems are in place and are maintained and effective			78.0	92.5
G3B-5	Communication with partner agencies is able to be maintained in an emergency			58.0	90.7
G3B-6	Controllers are able to provide effective leadership			75.0	91.5
G3B-7	Critical resources can be sourced rapidly in response to an emergency			70.0	92.5
G3B-8	Logistics processes are in place to manage resources effectively in an emergency			60.0	87.3
G3B-9a	Group welfare planning is comprehensive and coordinated			53.9	53.9
G3B-9b	Local welfare planning is comprehensive and coordinated			78.0	89.8
G3B-9c	Welfare is able to be provided to affected communities in a timely, effective manner			75.0	94.3
G3B-10	Lifeline utilities are coordinated in response			60.0	73.7
Weighted Score by Objective					
G3A	Promote continuing and coordinated professional development in CDEM			61.4	95.2
G3B	Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies			68.7	84.7
Weighted Score by Goal					
G3	To enhance New Zealand's capability to manage civil defence emergencies			67.6	86.3

Table 3: Goal 3 scores by Key Performance Indicator and Objective.

Areas of strength

Local CDEM Planning

Following the development of the last Group Plan, the Otago group developed a local plan template for each of the local authorities to populate, that describes its local CDEM arrangements and enables local accountability in giving effect to the Group Plan. Supporting that, an approval process (via CEG) was established for each of these local plans – most have been approved. Additionally each of the local authorities develops its own annual work programme aligned to its local plan, that ultimately gives effect to goals within the Group Plan. More recently, the CEG has had no coordinated feedback on progress towards its Group Plan goals, with reporting on CDEM activity being more locally focused. A common theme during the interviews was that the absence of capacity at a Group level to provide a coordinated ‘helicopter’ perspective on CDEM performance. This is significantly impeding the ability of CEG to have a comprehensive oversight of its capability in almost every area.

Whilst local CDEM planning is evident, is not reviewed or comprehensively reported at a Group level, and opportunities to create synergies across the Group and deliberately strengthen coordination are lost. The high score in this key performance area is reflective of the process that has been developed and undertaken to create local CDEM plans and resulting work programmes. It should not be construed as providing an overarching insight into Group capacity or capability.

EOC staffing

When interviewed, local CDEM professional staff were clear about the capacity required for running the local EOC and in most cases, roles were filled with named individuals. Additionally for most EOC’s, population of EOC positions was by staff from the local council who were assigned to roles aligned to their business as usual roles (i.e. planning and intelligence positions populated with staff experienced in planning; logistics roles populated with staff familiar with procurement or management of assets). Careful consideration had been given to ensuring that the organisation was not disadvantaged by filling EOC positions with staff who have operational roles within the organisation during emergencies. Interviews revealed that training was progressing to varying levels with EOC staff having undertaken variably: the Integrated Training Framework foundation course; CIMS 2 and 4; EOC II and EOC III courses, alongside other more role specific training, (i.e. PIM training, Controller training, Recovery manager training, EMIS training etc.). Most local CDEM professional staff were aware where training gaps existed and were working towards providing or leveraging from appropriate training opportunities. Unanimously interviews indicated that for local emergency events that were “bigger than small”, or sustained over more than a few days, additional EOC staff would be needed. Additionally all of the local authorities indicated that the Group Emergency Coordination Centre would most likely be their first place to go for supplementary resourcing, but that in practice this would be unlikely to work.

The CEG has very little oversight of its collective “trained state”. It is important that CEG engages in defining for the Group which training is most appropriate for the respective EOC roles, and that this should be applied consistently across the group. Additionally individual CEG members should continue to champion ongoing training opportunities within their respective local councils to ensure that EOC staff are afforded regular opportunities to practice. This is discussed further under ‘areas for improvement’.

Areas for improvement

Capability development strategy and exercising

These are two of the KPI areas that contribute towards the objective “*promote continued and coordinated professional development*”. Scores in these areas fall into the ‘developing’ category for a range of reasons. The 2010 Capability Assessment report identified recommendations around both capability development and exercising. There appears to have been little progress in these areas.

Whilst there have been some efforts historically to develop a professional development strategy, CEG’s ability to clearly understand what is required for respective CDEM roles; what training exists to meet that requirement; and to deliberately resource the upskilling of individuals to meet that standard is still lacking at a Group level. In addition to having a greater sense of its “trained state”, CEG should actively champion the core components that enable effective capability development (i.e. courses, peer learning, exercising – desk top through to full activation, relationship management etc.). The recommendations for training and professional development from the 2010 Capability Assessment report are still valid.

Recommendations in the 2010 report around exercising focused on a need to develop an oversight and coordination of exercises, and to develop a group wide exercise programme (informed by training and development). For exercising to be most effective, it should be underpinned by needs analysis, supported by training and then tested in an experiential environment (exercising). Without a strategic approach, local authorities have been left to fill the void the best that they can. Although the group did participate in the Tier 3³ exercise Te RipaHapa, there has not been a tier 2⁴ exercise for some time, and that local exercising (tier 1) occurs variably. CEG has no real oversight of this delivery. A lack of coordination in this area for the Group means that the ability to leverage from training, exercising or evaluation of exercising may be lost. Having a collective oversight would provide assurance to CEG that as a Group there are appropriately trained and capable resources to support an event anywhere within the group boundaries (or outside of Otago). It would also support a more strategic approach to building capability in critical roles (i.e. Controllers, Recovery Managers or Welfare Managers).

Collaboration between agencies

During the interview process, and substantiated by the recent review work undertaken by Cornwall Strategic⁵, there appeared to be varying levels of collaboration between agencies. At a strategic level, emergency services identified examples of decision making taken outside of the CEG environment that had the effect of disempowering their role. Chief executives and Mayors however indicated that relationships and connectedness between local authorities was good; and that this translated from a business as usual context through to the CDEM environment. Relationships with the Regional council were specifically mentioned by local authorities who had noted an improved relationship with the arrival of the new Chief Executive. At an operational level there has been an almost full rotation of professional CDEM staff since the last report in 2010 and there is currently no permanent resource within the GEMO. Interviewees universally indicated that there was little collaboration operationally between local authorities and the GEMO, with collaboration occurring locally in an adhoc fashion relating to specific topics only. New CDEM staff are left to navigate the group, without any deliberate induction into the Otago CDEM Group as a whole. This is a lost opportunity to create a cohesive team of experts that can provide solid, evidential and experiential thinking to support CEG in developing Group capability. Culturally there is a distinct divide between those who want to engage and those who don’t, and this is not currently being addressed by the CEG. A recent paper to CEG⁶ identifies new principles for the Group to adopt that will support enhancing levels of service and culture. These reflect many of the

³ Tier 3 exercises involve participation from one or more CDEM Groups

⁴ Tier 2 exercises involve participation from local authorities and the Group office within a CDEM Group area

⁵ Otago CDEM Group Review; October 2014

⁶ Review of Otago CDEM Group Arrangements “working together to build resilient communities in Otago”

issues identified by almost all interviewees. Work to deliberately give effect to these principles will have a positive effect on this area of the assessment going forward. This is discussed further in Enabler One.

Group welfare

The Welfare Coordination Group (WCG) is chaired by the regional commissioner and supported by the advisor to the regional commissioner. Attendance by agencies is good and meetings are used to cement relationships. A group welfare plan has been developed but generally a lack of resourcing has meant that projects to give effect to the plan are almost non-existent. The Group has no appointed Group Welfare Manager and an absence of resource in the GEMO means that the majority of effort to keep the group together sits with MSD. There is no group welfare work plan. The WCG participated in exercise Te RipaHapa, but an absence of emergency events within Otago means that there is little experience of how the WCG would operate should a significant emergency affect the region. Planning by agencies tends to be more agency focused (in respect of how each will deliver services to affected communities during emergencies), rather than any holistic welfare provision. Local Welfare managers also attend the WCG and interviews indicated that at a local level, there is a strong confidence that local welfare arrangements are in place that could sustain provision for small events. There has been no deliberate discussion at a WCG level regarding the transition of welfare functions once the new National CDEM Plan is adopted.

Although the regional commissioner as the WCG chair attends CEG, very little attention is paid at this strategic level to the struggles of the WCG. CEG should consider how to support the WCG in increasing its strategic welfare capability, including the urgent appointment of a Group Welfare Manager

Goal Four Enhancing capability to recover from emergencies

This section of the report focuses on the following activities;

- Recovery structures
- Recovery planning (and integration with other planning processes)
- Transition from response to recovery
- Impact assessment
- Recovery centres
- Integration of the community with the recovery process
- Information management
- Debriefing / learning from past events

The overall score for goal 4 is 57.2% reflecting a developing state for the Group. This is a slight improvement on the 2010 score in this area. Detailed score breakdown by key performance indicator shown in table 4.

2015			57.2			
2010			42.3			
	unsatisfactory	developing		advancing		mature

Goal 4: To enhance New Zealand's capability to recover from civil defence emergencies

Capability Criteria				MCDIEM SCORE	CDEM GROUP SCORE
#	Key Performance Indicators	#	Performance Measures		

Results for Goal 4

Weighted Score by Key Performance Indicator			
G4A-1	Structures, roles and responsibilities for recovery are pre-determined and documented	50.0	90.6
G4A-2	Recovery Managers are identified, trained, supported and ready to perform the role	56.7	56.7
G4A-3	Recovery Plan outlines arrangements for holistic recovery management	55.0	73.4
G4A-4	Recovery planning is integrated with risk reduction and other community planning	55.0	78.8
G4A-5	Arrangements for the transition from response to recovery are pre-defined	55.0	73.6
G4B-1	Impact assessments are conducted before, during and after events in order to inform recovery planning and manage	55.0	89.2
G4B-2	Plans and procedures for establishing a recovery centre or 'one-stop shop' are in place	55.0	70.2
G4B-3	The community is an integral part of recovery planning and management	55.0	89.3
G4B-4	Information management systems are effective in supporting recovery management	55.0	84.8
G4B-5	Processes for learning from emergencies are embedded in the organisation	80.0	97.4
Weighted Score by Objective			
G4A	Implement effective recovery planning activities	54.3	74.6
G4B	Enhance the ability of agencies to manage the recovery process	60.0	86.2
Weighted Score by Goal			
G4	To enhance New Zealand's capability to recover from civil defence emergencies	57.2	80.4

Table 4: Goal 4 scores by Key Performance Indicator and Objective.

Areas of strength

Learning from emergencies

From the data and interview process, it was evident that processes to ensure learning opportunities are recognised, have been introduced. The Otago CDEM Group has not had many CDEM related emergency events over the last 5 years, however it has introduced debrief processes to capture lessons, and to translate these into corrective action plans. This process has also been used following exercises. The Otago CDEM Group should be congratulated on the

introduction of this process. This could be further strengthened over time by ensuring that CDEM corrective actions are consistently monitored and owned by CEG (including its multi-agency stakeholders). This mechanism may be best owned by the Readiness and Response sub committee.

Areas for improvement

Recovery planning and implementation

Feedback during the interview process indicated that for most agencies within the Group, recovery planning was a weak area. Many acknowledged that this needs to be a key focus for work planning in the coming years, which falls in line with national planning in this area. That said the Group has developed a Group Recovery plan, but opportunities to effectively operationalise this at a local level is still an area of work to be pursued. There is currently no Group Recovery manager. The Group has established a recovery sub committee (of CEG) that comprises local recovery managers, (and would include the Group Recovery Manger), but more recently this has not met.

The CEG needs to ensure that recovery capability is built beyond simply having a plan. Resourcing the position of Group Recovery manager and operationalising recovery planning (including capability development and exercising of recovery components) should be an urgent area of work. Whilst recovery managers (as individuals) had mostly been identified at a local level, the systems, processes and capability to strengthen this critical area are still very much in development.

Enabler One: Governance and management arrangements

This section of the report focuses on the following activities;

- The Group Plan
- CEG and the Joint Committee
- Work planning
- CDEM leadership
- CDEM Group identity
- CDEM culture
- Funding.

The overall score for enabler 1 is 70.1% reflecting an advancing state for the Group. This is a slight improvement on the 2010 score. Detailed score breakdown by key performance indicator is shown in table 5.

2015				70.1		
2010				65.3		
	unsatisfactory	developing	advancing		mature	

Enabler 1: Governance and management arrangements support and enable CDEM

Capability Criteria		# Key Performance Indicators	# Performance Measures	MCDM SCORE	CDEM GROUP SCORE
#					

Results For Enabler 1

Weighted Score by Key Performance Indicator			
E1A-1	CDEM Group Plan provides the platform for comprehensive, coordinated CDEM across its area	91.7	91.7
E1A-2	CDEM Group Joint Committee includes appropriate level representation and has formalised procedures	80.0	57.9
E1A-3	Coordinating Executive Group includes appropriate level representation and has formalised procedures	65.0	76.2
E1A-4	CDEM Group's CDEM activity is planned, monitored, and effective in achieving CDEM objectives	46.4	46.4
E1A-5	Local authority CDEM activity is planned, aligned, monitored, and effective in achieving CDEM objectives	75.0	97.5
E1B-1	CDEM leadership is effective in directing and managing CDEM outcomes	78.0	55.1
E1B-2	The Emergency Management Community shares collective responsibility for championing CDEM outcomes	59.0	60.5
E1B-3	CDEM organisations demonstrate behavioural attributes that contribute positively to CDEM delivery	75.0	88.8
E1C-1	CDEM Group funding arrangements are identified and reported	39.0	89.0
E1C-2	Organisation's emergency management funding arrangements are identified and reported	79.0	97.5
E1C-3	Organisation's hazard reduction funding is prioritised to risk	61.3	61.3
Weighted Score by Objective			
E1A	Implement effective organisational structures for CDEM	71.6	73.9
E1B	CDEM Group culture positively influences the effective delivery of CDEM	70.7	68.1
E1C	Ensure agencies have funding for civil defence emergency management	59.8	82.6
Weighted Score by Goal			
E1	Governance and management arrangements support and enable civil defence emergency management	70.1	73.1

Table 5: Enabler 1 scores by Key Performance Indicator and Objective.

Areas of strength

Management and Governance

In addition to the high score for its Group Plan, the Otago Group has made significant in-roads into the areas of Management and Governance. Although the Groups' arithmetic score for governance was in the developing range, the monitoring and evaluation team felt that evidence suggested that this was higher. Interviews revealed a number of positive areas within the management and governance of the group.

Firstly, the Otago Group has already begun to examine its CDEM performance and has engaged Cornwall Strategic to conduct a Group review. The findings of this report have identified some areas for improvement that the CEG and Joint Committee have subsequently deliberated. One area is the need for increased resourcing in the Group Emergency Management Office. Interviewees provided good insight as to where the Group is currently at, and where it wants to be. One comment was that the Group is currently *"like a disorganised professional sport team having six owners – all have contributed players though none is the captain"*, and another commented that an enhanced Group office would be a *"bit like a personal trainer – we are lousy on our own and a trainer will give us the programme and discipline"*. Essentially these comments reflect recommendations of the Cornwall Strategic report, and those subsequently presented to the CEG in the paper *"Review of Otago CDEM Group Arrangements"*. Examining current Group level resourcing; adopting shared CDEM principles that foster collaboration and coordination and addressing some of the legacy culture concerns will serve the Otago Group well.

Secondly, relationships amongst the key CDEM partners at CEG are strong and a number of new Chief executives across the region have brought some fresh perspectives on how to best build on Group capability. CEG representatives support their political counterparts well at the Joint committee with a strong commitment from Chief executives to both assume the CEG role, and to attend Joint Committee meetings to support Mayors. Thirdly, the Joint Committee has already decided to shift its meeting from the Triennium meeting to a separate CDEM the day before in order that it can be afforded more attention.

One area however that requires some considered effort is how best to link these strategic arrangements to the tactical and operational levels. This is discussed further under areas for improvement.

Areas for improvement

CDEM Structural disconnects

The score in the area of 'sharing collective responsibility for CDEM outcomes' is one of the lowest for this goal and sits in the 'developing' area of the scoring. This KPI specifically examines collaboration; a shared identity; equality of influence; accountability and collective decision making.

Some of these attributes are negatively affected by having insufficient resource at the Group Emergency management office which in effect leaves a void between strategic decision making at CEG and the Joint committee, and the operational and tactical levels of member agencies. Interviews indicated that when CEG representatives leave the CEG meeting, there are few mechanisms to ensure that what has been discussed is effectively promulgated into CDEM delivery. CDEM professional staff revealed that the uptake of what has transpired at CEG meetings was patchy, inconsistent and often learned through a third party, meaning that invariably, there were 'many versions of the truth'. Only one local authority was able to clearly articulate that the Chief Executive had a pre-CEG meeting with its professional staff, had meetings between the Chief Executive and Mayor ahead of Joint Committee meetings and then held a subsequent meeting with professional staff after CEG and Joint Committee meetings to ensure that decisions were clearly and efficiently shared back into the organisation.

Structural disconnects were also apparent between Lifelines and Welfare and CEG / joint Committee with little acknowledgement at a management and governance level that risks and challenges in these areas were a shared responsibility of the Group.

Collaboration between agencies of the group was also referred to in goal 3 and is discussed further here. In addition to the strategic / operational disconnects, interviewees across most agencies referred to operational disconnects between CDEM staff and some partner agencies. As previously noted, there is a distinct divide between those CDEM professionals who want to engage and those who don't, and a continued tolerance of this behaviour will not support the coordinated approach so clearly desired by CEG. It is critical that the CEG is able to effectively direct the delivery of required outcomes and to facilitate a coordinated approach where appropriate. Additionally, the effective implementation of the principles presented to CEG (see footnote 6), will in part support building a Group culture that will significantly improve legacy disconnects.

Group funding

Scores in this area were particularly low and sit in the lower end of 'developing'. Three of the local authorities did not complete scoring in this area suggesting that clarity around CDEM funding was not clear at either a Group or local level. CDEM delivery across the Group is funded in 2 ways; (i) by the Regional Council for Group Emergency Management funding (with no contribution by local authorities) and (ii) by local authorities for local service delivery. Funding generally provides for salaries and overheads of CDEM professional staff without specific funding identified for project work (i.e. professional development, public education, project work etc.). Funds for the delivery of CDEM Group specific projects are funded on an as-agreed basis i.e. the Lifeline group vulnerability study. Little is reported to the CEG on funding for CDEM outcomes essentially because there is no central budget and each local authority regards its CDEM expenditure as organisational business rather than the business of the CDEM Group. The role of the administering authority is also obfuscated by the current funding arrangement of the GEMO which further translates as the regional council having 'control' on the operation of the GEMO. Although an older Directors Guideline, DGL 1/02 "Working Together: The formation of CDEM Groups" provides some support to regional councils in separating the two distinct roles that they provide; namely as a vital partner (particularly in the risk reduction space and in providing emergency response horsepower for the Group Emergency Coordination Centre) and the role of Administering Authority (see section 2.1 of the Directors Guideline). The Group would benefit from improved clarity of its CDEM funding, with particular attention to the alignment of local and group delivery with respective work programmes

Enabler Two: Organisational resilience

This section of the report focuses on the following activities;

- Risk management
- Business continuity framework
- Critical functions
- Business continuity planning
- Leadership and culture
- Relationships and networks
- Adaptive capacity

The overall score for enabler 2 is 67.1% reflecting an advancing state for the Group. This is a new area for the Capability Assessment tool, and no data is available to compare this to. Detailed score breakdown by key performance indicator is shown in table 6.

2015			67.1	
	unsatisfactory	developing	advancing	mature

Enabler 2: Organisational resilience supports effective crisis management

Capability Criteria		MCDM SCORE	CDM GROUP SCORE
# Key Performance Indicators	# Performance Measures		

Results For Enabler 2

Weighted Score by Key Performance Indicator			
E2A-1	Risk management is comprehensive and integrated throughout the organisation	69.3	69.3
E2A-2	Business Continuity Management has a formalised programme with high-level commitment	66.7	66.7
E2A-3	Critical business functions and processes, and potential impacts on them are defined	49.4	49.4
E2A-4	Business continuity strategies and arrangements are developed and implemented	60.1	60.1
E2B-1	Leadership and culture are enabling of a forward-looking, agile organisation	78.5	78.5
E2B-2	Effective relationships, partnerships and networks are developed	82.7	82.7
E2B-3	Adaptive capacity is fostered through active learning and capability development	55.5	55.5
Weighted Score by Objective			
E2A	Organisational resilience is developed through risk management and planned strategies	61.9	61.9
E2B	Organisational resilience is developed through adaptive capacity	72.2	72.2
Weighted Score by Goal			
E2	Organisational resilience supports effective crisis management	67.1	67.1

Table 6: Enabler 2 scores by Key Performance Indicator and Objective.

Areas of strength

Effective relationships, partnerships and networks

The strong score in this area indicates that at an organisational level the relationships, partnerships and networks established support in building resilience to emergencies. Interviews suggest that there is a good understanding by the respective councils of their local response environment and where local communities are most likely to be affected. Organisations have invested in developing a strong culture of teamwork by understanding who does what during an emergency and that this is practiced through local exercising. Relationships with response partners are

strengthened by involvement with local Emergency Services Coordination Committees (ESCC's) and through the Group Readiness & Response committee. The Group should be commended for its investment in this external component of crisis management.

Areas for improvement

Critical business functions

Data and interview feedback in the area of 'critical business functions' was generally on the low side and somewhat inconsistent across the Group, with the overall score falling within the 'developing' range. The general theme from the interviews was that a risk management approach to business continuity was an area of development for the Group. Where local authority business units had considered business continuity issues, this was largely around IT capability rather than a more strategic approach based on critical corporate functions. Some local authorities had undertaken an element of scrutiny in this area and had more recently introduced a business continuity framework and associated processes / governance arrangements for audit and risk, but it was almost unanimously articulated that there was still work to do to embed this across the organisation and examine potential consequential impacts. Over time, this developing workstream is likely to include defining critical business functions and dependencies, and setting appropriate tolerances levels for downtime. Having a more holistic view with respect to likely effects on stakeholders was also an area for future consideration. Although this KPI reflects more of an organisational (rather than Group) perspective, CEG could benefit from understanding where business continuity risks exist across the Group in order to understand the potential impacts (and conflation of risk) on the Otago CDEM Group.

Adaptive capacity

The area of adaptive capacity examines the extent to which individual organisations have embedded a culture of crisis management and business continuity across the organisation. High scores in this area indicate that staff are engaged in a process that is regularly practiced and enables them to do the right things in an emergency, and to up source appropriately the most critical business functions. Low scores in this area indicate that whilst a plan (or document) may exist, it is not regularly practiced and that staff do not inherently know what to do in the event of an emergency or crisis. Interviews with senior staff and politicians supported that for most councils, this was an area of development.

Conclusions

The table below summarises the suite of scores for the Otago CDEM Group at objective level⁷ (including combined CDEM Group and MCDEM score)

SUMMARY OF RESULTS		COMBINED GROUP	MCDEM	CDEM Group
Results for Goal 1			SCORE	SCORE
G1A	Increase the level of community awareness and understanding of the risks from hazards		80.0	88.8
G1B	Improve individual and community preparedness		65.6	85.2
G1C	Improve community participation in CDEM		68.7	89.5
G1D	Encourage and enable wider community participation in hazard risk management decisions		85.0	94.2
Results for Goal 2			SCORE	SCORE
G2A	Improve the coordination, promotion and accessibility of CDEM research		67.5	91.3
G2B	Develop a comprehensive understanding of New Zealand's hazardscape		86.6	93.0
G2C	Encourage all CDEM stakeholders to reduce the risks from hazards to acceptable levels		79.0	88.2
Results for Goal 3			SCORE	SCORE
G3A	Promote continuing and coordinated professional development in CDEM		61.4	95.2
G3B	Enhance the ability of CDEM Groups to prepare for and manage civil defence emergencies		68.7	84.7
Results for Goal 4			SCORE	SCORE
G4A	Implement effective recovery planning activities		54.3	74.6
G4B	Enhance the ability of agencies to manage the recovery process		60.0	86.2
Results for Enabler 1			SCORE	SCORE
E1A	Implement effective organisational structures for CDEM		71.6	73.9
E1B	CDEM Group culture positively influences the effective delivery of CDEM		70.7	68.1
E1C	Ensure agencies have funding for civil defence emergency management		59.8	82.6
Results for Enabler 2			SCORE	SCORE
E2A	Organisational resilience is developed through risk management and planned strategies		61.9	61.9
E2B	Organisational resilience is developed through adaptive capacity		72.2	72.2
Results by Goal			SCORE	SCORE
G1	To increase community awareness, understanding, preparedness and participation in civil defence emergency management		74.3	88.9
G2	To reduce the risks from hazards to New Zealand		81.3	90.6
G3	To enhance New Zealand's capability to manage civil defence emergencies		67.6	86.3
G4	To enhance New Zealand's capability to recover from civil defence emergencies		57.2	80.4
E1	Governance and management arrangements support and enable civil defence emergency		70.1	73.1
E2	Organisational resilience supports effective crisis management		67.1	67.1
OVERALL SCORE			69.3	81.4

⁷ Objectives underpin the Goals set out in the National CDEM Strategy

The Otago Group score of 69.3% indicates that at this time, the Group is advancing in its CDEM capability; and this is a similar position since the last Capability Assessment report in 2010. The target score provided by MCDEM was 71% and this score is slightly below that. However there are a number of high points in the scoring where the Group is squarely within the mature category for that function. These include Public information management, EOC staffing and hazard risk reduction. These are clear areas of strength and tend to reflect well where 'business as usual' activity seamlessly translates into the CDEM environment demonstrating good integration between the two. Significant investment has been made in these areas, most notably in Goal 2 where the recommendations from the previous capability report have been well actioned. The regional councils' stewardship of some well integrated risk reduction activities is to be commended.

This report represents a snapshot in time. The recent report produced by Cornwall Strategic identified a number of recommendations for the Group to consider and this report makes similar recommendations that are not new themes. Articulated by many interviewees, the two broad categories are:

- (1) Strengthening the leadership and accountability lines of not just the CEG, but of the member organisations that make up CEG. The Structural disconnect between management and operational areas of the respective member organisations is creating an environment of confusion and siloed activity. Recently proposed CDEM principles at CEG articulate well the culture that the Group wants to create (this vision was clear from the interviews), but the mechanisms to do this need to be further considered and implemented.
- (2) Enhancing a coordinated approach. This appears to be impeded in part by an absence of resource at the Group Emergency Management Office. Having a Group Manager and support staff that enables CDEM delivery through the development of consistent and coordinated framework will grow capability across the Group. An enhanced Group capacity should also seek to improve performance related reporting to CEG in order that it can have an overarching focus on quality.

The Otago group has experienced significant change across most of its member organisations during the intervening period since the 2010 capability assessment. Improvements in some areas have been offset by a significant loss of capability in others. The introduction of new staff in a range of roles (from Chief Executives to professional staff) has resulted in a significant loss of continuity within councils, with one result being that CDEM has often not been the most urgent priority. Following a period of reflection (and supported well by an experienced ex-Chief Executive), discussions are in progress to effect change for the Group. Small changes have already been made including moving the Joint Committee meetings to afford it more attention, and an agreement to appropriately resource the Group Emergency Management Office. The development of a shared service arrangement between Queenstown Lakes and Central Otago has introduced some comfort around making change to create greater efficiencies, but this requires further socialisation with CDEM partners to ensure a greater clarity with the arrangement.

There is a general collective sense that changes in the CDEM environment have started, but this is mostly at the management and governance level. It is absolutely critical that this momentum is sustained, that operational staff are brought into the picture, and that a future vision for Otago CDEM is clearly articulated. Although the most difficult aspects to address in any change process are those associated with culture, leadership and accountability, the Otago Group does not appear to be shying away from these aspects. Shifting the CDEM culture of the Otago Group from a "collection of individuals" to a strong "team Otago" will support creating confidence that in an emergency, the Group will act collectively and deliver effective response and recovery outcomes for their communities.

Goal 1	2015				74.3		
	2010				65.2		
Goal 2	2015					81.3	
	2010			54.7			
Goal 3	2015				67.6		
	2010				67.9		
Goal 4	2015			57.2			
	2010			42.3			
Enabler 1	2015				70.1		
	2010				65.3		
Enabler 2	2015				67.1		
		<i>unsatisfactory</i>	<i>developing</i>		<i>advancing</i>		<i>mature</i>

There is only one recommendation for the Group from this report.

That the Otago Group examines it's collective scores and collaborates in producing a Group level corrective action plan that is approved by the Joint Committee and lodged with the Ministry of Civil Defence and Emergency management.

Further information on the lodgement of this corrective action plan will be provided in due course.

Engagement from member agencies at all levels in the Capability Assessment process has been open and highly positive. The willingness for CEO's, Mayors, and professional staff to engage in the assessment process and discuss their collective understanding of the current CDEM environment in Otago is indicative of the commitment to this process, and MCDEM is grateful for this support.

Appendix 1: Capability Assessment process and interviews.

1. Scoring

Group Scoring

The Group's capability assessment score is comprised of both local and regional elements. The local component represents 60%, with each of the territorial authorities having a weighted proportion based on population size. The regional component represents 40% and is comprised of the GEMO, regional council and regional partners. Figure A illustrates how agencies contribute to the Group score.

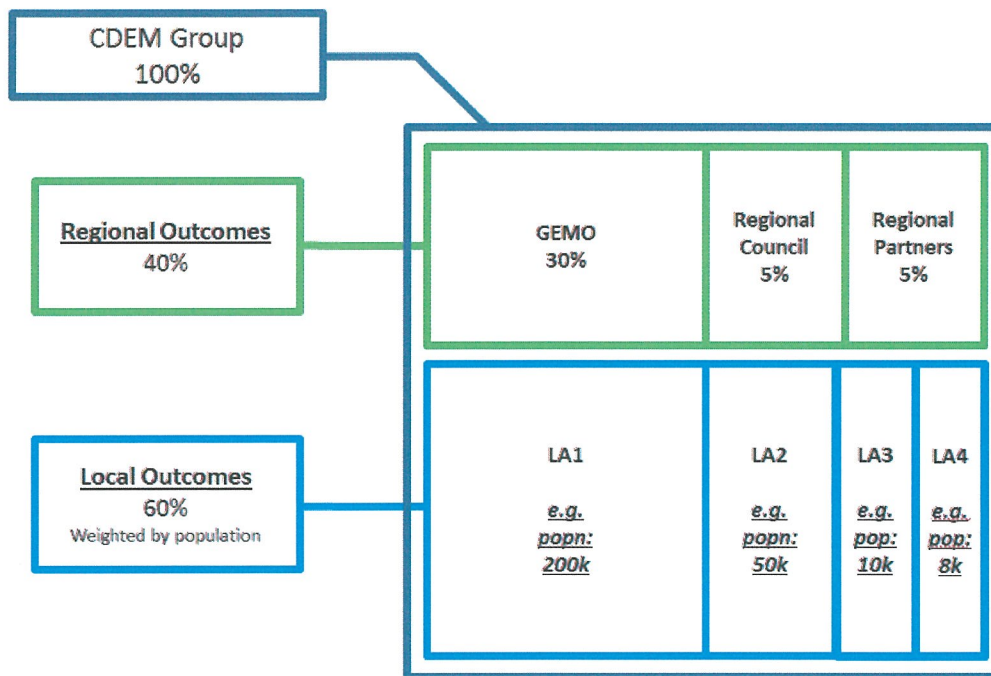


Figure A: Capability Assessment Scoring apportionment for the Otago Group

Goals and Enablers

Each of the 4 Goals and 2 Enablers contributes a proportion to the overall score. At a Group and local level, the apportionment remains the same. Figure B shows the proportional weighting that each goal and enabler contributes to the final score.

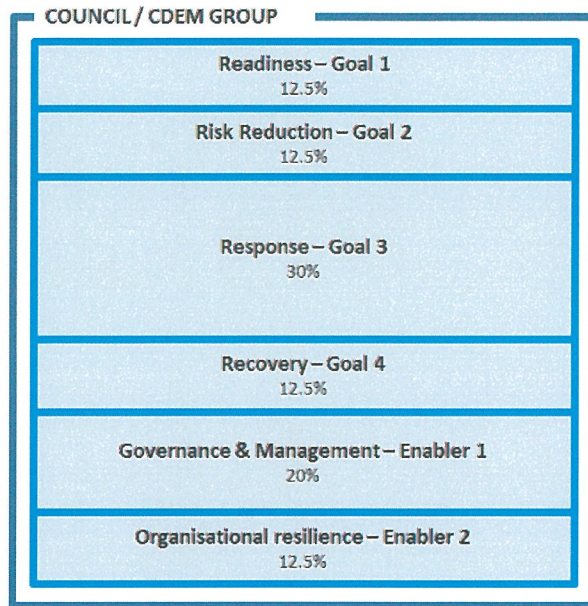


Figure B: Goals and Enabler contribution to the local and Group scores

MCDEM Scoring

As a scoring principle, MCDEM uses the combined Group self-assessment score at a KPI level as the starting point for MCDEM scoring. The assessment team considers whether the combined Group score is reflective of how that particular KPI functions across the all of the member agencies of the Group (as opposed to being the aggregation of high and low performance). The scoring guide⁸ detail also informs this assessment. Local Authority data has not been moderated by MCDEM and represents each individual local authority's combined self-assessment data.

“Developing, Advancing and Mature”

For each of KPI and associated measures, a 6 level coloured scale is used. Referring to the “CDEM Capability Assessment Report: Part 1, August 2012”, the coloured scale is directly linked to the attributes of developing, advancing and mature. Groups are likely to have varying scores across the 4 Goal and 2 Enabler areas of the capability assessment tool, and scores are presented in this report showing the 2009 and most recent score using this scale.

2014					87.3	
2009		43.5				
	<i>unsatisfactory</i>	<i>developing</i>	<i>advancing</i>	<i>mature</i>		
	0 – 20%	21 – 40%	41 – 60%	60 – 80%	81 – 90%	90 – 100%

Figure C: Developing, advancing and mature score percentages

2. Interviews and workshops

The MCDEM capability assessment process consists of a quantitative component (the tool), and a qualitative component delivered through a combination of interviews and workshops. The interview process was made available to all CEO's /CEG members, Mayors / Joint Committee members, CDEM professional staff and emergency management partners. A number of others were also interviewed as part of this process as they had valuable contributions to make.

⁸ The scoring guide can be found in the red tab of the Capability Assessment Tool spreadsheet.

For the Otago Group this was undertaken as follows;

Dunedin City Council	Dave Cull, Mayor Sue Bidrose, Chief Executive Sandy Graham, Group Manager Nicola Pinfold, Group Manager Community and Planning Andrea Jones, Communications Team Leader Neil Brown, Manager, Civil Defence & Emergency Management Glenn Mitchell, Emergency Management Officer
Clutha District Council	Bryan Cadogan, Mayor Steve Hill, Chief Executive Dave Campbell, Planning & Regulatory Manager Brendon Smith, Emergency Management Officer
Otago Regional Council	Gavin Palmer, Director Engineering, Hazards and Science Steven Woodhead, Chair of Regional Council; Joint Committee Chair Peter Bodecker, Chief Executive, CEG Chair
Central Otago District Council	Tony Lepper, Mayor Charles Hakaart, Acting Chief Executive; Clutha Local Controller, Acting GEMO John Kingsford, Manager Infrastructure Services Trevor Andrews, Emergency Management Officer
Queenstown Lakes District Council	Vanessa van Uden, Mayor Adam Feely, Chief Executive Michelle Poole, Manager communications Trevor Andrews, Emergency Management Officer
Waitaki District Council	Michael Ross, Chief Executive Chris Raine, (prior) Emergency Management Officer Jane Lodge, Manager, Emergency Management
Welfare Advisory Group	Lisa Little, Advisor to the Regional Commissioner, Ministry of Social Development
Emergency Services	Alastair Dickey – Senior Sergeant, New Zealand Police Doug Third – Southern Area Manager, St John Ambulance Paul McNamara – Emergency Advisor, Otago District Health Board

2015-25

E1

Emergency Management

Project Name	Emergency Management
Objective	Contribute to building resilient communities in the Otago Civil Defence and Emergency Management (CDEM) Group area.
Project Objective	<p>Act as the administering authority for the Otago CDEM Group and the Co-ordinating Executive Group (CEG).</p> <p>Ensure continuous operational capability of the Group Emergency Co-ordination Centre (GECC) through the provision of appropriate resources and regular testing of readiness.</p> <p>Ensure that the local response to emergencies is co-ordinated across the Otago CDEM area, and that a national response is appropriately supported.</p> <p>Undertake projects and participate in activities as determined through work programmes of the Otago CDEM Group.</p>
Assumptions Made	<ol style="list-style-type: none"> 1. That ORC continues to provide Group Office services; 2. That the Group Office will comprise 2 FTE (in accordance with the recommendation arising from the Group Review), with support from ORC Natural Hazards staff (see Project N1); 3. An Otago Lifelines Group is formed by 1 July 2015 and the Group will require support from the Group Office each year over the term of the LTP.
Management Responsibility	Otago Group Controller Manager Communications
Justification	Mandatory under the Civil Defence Emergency Management Act 2002

Activities to undertake to assist achieving the Level of Service

TARGETS		2015-16	2016-17	2017-18	2018-25	Manager
Level of Service		Be ready and able to respond to civil defence emergencies, assist with recovery after such events and to co-ordinate and promote reduction through Group Strategies and Plans.				
Measure		Timeliness in response to a civil defence event/emergency.				
Target		The GECC can be fully operational within one hour of activation. Respond immediately upon notification of a civil defence event/emergency.				OGC
Activities	1.	Provide CDEM Group Office services in accordance with the memorandum of understanding between Otago Regional Council and the CEG.				OGC
	2.	Monitor progress on the Public Education Strategy and report progress to the CEG.				PT
	3.	Maintain the Otago CDEM Group website to contain relevant and up to date information about civil defence and emergency management in the Otago CDEM Group area.				PT
	4.	Monitor Group skills and capability and report to the Otago CEG & CDEM Group.				OGC
	5.	Test the Group Warning system at least once during the year.				OGC
	6.	In event of an emergency, activate and operate the GECC in accordance with the operations manual.				OGC
	7.	Support the work programmes of the Otago CDEM Group Reduction Committee, Readiness and Response Committee, Recovery Committee and the Welfare Co-ordinating Group.				OGC
	8.	With the territorial authorities, implement the Otago CDEM Group Recovery and Emergency Welfare Plans.				OGC
	9.	Provide support to the Otago Lifelines Group.				OGC
	10.		Assist the Group with preparation of the 2017-22			OGC

TARGETS		2015-16	2016-17	2017-18	2018-25	Manager
			Otago CDEM Group Plan.			
	11.	With the territorial authorities, implement the Group Tsunami Plan.				OGC
	12.	Complete the development of the Group Risk Reduction Strategy.	Implement the Group Risk Reduction Strategy.			OGC
	13.	Develop a Group Dam Failure Plan.	Implement the Group Dam Failure Plan			OGC
	14.		Develop a Group Alpine Fault Earthquake Response Plan.	Implement the Group Alpine Fault Earthquake Response Plan.		OGC

REPORT

Document Id: A848473

Report Number: 2015/1195
 Prepared For: Council
 Prepared By: Finance Manager
 Date: 22 October 2015

Subject: **Financial Report to 30 September 2015**

The following information is provided in respect of the overall Council finances for the three months ended 30 September 2015.

1. Activity Expenditure

Expenditure for the Council's activities, including capital expenditure and internal charges, is summarised as follows:

		Annual Budget June 2016 \$000's	Budget September 2015 \$000's	Actual September 2015 \$000's	Variance (unfav) \$000's
Environment	Note 1	12,563	2,882	2,515	367
Community		4,043	975	1,053	(78)
Regulatory	Note 2	4,114	1,148	882	266
Flood Protection and Control Works	Note 3	8,891	985	768	217
Safety and Hazards		2,051	439	359	80
Transport	Note 4	14,163	2,584	1,980	604
		45,825	9,013	7,557	1,456

Significant variances are commented upon in the notes below.

Note 1 – Environment

The most significant variance in this activity relates to the Water group of projects, with expenditure amounting to \$1,279,000 against a budget of \$1,676,000, resulting in a favourable variance of \$397,000.

The variance is mainly as a result of timing issues and the diversion of resources from Water to other projects, including the Regional Policy Statement, \$27,000 and Public Awareness \$119,000.

The Rivers and Waterway management activity shows a favourable variance of \$84,000 against a budget of \$339,000, largely offset by an unfavourable variance in the Environmental Incident Response activity of \$77,000 against a budget of \$247,000.

Note 2 – Regulatory

The favourable variance largely arises in the consents and compliance activities.

Consents processing expenditure is down \$132,000 against a budget of \$361,000 and compliance monitoring expenditure is down \$98,000 against a budget of \$394,000.

A significant portion of the expenditure in the Regulatory activity is demand driven, and reflects a lower level of activity than provided for in the budget.

Note 3 - Flood Protection and Control Works

There are both favourable and unfavourable variances within this activity, with the more significant variances noted below.

The Leith Flood protection scheme has a budgeted capital expenditure amount of \$160,000 whereas only \$47,000 of expenditure has come to charge, resulting in a favourable variance of \$113,000, largely related to timing.

The Lower Taieri scheme shows an over-expenditure amount of \$31,000 largely due to seismic investigation expenditure of \$55,000 occurring the period to September that was budgeted for in the previous financial year.

Note 4 – Transport

The favourable variance of \$604,000 primarily arises from Public Passenger Transport with a variance of \$602,000, arising largely from timing differences.

The larger individual favourable variances were the Electronic Ticketing System jobs with expenditure of \$159,000 and a variance of \$71,000, the Bus Hub job with expenditure of \$20,000 and a variance of \$83,000, the Dunedin Bus Services activity with expenditure of \$1,278,000 and a variance of \$143,000, the Dunedin Timetable Information job with expenditure of \$17,000 and a variance of \$37,000, and Total Mobility activity with expenditure of \$157,000 and a variance of \$106,000.

2. Income Statement and Statement of Financial Position

An Income Statement for the three months to 30 September 2015 and a Statement of Financial Position as at 30 September 2015 are attached.

3. Recommendation

That this report be received.

Nick Donnelly
Director Corporate Services

Otago Regional Council
**Income Statement
For the three months to 30 September 2015**

	Annual Budget 30 June 2016 \$000's	Budget September 2015 \$000's	Actual September 2015 \$000's	Variance (unfav) \$000's
Income:				
Rate income	14,446	3,612	3,598	(14)
Subsidy income Note 1	8,258	1,493	1,119	(374)
Interest received	2,086	521	402	(119)
Other income	4,600	1,132	983	(149)
Dividend income	7,300	1,825	1,825	-
Rental income	1,100	275	266	(9)
Gain in value of investment Property Note 2	310	-	-	-
Other gains/(losses) Note 3	0	-	(99)	(99)
Total Income	38,100	8,858	8,094	(764)
Less Expenditure:				
Operating expenses Note 4	38,731	8,183	7,290	893
Finance costs	1	-	-	-
Depreciation expense	1,751	438	410	28
Total Expenditure	40,483	8,621	7,700	921
Surplus/(deficit)	(2,383)	237	394	157

Note 1 – Subsidy Income

The budgeted subsidy income is directly related to the associated budgeted expenditure. The unfavourable subsidy variance is a direct result of transport activity expenditure eligible for subsidy being lower than the budgeted level, as referred to in the notes to the transport activity in the previous section of this report.

Note 2 – Gain in the value of Investment Property

Investment Property is revalued annually at 30 June. Accordingly the year to date budget and actual gain are reported as nil amounts to 30 September 2015.

Note 3– Other Gains/(losses)

The loss recorded of \$99,000 reflects the decrease in the fair value of the BNZ Managed Investment Portfolio for the period from July to September 2015.

Note 4 – Operating expenses

Operating expenses are down \$893,000 on the budgeted amount, mainly attributable to favourable project variances reflected in the activity expenditure section above.

Otago Regional Council

 Statement of Financial Position
 As at 30 September 2015

		30 September 2015 \$000's	30 June 2015 \$000's
Public Equity			
Public equity		138,403	140,424
Available-for-sale revaluation reserve	Note 1	387,293	387,293
Asset revaluation reserve	Note 2	8,063	8,063
Asset replacement reserve		4,513	4,865
Building reserve	Note 3	10,684	8,072
Emergency response reserve		3,781	3,739
Water management reserve		1,549	1,532
Kuriwao endowment reserve		6,194	6,167
		560,480	560,155
Current Liabilities			
Accounts payable and accruals		3,995	5,604
Revenue in advance	Note 4	12,066	-
		16,061	5,604
Total Equity and Liabilities			
		576,541	565,759
Non-Current Assets			
Operating assets		83,816	83,850
Intangible assets		1,456	1,553
Investment Property	Note 2	10,124	10,124
Deferred tax asset		101	98
Shares in Port Otago Ltd	Note 1	407,293	407,293
		502,790	502,918
Current Assets			
Cash and cash equivalents	Note 5	2,783	4,228
Other financial assets	Note 5	51,797	52,560
Receivables	Note 6	16,201	3,461
Other current assets		247	162
Inventories – stock and property held for sale		1,648	2,430
Dividends Receivable		1,075	-
		73,751	62,841
Total Assets			
		576,541	565,759

Note 1 – Available-for-Sale Revaluation Reserve and Shares in Port Otago Ltd

The Shares in Port Otago Ltd are included at the June 2015 valuation, and the available-for-sale revaluation reserve reflects the revaluation amount of the shares.

Note 2 – Asset Revaluation Reserve and Investment Property

Investment property is revalued annually and is included at the June 2015 valuation. The asset revaluation reserve reflects the revaluation amount of the investment property at 30 June 2015.

Note 3 – Building Reserve

The 2015/16 Annual Plan provides for the transfer to the reserve of \$2,500,000 from public equity. The transfer is fully reflected in the reserve balance to 30 September 2015.

Note 4 – Revenue in advance

Revenue in advance of \$12,066,000 reflects rate revenue. The annual rates assessments were issued in August 2015, and the revenue in advance amount reflects the portion of revenue attributable to the October 2015 to June 2016 period. This revenue will be released to the income statement over the remainder of the year.

Note 5 - Cash and Cash Equivalents and Other Financial Assets

Funds surplus to the Council's immediate and short term requirements are managed on Council's behalf by the BNZ. An Investment Portfolio and term deposits with durations of 4-12 months are included in the classification Other Financial Assets. Current bank balances and term deposits with durations of less than 4 months are included in Cash and Cash Equivalents.

Note 6 – Receivables

Rates assessments totalling \$16,634,000 were issued in August 2015 with a due date of 31 October 2015.

The Receivables amount of \$16,201,000 in the Statement of Financial Position includes rates debtor balances of \$12,426,000 at 30 September 2015. Approximately \$1,900,000 in rate payments have been received in the period from October 1 to October 21 2015.

Report back from Councillors

OTAGO REGIONAL COUNCIL**Minutes of a meeting of the Communications Committee held in the
Council Chamber, 70 Stafford Street, Dunedin on
Wednesday 14 October 2015 commencing at 2:37pm**

Present: Cr Graeme Bell (Deputy Chairperson)
Cr Michael Deaker
Cr Gerrard Eckhoff
Cr Gary Kelliher
Cr Sam Neill
Cr Gretchen Robertson
Cr Bryan Scott
Cr David Shepherd
Cr Stephen Woodhead

Apologies: Cr Doug Brown

Leave of absence: Cr Trevor Kempton (Chairperson)
Cr Louise Croot MNZM

In attendance: Peter Bodeker
Nick Donnelly
Gavin Palmer
Fraser McRae
Scott MacLean
Caroline Rowe
Peter Taylor
Lauren McDonald
Charlotte Stickings

CONFIRMATION OF AGENDA

There were no changes to the agenda.

MINUTES

The minutes of the meeting held on 2 September 2015, having been circulated, were adopted on the motion of Crs Bell and Robertson.

Matters arising from minutes

There were no matter arising from the minutes.

FOR NOTING

Item 1

2015/1182 **Stakeholder Engagement Report.** Manager Communications/ Manager
Community Liaison and Education, 30/9/15

A report on community, stakeholder and staff engagement activities carried
out by Stakeholder Engagement directorate staff since the last meeting.

Cr Bell moved

Cr Robertson seconded

That:

The report be noted

Motion Carried

The Meeting closed at: 2.40pm.

Chairperson

OTAGO REGIONAL COUNCIL**Minutes of a meeting of the Finance and Corporate Committee held in
the Council Chamber, 70 Stafford Street, Dunedin
on Wednesday 14 October 2015 commencing at 1.00pm**

- Present:** Cr David Shepherd (Chairperson)
Cr Gary Kelliher (Deputy Chairperson)
Cr Graeme Bell
Cr Michael Deaker
Cr Gerrard Eckhoff
Cr Sam Neill
Cr Gretchen Robertson
Cr Bryan Scott
Cr Stephen Woodhead
- Apologies:** Cr Doug Brown
The apology was accepted on the motion of Crs Woodhead and Kelliher.
- Leave of absence:** Cr Louise Croot MNZM
Cr Trevor Kempton
- In attendance:** Peter Bodeker
Gavin Palmer
Scott MacLean
Nick Donnelly
Fraser McRae
Caroline Rowe
Charlotte Stickings
Lauren McDonald
Gerard Collings (Item 3)

CONFIRMATION OF AGENDA

There were no changes to the agenda.

MINUTES

The minutes of the meeting held on 2 September 2015, having been circulated, were adopted on the motion of Crs Kelliher and Robertson.

Matters arising from minutes

Item 2.9 noted that Nick Donnelly be appointed sole 'director', recommendation corrected.

PART A - RECOMMENDATIONS

Item 1

2015/1183 **Schedule of Meetings to September 2016.** DCS, 1/10/15

The report suggested the schedule of Ordinary Committee Meetings to September 2016 with local body elections to be held 8 October 2016.

It was noted that the schedule for next year followed the normal 6 week cycle with adjustments in September for the Annual Report and audit process.

Agreement was in place that ORC should participate in Waitangi Day celebrations by flying the flags of the regional rūnaka.

A request was made that the annual plan hearings be included in the schedule for next year. Noted this schedule provided dates for public Council and Committee meetings only. A more detailed calendar would be provided including annual plan hearings and workshop dates.

Cr Deaker moved
Cr Robertson seconded

That:
The attached schedule of ordinary committee meetings to September 2016 be adopted.

Motion carried

Cr Robertson left the meeting 1.17pm noting a conflict of interest

Item 2

2015/1181 **Councillor Plan change hearing remuneration.** DCS, 30/9/15

The report outlined the remuneration for Councillors acting as commissioners for plan change hearings as determined and approved through the remuneration authority.

Cr Woodhead moved
Cr Neill seconded

That:
1. The report be received

2. *The plan change hearing remuneration pool be used in the 2015/16 year for the Regional Policy Statement and Plan change 5A hearings as outlined above.*

Motion carried

Cr Robertson returned to the meeting 1.20pm

Item 3

2015/1185 **Passenger Transport Update.** DCS, 1/10/15

The report provided an update on various transport matters including: Noting delays outside Council's control, with the procurement of the replacement ticketing system, developments regarding the Crowns intent to bulk fund the Super Gold free off-peak travel scheme, progress on the design development of the new Dunedin bus hub and advising on the commencement of the Wakatipu Network review and business case process.

Mr Collings commented that NZTA were currently working through sensitive issues regarding the delays, a paper on procurement would be taken to the NZTA board at the end of October, noting they were committed to assisting in joint ticketing procurement. There are 9 other Councils involved in the process which is unique for New Zealand. Clear direction would be given to this Council at the November meeting and indication was made that Otago Regional Council would be the first Council to benefit from the new system which should happen in the next 18 months.

It was viewed positively that a combination of both staff and Councillors would be involved in the invited competition for the bus hub design. ORC Councillors volunteered for this review were Crs Deaker and Neill.

Delays in the ticketing system meant that the free transfer would not be in place on 1 January 2016, due to changes required to implement this on the current systems. The next changes required full implementation across the whole network.

Cr Deaker moved
Cr Robertson seconded

That:

1. *The report be received*
2. *That Council nominate two Councillors to participate in the Bus Hub design review, and*
3. *That staff be requested to invite NZTA representative, two DCC staff (one Transport and one Urban Design) and up to two DCC councillors to participate in the Bus Hub design review.*

Motion carried

Note: Councillors nominated to participate in the Bus Hub design review were Crs Deaker and Neill.

Item 4
2015/1174 **Executive report.** DCS, 2/10/15

The report described significant activities carried out by the Finance and Corporate sections since the last meeting of the Committee.

It was noted that an economic assessment process was underway, requests for proposal closed on 12 October and 3 in total were received.

Cr Kelliher stepped back from the table at 1.30pm prior to discussion of item.

Mr Donnelly confirmed it was not this Council's policy to remit rates. It was commented that if the valuations changed, ORC rates would be adjusted in accordance. Historically, irrigation schemes have not been valued. Irrigation New Zealand are currently working with LINZ, Quotable Value and the Office of the Valuer General to resolve this issue.

Cr Woodhead moved
Cr Deaker seconded

That:

- 1. The report be received*
- 2. The payments and investments summarised in the table above and detailed in the tabled schedule, totalling \$2,970,817.4 be endorsed.*

Motion carried

Cr Kelliher returned to the table at 1.36pm.

PART B – ITEMS FOR NOTING

Item 5
2015/1170 **Regional Collaboration and Shared services.** DCS, 23/9/15

The report informed Council of the the work done with others both in Otago and wider as encouraged by central government.

Comment was made that it was good to see collaboration taking place, reducing costs where possible. It was also noted that a lot of day to day activities that take place go unseen and the report did not give reference to collaboratively developed software with other regional councils.

Cr Deaker moved
Cr Kelliher seconded

*That:
The report be received.*

Motion carried

The meeting closed at 1.41pm.

Chairperson

OTAGO REGIONAL COUNCIL**Minutes of a meeting of the Policy Committee held in the
Council Chamber, 70 Stafford Street, Dunedin on
Wednesday 14 October 2015 commencing at 2:41pm**

- Present:** Cr Gretchen Robertson (Chairperson)
Cr Michael Deaker (Deputy Chairperson)
Cr Graeme Bell
Cr Gerrard Eckhoff
Cr Gary Kelliher
Cr Sam Neill
Cr Bryan Scott
Cr David Shepherd
Cr Stephen Woodhead
- Apologies:** Cr Doug Brown
The apology was accepted on the motion of Crs Shepherd
and Woodhead
- Leave of absence:** Cr Trevor Kempton
Cr Louise Croot MNZM
- In attendance:** Peter Bodeker
Gavin Palmer
Scott MacLean
Nick Donnelly
Fraser McRae
Caroline Rowe
Charlotte Stickings
Lauren McDonald

CONFIRMATION OF AGENDA

There were no changes to the agenda.

MINUTES

The minutes of the meeting held on 2 September 2015, having been circulated, were adopted on the motion of Crs Neill and Woodhead

Matters arising from minutes

There were no matters arising from the minutes.

ITEMS FOR NOTING

Item 1

2015/1168 **Director's Report on Progress.** DPPRM, 2/10/15

The report gave an overview of significant activities undertaken by the Policy section since the last meeting of the Policy Committee.

It was confirmed that Council was engaging with other regional councils to provide a regional response to the declarations made to the High Court by the Royal Forest and Bird Protection Society of NZ. LGNZ involvement was noted.

Noted that the RPS and PC5A: Lindis Minimum Flow processes had become closer in timing. Agreed the hearings and deliberations process should be continuous with RPS hearings commencing in November 2015 and PC5A in early 2016. Mr McRae confirmed the community and submitters would be advised as soon as possible.

Support was sought for further discussion on the TPPA resolution submitted through a public forum petition to Council at the 2 September 2015 meeting.

Cr Scott moved

Cr Deaker seconded

That Otago Regional Council supports the Tran-Pacific Partnership resolution for local government consideration and that it lies on the table.

Motion lost

Respect was noted for the public forum and the petition received, but the preference was to leave this with central government as this is where the responsibility sat.

Cr Shepherd moved

Cr Neill seconded

That:

The report including appendix 1 be noted.

Motion carried

The meeting closed at 3:12pm

Chairperson

OTAGO REGIONAL COUNCIL**Minutes of a meeting of the Regulatory Committee held in the Council Chamber, 70 Stafford Street, Dunedin on Wednesday 14 October 2015 commencing at 3.28pm.**

Present: Cr Sam Neill (Chairperson)
Cr Gerrard Eckhoff (Deputy Chairperson)
Cr Graeme Bell
Cr Michael Deaker
Cr Gary Kelliher
Cr Gretchen Robertson
Cr Bryan Scott
Cr David Shepherd
Cr Stephen Woodhead

Apologies: Cr Doug Brown

Leave of Absence: Cr Louise Croot MNZM
Cr Trevor Kempton

In attendance: Peter Bodeker
Gavin Palmer
Fraser McRae
Scott Maclean
Nick Donnelly
Caroline Rowe
Sarah Ibbotson
Charlotte Stickings
Lauren McDonald

CONFIRMATION OF AGENDA

There were no changes to the agenda.

MINUTES

The minutes of the meeting held on 2 September 2015, having been circulated, were adopted on the motion of Crs Eckhoff and Bell.

Matters arising from minutes

There were no matters arising from the minutes.

PART A – RECOMMENDATIONS

Item 1

2015/1177 **Summary of Dairy Farm Inspections for 2014/2015. DEMO, 19/08/15**

The report described the findings of the 2014/2015 annual inspection of dairy farms in the Otago Region.

Of the 450 farms inspected it was noted that 48 had breaches and serious non compliance with 150 properties identified as high risk. This reflected the need for good training and management systems on farm to be in place, which was currently not the normal standard.

Mr MacLean advised that environmental outcomes were not necessarily diversion only and that rate of voluntary change is slow.

A question was raised asking if compliance staff contacted farmers before making site visits. Mr MacLean confirmed that warranted officers are legally entitled to undertake inspections without prior notification and are covered under the Council's Health & Safety policy while on site.

Discussion was held on the risk matrix developed so that high risk properties were visited more often than low risk. A ratio had been suggested of four visits per year for high risk properties/catchments but this ratio had not been supported due to the funding cost to do so.

It was commented that increased education and awareness to support farmers in meeting requirements of Schedule 16 needed to happen with the compliance process. This would also involve some industry support in emphasising environmental management to landowners.

Council was advised that the Ministry for the Environment is to table amendments to the RMA by the end of 2015. The amendment will allow the ability for chargeable monitoring of permitted activities

A review of the multiple visit approach for dairy inspections and effects based monitoring was suggested to be included in the Annual Review process.

Cr Shepherd moved
Cr Bell seconded

That:

1. *The report be noted*

2. *That Council discuss the merits of any changes to the Compliance Monitoring of the dairy effluent program.*

Motion carried

PART B - ITEMS FOR NOTING

Item 2

2015/1169 **Biosecurity and RMA Monitoring Report.** DEMO, 02/10/15

Report on water, air, pest, and contaminated site environmental monitoring and incidents for the period 24 July to 4 September 2015.

With reference to QLDC sewage discharge upgrades on the Shotover, it was noted that they were within consent conditions with this work likely to take 2-3 years. A series of short consents had been issued to carry out the upgrade.

Water metering focus is on those consents greater than 20 litres per second, noting a lack of installers in Otago being an issue. If these consent holders are found to have no equipment in place after 1 October 2015, abatement notices would be issued.

Cr Woodhead moved
Cr Robertson seconded

That:
The report be noted.

Motion carried

Item 3

2015/1180 **Consent processing, consent administration and Building Control Authority update.** DPPRM, 30/9/15

The report detailed consent processing, consent administration and building control authority activity for the period 17 August to 25 September 2015.

Cr Scott moved
Cr Shepherd seconded

That:
The report be noted.

Motion carried

Item 4
2015/1167

RMA, Biosecurity Act and Building Act Enforcement Activities.
DPPRM, 25/9/15

The report detailed Resource Management Act 1991, Biosecurity Act 1993 and Building Act 2004 enforcement activities undertaken by the Otago Regional Council for the period 13 August to 25 September 2015.

Cr Shepherd moved
Cr Woodhead seconded

That:
The report be noted.

Motion carried

Item 5
2015/1178

Rabbit Serum Results 2015. DEMO, 15/07/15

The report detailed rabbit serum results collected across 10 sites in Otago during February and March 2015.

A question was raised as to whether ORC would consider using the Korean strain of the RHD virus for rabbit control. The Korean strain has had a trial release in Tasmania.

It was noted that ORC is part of the National Rabbit Coordination group together with other regional councils, DoC, MPI, Landcare Research and Lincoln University who are looking at strategic rabbit control New Zealand wide. Janine Duckworth (Lincoln University) is doing significant work in this area.

Increased immunity reflected in increased rabbit numbers was noted in the Albert Town area as well as Molyneux Park in Alexandra. Both sites could be possible trial sites for the Korean strain of the RHD virus if the outcome from the Tasmania release is positive.

Cr Kelliher moved
Cr Bell seconded

That:
The report be received.

Motion carried

The meeting closed at 4.14pm.

Chairperson

OTAGO REGIONAL COUNCIL

**Minutes of a meeting of the Technical Committee held
in the Council Chamber, 70 Stafford Street, Dunedin
on Wednesday 14 October 2015 commencing at 1.42pm**

Present: Cr Bryan Scott (Chairperson)
Cr Graeme Bell
Cr Gerrard Eckhoff
Cr Gary Kelliher
Cr Sam Neill
Cr Gretchen Robertson
Cr Stephen Woodhead
Cr David Shepherd
Cr Michael Deaker

Apologies: Cr Doug Brown (Deputy Chairperson)

Leave of Absence: Cr Louise Croot MNZM
Cr Trevor Kempton

In attendance: Peter Bodeker
Scott MacLean
Nick Donnelly
Fraser McRae
Gavin Palmer
Caroline Rowe
Chris Valentine (Item 3)
Dean Olsen (Items 1 and 4)
Michael Goldsmith (Item 2)
Jacob Williams (Item 2)
Charlotte Stickings

CONFIRMATION OF AGENDA

There were no changes to the agenda.

MINUTES

The minutes of the meeting held on 2 September 2015, having been circulated, were adopted on the motion of Crs Scott and Robertson.

Matters arising from minutes

It was noted that the seismic hazard presentation to the wider community was still to be scheduled.

PART A – RECOMMENDATIONS

Item 1

2015/1078 **Spatial variability of air quality in Clyde.** DEHS, 20/8/15

The report detailed an investigation into the spatial air quality in Clyde completed during winter 2015.

Highest levels of PM₁₀ were noted in the centre of the town, comment was made that this report re-affirmed what had been found in other areas.

It was noted that continued exposure to PM_{2.5} is the indicator for health issues and a large problem in Central Otago is the inversion layers.

Cr Woodhead moved
Cr Kelliher seconded

That:

1. *The report be noted;*
2. *The results from the report be used to inform the monitoring component of the new air quality management strategy.*

Motion carried

Item 2

2015/1163 **Kakanui river morphology and riparian management strategy.** DEHS, 22/09/15

The Kakanui river morphology and riparian management strategy had been prepared to help protect and enhance the recreational, cultural and ecological values of the Kakanui and Kauru riverbeds and their margins.

Staff were congratulated on a comprehensive strategy, having gathered a lot of high quality information and noting this was something that the community were passionate about. It was noted that the strategy was not a statutory document but was live and regularly reviewed.

Cr Woodhead moved
Cr Robertson seconded

That:

1. *The report be received;*

2. *The Kakanui River morphology and riparian management strategy is endorsed;*
3. *The financial considerations associated with the strategy are noted.*

Motion carried

Item 3
2015/1184

Leith Dundas to St David St. DEHS, 09/09/15

The report sought endorsement of the design and landscaping and approval to invite tenders for construction of the Dundas Street to St David Street Footbridge reach of the Leith Flood Protection Scheme.

It was noted that the extent of work would depend on tendered prices as it included some maintenance items.

The question was raised asking if there was any provision for the culvert at the Dundas St Bridge, and it was noted that these planned works enabled for the culvert but that would be the very last piece of work done as it controlled outbreak at the northern end.

Cr Deaker moved
Cr Shepherd Seconded

That:

1. *The report be noted*
2. *The design and landscaping of the Leith Flood Protection Scheme works in the Dundas Street to St David St reach be endorsed;*
3. *Tenders be invited to complete construction of the Leith Flood Protection Scheme works in the Dundas Street to St David Street reach.*

Motion carried

PART B - ITEMS FOR NOTING

Item 4
2015/1050

Kakanui River and Estuary. DEHS, 20/07/15

The report detailed modelling work in the Kakanui Estuary.

The Plan Change 6A mediation led to NIWA being contracted to look at the relationship between estuarine water quality, flows and nutrient loads in the Kakanui Estuary.

It was noted that the community acknowledged these issues, management practices needed to alter and the report re-affirmed this. This information gave direction for working with landowners and the wider community.

Cr Kelliher moved
Cr Robertson seconded

That:
This report and the technical report 'Kakanui Estuary Hydrodynamic Model' produced by NIWA are received and noted.

Motion carried

Item 5
2015/1166

Director's Report on Progress. DEHS, September 2015

The report discussed the South American Tsunami 17 September 2015, Tomahawk Beach and Lagoons, preparation for low river flows and Pomahaka and Strath Taieri river morphology and riparian management strategies.

The preparation for low river flows was noted, this would set out how Otago Regional Council would engage with the community and stakeholders to inform of ORC responsibilities and expectations. The importance of managing rivers and tributaries for the protection of ecology, and indigenous species was also noted. A report would be prepared for the next committee round noting preparation made and incorporating lessons learnt from last year.

Cr Neill moved
Cr Deaker seconded

That the report be noted.

Motion carried

The meeting closed at 2.35pm.

Chairperson