

Otago Civil Defence Emergency Management Group – Joint Committee

**Agenda for a meeting to be held at the Council Chambers, Otago Regional Council,
70 Stafford Street, Dunedin, on Monday 22 February 2016
commencing at 3.30 pm**

Membership

Cr Stephen Woodhead	Otago Regional Council
Mayor Bryan Cadogan	Clutha District Council
Mayor Tony Lepper	Central Otago District Council
Mayor Dave Cull	Dunedin City Council
Mayor Vanessa van Uden	Queenstown Lakes District Council
Mayor Gary Kircher	Waitaki District Council

Apologies

Mayor Tony Lepper
Mayor Dave Cull
Mayor Gary Kircher

In attendance:

Peter Bodeker (CEG chair, Otago Regional Council)
Chris Hawker (Otago CDEM Group Regional Manager / Controller)

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○ Otago CDEM Group Corrective Action Plan	

8. General

9. Next meeting

Monday 23 May 2016 – Waitaki District Council.

Otago Civil Defence Emergency Management Group

Minutes of a meeting of the Otago CDEM Group held in the
Council Chambers, Queenstown Lakes District Council, 10 Gorge Road, Queenstown
on Thursday 13 November 2015 commencing at 12.25 pm

Present

Cr Stephen Woodhead	Otago Regional Council (Chair)
Mayor Bryan Cadogan	Clutha District Council
Mayor Tony Lepper	Central Otago District Council
Mayor Dave Cull	Dunedin City Council
Mayor Gary Kircher	Waitaki District Council

In Attendance

Peter Bodeker	Otago Regional Council
Alan Dickson	Clutha District Council
Sue Bidrose	Dunedin City Council
Michael Ross	Waitaki District Council
Leeanne Mash	Central Otago District Council
Adam Feeley	Queenstown Lakes District Council
Chris Hawker	Otago CDEM Group Manager/Controller
Kathie Tansley	Queenstown Lakes District Council

1. Welcome

The meeting was declared open at 12:25 and the Chairperson welcomed the members to the meeting.

2. Apologies

Mayor Vanessa van Uden	Queenstown Lakes District Council
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Moved Mayor Lepper/Seconded Mayor Kircher and Resolved:

That the apology be accepted.

3. Confirmation of Agenda

There were no changes to the agenda.

4. Minutes previous Meeting 11 June 2015

Moved Mayor Lepper/seconded Mayor Cull and Resolved:

That the minutes of the meeting held on 11 June 2015 be approved as a true and correct record.

5. Matters arising from previous minutes

There were no matters arising from the minutes.

6. Otago CDEM Update – Group Emergency Management Office

Chris Hawker recently took up the position as Regional Manager/Group controller, he addressed the group. He circulated Emergency Management Otago – Joint Committee - presentation notes (attached).

Guiding principles were agreed to when the group was set up:

- Collaboration
- Coordination
- Integration
- Professionalism
- Risk Driven
- Accountability

Core priorities for the role were discussed. The group and district work programmes don't line up. Chris will start with high level of interaction with each district, and work with each EMO. Support the CEG to move to a high level of capability and capacity. Group activity is based at ORC. Chris will start to meet other partners, have conversations about effectiveness of committees and come back with recommendations.

CDEM group Structure was discussed and the Hawkes Bay reference for elected members was distributed. Question of whether the June flood event should have been a group event was raised. National/Regional/Local relationships - Chris views TA's at the top as events are always local, under the TA's comes the group, if too big for Group then National comes in. First stage is for Chris to support local response as regional manager, until we say it is group response.

2015 Capability Assessment Report - Chris will prioritise quick wins and will formulate the process and come back to next meeting with a formed view of what we can achieve. Priorities from the report are first to build the team. Want to have earlier review of works plan and move Otago review which is due 2017, to 2016. A workshop will be held on 23rd February to provide input into Corrective Action Plan. Chris to decide if EMO's should be part of the process.

Moved Councillor Woodhead/seconded Mayor Cull and Resolved:

1. ***That the report be received;***
2. ***That the Regional Manager/Group Controller progresses the Corrective Action Plan and prepares recommendations for addressing all key weaknesses identified in the MCDEM report;***
3. ***That a workshop is convened between the Joint Committee and Coordinating Executive Group, to consider these recommendations and to agree the process and timeframes for implementation.***

Welfare Coordination Group and Readiness and Response Committee minutes were circulated by email.

7. General

No general business

8. Next meeting

Tuesday 23 February at Otago Regional Council - plus afternoon Civil Defence workshop.

The meeting closed at 12.55 pm.

Stephen Woodhead
Chairperson

Report

Document ID: A881960

To: Otago CDEM Group Joint Committee
From: Peter Bodeker – Chair, Coordinating Executive Group
Date: 14 February 2016

Subject: Report from CEG Meeting 21 January 2016

1. Minutes of the CEG Meeting

The draft minutes from the meeting on 21 January are attached.

2. National CEG Chairs Meeting

In December I attended the CEG chairs meeting held in Wellington hosted by the Ministry of Civil Defence and Emergency Management in Wellington. That meeting was an opportunity to update CEG Chairs on the restructure of the Ministry staff now reporting through the Dept. of Prime Minister and Cabinet and to advise of a number of work streams being undertaken by the Ministry.

3. Group Manager's Report and Presentation

Mr. Hawker reported on both his own and on the TA Emergency Management Officers' activities since the last meeting. This was followed by a presentation to the CEG on proposals for changes to the structure of the Otago Group. A similar presentation will follow this report.

Mr Hawker also detailed his intention to change the reporting format to both CEG and the Joint Committee to make it easier for both committees to more clearly identify the focus, achievement and issues for discussion. Mr Hawker will explain further in his presentation.

4. CDEM Sub-Committee Structure and Schedule

Mr. Hawker briefed the CEG on changes being made to the timing, structure and process for the Civil Defence sub-committee meetings. From March 2016, all sub-committee meetings will be held over a two day period with meetings held consecutively. The meetings will be held in Dunedin and the timing of the meetings is intended to allow for efficient reporting through to CEG and on to the Joint Committee.

The purpose of this change is to support and encourage participation from the partner agencies who are critical to the work of the sub-committees and who find it difficult to spend a whole day travelling to attend one meeting. This change will also help reduce the number of times District Emergency Management Officers are required to travel outside their region.

Membership of the sub-committees is also being reviewed and the, as yet inoperative, "Life-Lines" committee is being developed with an interim chair identified and approached.

5. Group Welfare Manager

The new Group Welfare Manager's job description has been approved and the role is currently being advertised. The position will be predominantly (and primarily) focused on the development of integrated welfare arrangements across the region however, as progress is made, it is intended that the role will also begin to focus on wider issues including recovery planning. The Group Welfare Manager will report to the Group Manager and although based in Dunedin, the Welfare Manager will be regularly working on site with each of the TA's emergency management and designated welfare staff.

6. Section 17 A reviews.

A new requirement of the Local Government Act is for Local Authorities to review their service delivery. CDEM is an activity that will be reviewed and as it is common to all local authorities in Otago it will be reviewed as a whole even though individual authorities have individual responsibility to their rate payers. Previous reviews of CDEM in Otago have recommended changes to service delivery and these will be considered rather than repeating this work.

7. National Emergency Management Exercise

The 2016 National Interagency Civil Defence Exercise "Tangaroa" will consist of three separate days of activity, commencing with a functional exercise on 31 August, followed by two further table-top exercises on 14 September and 28 September.

"Tangaroa" focuses on a near source tsunami which makes landfall along the New Zealand Coast. With a combined coastline of 480 kilometers, there is a significant risk to our region from an event of this nature and the effects could be devastating. The focus for Otago Group during this exercise will be on the communication between TA's and their emergency service partners, outwards to the coastal communities most at risk, communications between the TA Emergency Operation Centers (EOCs) and the Group Emergency Coordination Centre (ECC), and between the ECC and the National Crisis Management Centre (NCMC).

The Group ECC, based in the ORC Council Chambers, has not been exercised for some time and with a number of changes occurring in the intervening period, this exercise provides an opportunity to provide significant benefit to the team training which will have been undertaken in advance. Participation by all of the TAs is encouraged and the Group Manager will be providing opportunity for staff from both QLDC and CODC to engage in this exercise in a supporting role.

Mr Hawker will clarify further during his presentation.

8. Otago Group Corrective Action Plan

At the previous meeting of the Joint Committee some discussion occurred around the progression of the CDEM Group Corrective Action Plan. Mr Hawker presented a report to the Committee which recommended progressing the plan and preparing for recommendations for addressing the issues raised in the MCDEM Capability Review.

Mr Hawker's intentions towards progressing the Corrective Action Plan as a stand-alone project have changed following careful review over the past three months. His recommendations to the Joint Committee are detailed in his presentation to follow.

9. Recommendations

- a. The Otago CDEM Group Joint Committee receives this report.
- b. The Joint Committee Members individually and collectively support the intent and opportunity offered by the 2016 National CDEM Exercise Tangaroa.

Peter Bodeker
Chair – Coordinating Executive Group

**DRAFT Minutes of a meeting of the Coordinating Chief Executive Group
held in the Harbour Room, Otago Regional Council, 70 Stafford Street,
Dunedin on Thursday 21 January 2016 commencing at 4.00 pm**

Present:

Peter Bodeker (Chair)	Otago Regional Council
Adam Feeley	Queenstown Lakes District Council
Amelia Steel	NZ Police
Philip Marsh (on behalf of David Guard)	NZ Fire Service
Chris Hawker	Otago CDEM Group Controller
Leanne Mash (from 4.15 pm)	Central Otago District Council
Lynda McCutcheon	Southern District Health Board
Michael Ross	Waitaki District Council
Simon Chambers	Ministry of CDEM
Steve Hill	Clutha District Council
Sue Bidrose	Dunedin City Council

Apologies: David Guard (NZ Fire), John Allen (MSD), Mike Kelly (St. John)

In attendance: Abi Loughnan (Otago CDEM Group Coordinator)
Janet Favel (minutes secretary)

1. Apologies

Leanne Mash – apology for lateness

2. Confirmation of Agenda

The order of the agenda items was changed so that Simon Chambers' MCDEM update was to precede Chris Hawker's Future Focus presentation. There were no other changes to the agenda.

3. Minutes previous meeting 30 October 2015

Peter Bodeker moved that the minutes be approved. **Agreed**

4. Matters arising from previous minutes

Item	Who	Status
It was questioned if there was a high level summary of actions required of the group from the review of the National Plan. ACTION point: Mr Cameron is to ask Simon Chambers to outline the differences and circulate them to the group.	Mr Cameron is to ask Simon Chambers	Mr Chambers spoke to this in the MCDEM update
Goal 4 and Enabler 1 and 2 were suggested as priorities and there was discussion whether EMOs could suggest key issues for the CEG to focus on. ACTION point: The Chair proposed he work with Mr	CEG Chair, Mr Hawker and Dr Loughnan	This is being considered as part of the Group review

Hawker and Dr Loughnan next week on terms of reference for a workshop with managers/EMOs with the objective to determine issues for consideration with the CEG. The terms of reference would be circulated to the group.		
ACTION point: The group is to investigate ways of delegation for matters that could not wait for a scheduled meeting. Advice is to be sought from in-house counsel on a subgroup with a local government and non-local government representative delegated to act on behalf of the CEG and this is to be reported back to the next meeting.	Group Office and CEG Chair	This will be addressed as part of the Group Office review
ACTION point: Dr Bidrose suggested that the CEG write to the Ministry for funding for an Otago rain radar. The Chair and Dr Loughnan are to drive this work. It was suggested that the request then be taken to the Joint Committee for endorsement.	CEG Chair and Dr Loughnan	Rain radar confirmed for Otago in 2018-19 FY
ACTION point: Ms McCutcheon questioned if there was video or teleconference capability for the CEG meetings to allow for input when members were unable to travel. The Chair will investigate this.	CEG Chair	Audio visual facility – will try to use for meetings where possible. Review of ECC – will deal with connectivity within ORC office building.

5. Minutes from Committee Meetings held since last CEG meeting

a. Risk Reduction

Peter Bodeker moved that the minutes be received.

6. Update on Committee Meetings (Group Manager)

Progress was being made on completing establishment of the Lifelines committee.

Mr Hawker expressed concern about the lack of progress in all committees and this matter would be discussed with his presentation later in the meeting.

7. Meeting Schedule for 2016

The schedule of proposed Group Joint Committee, CEG and sub-Committee meetings for 2016 was discussed.

It was noted that QLDC set CEs and Mayoral Forum meeting dates for this triennium, and this included CEG and Joint Committee meetings.

Action: Mr Feeley to follow up on the dates marked 'to be confirmed'.

Dr Bidrose commented that there was no meeting scheduled to be held at the DCC this year. It was noted that this had occurred because of changes to meeting locations during last year. Dr Bidrose pointed out that the meetings involved partner agencies as well as local government representatives, and this needed to be taken into account in determining meeting dates and locations.

Mr Hawker explained that two-days of the sub-committee meetings were proposed to reduce the amount of travel from participants who are based outside of the Dunedin area. Sub-Committee meetings were to be held three times a year, There was significant input from Dunedin based CDEM Group partners (e.g. Police, Fire, St. John, Health, Welfare agencies etc) and holding the meetings in Dunedin would be more convenient for them.

8. Activity Update from Group Office and EMOs in Territorial Authorities

Mr Hawker's report on his activities to date was noted. He commented that in his first two months in the position he had taken the opportunity to meet TLA and agency representatives in Otago and other regions, and had reviewed Otago Group activities to date. He and Mr Feeley had attended a national Controller's course, which they found very useful. Mr Hawker considered there was a need to develop focus and substance for the Otago Group. He noted EOC activities, and commented on changes to make reporting processes easier.

Dr Bidrose explained that the DCC regularly provided a public education stall at the annual South Dunedin Street Festival, and positive feedback on the stall and the festival as a whole was received.

Ms Mash entered the meeting at 4.15 pm.

9. Update on appointment of Group Welfare Manager

Mr Hawker advised that the job description had been prepared and once it was approved the position would be advertised.

10. MCDEM report

Mr Chambers noted as follows:

- The National Planning Guide came into effect on 1 December. He noted the importance of reflecting the role of research and science agencies in the CDEM structure.
- Welfare – responsibility moved from MSD to MCDEM. Mr Chambers explained that MSD would still have a role, but not as lead agency. Mr Hawker advised that John Allen of MSD had been asked to continue chairing the Welfare Coordination Group, which would allow continuity in the first year of the new arrangement. The change would make Welfare more of an operational than a strategic role.
- Review of legislation introduced to Parliament on 11 November was yet to go to select committee.
- Change in resilience funding.
- National CDEM Conference 1-3 June would include a CEG chairs meeting.

Mr Hawker noted:

- Otago to host a South Island CDEM conference in Queenstown, probably in October.
- National Tier 4 tsunami exercise 'Tangaroa' to be held over three non-consecutive days (31 August, 14 and 28 September 2016). The exercise would cover the arrival of the wave and afterwards. Charles Hakkaart has been asked to be involved in the exercise writing process. Inland areas would be involved through the provision of resources to support affected coastal areas.

11. Future focus: Proposed redevelopment of Otago CDEM Group

Mr Hawker gave a presentation detailing current issues for the Group and outlining proposed ways forward for the redevelopment of the Otago CDEM Group.

Proposals put forward:

- 1: That we do not progress the Corrective Action Plan as a specific project but include the identified goals and enablers as cornerstones of the Otago Group redevelopment as proposed in both the Cornwall and Hakkaart reports.
- 2: That the wording of the current vision statement “Working together to build resilient communities in Otago” be amended to “Team Otago – Working together to build resilient communities”.
 - Step 1 – one group, one direction, with partners, and in step with national planning.
- 3: Approval the formal creation of Emergency Management Otago and the Group name.
- 4: That a CDEM Liaison Group is created comprising:
 - Senior manager in each TLA, each District Emergency Manager, Group Manager and/or Coordinator.
- 5: That CEG support changes to reporting format incorporating meaningful measures of performance and achievement.

There was general agreement on the intent of the proposals, and discussions were on the process going forward. It was raised that this review may be required to be undertaken as part of 17A under the LGA, and this would be discussed as part of the 17A item for the CE meeting the following day.

It was **agreed** that the process be confirmed by the CEs at their meeting.

12. Next meeting

Possibly another meeting before the scheduled May CEG meeting (date to be confirmed).

The meeting closed at 5.40 pm.

Chairperson

R&R Readiness and Reduction Committee

GO Group Office

RR Risk Reduction Committee

R Readiness Committee

WAG Welfare Advisory Group



Year proposed action due



Action Completed



Action started but not completed



Action not started

Otago CDEM Group Objective : 1a Increase the level of business and community awareness through public education and consultation

Who	j	Proposed Action	2012	2013	2014	2015	2016	2017	Comments
R&R	1a	Develop and implement a Public Education Strategy which identifies priority target groups (Businesses, Tourism etc.)	●	●	●	●			Strategy Developed and approved but not being implemented in coordinated way.
R&R	1b	Develop and implement a Public Education Strategy which identifies key public education messages in relation to hazards and business continuity planning	●	●	●	●			Strategy Developed and approved but not being implemented in coordinated way.
R&R	1c	Develop and implement a Public Education Strategy which identifies method of delivering messages to different target groups - through existing networks, appropriate media and other means.	●	●	●	●			Strategy Developed and approved but not being implemented in coordinated way.
R&R	1d	Develop and implement a Public Education Strategy which identifies methods for evaluating / monitoring public awareness and preparedness.	●	●	●	●			Methods for evaluating / monitoring public awareness and preparedness not completed at this point.
R&R	1e	Develop and implement a Public Education Strategy which identifies a detailed action plan to deliver the strategy (resources, materials, etc.)	●	●	●	●			Detailed action plan to implement the strategy not completed at this point.
GO CEG	2	Monitor and report on progress on the Public Education Strategy		●	●	●			No formal monitoring and reporting to CEG/JC; ad hoc reporting to CEG for some events in 2015 (e.g. Shake Out).
GO	3	Develop and regularly update a Group website with appropriate hazard and CDEM information		●	●	●			Being undertaken to some extent by Group PIM. (NOTE new Otago CDEM Group website planned 2016).

Otago CDEM Group Objective : 1b Improve community participation and preparedness through community based planning

Who		Proposed Action	2012	2013	2014	2015	2016	2017	Comments
EMO's	1	Territorial Authorities will work with their local communities to develop preparedness and planning as specifically relevant for those communities	●	●	●	●			Is happening but approach and level of involvement of working with communities varies across TLAs.

Otago CDEM Group Objective : 2a Improve understanding of Otago's hazardscape and associated risks.

Who	Proposed Action	2012	2013	2014	2015	2016	2017	Comments
ORC CDC DCC	1 An assessment of the vulnerability of coastal Otago communities to storm surge and tsunami hazard							ORC published report July 2012 - Now being used by TLAs when reviewing District Plans and in developing Tsunami Response Plan.
ORC CODC QLDC	2 An investigation into the hazard of eleven alluvial fans in the Queenstown-Lakes and Central Otago districts, where areas of existing development or zones with a high potential for development intersect active alluvial fan areas.							Completed. Report published in 2011
ORC CDC	3 Investigative work to assess the hazard associated with flood events in the catchments to the east of Milton							Completed. A strategy has been developed and CDC implementing this through their district plan review.
ORC ALL	4 Development of the Otago Natural Hazards Database (NHDB)							Completed. (Next update planned for 2016) .
ORC	5 Further investigation into the risk associated with Flood and debris flow hazard for Pipson Creek and the Young River and Buckler Burn rock fall dams							In progress.

Otago CDEM Group Objective : 2b Undertake long-term, strategic reduction of risks from hazards through collaborative work within the group and with other stakeholders

Who	Proposed Action	2012	2013	2014	2015	2016	2017	Comments
GO CEG	1 Confirm and prepare Group Recovery Managers							Recovery Manager named; no meetings or preparation held in recent years.
CEG	2 Establish a Risk Reduction Committee							Committee Established.
GO RR	3 Coordinate and complete Lifelines Studies							Study has been completed. Establishment of Lifelines Group required.
CEG RR	4 Develop Risk Reduction Strategy							Work started to draft strategy but hasn't made much progress.
ALL	5 Implement Risk reduction Strategy							Strategy not completed to be implemented.

Otago CDEM Group Objective : 3a Enhance professional development for all emergency management personnel through training, exercises and learning from other CDEM Groups

Who	Proposed Action	2012	2013	2014	2015	2016	2017	Comments
R&R	1	Undertake a training gap analysis to evaluate current levels of training in CDEM and stakeholder organisations and identify gaps in that training.						Some very basic work done, however this has not resulted in delivery of a strategy.
R&R	2	Develop a professional development strategy and training programme to address the gaps identified above						Same as above
R&R	3	Facilitate the provision of training in accordance with the programme, including organising joint training within the region and/or in conjunction with neighbouring regions where that is the most effective way of meeting a training need.						Some training provided but little linkage to targeted response at Group level. TLA's generally do their own thing and share informally
R&R	4	Maintain a calendar of relevant training opportunities (e.g. by MCDEM and other CDEM Groups) and make available to CDEM agencies/stakeholders						
R&R	5	Develop and exercise programme which is consistent with National Exercise Programme and which ensures that all CDEM Group Members and Strategic Partners are involved regularly. Seek opportunities for joint and multi-agency exercises led by other agencies.						Report on exercises adopted by CEG in 2012 but no real integrated cooperative planning/programming other than recognise that exercises are required.

Otago CDEM Group Objective : 3b Strengthen the coordination and cooperation amongst all relevant sectors in planning for and responding to an emergency

Who	Proposed Action	2012	2013	2014	2015	2016	2017	Comments
CEG	1	Review coordination and processes across CEG members and other CDEM agencies, and develop a strategy for improving coordination and collaboration						Review of Otago CDEM undertaken in 2014 to address coordination and collaboration. Appointment of Group Office Manager will help drive this.
CEG	2	Communicate with CEG members and other CDEM agencies and encourage reporting to CEG on matters of interest						Main communication via CEG meetings. There were meetings between Coordinator and agencies but this has lapsed with limited resourcing in Group Office.
R&R	3	Work with stakeholder groups where relevant in the development of plans and procedures under the Group CDEM Plan						This is happening e.g. Welfare Plan, and Tsunami Plan, but room for improvement to include all parties.

Otago CDEM Group Objective : 3c Develop and maintain appropriate documentation to describe key activities, functional responses and protocols in support of the CDEM Plan

Who		Proposed Action	2012	2013	2014	2015	2016	2017	Comments
CEG	1	Review existing plans at the review frequency identified in each plan. Ensure relevant stakeholder groups are involved.							Annual group workplans have not been completed in recent years. TLA's maintain annual work plans.
RR	2a	Develop Lifelines Plan							Otago Lifelines Project Report contains recommendations for the establishment of a Lifelines Group development of further plans.
R	2b	Develop Recovery Plan							Plan adopted, but Recovery Committee not active in recent years.
R&R	2c	Develop Tsunami Plan							A draft Tsunami Plan has been developed.
R&R	2d	Develop Alpine Fault Earthquake Plan							
RR	2e	Develop Dam Failure Plan							
WAG	3	Review the current Welfare Plan for alignment with latest Guidelines							Welfare Plan was completed, but new National CDEM Plan from Dec 2015 means changes to Welfare arrangements and a new plan is required.

Otago CDEM Group Objective : 3d Provide effective warning systems to enable agencies and the community to respond rapidly to a potential event

Who	Proposed Action	2012	2013	2014	2015	2016	2017	Comments
R&R	1							A draft Tsunami Plan has been developed.
R&R	2							Public Education Strategy incorporates this principle but it has not been implemented.
R&R	3							Tsunami exercise to check this not started. <i>(Opportunity to do this for Exercise Tangaroa in 2016).</i>
R&R	4							Work has been done with some communities and maps showing potential hazard areas provided at public meetings. Approach varies across TLAs.

Otago CDEM Group Objective : 3e Establish and maintain effective and resilient inter-agency communications systems

Who	Proposed Action	2012	2013	2014	2015	2016	2017	Comments
R&R	1							<i>(Opportunity to do this for Exercise Tangaroa in 2016).</i>
R&R	2							Some work on this but until EMIS is fit for purpose, implementation across the ECC and EOCs won't be progressed, and alternatives will be used.

Otago CDEM Group Objective : 4a Strengthen recovery capability and capacity across all agencies and the wider community

Who	Proposed Action	2012	2013	2014	2015	2016	2017	Comments
R&R	1							
R	2							
R&R R	3							This is done when appropriate. A debrief from Tsunami Threat Sept 2015 completed and recommendations forwarded to relevant groups.

Otago CDEM Group Objective : Enable

Who	Proposed Action	2012	2013	2014	2015	2016	2017	Comments
R&R	1							Risk Reduction, Readiness and Response, Recovery, WAG Committees established
R&R	2							Agreement for provision of services from ORC for Administration Services and Group Office functions completed 2012. Subsequent reviews recommended changes to the way the Group operates.
ORC CEG	3							Group office arrangements being managed part-time since 2013.
ALL	4							Completed in 2012; needs on-going review and updating.
CEG	5							Annual Work Plans were reported to CEG but this has lapsed with departure of full time Group Coordinator and some of the local EMOs.
CEG	6							Reports on progress against work plans have in the past been provided however this has lapsed.

1a Increase the level of business and community awareness through public education and consultation

1b Improve community participation and preparedness through community based planning

2a Improve understanding of Otago's hazardscape and associated risks.

2b Undertake long-term, strategic reduction of risks from hazards through collaborative work within the group and with other stakeholders

3a Enhance professional development for all emergency management personnel through training, exercises and learning from other CDEM Groups

3b Strengthen the coordination and cooperation amongst all relevant sectors in planning for and responding to an emergency

3c Develop and maintain appropriate documentation to describe key activities, functional responses and protocols in support of the CDEM Plan

3d Provide effective warning systems to enable agencies and the community to respond rapidly to a potential event

3e Establish and maintain effective and resilient inter-agency communications systems

4a Strengthen recovery capability and capacity across all agencies and the wider community

5 Otago CDEM Group Objective : Enable