



29 April 2019

Emergency Management Otago

By Email: [submissions@otagodem.govt.nz](mailto:submissions@otagodem.govt.nz)

Dear Sir / Madam,

**OTAGO CIVIL DEFENCE & EMERGENCY MANAGEMENT - GROUP PLAN: SUBMISSION**

Thank you for enabling the Queenstown Lakes District Council (QLDC) to present a submission as feedback on the abovementioned Group Plan.

QLDC commends the work that has been undertaken in compiling the Group Plan and supports Emergency Management Otago in continuing to build capability and capacity across the region. In this positive spirit, QLDC is offering a range of suggestions for inclusion or adjustment in the document, which are outlined in the letter and template form that follows.

Please note that QLDC would like to attend any hearings that result from this consultation process. This submission reflects the position of officers and has not been ratified by full Council.

Yours sincerely



Jim Boulton ONZM  
**Mayor**



Mike Theelen  
**Chief Executive**

## 1.0 INTRODUCTION

- 1.1 QLDC has populated the requested feedback form with detailed recommendations and suggestions. In addition to the feedback form, QLDC is also presenting more general feedback in letter format.
- 1.2 Key opportunities for improvement to the Group Plan include:
  - 1.2.1 Update QLDC population data
  - 1.2.2 Respond to peak visitor numbers
  - 1.2.3 Group resourcing needs group governance
  - 1.2.4 Revise reflections on visitor behaviour
  - 1.2.5 Place greater emphasis on the role of climate change
  - 1.2.6 Recognise that the TLA is the trusted source of truth for its community
  - 1.2.7 Improve strategic alignment and accuracy of language
  - 1.2.8 Reduce the emphasis on Dunedin
  - 1.2.9 Increase the visibility of Mana Whenua and the use of Te Reo
  - 1.2.10 Provision of the document in Easy Read format

## 2.0 UPDATE QLDC DATA – INCREASE CDEM SUPPORT

- 2.1 The district's population increased by approximately 5.7% in 2018<sup>1</sup> and it is predicted that its resident and visitor population will nearly double in the next 30 years.
- 2.2 QLDC's resident and visitor population projections through to 2048 are based on past trends, building consent and immigration data and the Housing Development Capacity Assessment. These projections give a more accurate picture of the district's future resident and visitor populations. It is recommended that these replace the data referenced on p15 of the Group Plan.
- 2.3 It is forecast that the resident population will increase by 67 percent from 2018 to 2038, while its visitor population will increase by 43 percent (based on an average day forecast) as per the table below:

			2018	2019	2028	2038	2048
Queenstown Lakes District	Average day population	Residents	39,500	41,400	56,400	65,900	74,400
		Visitors	24,861	25,729	31,488	35,549	39,037
		<b>Total</b>	<b>64,631</b>	<b>67,129</b>	<b>87,888</b>	<b>101,449</b>	<b>113,437</b>
	Peak day population	Residents	39,500	41,400	56,400	65,900	74,400
		Visitors	79,301	81,849	99,747	113,805	126,374
		<b>Total</b>	<b>118,801</b>	<b>123,249</b>	<b>156,147</b>	<b>179,705</b>	<b>200,774</b>

<sup>1</sup> <https://ecoprofile.infometrics.co.nz/Queenstown-Lakes%20District>, accessed 14/2/19

- 2.4 It is also important to note that the District's major role as a tourism destination, together with its rapid growth, mean that the population structure differs significantly from the national pattern. The District's population is characterised by relatively high shares in the 25 year to 44 year age cohorts, and lower than average shares in the children, young adult, mature and older age groups.

### **3.0 RESPOND TO PEAK VISITOR NUMBERS**

- 3.1 Whilst the average day population in 2019 is predicted to be 64,631, it is of paramount importance that CDEM provisions are always prepared to respond to peak day populations. This is an approach that QLDC takes across its core infrastructure and it's imperative that this is also reflected in terms of CDEM. This aligns with QLDC's recent request for the provision of a second Emergency Management Officer.
- 3.2 QLDC requests that the Group Plan and its associated resource levels reflect the high growth being experienced in the district. For the sake of accuracy, whilst Central Otago District Council is experiencing growth, it is not classified as a high growth council and is not required to complete a Future Development Strategy as per the NPS UDC. The current wording on p15 in relation to this is ambiguous.

### **4.0 GROUP RESOURCING NEEDS GROUP GOVERNANCE**

- 4.1 The document is unclear as to how resourcing for the Emergency Management Group is agreed. In accordance with Section 17 of the Civil Defence Emergency Management Act 2002, QLDC strongly believes that Group resourcing should be a matter for the governance of the wider group and not within the purview of the Otago Regional Council alone.

### **5.0 VISITOR BEHAVIOUR**

- 5.1 References to visitors and visitor behaviour in the document appear to lack nuance and adopt a binary perspective of locals / competent vs visitors / incompetent. QLDC would welcome the opportunity to help shape this narrative in a more contemporary, inclusive way. QLDC recognises that CDEM must assume a lack of capability amongst visitors as a worst case scenario, yet would like to acknowledge in the Group Plan that many of our visiting populations are practised at responding to events in a resilient fashion.

### **6.0 CLIMATE CHANGE**

- 6.1 Given the increased understanding and concern surrounding climate change, QLDC suggests that climate change is acknowledged and addressed strongly within the document. This could be outlined in greater detail on p15.

### **7.0 TLA AS TRUSTED SOURCE OF TRUTH**

- 7.1 Throughout the document, the Group Plan positions the Emergency Management Group as the trusted source of truth for its communities. Whilst they are likely to be a respected source of information, it is unrealistic to expect communities to change their behaviour in the event of an emergency.

- 7.2 It is highly likely that the TLA will remain one of the most-trusted source of information during an event and it's via these channels that the Group will most effectively communicate with the district.
- 7.3 QLDC requests that the document enforces the importance of both the TLA's channels and the Group's channels as part of the seamless delivery of support and service.

## **8.0 STRATEGIC ALIGNMENT AND ACCURACY OF LANGUAGE**

- 8.1 It is best practice for KPIs to align with activities being conducted in pursuit of specific objectives. This has prompted the following questions:
  - 8.1.1 On p10, can the KPIs for the CDEM Group be provided as a third column to the objective and activities?
  - 8.1.2 On pages 18, 21, 23 and 27 can the KPIs be drafted to align with the relevant activities listed in 'How will we get there?'. As this may not always be achievable, further work may be required.
- 8.2 There are a few components within the document which are titled a little inaccurately and may cause confusion. Between pages 17 and 27, QLDC suggests the following:
  - 8.2.1 P17 – "opportunities and strategies", p21 "opportunities and objectives" and page 22 "opportunities and strategies" could all be re-titled "Objectives".
  - 8.2.2 P19 – "opportunities and strategies" could be re-titled "relevant strategies and plans" or included within the "statutory and policy framework" section.
  - 8.2.3 P26 – "Recovery Objectives" could be re-titled "Recovery Principles".
  - 8.2.4 P18, 21, 23 and 27 – unless the table is referring to a true best practice comparative benchmark, it may be preferable to refer instead to a "baseline".
- 8.3 QLDC notes that the highlighted captions distributed throughout the document are sometimes worded awkwardly. These require revision to ensure these important key messages are pithy and have impact.

## **9.0 EMPHASIS ON DUNEDIN**

- 9.1 QLDC recognises that the Group Plan needs to address a wide range of geographic and cultural touchpoints. However, the current version relies heavily on Dunedin-based locations, maps, hazards and images.
- 9.2 Images used within the document would benefit from the inclusion of explanatory titles or captions. They are currently a little cryptic for general members of the community.

## **10.0 MANA WHENUA AND THE USE OF TE REO**

10.1 QLDC recommends that the Group Plan reflects Mana Whenua and integrates the use of some Te Reo consistently throughout the document, as opposed to the limited, operational section on p48.

## **11.0 EASY READ FORMAT**

11.1 QLDC recognises the importance of this document to the wider community and as such, recommends the document is adapted by an easy read practitioner for use in print and online. This will ensure ease of understanding for some of the disabled people in our communities.

## **12.0 SUMMARY**

12.1 QLDC fully supports the Otago CDEM Group in the creation and delivery of the Group Plan. It welcomes the chance to provide detailed feedback and looks forward to further opportunities for collaboration.

12.2 Further detailed feedback is provided in the template requested as attached.