



Notice is given that an ordinary meeting of the Nelson Tasman Civil Defence Emergency Management will be held on:

Date:	Wednesday 10 April 2024
Time:	2:30 pm
Meeting Room:	Emergency Operations Centre,
Venue:	28 Oxford Street, Richmond

Nelson Tasman Civil Defence Emergency Management Group

Komiti Whakahaerenga Tiwhikete Whakawhanaunga

AGENDA

MEMBERSHIP

(Quorum 2 members)

Contact Telephone: 03 543 8444
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Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted.

AGENDA

1 OPENING, WELCOME, KARAKIA

2 APOLOGIES AND LEAVE OF ABSENCE

Recommendation

That apologies be accepted.

3 DECLARATIONS OF INTEREST

4 LATE ITEMS

5 CONFIRMATION OF [MINUTES](#)

That the minutes of the Nelson Tasman Civil Defence Emergency Management Group meeting held on Tuesday, 28 November 2023, be confirmed as a true and correct record of the meeting.

That the confidential minutes of the Nelson Tasman Civil Defence Emergency Management Group meeting held on Tuesday, 28 November 2023, be confirmed as a true and correct record of the meeting.

6 PRESENTATIONS AND VERBAL UPDATES

- 6.1 Update from the National Emergency Management Agency 6
- 6.2 Overview of CDEM Response to the Lee Valley Fire Event
- 6.3 Update on the Review of the NTCDEM Group Plan

7 REPORTS

- 7.2 Report of the Nelson Tasman Emergency Management Office..... 10

That the Nelson Tasman Civil Defence Emergency Management Group

- 1. receives the Report of the Nelson Tasman Emergency Management Office report REMC24-04-1 and its attachments; and
- 2. receives the draft Nelson Tasman Civil Defence Emergency Management Group Plan 2024; and
- 3. approves the release of the draft Nelson Tasman Civil Defence Emergency Management Group Plan for public consultation; and
- 4. notes the draft minutes of CDEM Coordinating Executive Group 13 March 2024.

8 CONFIDENTIAL SESSION

Nil

9 CLOSING KARAKIA

6 PRESENTATIONS AND VERBAL UPDATES

6.1 UPDATE FROM THE NATIONAL EMERGENCY MANAGEMENT AGENCY

Report To:	Nelson Tasman Civil Defence Emergency Management Group
Meeting Date:	10 April 2024
Report Author:	Mike Gillooly, Senior Regional Emergency Management Advisor (NEMA)
Report Number:	REMC24-04-2

1. Presentation / Whakatakotoranga

Mike Gillooly will provide an update on the National Emergency Management Agency to the Nelson Tasman Civil Defence Emergency Management Group

2. Attachments / Tuhinga tāpiri

1. Download Update from NEMA	7
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National Emergency Management Agency Update

Nelson Tasman CDEM Group Joint Committee

10 April 2024

NEMA Update

1. **Minister for Emergency Management and Recovery - Hon Mark Mitchell**

NEMA's Briefing to the Incoming Minister (BIM) has been proactively released on the DPMC website: [Proactive Release: BIM for Emergency Management and Recovery](#).

2. **National Exercise Rū Whenua**

The exercise will be led by NEMA and conducted over three dates in 2024; 12 June, 26 June, and 10 July 2024, with accompanying lead-up activities taking place prior to the main exercise days. Your CDEM Group has been invited to participate in the main exercise.

3. **Catastrophic Planning (CATPlan)**

NEMA have produced the first draft of an operational, hazard agnostic National CATPlan handbook. This guides the National Controller on how to coordinate response actions across government and stakeholders, in the event of a natural hazard catastrophic emergency. This identifies gaps which exist both for catastrophic events, and for lower impact events. To address some of these gaps, NEMA have prioritised four areas of work in 2024:

- Rapid Relief – developing a national rapid relief framework, population needs based assessment and options for mass shelter.
- Logistics – developing a national movement Concept of Operations, including movement prioritisation across government.
- Intelligence – developing a national information collection plan and improve reporting requirements in readiness and response.
- International Capabilities – improving our integration of international teams including our national reception and departure centre capability.

NEMA has begun the external engagement phase with partner agencies, consisting of three virtual (Microsoft Teams) roadshows, detailing the programme to date and how NEMA will engage across the wider system. The engagement will result in a significantly more robust handbook.

4. **Māori Emergency Management Practitioners Pānui**

Te Kāhui Mataara (NEMA's Māori Strategy) sent the first regular communication to Māori emergency management practitioners around Aotearoa. This pānui will be sent every 6 months, with updates from all levels on what is happening relevant to Māori emergency management practitioners. For further information and to subscribe to the pānui, go to the website [Get the latest about Te Kāhui Mataara \(confirmsubscription.com\)](#) or email tekahuimataara@nema.govt.nz.



Emergency Management Bill

5. The Government reinstated the Emergency Management Bill after the 2023 general elections. The Bill recommenced at the select committee stage. Before the Christmas period, Parliament re-set all the dates for select committees to report back to the House on bills.
6. For the Emergency Management Bill, the Governance and Administration Select Committee is now due to report back by 19 December 2024. The Committee will decide its timetable for considering the Emergency Management Bill (including when it schedules oral hearings) to meet the December report back. It could be several months before the committee schedules oral hearings.
7. The report back extension means that the Government will have time to consider whether to make changes to the Bill in light of the Government Inquiry into the North Island Severe Weather Events, as well as any other changes to reflect the Government's policy priorities and to address matters raised by submitters. All the submissions received by the select committee are available on line at [Emergency Management Bill \(bills.parliament.nz\)](https://bills.parliament.nz).

CDEM Resilience Fund

8. Applications for the fund closed on Monday 19th February. A reduced budget of \$689,000 (excluding GST) was available due to pre-approved multi-year projects. The resilience fund aligns with CDEM Group Plans and the National Disaster Resilience Strategy priorities to enhance Aotearoa New Zealand's hazard risk resilience through the development of local and regional capability and practices. For the 2024/25 financial year, preference will be given to projects that are linked to increasing Aotearoa's readiness to catastrophic events such as Hikurangi.

NZ Red Cross Hazard App

9. NZ Red Cross is discontinuing the Hazards App at the end of June this year. A survey was facilitated by NEMA and revealed the focus of concern was around alerting, specifically the use of the App as a mechanism to issue Emergency Mobile Alerts in areas with no working cellular connectivity.
10. There is now the ability to send Emergency Mobile Alerts from satellite directly to mobile. While experimental, NEMA can issue Emergency Mobile Alerts as the finer details and contractual terms are being finalised.
11. NEMA acknowledges a gap in the hazards and alerting space that would allow for both the public, system, and sector to understand what risks are relevant to them at any given time and match it with an appropriate response. To address this directly, NEMA is working on the foundations of a mechanism that would deliver this capability.
12. NEMA continues to encourage communities to be personally prepared, aware of surroundings, and not waiting for official messaging, for example, during a long or strong



earthquake. NEMA continues to work alongside CDEM Groups and the NZ Red Cross through this process.

COVID-19 NZ Royal Commission of Inquiry Submissions

13. Public submissions to the COVID-19 Inquiry opened on 8 February 2024 and will run until 24 March 2024. The process will be supported by a national public awareness campaign which began on 11 February. The overall campaign call to action is to “Look back to move forward” [Royal Commission of Inquiry into COVID-19](#).

National Recovery Practitioner’s Hui

14. A cohort of over thirty regional and national recovery practitioners met in January for a National Recovery Practitioner’s hui. The hui consisted of representatives from NEMA, the Cyclone Recovery Unit and Group Recovery Managers and was hosted by Canterbury CDEM.
15. The group collectively discussed how to strengthen recovery capability and capacity, develop, and enhance connections between recovery practitioners, and align our 2024 work programmes and priorities.

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

7 REPORTS

7.1 REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

Information Only - No Decision Required

Report To:	Nelson Tasman Civil Defence Emergency Management Group
Meeting Date:	10 April 2024
Report Author:	Joe Kennedy, Manager Emergency Management
Report Number:	REMC24-04-1

1. Purpose of the Report

- 1.1 To provide an update from the Emergency Management (EM) Office on activity since the last meeting of the Nelson Tasman Civil Defence Emergency Management (CDEM) Group
- 1.2 In the spirit of continuous improvement, the Emergency Management Office is trialling a new reporting format. The goal is to provide you with information that is useful, readable, and links back to the objectives outlined in the CDEM Group Plan. Feedback is always welcome.

2. Recommendation/s / Ngā Tūtohunga

That the Nelson Tasman Civil Defence Emergency Management Group

1. **receives the Report of the Nelson Tasman Emergency Management Office and its attachments; and**
2. **receives the draft Nelson Tasman Civil Defence Emergency Management Group Plan 2024; and**
3. **approves the release of the draft Nelson Tasman Civil Defence Emergency Management Group Plan for public consultation; and**
4. **notes the draft minutes of Nelson Tasman Civil Defence Emergency Management Coordinating Executive Group 13 March 2024 meeting**

3. Attachments / Tuhinga tāpiri

1. ↓	Report of the Emergency Management Office	12
2. ↓	Attachment 1 - Work Programme	25
3. ↓	Attachment 2 - Nelson Tasman Group Plan Draft	41
4. ↓	Attachment 3 - Civil Defence Ledger and Report	90
5. ↓	Unconfirmed CEG Minutes - 13 March	92

Overarching documents:

- Civil Defence Emergency Management Act 2002 [HERE](#)
- Nelson Tasman Emergency Management Group Plan 2018 [HERE](#)
- Nelson Tasman Emergency Management Work Programme [ATTACHMENT 1](#)



Status update - Nelson Tasman Emergency Management (NTEM) Office Work Programme

CDEM Group/Coordinating Executive Group Meetings – March/April 2024

This NTEM work programme status update has been prepared for the CDEM Group meeting of Wednesday 10 April. It includes a high level summary of key current NTEM activities being undertaken to achieve the goals detailed in the NTCDEM Group Plan.

GOAL 1: BUILD STRONG, SAFE, RESILIENT COMMUNITIES

Individuals and communities are ultimately responsible for their own safety and the security of their livelihoods. They must also be prepared to look after themselves and their immediate neighbours after an emergency depending on the size and nature of the hazard event. This will require the community to:

- Understand the risks they face and have taken practical steps to reduce them
- Be prepared, know what to do and have the confidence to help themselves and others in an emergency
- Be well informed prior to and during events to enable decision making
- Organise and participate in Community Response and Recovery Planning

GOAL 2: REDUCE THE RISK OF HAZARDS

Reducing the impacts of hazards is an important first step towards realising a resilient Nelson Tasman region. Many impacts can be reduced through measures such as:

- Building controls and/or land use planning through the use of various plans and legislation such as the Resource Management Act, Long Term Plan, District Plans, Regional Plans, Regional Policy Statements
- Central government policy and implementation e.g. managing the effects of climate change and options such as managed retreat
- Resilient critical infrastructure
- Careful and secure location of critical services and infrastructure

GOAL 3: ENHANCE RESPONSE AND RECOVERY CAPABILITY

Notwithstanding the effort that has gone into reducing the impacts and improving the self-reliance of the community, emergencies will occur and the region needs to be in a position to be able to respond to and recover from them. An effective response and recovery capability is one in which coordination is timely and efficient such that the community is supported and is able to recover in the best way possible.

This requires:

- Integrated planning by all agencies with a role to play in responding to and recovering from emergencies
- A high level of cooperation and information sharing between responding agencies
- A clear understanding of respective roles and responsibilities during and after an emergency
- Recognition of the increased importance attached to strategic recovery planning

Overarching documents:

- Civil Defence Emergency Management Act 2002 [HERE](#)
- Nelson Tasman Emergency Management Group Plan 2018 [HERE](#)
- Nelson Tasman Emergency Management Work Programme [ATTACHMENT 1](#)

Key current work programme activities

Goal #1 – Build strong, safe, resilient communities	3
CDEM Group Plan 2018 update	3
Community Emergency Preparedness Planning	4
See Attachment 1 for additional work activities being undertaken relating to this goal	
Goal #2 – Reduce the risk of hazards	5
Refresh of Lifelines Vulnerability Study 2016.....	5
Hazard risk assessments.....	6
See Attachment 1 for additional work activities being undertaken relating to this goal	
Goal #3 – Enhance response and recovery capability	7
Support National Exercise Rū Whenua 2024 (Jun-Jul 2024)	7
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Emergency Response Coordinated Source of Truth.....	9
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Cordon Management	11
New Zealand Response Team 2 national accreditation	12
See Attachment 1 for additional work activities being undertaken relating to this goal	
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Workplan activity status update scale:	

On track	Minor delays	Ongoing delays	No progress
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Goal #1 – Build strong, safe, resilient communities

Activity / Project	Starts	Due	Status
CDEM Group Plan 2018 update	July 2023	November 2024	On track
Description	Notes on status		
The Nelson Tasman CDEM Group Plan is required to be reviewed and updated every five years as per the requirements placed upon CDEM Groups within the CDEM Act 2002. The Plan was last reviewed in 2018.	A review has been undertaken and an amended draft plan (Attachment 2) compiled and distributed to regional partners, Coordinating Executive Group members and NEMA for comment. Comments received will be incorporated into the Plan and presented to the CDEM Group Joint Committee at it’s meeting on 10 April 2024.		
Upcoming Task(s)	Critical Components		
<div>1. Draft Plan presented to CEG / CDEM Group (March / April 24)</div> <div>2. Public consultation (May 24)</div> <div>3. Hearing and Deliberation (July 24)</div> <div>4. Draft Plan sent to Minister EM (August 24)</div> <div>5. Plan adopted by CEG / CDEM Group (November 24)</div>	<div>1. Wider CDEM Group, NEMA and partner review and feedback</div> <div>2. Plan consultation and submissions</div>		
Output(s)			
An updated Nelson Tasman CDEM Group Plan is adopted.			
Potential risk(s)	Mitigation		
The capacity for partners to provide contributions in time to meet project deadlines.	Regular communication with partners to ensure delays and issues can be resolved in a timely manner.		
Recommendation(s)			
<div><div></div>Receive the draft Nelson Tasman Civil Defence Emergency Management Group Plan 2024</div> <div><div></div>Approve the release of the draft Nelson Tasman Civil Defence Emergency Management Group Plan for public consultation</div>			
Author / Contact: Jim Tetlow (Toa Consulting) / Joe Kennedy			

Activity / Project	Starts	Due	Status
Community Emergency Preparedness Planning	April 2023	May 2024	On track
Description	Notes on status		
The design, development and socialisation of a Community Emergency Preparedness Plan (CEPP) template and accompanying ‘How to’ guide to empower and enable communities to prepare their own plan to support their community in the preparation for, and response to, emergency events. They will also serve to provide NTEM with valuable response information.	The template and guide have been developed with a ‘soft launch’ undertaken in late 2023. Widespread promotion of the CEPP is underway including TDC Newline and NCC Our Nelson.		
Upcoming Task(s)	Critical Components		
1. Preparing articles for community newspapers 2. Social media campaign 3. Supporting communities who show interest in developing a plan	1. Budget to support advertising campaigns		
Output(s)			
A Community Emergency Preparedness Plan is being widely use by communities across Nelson Tasman.			
Potential risk(s)	Mitigation		
1. Limited uptake of the plans by communities 2. Lack of agency/partner buy in 3. Lack of EM Office capacity to support demand	Regular marketing across multiple platforms to address differing demographics Regular communication and egagement with partners		
Recommendation(s)			
Nil.			
Author / Contact: Kathy King			

Goal #2 – Reduce the risk of hazards

Activity / Project	Starts	Due	Status
Refresh of Lifelines Vulnerability Study 2016	July 2023	June 2024	Ongoing delays
Description	Notes on status		
A Lifelines Vulnerability Study was undertaken in 2016. Since that time infrastructure upgrades have occurred, and additional hazard impact data created. As a result, and to align with national standards, the Vulnerability study is due a refresh.	Potential efficiencies (financial and resource) could be achieved by partnering with the Nelson Tasman Climate Change Risk Assessment Project. We are awaiting a response and confirmation from the project lead as to whether a) their project will meet the lifeline vulnerability requirements; and b) that the two projects can be combined.		
Upcoming Task(s)	Critical Components		
<div>1. Receive confirmation regarding the alignment of projects</div> <div>2. Collaborate with data collection process</div> <div>3. Arrange and hold key vulnerability workshops</div> <div>4. Compile a draft report/study</div> <div>5. Approve refreshed Lifelines Vulnerability Study 2024</div>	<div>Good alignment between the Nelson Tasman Climate Change Risk Assessment and Lifelines Vulnerability projects.</div> <div>Partner and stakeholder buy in</div>		
Output(s)			
A refreshed Lifelines Vulnerability Study 2024 is completed			
Potential risk(s)	Mitigation		
<div>The capacity for partners and stakeholders to provide contributions in time to meet project deadlines.</div> <div>Availability of GIS resource</div> <div>Project scope creep and associated availability of budget</div>	<div>Regular communication with partners to ensure delays and issues can be resolved in a timely manner.</div> <div>Involvement of GIS personnel in project planning (Project Plan completed in July 2023)</div>		
Recommendation(s)			
Nil.			
Author / Contact: Luci Swatton			

Activity / Project	Starts	Due	Status
Hazard risk assessments	March 2022	June 2027	Minor delays
Description	Notes on status		
Following the release of guidelines for undertaking risk assessments by the National Emergency Management Agency, NTEM is in the process of re-assessing our regional risk profile by undertaking a series of workshops to assess regional risk of key hazards.	Top seven hazards have been workshop with a light touch analysis completed for the remaining hazards . Stakeholder availability and project prioritisation causing minor delays in the undertaking of further comprehensive hazard workshops.		
Upcoming Task(s)	Critical Components		
<div>1. Secure budget and engage contractor</div> <div>2. Develop a workshop schedule</div> <div>3. Send out workshop placeholders</div> <div>4. Undertake workshops</div> <div>5. Collate information and populate the Risk Analysis and Summary Tool</div> <div>6. Disseminate information to partners and stakeholders</div> <div>7. Incorporate information in Group Plan 2029</div>	Ensure the opportunity for iwi māori engagement exists throughout the process.		
Output(s)			
Comprehensive risk assessments have been completed for all of the region’s hazard.			
Please note: Once completed a cyclic review will be required to check and maintain the currency of the information gathered.			
Potential risk(s)	Mitigation		
<div>1. Stakeholder and partner buy in, availability and capacity</div> <div>2. EM staff capacity</div> <div>3. Project prioritisation against other ‘high profile’ projects</div>	<div>Regular communication with partners and stakeholders</div> <div>Robust EM Office work programming</div> <div>Development of a ‘workshop rhythm’</div>		
Recommendation(s)			
Nil.			
Author / Contact: Kay Anderson			

Goal #3 – Enhance response and recovery capability

Activity / Project	Starts	Due	Status
Support National Exercise Rū Whenua 2024 (Jun-Jul 2024)	July 2023	July 2024	On track
Description	Notes on status		
To support the National Emergency Management Agency (NEMA) in conducting Exercise Rū Whenua over three dates in 2024 (12 June, 26 June and 10 July 2024). The aim of Exercise Rū Whenua 2024 is to test New Zealand’s arrangements for responding to and recovering from a significant Alpine Fault earthquake.	Nelson Tasman CDEM intend to hold a multi-agency and partner workshop in the weeks leading up to the Exercise, and operate an ‘EOC light’ model on day one of the Exercise staffed by NTEM personnel.		
Upcoming Task(s)	Critical Components		
1. Confirm NEMA’s input requirements 2. Arrange multi-agency and partner workshop 3. Plan and coordinate GEOC activities on day one of the Exercise to support NEMA operations 4. Debrief Exercise participation	Communication of Exercise roles, responsibilities and expectations amongst Exercise players.		
Output(s)			
The Nelson Tasman CDEM Group adequately supports Exercise Rū Whenua.			
Potential risk(s)	Mitigation		
NEMAs capacity to undertake exercise planning and response objectives NTEMs, regional partner and agency capacity to ‘flex’ to accommodate NEMA’s Exercise objectives	Regular communication to minimise issues and facilitate resolution in a timely manner.		
Recommendation(s)			
Nil.			
Author / Contact: Kay Anderson			

Activity / Project	Starts	Due	Status
IT Improvements Project	July 2021	March 2024	Ongoing delays
Description	Notes on status		
The IT improvements project serves to achieve a fit for purpose NTEM technology solution to meet the demands of business as usual and response activities.	Lack of resourcing and alignment between project stakeholders, and the ability to source appropriate ‘solution’ providers has attributed to project delays.		
Upcoming Task(s)	Critical Components		
<div>1. Set up and deployment of devices</div> <div>2. Further development and integration of components for the NTEM tenancy</div> <div>3. Determine ongoing support model</div> <div>4. Implement the NTEM tenancy</div>	Continued overarching project management and project momentum		
Output(s)			
A fit for purpose NTEM technology solution is in place with appropriate support mechanisms.			
Potential risk(s)	Mitigation		
<div>1. Project stakeholder buy in, availability and capacity</div> <div>2. EM staff capacity</div> <div>3. Project prioritisation against other ‘high profile’ projects</div>	<div>1. Regular communication with project stakeholders. Continued advocacy and sound project management practices</div> <div>2. Robust EM Office work programming</div> <div>3. Continued advocacy and sound project management practices</div>		
Recommendation(s)			
Author / Contact: Luci Swatton			

Activity / Project	Starts	Due	Status
Emergency Response Coordinated Source of Truth	Not yet started	N/A	No progress
Description	Notes on status		
To develop and implement a system to coordinate the data that multiple partners hold in their own systems. This will serve to provide a regional understanding of the impacts and needs and would track impacted residents journeys through ‘the system’.	Lack of resourcing amongst stakeholders has attributed to project delays. A basic Project Proposal has been completed.		
Upcoming Task(s)	Critical Components		
TBC	TBC		
Output(s)			
A secure and trusted tool to coordinate and consolidate electronic data streams has been developed and successfully integrated, implemented and utilised across response partners and agencies.			
Potential risk(s)	Mitigation		
<div>1. Project stakeholder buy in, availability and capacity</div> <div>2. EM staff capacity</div> <div>3. Project prioritisation against other ‘high profile’ projects</div> <div>4. Availability of budget</div>	<div>1. Regular communication with project stakeholders. Continued advocacy and sound project management practices</div> <div>2. Robust EM Office work programming</div> <div>3. Continued advocacy and sound project management practices</div>		
Recommendation(s)			
Nil.			
Author / Contact: Luci Swatton			

Activity / Project	Starts	Due	Status
NTEM Group Response Personnel Capability	Ongoing	N/A	On track
Description	Notes on status		
In accordance with the Guide to Group Emergency Operations Centre (GEOC) staffing, enhance and maintain the number of trained staff from Nelson City Council (NCC) and Tasman District Council (TDC).	At the time of writing, we are anticipating 119 NCC (up from 92) and 133 TDC (up from 115) staff and 41 non council staff will have had a minimum of ITF intermediate training or equivalent and would therefore be eligible to fill Group EOC roles during response.		
Upcoming Task(s)	Critical Components		
<div>1. ITF Intermediate (5/6 and 7/8 March)</div> <div>2. Planning and Intelligence function specific (19 March)</div> <div>3. Controllers bridging course (4/5 March)</div> <div>4. Operations function specific (20 March)</div> <div>5. Welfare function specific (21 March)</div> <div>6. Logistics function specific (22 March)</div> <div>7. ITF Intermediate (27/28 and 29/30 August)</div>	Continued access to budget		
Output(s)			
The Nelson Tasman region has an adequate number of trained staff to maintain GEOC operations in accordance with the Guide to Group Emergency Operations Centre staffing.			
Potential risk(s)	Mitigation		
<div>1. Availability of staff to attend courses</div> <div>2. Access to NEMA approved trainers</div> <div>3. Access to budget</div> <div>4. Staff turnover</div>	<div>1. Continued liaison and advocacy with Council management</div> <div>2. Identify alternate trainers</div> <div>3. Continue to advocate to the Tertiary Education Commission fund via NEMA for an increase in our funding allocation</div>		
Recommendation(s)			
Nil.			
Author / Contact: Kathy Solly			

Activity / Project	Starts	Due	Status
Cordon Management	July 2023	December 2023	Ongoing delays
Description	Notes on status		
Strategic/operational guidance is needed to assist response and recovery decision making regarding the implementation, management and disestablishment of cordons.	This is a joint NTCDEM and Canterbury CDEM project. A draft is nearing completion, though due to resourcing constraints in both CDEM Groups the project is experiencing ongoing delays.		
Upcoming Task(s)	Critical Components		
1. Complete draft Cordon Management SOP 2. Arrange and facilitate an Emergency Service workshop hui (inc. MPI) 3. Socialise SOP amongst relevant stakeholders and partners for comment 4. Review comments, amend and finalise SOP 5. Soiclaise SOP with operational personnel 6. Test, exercise and review the SOP	Stakeholder engagement		
Output(s)			
A Cordon Management SOP has been developed, socialised and implemented.			
Potential risk(s)	Mitigation		
1. Project scope creep 2. Disparate approach to cordon management amongst partners and agencies 3. Availability of human resources	Regular communication with partners to ensure delays and issues can be resolved in a timely manner. Work programme prioritisation Clear project parameters		
Recommendation(s)			
Nil.			
Author / Contact: Kay Anderson			

Activity / Project	Starts	Due	Status
New Zealand Response Team 2 national accreditation	November 2022	December 2023	On track/Complete
Description	Notes on status		
Following the release of national guideliness and operating procedures for New Zealand Response Teams, our regional response team (NZRT2) need to gain accreditation in their elected strands.	Project has been completed.		
Upcoming Task(s)	Critical Components		
1. Maintain or exceed the minimum requirements to remain an accredited response team in the elected strands of: <ul style="list-style-type: none"> - Foundation - Light rescue - Storm response - Flood response - Civil Defence Centre (Welfare) - Mass casualty support - Out of region deployments 	Continued access to budget Maintaining adequate team numbers		
Output(s)			
New Zealand Response Team 2 becomes a nationally accredited Response Team.			
Potential risk(s)	Mitigation		
Nil (Project has been completed)	Nil (Project has been completed)		
Recommendation(s)			
Nil.			
Author / Contact: Kathy Solly			

Emergency Management Office administration

Activity / Project	Starts	Due	Status
Emergency Management Office Financial Reporting	July 2023	June 2024	On track
Notes on status			
The financial report to December 2023 is attached as Attachment 3. Income is in line with budget while operating expenditure is \$41,999 less than the budgeted deficit, largely due to the timing of some expenditure e.g. Controller fees. Staff costs are slightly lower in December as a result of the holiday period.			
Potential risk(s)	Mitigation		
The need to respond to and recover from emergency events exceeds budget (we do not budget for response costs), and detracts the ability of the EM Office to deliver other workstream activities and associated expenditure.	N/A		
Recommendation(s)			
Nil.			
Author / Contact: Joe Kennedy			

Nelson Tasman Emergency Management Work Programme July 2023 - June 2024							
Vision - A Resilient Nelson Tasman Community							
Goal 1 - Build strong safe resilient communities, Goal 2 - Reduce the risk of hazards, Goal 3 - Enhance response and recovery capability							
Key							
Green – on track for completion in current financial year or as per specified timeframe				Blue - completed this financial year			
Amber - the deliverables of the project are at risk of not being completed this financial year or as per specified timeframe				Purple – not programmed			
Red – not going to be completed in current financial year or a specified timeframe				Asterisk (*) denotes unscheduled projects of significance. These could have political, operational or reputational risk, significant items resulting from debriefs, national directives (e.g. Directors Guidelines, reviews) or has significant response implications.			
Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
Risk Reduction involves identifying and analysing long-term risks to life and property from hazards, taking steps to eliminate those risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an acceptable level.	Reduction						
	Hazard Risk Assessment Matrix	Lead project to update the Nelson Tasman CDEM Hazard Risk Assessment Matrix	Kay	Contractor		Ongoing	
		Facilitate workshops to assess our regions the top 7 hazards in accordance with NEMA DGLs				Completed	
		Liaise with Councils Climate Adaptation Strategy work	Kay	Luci/Joe		Ongoing	
		Facilitate a workshop to work in partnership with local iwi to understand the impact of hazards to whānau, hapū and iwi within the region	Kay	Contractor		December 23	
	Reduction Committee	Lead the planning and facilitation of the Reduction Committee, including the TOR and work programme	Kay	Ros		June 23 October 23 February 24	
	Building assessment	Installation of Sentinel Accelerometer				Completed	
Readiness is the preparation of operational systems and capabilities prior to an event, to reduce the potential impact or suffering the event may cause and assist with an effective response to, and recovery from, the event or emergency.	Readiness and Response						
	Duty officer competence	Maintain the Duty Officer training register	Luci			Quarterly updates (exact dates to be set between Luci & Joe)	
		Facilitate the running of Duty Officer training sessions	Luci			Ongoing (bi-weekly)	
	Duty officer readiness	Review and update the Duty Officer Handbook	Luci			December 23	Reprioritised - Timeframe extended to March 2023
		Maintain the currency of the Duty Officer handbook including the updating of team members memory sticks when the handbook is updated	Luci			Ongoing	
		Ensure correct Duty Contacts are maintained (FENZ, Police, etc.)	Luci			Ongoing	
		Fulfil the role of Duty Officer during rostered time	EM Team			Ongoing	
		Change to Duty 0800 Transfer system for Duty phone				Completed	
		Develop Duty Controller backpacks				Completed	Reprioritised - Timeframe extended to December 2023
		Develop Duty Officer backpacks				Completed	
	GEOC Space requirement project	Determine potential costs for leasing upstairs office space in the future and changes to layout of building				Completed	
		Explore layouts/fitout of both response and BAU spaces with use of upstairs - consider breakout spaces for quiet tasks (writing action plan/sit rep) - consider storage of personnel belongings - consider space for hot debriefs at end of shift				Completed	
	Operational Readiness Improvements Programme (ORIP)	Manage and implement the Operational Readiness Improvements Programme, including: - Facilitate weekly workshops with ORIP team - Details of work outlined in ORIP tab attached to spreadsheet - Document all improvements/projects for the GEOC - Document and store all projects in the appropriate place (Teams/D4H) - Track progress towards fully operational systems	Luci	Joe/Kay		Ongoing	
	BAU workstreams supporting ORIP	Develop field team briefing guidelines/templates				Completed	
		Develop user guide on 0800 number for incoming calls during response	Luci	Kathy		June 24	Reprioritised to this financial year
		Develop communications processes between the GEOC and customer services teams	Luci	Kathy		June 24	Reprioritised to this financial year
		Develop EOC main phone line protocol for response and call routing within functions	Luci	Ros		June 24	Reprioritised to this financial year
		Identification cards - Investigate, develop and implement an identification card system for response personnel including: - Core EM Team - GEOC Staff - NZ-RT2 Team - Controller's, Recovery Managers, etc. - CDC Staff - Response partners	Luci	Kathy		June 24	Reprioritised to this financial year
		Investigate the requirement for security of the GEOC in response - If required establish contracts with security companies and an expected level of security on site.	Luci	Joe/Kay		June 24	Reprioritised to this financial year
	Operational Readiness of the GEOC	Maintain the Group EOC to ensure its readiness for emergency events, including: - Infrastructure - IT - Systems and Processes	Luci	Kay		Ongoing	
		Develop resiliency of GEOC internet - Fibre				Completed	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		Ensure Group EOC function drawers are kept up to date	Luci	EM Team		Ongoing	
		Garage fit-out (shelving, storage)				Completed	
		Purchase GEOC vests				Completed	
		Develop a testing schedule for response equipment (generators, satphones, radios etc.)				Completed	
	Group EOC staffing	Develop and maintain staff training records including contact information	Kathy	Luci		Ongoing - Oct/Nov	Completed for 2023
		Transfer training records data into D4H Personnel & Training platform				Completed	
		Review the Group EOC rostering system used prior to an event				Completed	
		Update the overarching guideline to GEOC staffing that is approved by both Council's SLTs				Completed	
	Group EOC in preparation for a response	Develop pool of Response Managers	Joe			November 23	Response Managers identified - Manager approval being sought
		Identify and recruit three Alternate Group Welfare Managers				Completed	
		Support the smooth running of the Group EOC during a response including: - Catering (dehydrated food on site) - Cleaning - H&S Considerations - Resourcing	Ros	Luci		Ongoing	
		Develop list of suitable Karakia for opening and closing the day and for food.				Completed	
	Group EOC functions	Installation of generator plug on GEOC as back-up supply if portable generator was required				Completed	
		Oversee and coordinate the Group EOC function catch ups	Kay	EM Team		Ongoing	
		Review how we utilise technical experts during an event, eg. Geotechs	Joe	Luci		April 24	
		NEMA Resilience Fund application for implementation of professional services framework				Completed	
	Alternate Group EOC	Identify potential alternate Group EOC locations	Luci			June 24	Awaiting for TDC renovations to conclude
		Establish Group EOC overflow arrangements	Luci			February 24	Awaiting for TDC renovations to conclude
		Installation of external power supply for marquee/Cyrl set-up in carpark area				Completed	
	Exercising	Manage the overall Nelson Tasman CDEM exercise programme	Kay	Luci		Ongoing	
		Assist the external consultant with the Nov 2022 SBT Exercise				Completed	
	Debriefing	Post exercise or event, carry out hot and cold debriefs	Luci			Ongoing	
		Develop template of categories and presentations for debriefing post response				Completed	
	Corrective Action Plan	Transfer debrief material into a Corrective Action Plan (CAP) and maintain currency	Luci	Joe		Ongoing	
		Ensure that the tasks in the CAP are prioritised	Luci			Ongoing	
		Work with the Manager, Emergency Management to ensure that the tasks are woven in to the NTEM Work Programme	Luci	Joe		Ongoing	
		Review learnings from Pigeon Valley Fires - CAP and report				Completed	New addition to WP
	Event planning	Develop an EM team readiness contingency mobilisation plan (AF8 level event)	Kay			January 24	Reprioritised to next financial year
	Communications	Brook Camp Mobilisation Plan				Completed	
		Cement Brian FM arrangements				Completed	
		Ensure GEOC Satellite communications are investigated and installed.				Completed	
		Ensure an effective contingency communications framework is in place e.g. VHF and sat phone	Luci			Ongoing	
		Explore options for deployable satellite communications with Starlinks				Completed	
		Develop Starlink use protocols and train users				Completed	
		Develop sat phone use protocols and train users				Completed	
		Develop BGAN use protocols and train users	Luci			December 23	Reprioritised - due to technological advances
		Develop radio use protocols and train users				Completed	
		Develop and maintain a multi-agency satellite phone testing schedule	Luci			Ongoing	
		Purchase kit and deploy sat phones out to the community				Completed	
		Purchase kit and deploy BGANS out to the community	Luci			December 23	Reprioritised - due to technological advances
		Radio Project - with Andrew and Barry	Luci/Joe	Andrew/Barry (externals)		Ongoing	
		Determine solutions for improving the network both with resilience and coverage across the region.				Completed	
		Review VHF radio locations within the community, including VHF radio towers and options for other systems/repeaters				Completed	
		Relocate radio equipment to new locations and remove from old locations				Completed	
		Create maps showing radio coverage				Completed	
	PIM in response	Develop a check list covering off key actions for PIM to undertake in a response	Paul	Kathy		TBC	
		Develop a multi-agency media stand up process				Completed	
		Develop templates for public messaging fliers for several different scenarios		PEPI		TBC	
		Develop processes for public messaging into LEOCs from the GEOC (i.e. sharable specific content for local area)		PEPI		TBC	
		Develop process for holding inter-agency PIM meetings		PEPI		TBC	
		Develop guidelines and templates on running a community meeting		PEPI		TBC	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		Review distribution lists for key messages - customer services both councils - Local EOCs - Council hubs		PEPI		TBC	
	Local EOCs	Identify a Local EOC and alternates for Golden Bay, Nelson Lakes and Murchison				Completed	
		Assess requirement for additional laptops at local EOCs				Completed	
		Gain understanding of the Local EOCs operational readiness set-up and requirements to scope what may be needed in a response.	Luci	Kay		March 24	Two out of the three LEOCs visited, Murchison visit delayed to May due to availability of Local Controller.
		Identify an alternate Local EOC for Golden Bay				Completed	
		Develop and implement the orange contact page and key location model for LEOCs and other community locations and incorporate into Duty Officer documentation.	Kathy	Luci		Ongoing	
		Community Frameworks - Generate and implement an annual local IMT engagement including - Local IMT meetings x 2, Local controller catch ups x 2. Facilitate the implementation of Local IMT meeting actions. Develop and maintain orange page contacts	Kathy	EM Team		August 23 November 23 January 24 May 24	
	Deployable EOC (Cyril)	Manage the use of the multipurpose habitation unit, including: - Transport - Storage - Training	Luci			Ongoing	
		Manage the deployment planning and development of: - Processes - Templates	Luci			October 23	Phase 1 of the project is completed, draft SOP in place. Phase 2 (finalisation of SOP) reprioritised.
	NEMA working groups	Represent Nelson Tasman EM on Tsunami Reference Group	Luci	Kay		As per date set	
		Represent Nelson Tasman EM on the National Exercise Programme Governance Group	Kay			As per date set	
		Represent Nelson Tasman EM on the Operational Readiness Managers Group	Luci			As per date set	
		Represent Nelson Tasman EM on the CDEM Intelligence Community of Practice	Kay			As per date set	
	AF8	Act as liaison with the AF8 project	Kay	EM team		Ongoing	
		Develop Initial Action Plan for first 24 hours for AF8				Completed	
	Cordon management	Participate as a member of the Canterbury CDEM Group cordon project (as required)	Kay			Ongoing	
		Develop a clear planning process and approach for the establishment and running of cordons during the response and recovery phases of an event	Canterbury CDEM	Kay		TBC	
		Gain inter-agency agreement	Kay	Joe		TBC	
		Develop a plan to ensure that a permeable cordon is both safe and benefits the needs of the affected community	Canterbury CDEM	Kay		TBC	
	Training	Manage the development and implementation of CDEM training including the CDEM Training Fund Allocations	Kathy			November 23 Annually	Completed for 2023
		Conduct police checks (where relevant e.g. community and response teams)	Kathy	Ros/K2		Ongoing	
		Development of Council Induction material				Completed	
		Undertake council inductions - drop in sessions	Kathy	Ros		Ongoing - February, May, August 4x/year	Completed for 2023
		Facilitate IMT sessions including developing the agenda	Kathy	Kay/Luci		4x/year	Completed for 2023
		Organise and facilitate supplementary training (e.g. PFA, CDC and first aid) and community training to include CIMS overview plus where the functions fit in with each other	Kathy	Ros/K2		As required	Completed for 2023
		Develop and maintain an external CDEM training register				Completed	
		Develop a training package for Controllers				Completed	
		Create a Position Description for Alternate Group Welfare Managers				Completed	
		Implement and facilitate EM Team Response Systems training to develop the skills of the EM team in the Operational running of the GEOC	Luci	Kay		Ongoing (bi-weekly)	
		Offer training in psychological first aid to Council staff working in the field during response (infrastructure, building, etc.)	Kathy			Annually	Completed for 2023
		Police EOC Training for familiarisation, D4H and expectations in response	Luci			June 24	Waiting for Police to advise dates.
		Undertake training for Office 365				Completed	
		Undertake training for ArcGIS online/Survey 123				Completed	
	R&R Committee	Facilitate the Readiness and Response Committee, including TORs and work programme	Luci	Ros		October 23 February 24 May 24	
	Volunteers	Work with Volunteer Nelson, the Student Volunteer Army, and Taskforce Kiwi to pre-organise a system to utilise spontaneous volunteers in an emergency				Completed	
	Mass evacuation planning	Continue to advocate for, and express the importance of mass evacuation planning by NZ Police. Scenarios include, but are not limited to: Bay Dreams, tsunami, AICA plant, Maitai Dam	Luci/Joe			Ongoing	
		Mass evacuation planning alongside NZ Police - Waimea Community Dam - EMA Templates - Evacuation plan - Agency meetings - Public information				Completed	
	Pandemic planning	Maintain currency of Covid-19 Planning	Luci	Joe		Ongoing, as required	
	Emergency accommodation	Investigate real time tourist/accommodation numbers for Nelson Tasman [check with Southland and the NRDA]				Completed	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
	NZ-RT2	Advocate for NZ-RT2 – provide financial, administrative and information sharing liaison	Kathy			Ongoing	
		Update NZ-RT2 standard operating procedures				Completed	
		NZ-RT2 Accreditation				Completed	
		Develop Work programme for non-operational team members	Kathy	Ian (RT2)		July 2023	Programme developed, now maintaining
		NZ-RT2 Recruitment and Selection for new team members				Completed	
		Source replacement vehicle for NZ-RT2 to replace the van	Kathy	Ian (RT2)		July 23	Waiting on NCC to confirm timeframes
		Manage the effective running of NZ-RT2 to ensure operational readiness including the running of management meetings, that training, competency, equipment, H & S aspects are fit for purpose.	Kathy			Ongoing	
	Roles & Responsibilities	Regular catch-up's with building teams across both Councils to build systems/processes for response and develop good relationships	Luci	Joe		Ongoing (quarterly)	
		Regular catch-up's with infrastructure teams across both Councils	Luci	Ros		Ongoing (six monthly)	
	Planning						
IT & GIS systems and processes	IT & GIS						
	IT Improvements Project (subject to NCC & TDC IT Project Progress)	Joint scoping project with NCC, TDC IT Teams				Completed	
		Investigate and create business case for D4H				Completed	
		Oversee, drive and support new CDEM IT solution for the GEOC	Luci	Kay		Awaiting Project Timelines (NCC/TDC IT)	
		Develop NTEM tenancy alongside technical experts	Luci	Kay			
		Research into other CDEM Group solutions				Completed	
		Support upgrade of hardware	Luci	Kay		Awaiting Project Timelines (NCC/TDC IT)	
		Purchase more mobile phones and laptops/computers for the Group EOC	Luci	Kay			
		GIS computers to be upgraded to incorporate GIS software	Luci	Kay			
		Headsets required for phones in GEOC	Luci	Kay			
		Develop audio visual solution to ensure online meeting capability. - key consideration is around audio for large scale meetings	Luci	Kay			
	D4H	Review suitability of D4H for Nelson Tasman EM, gain approval from NCC & TDC to implement software.				Completed	
		Complete system configuration for Incident Management platform				Completed	
		Complete system configuration for Personnel & Training platform				Completed	
		Develop Templates for Incident Management	Luci			Ongoing	
		Develop SOP/User Guides for Incident Management				Completed	
		Develop SOP/User Guides for Personnel & Training	Luci			December 23	Configuration completed, internal training undertaken, external facing user guides reprioritised.
		Training given across both platforms (Incident Management and Personnel & Training) - EM Team as Administrators - EOC Personnel - Agencies/Partners	Luci	Kay		Ongoing	
		Attend South Island D4H Group meetings	Luci			As per date set	
		Determine and action permissions for access for partners into D4H	Luci			December 23	Partner meeting scheduled for 4 March 2023
		Maintain D4H software - updates to templates - user accounts - improvements	Luci	Kay		Ongoing	
	GEOC IT Readiness	Review Group EOC equipment, including IT structure and systems				Completed	
	Common Operating Picture	Explore Hawkes Bay COP initiative (Teresa Simcox)				Completed	
	Information systems in Group and Local EOCs	Develop and embed MS Teams into the EOC environment (including the national interface)				Completed	
		Undertake MS Teams training and develop quick user guides	Kay	Luci		As required	
		Develop and undertake Teams training for the Emergency Management Team				Completed	
		Maintain the MS Teams system	Kay			Ongoing	
		Develop a standby MS Teams event site after each event	Kay			As required	
		Ensure accessibility to Teams during response is clearly defined and recorded (linking in external during response)	Kay	Luci		December 23	Project now included in the IT tenancy project
		Develop system to link GEOC accounts into Council Teams chat (TDC Flood chat)				Completed	
		Liaise with NCC to assist with set up of NCC Flood chat	NCC	Kay		Driven by NCC	
		Create Welfare Needs Assessment Tool for response				Completed	
		Train EM Team in use of Needs Assessment Tool				Completed	
		Train EM Team and Welfare Team in use of Needs Assessment Tool				Completed	
		Develop system for digital collection of data in the field - consider accurate addressing to provide geo-location for GIS plotting	Luci	Kay		Awaiting Project Timelines (NCC/TDC IT)	
	Data Management	Assist in the development of a Data Management system - Data management of photos/video post response - Develop system for post-event archiving of data and Teams sites - Review information/data collection, display and storage	Luci	Kay		Awaiting Project Timelines (NCC/TDC IT)	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
	GIS and digital technology	Create system to hold a coordinated source of truth dataset for response - including building data, welfare data, impact assessments, USAR, Geotech, etc.	Joe	Luci		June 24	
		Facilitate the bi-monthly Nelson Tasman GIS and IT Group	Luci	Kay		Ongoing	Currently reframed to only GIS and CDEM meetings
		Facilitate bi-monthly GIS CDEM meetings	Luci	Kay		Ongoing	
		Make contact with NZGIS4EM and add a Nelson Tasman CDEM contact				Completed	
		Attend GEMA meetings as required	Luci/Kay			Ongoing	
		Attend South Island GIS Intel Group meetings	Luci/Kay			Ongoing	
		Access to GIS information in response to those not in the GEOC (situation maps, displays)	Luci	Kay		June 24	Dependent on GIS AGOL Tenancy moving to NTEM.
		Separate Nelson Tasman region into 'zones' to assist planning and response (see Marlborough CDEM Group 'sector maps' example)	Kay	Joe		June 24	
	Initial impact assessment	Develop a software system/process for initial damage impact assessment including devices and training required	Luci			Awaiting Project Timelines (NCC/TDC IT)	
Recovery is the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.	Recovery						
	Group Recovery Plan	Finalise the Nelson Tasman Group Recovery Plan				Completed	
	Recovery committee	Maintain membership, set the agenda and maintain the Terms of Reference and work programme for the Recovery Committee	K2	Ros		June 23 October 23 February 24	Membership maintained, agenda set but Terms of reference has not been worked on
		Build a strong and robust recovery function with an operating framework with clear processes and procedures and develop liaison with other CIMS functions	K2			June 24	
		Develop a stakeholder engagement framework to foster stronger relationships with our partners, agencies and stakeholders from both a local and group level				Completed	
	Staffing	Develop both a Group and Intra-Council Recovery Structure				Completed	
		Identify the resources needed to manage and deliver recovery.				Completed	
		Consider utilising external staffing and agree principles for payment	K2	Joe		June 24	
	Additional items	Develop a proposed recovery work programme for the 2023/2024 financial year				Completed	
		Visit and build relationships with local CDEM groups	K2			Ongoing	
		Develop a Recovery key tasking and timeline document for both the response and transition to response phases incorporating actions and the associated resources required and place into the resource library				Completed	
		Develop guidance and templates for transition to recovery planning	K2			December 23	Draft templates developed. Now awaiting sector wide review
		Build awareness of social recovery with WCG, WOT and Local Welfare Managers to ensure that social recovery functions are understood and planned for	K2			Aligned to committee meetings and community visits	
		Develop a Recovery Managers toolkit with relevant information that can be used during response and recovery				Completed	
Welfare is responsible for coordinating and delivering emergency welfare services and resources to affected individuals, families/whānau, and communities.	Welfare						
	Civil Defence Centres	Formulate a theoretical CDC network to ensure adequate coverage across the network				Completed	
		Undertake a CDC stock take against the CDC coverage model to identify gaps				Completed	
		Develop a comprehensive understanding of the purpose, functions and running of a CDC				Completed	
		Ensure CDC network agreement is in place with TDC				Completed	
		Complete agreements for the remainder of the CDC network (i.e. those organisations outside NCC and TDC) - Takaka and Murchison				Completed	
		Explore and if required implement alternate emergency power sources for Takaka CDC				Completed	
		Develop a CDC induction pack				Completed	
		Update and replace documentation in Civil Defence Centre boxes				Completed	
		Provide training to volunteers and the Welfare Function team on updated documentation				Completed	
		Maintain currency of resources in CDC boxes	K2			Ongoing	
		Identify CDCs requiring welfare boxes and deploy				Completed	
		Identify CDCs requiring toy boxes and deploy	K2			December 23	No longer required
		Source and deploy IMT boxes for CDCs				Completed	
		Assess the CDC network to ensure that there is adequate regional coverage				Completed	
	Sub functions	Lead 3.5 sub function clusters (Registration/Needs Assessment, Household goods & services, Emergency accommodation)	K2			Ongoing	
		Develop familiarity with the Needs assessment system currently being developed				Completed	
		Develop Emergency Accommodation sub-function plan	K2			June 24	In final draft
		Develop Household Goods and Services sub-function plan	K2			June 24	
		Develop Registration and Needs Assessment sub-function plan	K2			June 24	
		Facilitate and lead a Household Goods and Services Subcluster workshop	K2			December 23	Reprioritised to next financial year
		Facilitate and lead a Registration and Needs Assessment Subcluster workshop	K2			December 23	Scheduled for April 2024
		Continue to encourage the setting up of clusters and writing plans for the remaining 5.5 sub functions	K2			3x/year at WCG committee	
	EOC welfare team	Ensure the operational readiness of the EOC welfare team	K2			Ongoing	
	Local Welfare Managers	Work with Local Welfare Managers to increase their understanding of their roles and responsibilities.	K2			Ongoing	
		Lead the strategic welfare direction for the Nelson Tasman CDEM Group	K2			Ongoing	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
	Welfare Committees	Develop a Local Welfare Manager induction pack	K2	Kathy		June 24	
		Engage with Local Welfare Managers a minimum of four times per annum (Once a quarter)	K2			Ongoing	
		Support local welfare managers to maintain and grow their local welfare groups	K2			Ongoing	
		Chair and facilitate the Welfare Coordination Group including Terms of Reference and work programme	K2	Ros		June 23 October 23 February 24	
		Chair and facilitate the Welfare Operational Team including Terms of Reference and work programme	K2	Ros		June 23 October 23 February 24	
		Develop an induction pack for WCG members	K2			June 24	
		Provide a CDEM representative on the RAG	K2			Ongoing	
		Take part in the AF8 welfare project	K2			Ongoing	
		Attend Group Welfare Managers forum	K2			2x/year	
		Understand the navigator roles available in social service agencies				Completed	
	Rural Advisory Group (RAG)	Hold a multi-agency navigator hui				Completed	
		Investigate the role of navigators in the early stages of the response phase, rather than only moving into recovery				Completed	
		Define the role of navigators to be used to support CDEM post event	K2			December 23	Navigator resourcing and training guidelines in final stages of completion
		Develop and implement a template for community-led planning by local community response groups and an accompanying user guide				Completed	
		Follow up on action points after community visits	Kathy	Joe		Ongoing	
		Identify and build relationships with existing community groups	K2	Kathy		Ongoing	
		Lead NTEM office's activity in the welfare space for national and regional engagement	K2			Ongoing	
		Create a SOP response check list that can be used by Welfare and alternative Welfare Managers				Completed	
		Develop key welfare priorities for 2022 and assure alignment with relevant sections of the NTEM office work programme				Completed	
		Develop the NT Animal Welfare plan				Completed	
	Additional items	Hold a biennial Regional Welfare Forum	K2			Ongoing	Completed for 2023
		Develop a cultural competency training programme for the NTEM office staff with a view to training response staff				Completed	
		Identify, liaise with and plan Cultural Awareness hui with presenting panel	K2	Ros		Ongoing	
		Facilitate Cultural Awareness hui for EM staff, IMT and Welfare function team.	K2	Ros		Ongoing	
		Develop ideas on how to support and inform the vulnerable communities who require additional assistance in response.	K2/Ros			Ongoing	
		Explore options for reduce risk to vulnerable communities	K2			Ongoing	
		Explore real time tourist statistics project				Completed	
		Neighbourhood Support - Volunteer Coordination - Urban CREP - Messaging				Completed	
Iwi/Māori Partnership	Iwi/Māori Partnership						
	Relationship/partnership	Increase links with NCC and TDC Kaihāutu	Joe			Ongoing	
		Develop and maintain relationships with the 8 iwi General Managers of Te Tau Ihu	Joe	K2		June 24	Joe/K2 lead on behalf of all EM Team
		Visit and build relationships with the four marae of Te Tau Ihu	Joe			February 24	
	Committees	Maintain iwi representation on CEG/WCG/CDEM Group	Joe	K2		As per dates set	
		Arrange a per meeting payment				Completed	
	Hui	Facilitate and attend Rōpū Tautoko	K2	Joe		As per dates set	
		Secure the opportunity for iwi representation around the CDEM Group (Joint Committee) table				Completed	
	EOC/response	Continue to work with iwi to define the roles and responsibilities within the iwi function	Lorr/Rebecca (external)	Luci		March 24	
	Culture	Ensure that the EM Team are culturally aware (via training and presentations)	Ros	Joe		Ongoing	
		Collaborate with NCC Kaihau to name Rooms within EOC	Ros	Joe		December 23	Collaboration phase complete implementation phase scheduled for 2024 FY
		Arrange for a cultural review of Nelson Tasman CDEM	Joe	Pania		TBC	
Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of ...	Lifelines						
	Lifelines framework	Maintain an effective lifelines framework to meet BAU and response requirements (local and group level needs) and develop liaison with other CIMS functions	Luci			Ongoing	
		Identify and embed supplementary Lifeline Utility Coordinators	Luci	Joe		February 24	
	Lifelines committee	Chair and facilitate the Lifelines Committee including Terms of Reference, work programme, agendas and membership	Luci			October 23 February 24 May 24	
		Develop an internal training pathway to form a cohesive knowledge base for all levels of lifelines.				Completed	
		Maintain a Lifelines Key Contacts List for all stakeholders	Luci			Ongoing	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
Public Services	Response Handbook/Protocols	Build a strong and robust Lifelines function, with an operating framework and clear processes and procedures.	Luci			June 24	
		Create a handbook for NTEM Lifelines Utility Coordinator (LUC), including: - SOPs - Command and control structure - Communication/reporting lines	Luci			March 24	
	Fuel	Lead the roll out of the manual petrol pumps in to the community with a standard operating process to support the deployment				Completed	
		Review national fuel database alongside NEMA and MBIE and determine priority fuel stations for the region.				Completed	New addition to WP
		Understand the implications of the Regional Fuel Study, prioritise recommendations going forward.				Completed	
	Plans	Lead the process and finalise the Regional Fuel Plan				Completed	
		Develop a Regional Priority Routes Plan	Canterbury CDEM	Luci		June 24	
	Vulnerability Study	Conduct a review and if required refreshment of the 2016 Nelson Tasman Vulnerability Study	Luci	Contractor		June 24	Exploring the potential to gain financial efficiency by incorporating data with the Nelson Tasman Climate Change Risk Assessment project.
		Request and collect Lifeline Utility data for the Nelson Tasman Climate Change Risk Assessment and Lifelines Vulnerability Study	Luci			Awaiting Project Timelines (NCC)	New addition to WP
		Request, collate and report on lifeline utility vulnerabilities, mitigation measures, and restoration times to CEG and JC	Luci			September 23 June 24	New addition to WP - Completed for electricity and telecommunications, excluding Transpower (expected by June 24)
Public Information	Critical operating supplies in the Group EOC	Develop a user guide for the GEOC water tank system	Luci			December 23	Reprioritised
	Public Information						
	Public education presentations	Facilitate the office's involvement in Public Education talks	Kathy	EM Team		As requested	
	Public education videos	Facilitate the multi-agency PEPI public education videos	Kathy			Ongoing	
	Clued Up Kids	Run annual week long Clued Up Kids programme	Kathy	EM Team		Annually - September	Completed for 2023
	Shakeout	Facilitate regional Shakeout activities	Kathy	EM Team		Annually - October	Completed for 2023
	Community preparedness guides	Develop a Community Preparedness Plan template and how to guide				Completed	
	AF8 School presentations and roadshows	Assist Alice Lake-Hammond in delivering AF8 school presentations and Roadshows - St Arnaud and Motueka				Completed	
	PEPI Committee	Lead the planning and facilitation of the PEPI Committee, including the TOR and work programme	Kathy	Paul		June 23 October 23 February 24	
		Facilitate the multi-agency PEPI campaign calendar				Completed	
Health and Safety	Staffing	Review staffing requirements for PIM function in response.				Completed	
	NPERG	Represent Nelson Tasman on the National Public Education Reference Group (NPERG)	Kathy			Monthly	
	Health and Safety						
	Office health and safety	Lead the CDEM Office work in relation to health and safety planning and risk identification - including H&S toolbox talks	Ros			Monthly	
		Represent the EM office on the NCC H&S committee	Ros			As per dates set	
		Develop and maintain an annual health and safety activity plan	Ros			Annually	
	Vehicles	Implement the [monthly] vehicle checklist	Ros			Monthly	
	Wellbeing	Initiate and lead a project to incorporate the 5 ways of wellbeing into the EM Office				Completed	
		Consider team wellbeing innovation requirements	Ros	Joe		Ongoing	
	PPE	Ensure PPE is in place for each EM team member				Completed	
Administration	Administration						
	Admin support	Provide general administration support	Ros			Ongoing	
	Committees	Document/update a process to support the successful running of the CDEM committees				Completed	
		Liaise with Minute Secretaries	Ros			As per dates set	
		Schedule and calendar the annual committee meeting dates	Ros			Ongoing - November/December	
	Office activity calendar	Maintain the currency of the office activity calendar	Ros			As required	
		Transfer items from the office activity calendar into EM Admin/team calendars	Ros			As required	
		Oversee the maintenance and actioning of the calendar	Ros			Ongoing	
	Controllers - Terms of Engagement	Liaise with Legal Services to finalise Terms of Engagement for Controllers, Local and Alternate Controllers				Completed	
	Social media	Post fortnightly updates on the Nelson Tasman CDEM Facebook page	Ros			Fortnightly	
	Continual professional development (CPD)	In consultation with the EM Team, maintain an annual CPD programme for the 2023/24FY	Ros			June 24	Consultation held with team
	Style guide	Design and facilitate the implementation of an EM Office style guide	Ros			December 23	Project rescoped to incorporate an 'Office Document Guide' by end of June 23
	Vehicles	Manage the fleet of EM vehicles	Ros			As required	
		Oversee the replacement of EM Hyundai vehicle				Completed	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
	Migration to Sharepoint	Office Champion role				Completed	
	Promapp	Maintain updates of Promapp for the EM Office	Ros			As required	
	Objective	Ensure that documents saved in other locations (e.g. Teams and Z Drive) are transferred into Objective				Completed	
	Asset register	Review and update the EM office asset register	Ros			As required	
	Controller and Recovery Managers breakfast	Schedule and facilitate Controller and Recovery Managers breakfast	Ros			3 x per annum	
	Controller's Duty calendar	Maintain the Controller's duty calendar	Ros			Ongoing	
	Holiday internal people availability	Develop a system to determine internal holiday availability				Completed	
		Update internal holiday availability				Completed	
	Council engagement	Develop and implement a Council engagement strategy (review existing strategy)	Ros			March 24	
	Newsletters	Facilitate the provision of four EM items per annum to council newsletters	Ros			Four times per annum	
	Operations room	Set up the GEOC Operations room daily for day to day operations	Ros			Daily	
	Team stand-ups	Facilitate daily EM team stand-ups	Ros			Daily	
	Office contracts	Maintain oversight of EM office contracts (cleaning, generator servicing, fire extinguisher testing etc.) and undertake activity as required	Ros			Annual check/As required	
	Continuous Improvement	Admin area/stationery cupboard/Office storeroom. Reorganise/sort				Completed	
		EOC Storage Cupboard. Reorganise/sort				Completed	
	Contacts register	Review the contacts register	Luci	EM Team		Ongoing	
	Review huis	Training Budget meeting: Establish 6 monthly reviews of budgets incl 1) EMO staff training 2) Travel & Conference 3) Continuing Prof. Development	Ros			Ongoing	New work programme item
	Container Project	St Arnaud Shipping container. 2023 Worked with Controller to scope what is involved, liaise with TDC property	Ros	Joe		June 24	New work programme item
Business Unit Management	Business Unit Management						
	Recruitment	Undertake a recruitment process for a Regional Welfare Advisor/Group Welfare Manager				Completed	
	Strategy	Determine the focus and direction of the business unit for the next 12 months, with a look to 3-5 years incorporating the potential repercussions of the EM Bill	Joe			June 24	
		Develop work programme matrix to assess and prioritise line items	Joe			October 23	Reprioritised
		Strengthen relationships with key regional and national partners.	Joe	All		Ongoing	
		Oversee the appointment of an iwi representative to the CDEM Joint Committee and continue work to embed iwi related response structures and remuneration methodologies into CDEM structures inc. the consideration/liaison regarding a permanent iwi FTE.	Joe			June 24	
	Budgets/finance	Maintain and present a consolidated business unit work programme and annual delivery framework that demonstrates alignment with regional and national policy	Joe			3x/annum	
		Lead work to build a happy high performing team that has an enjoyable, appropriate and productive workplace culture, and is well regarded	Joe	All		Ongoing with bi-annual reviews	
		Oversee and lead business unit activities at strategic, policy and operational levels in accordance with the vision, purpose and values of the business unit and wider organisation	Joe			Ongoing	
		Further develop the business unit and wider response arenas so that they are structured and resourced (both people and assets) in such a way that they are fit for purpose and on track to meet future demand.	Joe			Ongoing with bi-annual reviews	
		Ensure that budgets are utilised in a manner that enables the business unit to operate in a fiscally prudent and viable manner	Joe	All		Ongoing with bi-annual reviews	
		Oversee the reimbursement of response-related expenditure				Completed	
		Review EM team remuneration bands inc and Duty Officer arrangements				Completed	
		Arrange a NEMA led finance briefing for Council/CDEM	Joe			Subject to NEMA availability	
		Finalise a system for pre-loaded credit cards for use during response				Completed	
		Oversee the development and ratification of the CDEM Group Recovery Plan and the Regional Fuel Plan				Completed	
	Planning	Continue to advocate for, and express the importance of mass evacuation planning by NZ Police	Joe			Ongoing	
		Oversee the smooth running of the Nelson Tasman Group committee and reporting cycle	Joe	All		As per dates set	
		Facilitate the conclusion of discussions regarding council IT and administration support to the EM office and potential resultant RFPs				Completed	
		Produce Terms of Reference for Joint Committee				Completed	
		Produce EM office report for, and support the successful facilitation of CEG	Joe	All		3x/annum	
		Oversee the development of a Group Controller Policy including selection criteria				Completed	
		Oversee and lead business unit activities at strategic, policy and operational levels in accordance with the vision, purpose and values of the business unit and wider organisation.	Joe			Ongoing	
	Policies	Initiate work to develop the NTCDEM Group Plan 2023	Joe			December 23	Draft Group Plan completed
		Undertake the recruitment and training of two external (to Council) Group Controllers				Completed	
		Oversee the development of a Local Controller Policy including selection criteria				Completed	
		Design and undertake a Local Controller annual review process	Joe			1x/annum	
	National	Represent Nelson Tasman on the National Emergency Management Development Group (NEMDG)	Joe			4x/annum	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		Review the government's response to the Technical Advisory Group recommendations and incorporate relevant actions in the office work programme	Joe			January 24	
		Review the recommendations arising from the Monitoring and Evaluation report and incorporate relevant actions in the office work programme	Joe			January 24	
		Review the National Disaster Resilience Strategy recommendations and incorporate relevant actions in the office work programme	Joe			January 24	
		Facilitate conversations between MBIE and Council regarding the identification of land for temporary accommodation sites				Completed	
	Controllers	Attend National Controllers forums	Joe			As per date set	
		Manage and support Local Controllers	Joe			Ongoing	
		Induct and embed Regional CDEM Group and Local Controllers; design, develop and deliver a CDEM Controller Induction pack and associated training package.				Completed	
		Conduct an annual CDEM Group and Local Controller review process	Joe/Ros			May 24	
		Document Controller and IMT financial delegations for use during response to emergency events	Joe			December 23	Controller delegations in place. IMT delegations TBC
		Identify and appoint Alternate Controllers for Golden Bay				Completed	
		Identify and appoint Alternate Controllers for Nelson Lakes				Completed	

Nelson Tasman Emergency Management Work Programme July 2023 - June 2024							
Vision - A Resilient Nelson Tasman Community							
Goal 1 - Build strong safe resilient communities, Goal 2 - Reduce the risk of hazards, Goal 3 - Enhance response and recovery capability							
Key							
Green – on track for completion in current financial year or as per specified timeframe				Blue - completed this financial year			
Amber - the deliverables of the project are at risk of not being completed this financial year or as per specified timeframe				Purple – not programmed			
Red – not going to be completed in current financial year or a specified timeframe				Asterisk (*) denotes unscheduled projects of significance. These could have political, operational or reputational risk, significant items resulting from debriefs, national directives (e.g. Directors Guidelines, reviews) or has significant response implications.			
Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
Risk Reduction involves identifying and analysing long-term risks to life and property from hazards, taking steps to eliminate those risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an acceptable level.	Reduction						
	Hazard Risk Assessment Matrix	Undertake further workshops to complete the full assessment of regional hazards					
	Tsunami signage	Explore the installation of educational coastal tsunami signs					
	Generators	Explore and potentially advocate budget provision for CDC permanent generators			*		
	Building assessment	Develop a process for engineering checks of the GEOC/CDCs and discuss other key operational buildings with partners			*		
		Create centralised coordinated post-earthquake engineering building check system across emergency response agencies.					
		- Compile a list of contact details for engineering consultants			*		
		- Check with engineering consultants across the region on potential availability					
		- Prioritisation of buildings and contingency planning					
		- MOUs with engineering consultants					
Readiness is the preparation of operational systems and capabilities prior to an event, to reduce the potential impact or suffering the event may cause and assist with an effective response to, and recovery from, the event or emergency.	Readiness and Response						
	Duty officer readiness	Get the Duty Officer handbook formatted, graphically designed and printed					
		Explore Duty Controller phones					
		Develop duty officer guidelines for role responsibilities in response					
	GEOC Space requirement project	Determine if the current BAU layout of desks is making best use of space					
	Operational Readiness of the GEOC	Develop a Group EOC activation and operating handbook					
		Assess the robustness of the Group EOCs sewerage system					
		Set-up GEOC cell phones with D4H, Teams, key contacts, notifications, etc.					New addition to WP
		Consider layout of wall displays including large map to be more usable by all functions					
		Consider display of CIMS org chart in GEOC					
	Group EOC staffing	Develop wellbeing plan for response personnel					
		- including focus on psychological first aid for dealing with impacted people					
		- consider when working remotely from GEOC					
		- sleep tips post shift					
		Develop pool of administration personnel					
		Develop pool of technical liaisons for the GEOC, including building, infrastructure, geotech.					
		Review requirements on night shift personnel to stand down from BAU with enough time to rest before shifts commence					
		Develop health and safety protocols of teams deployed into the field					
		Ensure response personnel are provided with information and support on how to prepare for emergency events and responding to them.					
		- Get ready to get through without me					
		Investigate use of volunteer/outside agencies for GEOC			*		Progression in Lifelines & Recovery only at this stage.
		Progress the option of utilising partnering agency staff for use in the Group EOC in an emergency					
	Group EOC in preparation for a response	Develop a process to manage VIPs visiting the Group EOC and affected areas. [Ensure in the process visits are not a distraction to EOC staff and there is a dedicated staff member to manage visits]					PEPI Committee - Paul
		Develop a process to brief Mayors, CEOs and other key parties					PEPI Committee - Paul
		Develop catering agreements with providers					
		Establish agreements with local suppliers for access to resources in outlying communities					
		Investigate the ergonomics of the GEOC set-up					
		Develop guidelines to define parameters for expenditure for key activities (e.g. helicopter flights) between CDEM and partnering agencies					
		Installation of cover over generator and external power plugs					No budget provision within the first triennium of LTP
		Investigate a family space for staff during an event					
	Alternate Group EOC	Develop plans for alternate GEOC locations			*		
		Develop an Alternate Group EOC Activation Plan and MOUs with facilities			*		
	Exercising	Develop a programme of exercising for Local Emergency Operation Centres					
		Run basic systems/processes exercises with partnering agencies					
		- test the basics like printing					
		- IT familiarisation					
		Develop a programme of exercising for lifelines plans and protocols					
	Debriefing	Create plan for hot debriefs at the end of shifts in a safe place					

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
	Event planning Communications	Develop post event report template					
		Develop Large event (non-emergency) protocols					
		Purchase and distribute deployable Starlink units (if budget is granted)					
		Develop and run a radio comms exercise					
		Develop a communications strategy/plan					
		Stocktake of sat phones/internet (Starlink) across all partner agencies					
		Develop a satellite phone and VHF list for all partners, partnering agencies and key stakeholders					
		Explore HF network with Marlborough and West Coast					
		Facilitate radio schedule between Marlborough, Nelson Tasman and West Coast					
		Develop processes/checklists and distribution lists for communications to Local EOCs and Council hubs in response					
	PIM in response	Develop community thank you messaging templates for post response community engagement					
	Local EOCs	Explore use of e-text services to impacted residents in an emergency					
		Purchase and distribute laptops to LEOCs (if budget is granted)					
		Ensure that the Local EOC - Golden Bay is supported in their operational readiness e.g. - Kit/equipment - SOPs - Command and Control Structure - Regular testing of equipment (generators, satphones, radios etc.) - Teams/email accounts			*		
		Ensure that the Local EOC - Murchison is supported in their operational readiness e.g. - Kit/equipment - SOPs - Command and Control Structure - Regular testing of equipment (generators, satphones, radios etc.) - Teams/email accounts			*		
		Ensure that the Local EOC - Nelson Lakes is supported in their operational readiness e.g. - Kit/equipment - SOPs - Command and Control Structure - Regular testing of equipment (generators, satphones, radios etc.) - Teams/email accounts			*		
		Ensure that the Local Community Groups are supported in their operational readiness e.g. - Kit/equipment - SOPs - Command and Control Structure - Regular testing of equipment (generators, radios etc.) - Teams/email accounts			*		Occurring on an ad-hoc basis as resources allow.
		Identify an alternate Local EOC for Murchison					
		Identify an alternate Local EOC for Nelson Lakes					
		Collate CIMS structure details for Local EOCs					
		Re-review the need for a Local EOC in Motueka			*		
	Deployable EOC (Cyril)	Build a deployable EOC Kit for Cyril Deployable Multi-Habitation Unit - Satellite communications - Kit/Equipment - Floor plan					
	Business continuity planning	Set up and facilitate a scenario-based workshop for businesses on BCP					
	NEMA working groups	Develop a CDEM Document Sharing Group					
	Capability Assessment Report (NEMA)	Progress the recommendations of the NEMA Capability Assessment Report May 2015			*		
		Goal one: To increase community awareness, understanding, preparedness and participation in CDEM Improvements: - Social capital is invested in as a method of enhancing community resilience - Community resilience and related programmes are monitored and reviewed - Volunteer participation in CDEM is supported and encouraged			*		
		Goal two: To reduce the risk from hazards to New Zealand Improvements: - Implementation of risk reduction programmes is inclusive and coordinated - Viable risk reduction options are identified, evaluated and used to inform planning			*		
		Goal three: To enhance New Zealand's capability to manage emergencies Improvements: - Critical resources can be sourced rapidly in response to an emergency - Lifeline utilities are coordinated in a response			*		
		Goal four: To enhance New Zealand's capability to recover from emergencies Improvements: - Recovery planning is integrated with risk reduction and other community planning - Impact assessments are conducted before, after and during events to inform recovery planning and management - The community is an integral part of recovery planning and management			*		

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		Enabler two: Organisational resilience supports effective crisis management Improvements: - Adaptive capacity is fostered through active learning and capability development			*		
	AF8	Develop Initial Action Plan for days 1 to 3 for AF8			*		
		Develop Initial Action Plan for days 4 to 7 for AF8			*		
		Develop an overarching response plan for Alpine Fault rupture			*		
	Training	Develop a training package for Alternate Group Welfare Managers					
		Develop a training package for Local Welfare Managers					
		Develop a training package for the Safety function					
		Develop a training package for non CDEM response Council staff (building inspectors) to build greater understanding of processes and systems.					
		Ensure emergency response personnel are trained in processes around building assessments, USAR processes, Geotech, etc.					
		Create a partnering agency GEOC operating cheat sheet and train relevant people on the instructions. (Induction to facility and basic operations).					
		Undertake training on the AF8 SAFER Framework with response personnel					
	Volunteers	Nelson 4WD Club involvement with NTEM and NZ-RT2					
		- SOP for response					
		- H&S					
		- Training					
		- Police Checking					
		Develop process for dealing with donated goods					
		Organise an annual event to recognise CDEM volunteers					
	Joint agency community resilience	Progress and scope multi agency approach to community engagement and community resilience planning					
	Pandemic planning	Refresh current pandemic plan			*		Plan reviewed in early stages of Covid-19 event, needs to be refreshed with latest thinking post update of the NZIPAP
	Emergency accommodation	Develop a list of pet friendly accommodation for Nelson Tasman					
		Investigate the details and application of the Airbnb MOU					Paused as being worked on by NEMA
		Investigate potential and suitable accommodation options for surge staff					
	Murchison Response Framework	Explore the need for an enhanced response framework for Murchison with agency representation and volunteers. Plan for the recruitment and induction of suitable volunteers.			*		
	Roles & Responsibilities	Explore on-call arrangements with Council Environment teams					
		Gain understanding of who is responsible for remediating temporary fire breaks					
		Consider placing a GEOC liaison into FENZ (or equivalent) for gaining situational awareness					
		Develop understanding of roles between EM and Council BAU structures.					
		Gain understanding of Police powers for road closures under FENZ legislation					
	Planning						
	Planning - development of plans and planning function	AF8 Plan					
		LEOC Activation Plan					
		Hazard specific Planning					
		- Tsunami Response Plan					
		Lifelines study planning					
		Business Continuity Planning					
		Fuel Planning					
		Priority Routes planning					
		Mass evacuation planning					
		- Takaka township					
		- Nelson Lakes					
		- Wai-iti Dam					
		- Festival/events planning (Bay Dreams, Kapa Haka competitions)					
		Recovery planning					
		Navigator planning					
		Cordon planning					
		Golden Bay activation planning					
		Alternate Group Emergency Operations Centre planning					
IT & GIS systems and processes							
	IT & GIS						
	Common Operating Picture	Develop a multi-agency response Common Operating Picture			*		
		Liaise with NEMA and other parties re COP (Common Operating Picture) and determine next steps					
	Information systems in Group and Local EOCs	Develop system between Welfare Needs assessment data and other agencies data like the RST Survey 123 data					
		Develop agency checklist (10 point) for system integration					
	CDEM website	Lead the maintenance of the CDEM website					

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
Recovery is the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.		Update of the CDEM website					Kay might be able to add it in with other website work
		Investigate the options for additional functions of the Nelson Tasman CDEM website during activation					
		Investigate the options for additional functions of the Nelson Tasman CDEM website for Community Response Groups					
	Recovery						
	Recovery committee	Build (in association with NEMA) an internal training pathway for all levels of recovery					
	Regional Hazards Matrix	Development of Recovery pre-determined consequence matrix for regional hazards for region and per community					
Welfare is responsible for coordinating and delivering emergency welfare services and resources to affected individuals, families/whānau, and communities.	AF8	Alpine Fault pre-planning			*		
	Mayoral Disaster Relief Fund	Develop a process (in conjunction with NCC and TDC Mayoral offices) to ensure the smooth running of the MDRF including resourcing, systems, processes, decision tables etc. including a review of the grant assessment/allocation process.			*		
	Staffing	Ensure staffing for response is available for the same shift patterns as GEOC including outside normal BAU hours					
	Welfare						
	Civil Defence Centres	Work with GIS team to record key CDC information on ArcGIS online					
	EOC welfare team	Arrange back-up power for CDCs			*		
Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services.		Build familiarisation for welfare function team members with local facilities by undertaking site visits to CDCs and meet the local welfare managers/volunteers.					
	Local Welfare Managers	Support local welfare managers to appoint Alternate Local Welfare Managers for GB, Murchison and Nelson Lakes					
	Local IMTs	Support the establishment of a community response group in Nelson North					
	Additional items	Develop CDC volunteer packs (joint project)					
		Develop and produce CDC volunteer IDs (joint project)					
		Local exercise (welfare)					
		Local exercise (IMT)					
		Refresh community volunteer welfare agreements					
		Develop processes and understanding with support agencies on roles in response to build consistency around items like welfare support when visiting damaged properties					
		Develop processes for response on: - call backs - needs assessment - inbox sorting					
Iwi/Māori Partnership	Iwi/Māori Partnership						
	Hui	Facilitate and attend the Marae Working Group					
	EOC/response	Investigate the option of a stipend payment for non-government employed Iwi Liaison Officers			*		
	Culture	Develop a set of principles to create a culturally aware EOC					
	Lifelines						
	Response Handbook/Protocols	Create protocols for lifelines utilities during an emergency and develop liaison with other CIMS functions - consider feed of information between Lifelines and Intelligence					
	Fuel	Identify and maintain database of critical customers and priority fuel retail outlets.					New addition to WP, may be Green in 24/25
		Further develop and maintain fuel register (including GIS mapping) of fuel suppliers and critical customer requirements and limitations					New addition to WP
		Engage with critical customers around their fuel requirements					New addition to WP
		Encourage/assist Lifeline Utilities to achieve their own responsibilities					New addition to WP, may be Green in 24/25
		Encourage critical customers to develop relevant business continuity plans and to work through three fuel shortage scenarios					New addition to WP, may be Green in 24/25
		Promote development of MOUs between suppliers and critical customers to ensure priority supply to critical customers					New addition to WP
		Engage with priority retail outlet owners					New addition to WP
		Encourage fuel suppliers/retail outlet owners to develop relevant BCPs and to work through three fuel shortage scenarios.					New addition to WP
		Undertake planning to support the allocation of prioritised fuel to critical customers					New addition to WP
		Develop understanding of response responsibilities in connection to fuel distribution in an emergency event					New addition to WP
	Plans	Develop a Regional Power Outage Plan					
		Develop Regional Generator Plan					
		Develop protocols around the coordination of aerial reconnaissance and produce an Air Reconnaissance Operations Plan					
		Alpine Fault pre-planning					
	AF8						
	Critical operating supplies in the Group EOC	Assess the robustness of the Group EOC water tank					
		Assess the robustness of the Group EOC UPS system					

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
	Critical lifelines investigation/understanding	In the event of a significant lifelines failure, improve the understanding of the vulnerability of FMCGs and other critical community support mechanisms Research study regarding alternate evacuation routes Develop protocols around use/access along priority road routes and alternate routes (including consideration of rapid creation of alternative routes and Railway Reserve) Investigate cross-boundary lifelines vulnerabilities Lead the investigation into water storage tanks in Nelson Tasman. Promote the use of private water tanks.			*		
							Outcome of Lifelines Committee + Fuel Plan
Public Information	Public Information						
	Awareness of CDEM	Lead a project to explore the awareness and understanding of CDEM within our councils					
	Community preparedness guides	Develop information sheets for the community (See WENIRP example)					
Health and Safety	Health and Safety						
	Events	Compile a list of possible events and make an assessment of the hazards and risks					
Administration	Administration						
	Policies	Develop an 'After hours work' policy (including food provision etc)					
	Privacy	Ensure the requirements of the Privacy Act are understood and implemented in response			*		
	Asset Register - development	Work with Finance to review the format					
	Post-Event Thank yous	eg. Cyril Function at Saxton Field					Delayed due to Covid
	Distribute an annual stakeholder Xmas card/newsletter						
Business Unit Management	Business Unit Management						
	Budgets/finance	Financial delegation in response, need processes and limitations recorded - GEOC - Local EOCs Formalise and document finance and procurement process in response, including support from Council finance teams					
	Planning	Produce Terms of Reference for CEG					
	Controllers	Implement casual meetings with Mayors, CEs and Controllers to build relationships in BAU times Identify and appoint Alternate Controller for Murchison					

Operational Readiness Improvements Programme 2023 - 2024				
Key	<p>Green – on track for completion in current financial year or as per specified timeframe</p> <p>Amber - the deliverables of the project are at risk of not being completed this financial year or as per specified timeframe</p>		<p>Blue - completed this financial year</p> <p>Purple – not programmed</p>	
No.	Topic	Description	Status	Comments
1	EOC Locations	GEOC		
		Alternate GEOC Options		
		Alternate GEOC - MOUs		
		Agencies allocated space in GEOC		
		Deployable Items (Lift & Shift)	Complete	
		Deployable (Cyril)	Complete	
	Operating Plans for each GEOC	Oxford St GEOC		
		Alternate GEOCs		
		Cyril	Complete	
		GEOC floor plans for layouts		
2	Induction	Security - processes, building access and companies		Two parts a) Processes - BAU and Response b) Hostile element (threat) - Lockdown procedures for BAU and Response
		EOC Induction Process / Pack	In Progress	-Add a personal welcome to induction -Someone at door greeting people
		Confidentiality statement incl. use of social media		Include K2 for CDC volunteers
		ID Cards - Photo for known response personnel and generic for visitors		Include Kathy for this one Work out some costs and designs, talk to Jason and Canterbury
3	EOC Activation	Activation Levels - threshold		
		EOC Readiness Checklist	Complete	
		Activation procedure/checklist	Complete	Through Event Life Cycle and GEOC Activation checklist
		Response personnel activation procedure	In Progress	Forms Distribution Lists E-text
		Initial Situational Awareness - GIS Dashboard, List of relevant information sources	In Progress	
		Initial Action Plan - template first steps (general)	In Progress	Change mission and objectives
		Initial Governance Briefing Sheet	Complete	
		Lead Agency meeting (discussion)	Complete	Added to Event Life Cycle
		Instructions on bringing own device into GEOC		Internet connections, logging into O365, incognito mode
		Event Log - guidelines/process document	In Progress	
		Plan for CEG/JC members mustering for meetings/discussions with no comms		
4	Declaration	Checklist	Complete	
		Authorisation	Complete	
		Template	Complete	
		Extension and Termination	Complete	
5	EOC Deactivation	Deactivation procedure		
		End of response report to Recovery		
		Communication		
		Document management/archiving		
		Email accounts - out of office		
		Wellbeing considerations post-event	In Progress	
		Teams template site		
6	EOC Personnel	Availability process	In Progress	Needs to be written up, include holiday breaks for availability in advance, e-text system for activation of staff
		Registration (sign-in)	In Progress	
		External personnel deployment process (into Nelson-Tasman)		inc. Request for surge staff (see template) - see CAP line 40 for details - factsheet on Nelson Tasman region
				NEMA surge staff requests - checklist of what to take on deployment - post deployment support (EAP) - buddy system from EM Team - clear function roles deploying into (staying in lane)
		Deployment guidance for deploying out of region		
		Rosters		Add Duty Officer to rostering chart - re response Duty, look at text system for reminder of shift
		Explore role of 2IC for each function		Add to Roster template and train logistics
		Develop role of Risk/Legal Advisor and add to roster		
		Stand-down process		
		Check-in - wellbeing		
		Non-council personnel working in EOC process and guidelines		eg. pre-registered, finances, police checks
		End of event Thank-you template	In Progress	Consider response personnel, external agencies, volunteers and community (line 88 in CAP)
7	Debriefs	Hot Debrief		
		Cold Debrief	In Progress	
		Online Survey	In Progress	
8	Functions and Roles	Controller Role - CIMS Role Card	Complete	
		Controller EA Role	Complete	
		Response Manager Role	Complete	
		Response Advisor Role Card	Complete	
		Response Manager pool of people - who could be in the pool?		Kathy Solly to be included
	Safety	Safety Role	Complete	
	Intelligence	Intelligence Role	Complete	
		Intelligence Collection		
		Status Reports and SitReps		
		Situational Awareness SOP		
	Planning	Planning Role	Complete	
		Action Planning		
		Contingency Planning		
		Long-term Planning		
		Transition Planning		
	Operations	Operations Role	Complete	
		Movement Control/Cordons		Break down into 1 pager and larger project
		Volunteer Coordination		
	Lifelines	Lifelines Role		
		LUC pool of people - who could be in the pool?		Kathy Solly to be included

	Logistics	Logistics Role	Complete	
		Rostering SOP		
		Procurement SOP		
		Accommodation Agreement		See example from Auckland EM.
		Offers of Assistance guideline		
		Facilities Administrator Role	Complete	
	Welfare	Welfare Role	Complete	
		CDCs Information		
		Needs Assessment		
		Sub functions		
	Iwi	Iwi Liaison Role		
		Iwi Liaison SOP		
	PIM	PIM Role	Complete	
		Media Stand-up SOP	In Progress	
		Inter-agency PIM meetings		
	Recovery	Recovery Role	Complete	
		Transition to Recovery		
9	Operational Tools	Event Life Cycle	In Progress	
		Room Briefing Agenda	Complete	
		IMT Meeting Agenda	Complete	
		WCG Meeting Agenda	Complete	
		Daily Schedule	Complete	
		EOC Objectives/Mission/Values	In Progress	Create a list of Objectives to pick from in an event.
		Contacts Distribution Lists	In Progress	
		Status report template	Complete	
		Sit Rep template	Complete	
		Action Plan template	Complete	
		Information collection plan		
		Shift Handover template and process	Complete	
		Controller Handover pack		
		Controller Decision log/record system		
		Karakia sheets	Complete	
		Resource requests		D4H
10	Processes/How to Guides	Using MS Teams (file structure/templates)		Wait on IT Project
		Emergency Mobile Alerting	In Progress	
				Wait to see if being used going forward, Luci take to Operational Managers Meeting
		Red Cross Hazards App		
		Field teams (Building, Geotech, RT2, FENZ, Police, Red Cross) assembly SOP and Briefing for response	Complete	
		Operating EOC multi-media/casting		
		Teams/Zoom meetings		
		Contact and Distribution Lists		
		Computer Log-ins	Complete	
		Email Accounts		Wait on IT Project
		Printing from EOC	Complete	
		Post weather event plans/templates		
		Generic phone contacts in response - always answered in response		
		Fatigue management plan		eg. travel after shift
		Spontaneous volunteer management guidelines		see line 91 on CAP for ideas, has this been completed by work K2 did?
		Managing VIP visits		see line 85 on CAP for ideas
		Catering template		Consider night shift, dietary requirements, location of food in GEOC, externals from GEOC (hydro, information hubs, field teams)
11	Equipment	Radio communications information flow		
		Information flow		D4H
		Function Identification (vests, signs)	Complete	
		Water switch over	In Progress	
		Generator switch over	Complete	
		Food stores		
		Satellite phones	Complete	
		Satellite internet		Paragraph needed in handbook
		Starlink internet		
		BGANs	In Progress	
		Radios		Radio scoping project ongoing, wait for new set-up
		Displays (whiteboards)		Fit for purpose?, TV Screens are numbered and labelled, white boards need resurfacing, discussion on locations needed, templates electronically
12	Additional Information	Function Drawers		Contents page required for each function drawer
		EOC Definitions/Acronmys	Complete	
		Financial Delegations	In Progress	Joe has spoken with Pat and Leonie, need to progress with further detail
		LEOC information flow to GEOC	Complete	
		LEOC vs GEOC Responsibilities	Complete	
		Distribution centres		Pre identify locations, develop systems and processes
		Process for use of credit cards in response		
		Legal queries added to appropriate SOPs		
		AF8 Initial Action Plans		Detail on 24, 48 and 72 hour plans
		Example Action Plans	In Progress	Need to pull out examples from events put into library
		Example SitRep	In Progress	
		Example End of event report	In Progress	
		Example Contingency plans (escalation and concurrent event)	In Progress	



Nelson Tasman Civil Defence Emergency Management Group Plan 2024-2029

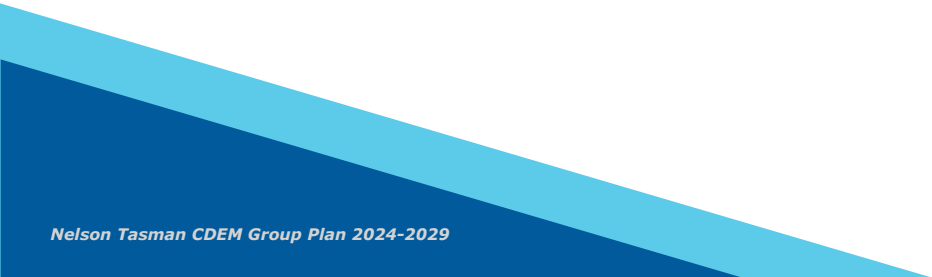
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Foreword

from the Mayors

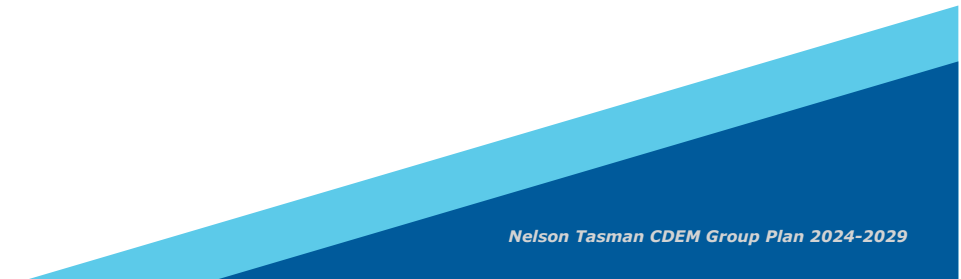
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[TBC in Te Reo and English?]



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We are all in this together

PART 1: INTRODUCTION

Purpose of the plan

The purpose of the Nelson Tasman Civil Defence and Emergency Management (CDEM) Group Plan (hereafter referred to as 'the Group Plan') is to set the strategic direction of CDEM in the Nelson Tasman region over the next five years through the vision, strategic objectives, and high-level emergency management arrangements outlined in this document.

Audience

The Group Plan is a shared strategy. It is primarily developed for the CDEM Group Office, regional agencies (e.g., emergency services, local government, non-government agencies), local agencies, and iwi involved in emergency management in the Nelson Tasman region. The Group Plan also intends to provide the public with an overview of how regional and local agencies are planning to manage hazards in the region.

About the Group Plan

The Group Plan, an operational document for the next five years (2024-2029), outlines how the Group will meet the requirements of the [Civil Defence and Emergency Management Act \(2002\)](#) (herein referred to as 'the Act'). The Act requires local authorities to provide for CDEM within their districts and places a requirement on them, and the agencies involved, to support the coordinated effort of CDEM so as to be able to function to the fullest extent to respond to and recover from an emergency. The relationship between the Group Plan to other documents, plans, and legislation is shown in Figure 1.

Part 1 of the Group Plan introduces the structure of the CDEM Group and outlines how the CDEM Group functions. Part two provides regional context to the strategy, including information about hazards that pose a risk to the Nelson Tasman region.

Aotearoa New Zealand adopts a '4R's' approach to emergency management consisting of 'Reduction', 'Readiness', 'Response' and 'Recovery'. This approach has been used to structure part 3 of the Group Plan which outlines how the Nelson Tasman CDEM Group will work to meet the vision and strategic objectives for the 2024-2029 period. Although the vision and strategic objectives cover a five-year period, long-term risks and trends including climate change and population dynamics have been considered when developing the Group Plan (refer to Part 2).

Within the document, references are made to plans, guidelines, and procedures that support and inform the strategy. These plans and procedures are linked within the text or available [upon request](#) to the Nelson Tasman CDEM Group office.

A full list of referenced documents is included in the 'References' appendix at the end of the Group Plan.

Plan development

This Group Plan has been developed using the guidance contained within the National Emergency Management Agency (NEMA) Director’s Guideline (DGL) 23/22 [Risk Assessment Guidance for CDEM Group Planning](#) and NEMA DGL 09/18 [CDEM Group Planning](#). It is directly informed by the requirements in **s53** of [the Act](#), the [National Disaster Resilience Strategy \(2019\)](#) (NDRS), and the [National CDEM Plan Order \(2015\)](#).

The Group Plan’s content has been informed by stakeholder surveys, Coordinating Executive Group (CEG) meetings, Joint Committee (JC) meetings and internal workshops. Strategic and operational response partners including iwi have been involved in the development of the vision, objectives and activities contained within Part 3 of the Group Plan, and all response partners and the public consulted prior to finalisation. The Group Plan is not a static document and may be updated throughout its life cycle to remain current to the operational and strategic arrangements of the Nelson Tasman CDEM Group.

Plan delivery

The strategic objectives and activities contained within the Group Plan are operationalised through the CDEM Group’s annual work programme and the work programmes of CDEM Group members (Nelson City Council and Tasman District Council) and response partners.

The Nelson Tasman CDEM Group Coordinating Executive Group (CEG) is responsible for overseeing the development, implementation, maintenance, monitoring, and evaluation of the Group Plan. For information about the CEG, please refer to ‘Our Structure’ section.

Linkages to regional plans and policies

Figure 1 shows the links between the CDEM Group Plan and local risk reduction plans and documents including Council Long Term Plans (LTPs) and Annual Plans. Objectives, activities, and information within Long Term Plans (LTPs) and Annual Plans inform the objectives, activities, and information within the CDEM Group Plan, and vice versa.

For example, Nelson City Council (NCC) and Tasman District Council (TDC) Long Term Plans (2021-2031) highlight the ongoing commitment of both councils to building effective, lasting, and genuine partnerships with Te Tau Ihu Iwi at operational and governance levels – this commitment is shared by the Nelson Tasman CDEM Group and elaborated on throughout the Group Plan.

In addition, the NCC LTP includes a specific service level, performance measure, and target relating to the provision of an effective CDEM response via the Group Emergency Operations Centre (Group EOC). The TDC LTP, has a specific service level, performance measure, and targets relating to providing a CDEM system that is designed to promote the safety of people and a resilient community in the event that emergencies occur. Additionally, key Public Health and Safety investment over the next 10 years by TDC is to assist CDEM, alongside other agencies, in responding to emergency events and recovery.

This Group Plan also aligns to the Te Taihū o Te Waka a-Māui Emergency Strategy (2022-2027) [\[LINK\]](#). The Te Taihū o Te Waka a-Māui Emergency Strategy puts whānau at the centre of emergency management and aims to strengthen and develop a consistent approach to CDEM across Te Taihū (Marlborough, Nelson, and Tasman). More information about the strategy can be found in the 'Iwi partnerships' section of this Group Plan.

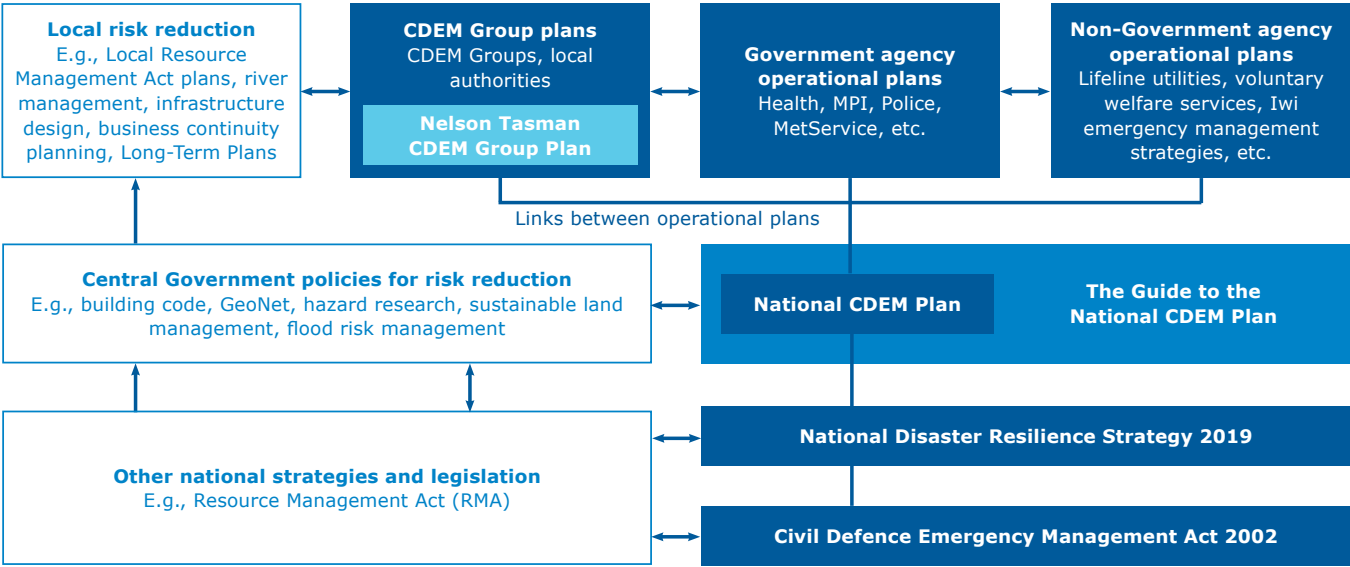


Figure 1: The relationship between the Group Plan and other documents, plans and legislation in Aotearoa New Zealand [Adapted from 'The guide to the National Civil Defence Emergency Management Plan 2015']

What we do

CDEM Groups are responsible for the efficient and effective implementation of CDEM in their region. There are 16 CDEM Groups throughout Aotearoa New Zealand including the Nelson Tasman CDEM Group.

Before emergencies occur, CDEM Groups work to reduce the risk of hazards (natural, biological, and technological) to their communities and ensure responding agencies and communities are ready to respond to emergencies where CDEM is the mandated lead agency¹.

When responding as the lead agency, CDEM Groups coordinate response and recovery activities across a range of agencies (see next section ‘Who we are’).

CDEM Groups may also respond to an emergency in support of another lead agency, such as Fire and Emergency NZ.

What is an emergency?

The following definition of an ‘emergency’ is from the Act.

- Emergency means a situation that –
- (a) is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and
- (b) causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand; and
- (c) cannot be dealt with by emergency services, or otherwise requires a significant and coordinated response under this Act

1 CDEM Groups are the lead agency for geological, meteorological, and infrastructure failure emergencies. More information about lead agencies can be found in the Guide to the [National CDEM Plan \(2015\)](#)

Who we are

CDEM Group members

CDEM Groups are formed under **s12** of the Act by local authorities who work together with other organisations to provide co-ordinated CDEM planning for reduction, readiness, response, and recovery (the 4Rs).

The multi-agency partnership described above is supported by a range of partners, defined in this Group Plan as agencies, groups or organisations that have a leading role in delivering CDEM in the Nelson Tasman region. Key partners are members of the Coordinating Executive Group (CEG), which includes our Local Authorities, Emergency Services, Te Whatu Ora, Ministry of Social Development, and Iwi representatives.

The Nelson Tasman CDEM Group maintains partnerships and relationships with other organisations outside the CEG, including the eight tangata whenua iwi in Te Taihū², lifeline utilities³, government agencies (through local and regional offices if in place), welfare and community services (including non-profit groups), volunteer groups, businesses, and community groups.

CDEM Group member responsibilities

The specific roles and responsibilities of CDEM Group members across the 4Rs are detailed in Part 5 of the National CDEM Plan Order (2015). In addition to the specific roles and responsibilities of agencies in **Part 5** of the [National CDEM Plan Order \(2015\)](#), all agencies are to carry out activities across the 4Rs in accordance with **Parts 6, 7, 8, and 9** of [the National CDEM Plan Order \(2015\)](#).

Section 6.4 of [The Guide to the National CDEM Plan \(2015\)](#) outlines the role of CDEM Groups across the 4Rs. The functions of a CDEM Group, and of each member, are listed in **s17(1)** of the Act.

2 Ngāti Apa ki te Rā Tō, Ngāti Kōata, Ngāti Kuia, Ngāti Rārua, Ngāti Tama ki Te Tau Ihu, Ngāti Toa Rangatira, Rangitāne o Wairau, and Te Ātiawa o Te Waka-a-Māui.
3 Lifeline Utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy, and telecommunications.

The National Emergency Management Agency (NEMA)

NEMA is the Government lead for emergency management. Depending on the emergency, NEMA leads or supports the response and recovery.

The **NEMA Partnership Charter** is a key document which helps guide and inform national and regional CDEM activities in New Zealand.

To view the Partnership Charter, click [here](#) [LINK].

Communities

We are all part of Civil Defence in the Nelson Tasman region. This includes communities of place and communities of interest.

This Group Plan adopts the following definition⁴ of community:

‘a social, religious, occupational, or other group sharing common characteristics or interests and perceived or perceiving itself as distinct in some respect from the larger society within which it exists.’

4 Definition from [NEMA Best Practice Guide \[BPG 4/10\]: Community Engagement in the CDEM context](#)

Iwi partnerships

Māori have a special cultural and traditional relationship with the environment and take a holistic view of how all parts of their ancestral lands, wahi tapu (sacred sites), water, and other taonga (treasures) are interconnected. Much can be learnt and applied to emergency management from Mātauranga Māori. For example, values like manaakitanga (the process of showing respect, generosity, and care for others) align with the way communities and response agencies support those affected by emergencies.

The Nelson Tasman CDEM Group is committed to working in partnership with the eight tangata whenua iwi in Te Tau Ihu and marae, through continuing to strengthen relationships and seeking their involvement in national, regional, and local CDEM activities.

The Nelson Tasman CDEM Group has had iwi representation on the Coordinating Executive Group (since 2013) and has provided the opportunity for iwi representation on the CDEM Group Joint Committee (since 2021).

The **Te Kotahi o Te Taihu Charitable Trust**, a key partner of the Nelson Tasman CDEM Group, is currently engaged in Nelson Tasman CDEM Group’s work programmes across the four R’s and fulfils roles within the Pou a Iwi function during response and recovery. Additionally, the Te Kotahi o Te Taihu Charitable Trust has developed the Te Taihu o Te Waka a-Māui Emergency Management Strategy (2022-2027). The strategy puts whānau at the centre and aims to strengthen and develop a consistent approach to civil defence responses across Te Taihu (Marlborough, Nelson, and Tasman areas).

In planning for reduction, readiness, response, and recovery, the Group remains committed to giving priority to protecting wāhi tapu (sacred areas), protection of ngā taonga tuku iho (treasures of the ancestors) and the kaitiakitanga (guardianship) of the environment in both emergency response and recovery.

[DESIGN NOTE: Picture to illustrate partnership]

The following table outlines how the Nelson Tasman CDEM Group is currently meeting Te Tiriti o Waitangi responsibilities, with further information provided below.

Te Tiriti o Waitangi article (summarised*)	Meeting Te Tiriti responsibilities - Nelson Tasman CDEM Group
Te Tuatahi: Article one Kāwanatanga Governance Obligation to protect Māori interests <ul style="list-style-type: none">Representation & KaitiakitangaStructural mechanismsDecision making involvement	<ul style="list-style-type: none">Establishment of the Pouārahi role to lead the development of strategic and operational relationships and initiatives, which are in partnership with Te Taihū iwi, marae, Emergency Management, and government agencies.Alignment of Group Plan goals, objectives, and activities to the values of the Te Taihū o Te Waka a-Māui Emergency Management Strategy (2022-2027) and National Disaster Resilience Strategy (2019).Providing the opportunity for representation on governance, strategic and operational committees across the 4Rs.Maintaining relationships with Te Puni Kōkiri who oversee Māori interests nationally and are members of the Welfare Coordination Group (WCG) with mandated responsibilities.Applying a partnership approach to activities across the 4Rs.

* The full version of Te Tiriti o Waitangi can be viewed [here](#).

Te Tiriti o Waitangi article (summarised*)	Meeting Te Tiriti responsibilities - Nelson Tasman CDEM Group
Te Tuarua: Article two Tino Rangatiratanga Self-determination Māori exercising authority over their affairs <ul style="list-style-type: none">Engaged, involved.Capacity & Capability buildingDesign & Implementation	<ul style="list-style-type: none">Nelson Tasman CDEM Group contributes as a member of the Joint Marae Preparedness working group.Coordination between work programmes of CDEM and iwi across the 4Rs, including identifying shared training opportunities.Identifying and learning lessons for ongoing improvement in CDEM and iwi coordination during emergencies.
Te Tuatoru: Article three Oritetanga Equity Protection and rights <ul style="list-style-type: none">Equitable outcomesTikanga & KawaMana enhancement & Due regard	<ul style="list-style-type: none">Continue to embed the Pou a Iwi CIMS function for the Group representing iwi and whānau needs in an emergency (refer to the 'Operational Arrangements' section for more information).Continued training regarding the role and importance of the Pou a Iwi CIMS function amongst other CIMS functions and partners.Continuing to develop cultural competency including the use of Te Reo Māori.Nelson Tasman CDEM Group observes tikanga and cultural practices as part of our way of working.Giving priority across the 4Rs to wāhi tapu (sacred areas), protection of ngā taonga tuku iho (treasures of the ancestors) and the kaitiakitanga (guardianship) of the environment.

* The full version of Te Tiriti o Waitangi can be viewed [here](#).

The 4Rs

In Aotearoa New Zealand, the integrated approach to CDEM can be described by the four areas of activity, known as the ‘4Rs’: Reduction, readiness, response, and recovery.

This approach has been used to structure part 3 of the Group Plan, which outlines the CDEM Group objectives and activities for 2024-2029. Objectives in the Group Plan are based on the National Disaster Resilience Strategy (2019) vision and span across the 4Rs.

The National Disaster Resilience Strategy defines the 4Rs as follows:

Reduction

Preventing new, reducing existing disaster risk, and managing residual risk, all of which contribute to strengthening resilience.

Readiness

- Developing operational systems and capabilities before an emergency happens, including making arrangements, with emergency services, Lifeline Utilities, and other agencies, and developing self-help and response arrangements for the public.

Response

- The actions taken immediately before, during or directly after an emergency to save human and animal lives and property, and to help communities begin to recover.

Recovery

- The coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.

The 4Rs approach enables Nelson Tasman CDEM Group members and partners to:

- Work together to reduce risk.
- Prepare to respond to emergencies.
- Support communities during emergencies.
- Support communities to rebuild and enhance their disaster resilience.

For the purposes of this Group Plan the readiness and response sections have been combined due to the large crossover between these two areas of work.

Our vision

Nelson Tasman is a disaster-resilient region that acts proactively to manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all communities, whānau and individuals.

Strategic objectives

We will achieve this vision through the following strategic objectives:

Objective 1: Managing risks

Where we want to be: Nelson Tasman is a risk-aware region that takes all practicable steps to identify, prioritise, and manage risks that could impact the wellbeing and prosperity of all those who live, work, or visit here.

Objective 2: Effective response to and recovery from emergencies

Where we want to be: Nelson Tasman has a seamless end-to-end emergency management system that supports effective response to, and recovery from, emergencies, the impacts of adverse events, caring for affected individuals, and protecting the long-term wellbeing of those who live and work in, or visit, the region.

Objective 3: Enabling, empowering, and supporting community resilience.

Where we want to be: Nelson Tasman has a culture of resilience that means individuals and families, whānau, hapū, businesses, organisations, and communities are empowered to take action to reduce their risks, connect with others, and build resilience to shocks and stresses.

Our principles

Our principles are based on the principles of the National Disaster Resilience Strategy (2019) (see below) and the uara of the **Te Tauihu o Te Waka a-Māui Emergency Strategy (2022-2027)**:

Manaakitanga | Respecting and caring for the people and communities of our region.

Nelson Tasman CDEM Group puts people at the centre; wellbeing, health, safety is the primary reason for our mahi. This includes provisions to protect cultural heritage, beliefs, and practices.

Whanaungatanga, Kotahitanga | Nurturing positive relationships and partnerships.

Our relationships will be built on trust and respect across CDEM Group members, iwi, partners, communities, and organisations.

Matauranga | Valuing knowledge and understanding

We will integrate scientific, historic, and traditional knowledge in all that we do. We will share our learnings from research and emergencies with CDEM Group members, iwi, partners, communities, businesses and organisations and individuals to enhance our collective understanding and foster continuous improvement.

Mahi Tahi | Working together as one.

We will strive to build collective resilience to our risks, respond to emergencies and their impacts and deliver recovery activities that have our people at the centre.

Our structure

Governance

The Nelson Tasman CDEM Group Joint Committee (JC) and Coordinating Executive Group (CEG) govern and manage the Group respectively.

Joint Committee (JC)

The Joint Committee (JC) is a committee of local authorities established under the Act. The committee provides governance and strategic direction to the Group. The functions of the Joint Committee are detailed in **s17** of the Act.

Members of the Nelson Tasman CDEM Group JC (as per **s13** in the Act) include:

- Nelson City Council (Mayor)
- Tasman District Council (Mayor)

These two unitary authorities share a common boundary and work in partnership with iwi emergency services and other organisations to ensure the effective delivery of emergency management within the Nelson Tasman region. Group membership includes the Mayors of both councils.

The JC is chaired by either the Mayor of Tasman District Council or Nelson City Council on an alternating annual basis. The powers and obligations of members of Civil Defence Emergency Management Groups are detailed in s16 of the Act.

Coordinating Executive Group (CEG)

The CEG is responsible for overseeing the development, implementation, maintenance, monitoring, and evaluation of the Group Plan. In addition, they provide advice to the JC and implement their decisions. The functions of the CEG are detailed in **s20(2)** of the Act.

The CEG does not hold an operational role.

In addition to the prescribed functions in the Act, the **Nelson Tasman CDEM Group CEG**:

- Provides advice on strategic direction of emergency management in the Nelson Tasman region.
- Ensures emergency management functions, including the Group Plan, are continually reviewed and monitored.
- Recommends the draft work programme and annual budget to the Joint Committee for approval.
- Recommends to the Joint Committee the appointment of any CDEM personnel including the Group and Local Controllers, Recovery Managers and persons who may declare a state of local emergency.
- Liaises with other CEG groups, particularly those of adjoining CDEM Groups.
- Provides input into central government processes, either policy positions or amendments to the legislation.
- Coordinates input into the annual planning process of each Local Authority with respect to the CDEM function.
- Ensures the provision of professional development and training programmes across the CDEM sector in the Nelson Tasman region.
- Advocates for CDEM and CDEM activities across the 4Rs during business as usual and times of activation.

Members of the Nelson Tasman CDEM Group CEG (with voting rights) include:

- Nelson City Council (CEO)

➤ Tasman District Council (CEO)

➤ Te Whatu Ora / Health New Zealand – Nelson Marlborough

➤ NZ Police
- Fire and Emergency NZ

➤ St John Ambulance

➤ Ministry of Social Development

➤ A representative of local iwi⁵ – subject to availability.

Individual CEG member responsibilities include:

- Ensuring effective liaison and communication on CDEM matters with their respective CDEM Group Member organisation.
- Advocating for and facilitating the implementation of the CDEM Group Plan within their respective organisations.

CEG observers (speaking but no voting rights) include:

- Group Controllers (or Alternate)

➤ Group Recovery Managers (or Alternate)

➤ Group CDEM Office Manager (or delegate)

➤ Group Welfare Manager (or Alternate)

➤ Group Public Information Manager (or Alternate)
- CDEM Subsidiary Committee Chairs

➤ A National Emergency Management Agency (NEMA) representative

➤ Representatives from Canterbury, Marlborough, and West Coast CDEM Groups

In addition to organisations statutorily required to participate in CEG, other organisations and persons can be represented. Other representatives must be approved under **s20(1)(e)** of the Act.

The CEG is chaired by either the CEO of Tasman District Council or Nelson City Council on an alternating annual basis.

CDEM subsidiary committees

The CEG may establish subsidiary committees to progress key areas of work, or as a liaison with partners, and delegate specific or general decision-making powers as required. Committee’s report to CEG via the Chairperson of each committee – their administrative costs are met by the Nelson Tasman CDEM Group. The cost of participation in committees is met by each respective member organisation. Iwi are welcome to attend any or all subsidiary committees, appreciating their availability constraints.

The Nelson Tasman CDEM Group subsidiary committees are detailed below.

The **Reduction Committee**’s role is to improve the integration of hazard and risk information between members of the Nelson Tasman CDEM Group and facilitate an effective use of legislative tools, for example the Resource Management Act (1991). More information about the committee including membership is available in the committee’s [Terms of Reference](#) [\[LINK\]](#).

The **Readiness and Response Committee**’s role is to ensure that readiness and response planning across the Nelson Tasman CDEM Group is co-ordinated, and consistent with the Group Plan. Iwi representatives sit on the committee subject to availability. More information about the committee including membership is available in the committee’s [Terms of Reference](#) [\[LINK\]](#).

The **Recovery Committee**’s role is to ensure that recovery planning across the Nelson Tasman CDEM Group is co-ordinated, and consistent with the Group Plan. More information about the committee including membership is available in the committee’s [Terms of Reference](#) [\[LINK\]](#).

The **Public Education and Public Information (PEPI) Committee**’s role is to coordinate the public education activities of the Nelson Tasman CDEM Group, including the development and implementation of the Public Education and Public Information Strategy. More information about the committee including membership is available in the PEPI committee’s [Terms of Reference](#) [\[LINK\]](#).

The **Welfare Coordination Group (WCG)** is mandated by **s65** of the National CDEM Plan 2015. The Group’s role is to provide coordinated planning and delivery of welfare services for the Nelson Tasman region consistent with the Group Plan and national guidance. The Group is supported by the Welfare Operational Team (WOT), welfare service agencies, and other community partners. Iwi are members of the WCG in Nelson Tasman and attend meetings subject to availability. More information about the committee including membership and welfare service agencies (lead and support) can be found in the [Nelson Tasman CDEM Welfare Plan \(2019\)](#) [\[LINK\]](#) and [Welfare Coordination Group Terms of Reference](#) [\[LINK\]](#).

The **Nelson Tasman Lifelines Committee (NTLC)** is a voluntary group of regional and national organisations that deliver ‘lifeline’ and critical infrastructure services (e.g., utilities). These organisations meet regularly to contribute towards CDEM planning in the region. More information about the group including membership is available in the group’s [Terms of Reference](#) [\[LINK\]](#).

5 In Te Taihuhu o Te Waka ā-Māui, CEG iwi representatives (and their alternates) are appointed by iwi. Where there are issues that need escalation back to the Te Taihuhu Iwi Chairs Forum, CEG representatives are able to submit papers for consideration. In turn, these issues can then be tabled by iwi at the National Iwi Chairs Forum.

Administering authority

Nelson City Council (NCC) is the administering authority for the Nelson Tasman CDEM Group under **s23** of the Act and provides:

- Entering into contracts with service providers on behalf of the CDEM Group.
- Human resources support
- Accounting services for the CDEM Group finances and budget

Both NCC and TDC provide:

- A secretariat for the CDEM Group, CEG and Committees.
- Venues for CDEM Group meetings.
- A publication of the CDEM Group work programme, budget, and performance in both council’s Annual Plans.
- IT support.

The costs of undertaking the above services are met by the Nelson Tasman CDEM Group. Further information about the administering authority arrangements can be viewed [here](#) [LINK to doc outlining arrangements if available].

Key appointments

Statutory and non-statutory appointments associated with this plan to meet the requirements of the Act include:

- Persons authorised to declare a state of local emergency (**s25** of the Act) – please refer to Declaration section for more information.
- Persons authorised to give notice of a local transition period (**s25** of the Act) – please refer to the Recovery section for more information.
- Group and Alternate Group Controllers (**s26** of the Act)
 - Controller’s functions are listed in **s28** of the Act.
- Local Controllers (**s27** of the Act).
- Group and Alternate Group Recovery Managers (**s29** of the Act).
- Local Recovery Managers (**s30** of the Act).
- Group and Alternate Group Welfare Managers (CDEM Group Appointment).
- Group and Alternate Group Public Information Managers (CDEM Group Appointment).

The CDEM Group office

The CDEM Group Office coordinates and facilitates day-to-day planning and project work on behalf of the Nelson Tasman CDEM Group and CEG.

The CDEM Group Office is responsible to CEG for its CDEM work programme, and to the Nelson City Council (as administering authority) for corporate functions such as human resources, finance, IT support, etc. The costs of undertaking these services are met by the CDEM Group.

Functions of the CDEM office include:

- Advice and technical support to CEG and the CDEM Group
- Maintaining a trained pool of CDEM and Local Authority staff to support the operation of the Group EOC and providing ongoing training and exercising opportunities.
- Operational duties including maintenance of the Group EOC and other facilities; receipt of warnings; monitoring; initial response to emergency events; maintenance of communication systems; assistance to the Controller during the response phase; and assistance to the Recovery Manager during the recovery phase.
- External liaison, support, and assistance to and from other CDEM Groups , response agencies and partners.
- Advocating for and contributing to the promotion of the Group’s objectives across the 4Rs.
- Preparation of the CDEM Group office work programme and reporting against the programme, including budget for agreement by the CEG and the Joint Committee.
- Project coordination and management, including ongoing development, implementation, monitoring, and review of the CDEM Group Plan.
- Coordination and implementation of regional CDEM policy.
- Management of contracts entered into on behalf of the CDEM Group or CEG.
- Management and administration of CDEM Group personnel on behalf of the CDEM Group.
- External liaison with the CDEM sector and NEMA.
- Coordination of monitoring, evaluation and assurance activities.

Delegated roles

The CDEM Group is able, pursuant to **s18(1)** of the Act to delegate any of its functions to members of the Group, the Group Controller, or other persons. These delegations are made by a resolution passed at a CDEM Group Joint Committee meeting.

Group Controller

• The Group Controller must, during a state of emergency, direct and coordinate the use of personnel, materials, information, services, and other resources made available by departments, CDEM Groups, and other persons. The Group Controller also has a role to provide strategic advice and direction to ensure the Group priorities are met. In the event of a vacancy in the office, or an absence from duty of the Group Controller, one of the other appointed Alternate Group Controllers is authorised to act.

The Group Controller and alternates are delegated the authority to:

- Co-ordinate the activities (as are required to perform his/her duties) detailed in **s18 (2)** of the Act, under the direction of the Coordinating Executive Group, and to respond to and manage the adverse effects of emergencies in the Nelson Tasman area (**s17 (1)(d)** of the Act).
- Require information to be provided under **s76** of the Act.
- Exercise all the emergency powers conferred on the Group by **s85** of the Act, provided that the Group Controller shall make reports on the actions undertaken at such intervals as directed by the chairperson of the Group.

Local Controller

• Local Controllers are appointed to the areas of Murchison, Golden Bay and St Arnaud. As with Group Controllers, they are supported by Alternate Local Controllers who are authorised to act in the absence of the Local Controller. Local Controllers are appointed to ensure the objectives of the Group Action Plan are implemented at the local level in support of the Group Controller. In accordance with **s27(2)** of the Act the Local Controller must follow any directions given by the Group Controller during an emergency.

• During a state of emergency for the area in which they are authorised, Local Controllers direct and co-ordinate the use of personnel, materials, information, services, and other resources made available by departments, Civil Defence Emergency Management Groups, and other persons. Local Controllers also provide advice to the Group Controller and Group EOC.

Local Controllers and their alternates are delegated powers under **Ssections 17(1) (d), 18(2), 76, 78, 81, 85, 86, 87, 88, 89, 90, 91** and **94**, of the Act and may only exercise those powers if the following circumstances exist:

- Complete isolation of the community to which that Local Controller has been appointed.
- The proposed response action is urgent.
- Where there is no ability to communicate with the Group Controller for direction.
- The Local Controller forms the opinion, from all the circumstances that due to the magnitude and severity of the event it is likely that a declaration has been made.

Other delegated roles

- The **Group Recovery Manager** (or their Alternate) is responsible for coordinating the recovery and/or transition period activities for the CDEM Group area. The Nelson Tasman CDEM Group has the practice of permanently appointing a Group Recovery Manager and three Alternate Group Recovery Managers to fulfill this requirement.
- The specific powers available to the Recovery Manager can be found in **Part 5B** of the Act. Recovery Managers must report on the use of these powers to the Director of NEMA and the Nelson Tasman CDEM Group Joint Committee. The Nelson Tasman CDEM Group Joint Committee has overall responsibility for governance and oversight of the recovery.
- The **Group Welfare Manager** (or their Alternate) is responsible for the strategic coordination of welfare services (including Civil Defence Centres), supporting the local welfare response, and liaison with welfare service agencies. The Welfare Coordination Group is chaired by the Group Welfare Manager.
- The **Public Information Manager (PIM)** is responsible for managing the PIM team and its functions. These functions include (but are not limited to) working with and monitoring the media, issuing public information to the community and managing community relations, collaborating with PIM personnel from other agencies, working closely with CDEM spokespeople and managing VIP and media site visits. The PIM team works with a range of internal and external partners during readiness, response, and recovery.

External support arrangements

When requested, the Nelson Tasman CDEM Group, where able, will provide support and assistance to other CDEM Groups in New Zealand with respect to their CDEM functions. This may include:

- Assistance in the event of an emergency. It is expected that where possible, CDEM Groups will aid one another during an emergency if required. The [AF8 SAFER Framework](#) outlines possible support arrangements for large Alpine Fault earthquakes.
- Sharing relevant hazard information and planning mechanisms to help develop a common understanding and approach to CDEM, including the development and implementation of CDEM Group Plans.
- Seeking and promoting mutual operational arrangements such as training opportunities and standard operating procedures.

Assistance provided to other CDEM Groups will be subject to the operational needs of the Nelson Tasman CDEM Group and the business continuity of the Group’s members. The Act (**s113**) provides for the recovery of actual and reasonable costs associated with the provision of assistance to other CDEM Groups.

Financial arrangements

Day-to-day activities

The Nelson Tasman CDEM Group Joint Committee and Coordinating Executive Group govern, manage, and set the direction for the Nelson Tasman CDEM Group work programme and budget.

In terms of day-to-day activities, the Nelson Tasman CDEM Group is responsible for funding:

- Administrative and related services under s24 of the Act, (initially funded by NCC as the Administering Authority).
- Committee administrative costs. The costs of participation in committees are to be met by each respective local authority or organisation participating. In general, the costs of any specific project work undertaken by the committee will be met by one or more of the participating local authorities.
- Group appointments, including the Group Controller and Recovery Manager.
- Agreed CDEM Group office costs.
- Agreed annual work programme.

The CDEM Group office will be responsible for preparing an annual budget and work programme in consultation with CEG for approval by the CDEM Group Joint Committee. The Group costs will be apportioned equally between the two unitary authorities (Nelson City Council and Tasman District Council).

Apart from any agreed direct contribution as its share of the Group costs, each local authority member of the Group will be responsible for:

- Funding the Reduction, Readiness, Response and Recovery arrangements required in its district.
- Meeting the costs of its representation on the CDEM Group Joint Committee and CEG.

Unless agreed otherwise, the costs of completing any specific actions as outlined in the Group work programme will be met by the local authority concerned.

Expenditure in an emergency

Financial delegations

Group Controllers have a financial delegation of up to \$100,000 per single purchase/transaction (operational expenditure). Any purchase above this requires additional sign off by the NCC or TDC Chief Executive.

Local Controllers and their alternates, have financial delegation to spend up to a maximum of \$100,000 in respect of any Civil Defence Emergency Management response activity in the event of complete isolation of the community to which that Local Controller has been appointed AND where there is no ability to communicate with the Group Controller for direction.

In an emergency, CDEM agencies are to meet their own operational costs as outlined in the [Guide to the National CDEM Plan \(2015\)](#).

In the lead up to an emergency event (Level 2)

In an emergency, CDEM agencies are to meet their own operational costs as outlined in the Guide to the [National CDEM Plan \(2015\)](#).

The Group is responsible for funding:

- All costs associated with resourcing, activation, and operation of the Group EOC.
- All reasonable direct expenses incurred by the Controller.
- All reasonable direct expenses (such as travel, meals, and accommodation) incurred by recognised technical advisors when requested to attend meetings to provide specialist technical advice.

During an emergency event

During an emergency event the following provisions could apply to the event, whether a declaration has been made or not. The Group is responsible for funding:

- All costs associated with resourcing, activation, and operation of the Group Emergency Operations Centre (Group EOC), Local EOCs and Civil Defence Centres (CDCs).
- All costs associated with supporting authorised initial response actions e.g., caring for the displaced, New Zealand Response Team (NZRT) 2 operations etc.
- All reasonable direct expenses incurred by personnel approved to provide advice, services, or other assistance (e.g., technical advisors, CDEM personnel from other CDEM Groups etc.).
- Any other costs associated with the use of resources and services under the direction of the Controller.

Nelson Tasman CDEM Group costs will be apportioned equally between the two unitary authorities. Costs associated with response by council business units (e.g., building inspectors, engineers etc.) remain with those councils.

Beyond the Group expenditure listed above, each local authority will be responsible for meeting all other emergency expenditure incurred in its district or under its jurisdiction, and arising out of the use of its resources and services under the control of either a Local Controller (directed to carry out any of the functions or duties of, or delegated to by the Group Controller), a Group Controller, or a Group or Local Recovery Manager.

Recovering costs

At the end of the response phase to an emergency the Group Controller will recommend to the Nelson Tasman CDEM Group costs that could reasonably be met by the Group.

Claims for government financial assistance are to be made by the organisation incurring the expenditure. The CDEM Group office will coordinate and prepare a claim for agreed Group costs (e.g., to reimburse emergency welfare service costs such as caring for the displaced). Councils will prepare their own claims (e.g., to insurers or central government) for reimbursement of any other costs. This procedure is outlined in the [National Civil Defence Emergency Management Plan \(2015\)](#).

Clear and accurate records of expenditure are required as per the [Logistics in CDEM Directors Guideline \[DGL 17/15\]](#) for the recovery of specified costs as noted in **s33** of the [Guide to the National CDEM Plan \(2015\)](#).

Reimbursement of CDEM Group expenditure by central government will be distributed back to constituent councils in proportion to the amount of expenditure in each area.

Volunteers suffering loss or damage because of any action or measure duly undertaken while carrying out emergency work under the control or authority of a Controller (national or local) may also submit a claim for reasonable costs to the local authority or Crown as set out in **s108** of the Act.

Nelson Tasman CDEM Group aligns to council policy in relation to meeting koha and reimbursement of costs to iwi during an emergency.

Recovery

Upon termination of the response phase of an emergency event, the expenditure management regime established for the response phase must be closed off and recommenced for the recovery phase under the control of the Recovery Manager.

A clear record of the authoriser of expenditure and its purpose will be kept to support claims for Government subsidies and repayments. The Recovery Manager will ensure all costs are properly accounted for.

The Recovery Manager will recommend to the Nelson Tasman CDEM Group which recovery costs could reasonably be met by the Group, and which costs could be recovered from other parties (e.g., insurance or central government). As noted in the preceding 'Recovering costs' section, claims for government assistance are to be made by the council incurring the expenditure, or in the case where there are agreed Group costs, by the CDEM Group.

Sources of funding for recovery are listed in the [Nelson Tasman CDEM Group Recovery Plan \[LINK\]](#).

Mayoral Disaster Relief Fund

In the event of a significant emergency, it may be necessary to collect donations to assist those impacted by the event.

To this end, a Trust Deed has been prepared by the Nelson Tasman CDEM Group that has the aim of collecting and distributing money donated to the CDEM Group during an emergency. The Trustees of the Trust are the Mayors of Nelson City Council and Tasman District Council, one other person from each of the two councils, [an iwi representative](#), and an independent person.

Monetary donations to the fund will generally be encouraged rather than the receipt of donated goods and services.

This Group Plan covers the Nelson City Council and Tasman District Council areas, which combined, form the Nelson Tasman CDEM Group area.



PART 2: REGIONAL CONTEXT

The Nelson Tasman region

The unique social, cultural, economic, and natural features of the region are considered when conducting activities across the 4Rs in the Nelson Tasman CDEM Group area. For example, the region’s national parks and natural environment attracts many tourists; our regional demographic has high numbers of older people; ethnic diversity is increasing; and many people live in areas exposed to natural hazards.

Nelson City is a significant urban area that houses approximately half of the region’s population within less than 5% of the region’s area. Tasman District has two major townships: Richmond and Motueka, and a number of rural communities. The Nelson Tasman region compromises a diverse landscape and encompasses an area of approximately 10,200 km², which represents approximately 3.75% of Aotearoa New Zealand’s total land area.

The Nelson Tasman CDEM Group undertook a project in 2016 to better understand the interdependencies between its hazards and the region’s critical infrastructure. The Nelson Tasman Lifelines Project Vulnerability Assessment report summarising the outcomes of this work can be found [here](#).
LINK

Key features of the Nelson Tasman region

Key features of the Nelson Tasman region are outlined below. For a comprehensive overview of the regional setting, please refer to the Long Term Plans of the respective local authorities.

- Nelson City and Tasman District populations are projected to increase by up to 0.7% and 1.2% per annum respectively until 2048.
- The Nelson City has a population of 54,500.
- The Tasman District has a population of 58,700.
- By 2048 it is estimated people aged over 65 years old will make up more than a third of Tasman District’s population.
- The diversity of Nelson Tasman’s population has increased from the 2006 to 2018 census with notable increases in Māori, Pacific peoples and Asian ethnic groups.
- Respectively, 1.8% and 2.5% of the Nelson City and Tasman District population are Te reo Māori speakers.
- Iwi in Nelson Tasman include Ngāti Apa ki te Rā Tō, Ngāti Kōata, Ngāti Kuia, Ngāti Rārua, Ngāti Tama ki Te Tau Ihu, Ngāti Toa Rangatira, Rangitāne o Wairau, and Te Ātiawa o Te Waka-a-Māui.

[PLEASE NOTE – Information/stats to be updated with any new census data released on 29th May 2024. sources will also be added.]
[DESIGN NOTE: Icons/images will be added to illustrate stats.]

- 87.1% of residents in Nelson have access to the internet, and 92.8% have access to a cellphone/mobile phone.
- 85.5% of Tasman District residents have access to the internet, and 91.5% have access to a cellphone/mobile phone.
- The roading network provides strategic links including a mixture of State Highways (60, 63, 65, 6) and district and council roads.
- Nelson is home to the Maitai and Roding water supply dams. Tasman District has the Cobb dam (electrical supply).
- The Marlborough and West Coast economies rely on roading links to the Nelson Tasman region for exporting goods out of Port Nelson.
- Key transport links include Nelson airport, two aerodromes in Motueka and Takaka, and Port Nelson.
- The main hospital for Nelson Tasman is the Nelson Public Hospital (with an Emergency Department).

- The largest exports from the Nelson Tasman region (% of total) are fish (and other aquatic invertebrates); apples, pears, and other fruit; fresh kiwifruit and berries; and other wood products.
- Tourist spending has been increasing since the COVID-19 pandemic, with spending increasing by 2.6% to \$576m in 2022.
- The region contains three national parks: Kahurangi, Abel Tasman and Nelson Lakes National Park.
- There are eleven main river catchments in the Nelson Tasman region.
- The area is well exposed to weather systems moving onto the South Island from the north.
- Parts of the Tasman Mountains receive in excess of 6,000mm annual rainfall. Nelson and the Wimea Plain are the driest areas of the region where annual totals up to 1,000mm are recorded.
- 82 buildings are currently registered as earthquake prone in Nelson Tasman.

Sources:
1

Cross-boundary links

Up until 1853, the 'Nelson Province' covered the entire upper South Island, including the Marlborough region, as well as Buller and parts of North Canterbury. Today, the Nelson Tasman region's neighbours include the West Coast and Marlborough regions.

A small part of the southern Nelson Tasman regional boundary is shared with the Canterbury region.

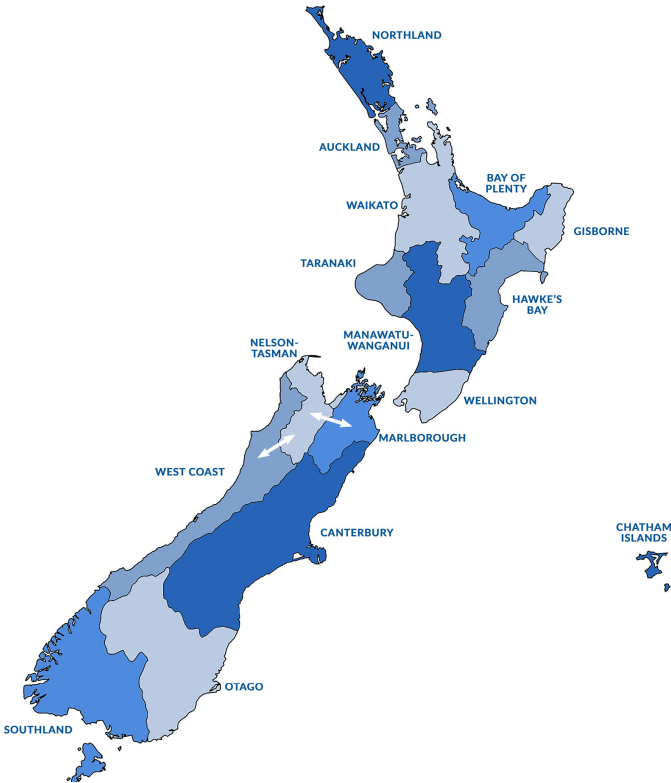


Figure 2: Nelson Tasman CDEM Group cross-boundary links with the West Coast and Marlborough CDEM Groups

Cross-boundary links between the Nelson Tasman, West Coast, and Marlborough CDEM Groups are an important consideration when conducting activities across the 4Rs, especially in response and recovery phases. The nature of these links across people, economies, infrastructure, and response partners is summarised below.

People

- Many residents commute daily between the Marlborough and Nelson Tasman regions. These people could find themselves stranded from their home or isolated when an emergency disrupts transport infrastructure connecting Marlborough with Nelson Tasman.
- For communities located near regional boundaries, it may be easier [or preferred] to cross into the next region to access consumer goods and/or essential services such as healthcare. Disrupted access to essential services, especially healthcare, may result in negative response outcomes for vulnerable persons.
- Residents in all three regions are likely to have close connections (family, whānau, birthplace, turangawaewae) to the other regions. Some people may be significantly impacted in an emergency affecting another CDEM Group because of this personal connection. As a result, CDEM Groups need to be connected and work in partnership with each other.

Response partners

Many government agency regional offices are physically based in the Nelson Tasman region, but service both Nelson Tasman and Marlborough CDEM Group areas. When an emergency occurs affecting both groups and/or disrupting access to the Marlborough region, resourcing liaison officers to both areas may be challenging.

Economy

- State Highway 6 (via Marlborough and the West Coast) is a critical link for all three regional economies enabling the two-way movement of goods and services. The route also enables imports and exports out of the South Island as it connects the West Coast and Marlborough to Port Nelson (known as the maritime gateway for the top of the South Island) and Nelson to Port Marlborough (inter-island passenger and freight ferry terminal).
- Port Marlborough, situated in Picton, is a large entry point for tourists accessing the South Island via the inter-island passenger ferry.
- Nelson Tasman and Marlborough CDEM Group areas share the Te Taihu Intergenerational Strategy – a strategy focused on social, cultural, environmental, and economic development across the Top of the South.

Infrastructure

- Fuel is shipped into and stored at the Port of Nelson supplying Nelson-Tasman, Marlborough, and the West Coast.
- Should Port Nelson become inoperable in an emergency (e.g., in an Alpine Fault or Wellington Earthquake event), overland fuel transport from Marlborough is the contingent fuel option for Nelson Tasman CDEM Group.
- SH6 to the West Coast is noted in the [AF8 SAFER Framework](#) as a key route for access in and out of the West Coast following a large Alpine Fault earthquake.
- Two 110kV Transmission lines from Blenheim represent one source of back-up electricity for the Nelson Tasman region. Loss of this line could cause some reduction in security of supply.
- The Chorus network supplies the Nelson Tasman region via two main fibre routes that cross into the West Coast and Marlborough regions. The two connections provide alternate routes into the region if one or the other fails.
- One of Kordia’s two most critical broadcasting sites in the Nelson Tasman region provides bi-directional Digital Microwave Radio (DMR) linking of television, radio services and maritime communications to the West Coast region.



Port Nelson
(Source: <https://nz.linkedin.com/company/port-nelson-limited>)

Hazards in the Nelson Tasman region

Nelson Tasman is exposed to a variety of natural, biological, and technological hazards. Ahead of Group Plan development, a risk assessment was completed in 2022 to understand how these hazards could impact the Nelson Tasman Region across the four main environments. Cultural impacts were assessed within each of the four environments. The four environments are the:

- Social environment
- Built environment
- Economic environment
- Natural environment

The results of this risk assessment have directly informed this Group Plan and will continue to be refined over the lifecycle of this and subsequent Group Plans as our understanding of hazards and their impacts evolves. The process and results of the assessment are discussed in the sections that follow.

⋮ **Risk**, as defined in the Act, is the combination of the likelihood and consequence of a hazard occurring.

The risk assessment process

The risk assessment process involved the development of maximum credible hazard scenarios⁶ by subject matter experts and scientists for a range of hazards. Primary hazards, like earthquakes and flooding, were used for the assessment with secondary hazards, such as liquefaction, accounted for in scenario descriptions.

It is important to note that maximum credible scenarios were only developed for risk assessment purposes. They are not a representation of what the next hazard event will look like, and their likelihood does not indicate when they will next occur.

The maximum credible event scenarios were used to assess the impact of each hazard across the four main environments. Within each environment a number of elements were assessed. When the impact, or consequence, of each hazard is combined with its likelihood of occurring, we gain an understanding of the hazards overall risk.

The risk assessment process followed guidance contained within the [NEMA Risk Assessment Directors Guideline \[22/23\]](#). The full set of results can be found within the **Nelson Tasman CDEM Group Hazard Summaries** [\[LINK\]](#) and **Risk Assessment Report** [\[LINK\]](#).

6 A maximum credible scenario is defined as the hypothesised worst-case event for the geographical area being considered. The scenarios may have a very low likelihood and should align with the reasonable expectations for hazard planning.

Taking a consequence-based approach

Although hazards like tsunami, earthquakes, and flooding may look different, they can have similar consequences in our region across the four environments.

Consequences assessed to pose the highest risk across *all hazards* from the Nelson Tasman CDEM Group Risk Assessment process (2022) are summarised below.

- **Social environment:** Psychological impacts; injuries and illness; social wellbeing and connectedness; delivery of welfare services.
- **Built environment:** Damage to residential buildings; impacts to electricity supply; impacts to telecommunications; impacts to land transportation.
- **Economic environment:** Direct losses to businesses, commercial entities, and industries; direct losses to iwi, local and central government; direct losses to individuals; ability for the rural sector to re-establish business as usual practices.
- **Natural environment:** Soil quality and associated ecosystem services; freshwater quality and associated ecosystem services; impacts to iconic flora and fauna species; marine environment and ecosystem services.

These high-risk consequences have informed the development of objectives and activities across the 4R’s in the Group Plan (refer to Figure 3), including prioritisation of consequence-based response and recovery planning.

Treating priority hazards and consequences through reduction objectives and activities, combined with the application of emergency management for residual risk (supported by individual agency plans), assists the Nelson Tasman CDEM Group to prepare for the next emergency, no matter what hazard it may be.

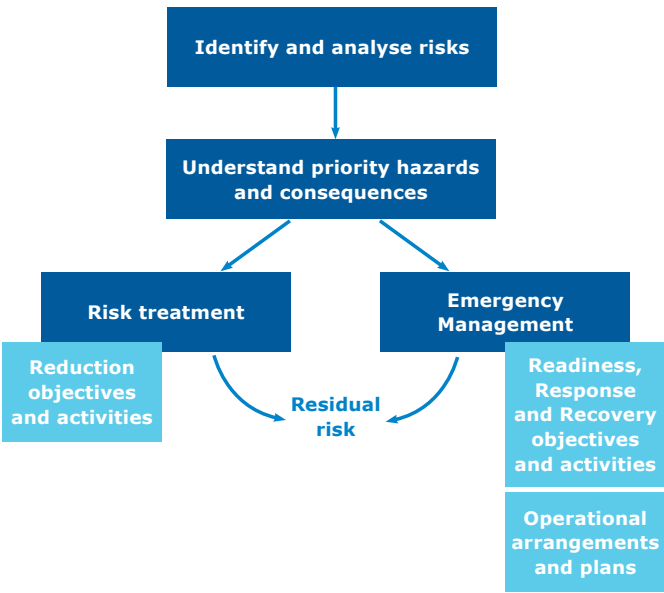


Figure 3: Risk-based approach to emergency management (Adapted from Figure 4 of NEMA CDEM Group Planning DGL [09/19])

Priority hazards

Priority hazards are those that pose a significant risk to the region. The likelihood and consequence level of all hazards assessed to be of ‘high’ or ‘medium’ risk in the Nelson Tasman CDEM Group are included in the table below.

Hazard	Hazard type	Likelihood	Consequence*	Risk**
Hikurangi subduction zone earthquake and tsunami	Natural	Unlikely	★ ★ ★	High
Tsunami – Regional/Distant	Natural	Unlikely	★ ★ ★	High
Alpine Fault rupture (AF8)	Natural	Possible	★ ★	High
Flood	Natural	Possible	★ ★	High
Human pandemic	Biological	Possible	★ ★	High
Rural fire	Natural	Possible	★ ★	High
Landslide	Natural	Possible	★ ★	High
Earthquake – Waimea Fault	Natural	Rare	★ ★ ★	Medium
Tsunami – Local source	Natural	Rare	★ ★ ★	Medium
Mass fatality accident	Technological	Unlikely	★ ★	Medium
Drought	Natural	Possible	★	Medium
Fuel supply failure	Technological	Possible	★	Medium
Plant pest/disease	Biological	Possible	★	Medium

Hazard	Hazard type	Likelihood	Consequence*	Risk**
Snow fall	Natural	Possible	★	Medium
Extreme temperatures	Natural	Possible	★	Medium
Maritime pollution incident	Biological	Possible	★	Medium
Water supply failure / contamination	Biological	Possible	★	Medium
Severe weather – Thunderstorms / Tornado / Flash flooding	Natural	Possible	★	Medium
Severe weather – High winds	Natural	Possible	★	Medium
Animal disease	Biological	Possible	★	Medium
Coastal erosion / storm surge	Natural	Possible	★	Medium

* Consequence: ★ ★ ★ ★ Catastrophic | ★ ★ ★ Major | ★ ★ Moderate | ★ Minor | Insignificant

** Risk: Extreme | Very high | High | Medium | Low

Please note: no hazards were assessed to be an ‘extreme’ or ‘very high’ risk or of ‘catastrophic’ consequence in this assessment – these ratings are therefore excluded, along with ‘low’ risks, from the above table. For more information, please view the full Risk Assessment report.

Hazard summaries

Summaries of three hazards that can impact the region are provided below.

Flooding

Flooding occurs when storms and heavy rain make rivers overflow their banks or drainage systems overflow into the streets – it is the most commonly occurring major natural hazard in the region. Sources of flooding can include large cyclones, southerly storms, and atmospheric rivers. There are five main river catchments in the Nelson City area and 13 catchments in the Tasman District. Rivers in these catchments have varying degrees of management along their lengths and in some cases have the potential to impact large urban areas.

Severe flooding events have occurred in the region before and have resulted in widespread consequences. Any high magnitude flood event is likely to cause significant damage to at-risk residential and commercial buildings in the region. Lifeline utilities are also likely to be impacted in the short to medium term, particularly roading, which may limit access to key services, including supermarkets and health facilities. Roading disruption can also isolate some communities from the rest of the region. Severe flood events can lead to the build-up of silt and debris in areas that have flooded, further impacting the built and natural environments, and in turn the economic and social environments. Full recovery from severe flood events can take years across all four environments.

Flood hazard maps for the Nelson City Council area can be found [here](#) and maps for the Tasman District Council area found [here](#).

Earthquakes

Earthquakes are caused by ruptures in faults in the earth’s surface, resulting in shaking and ground acceleration as energy is released. In addition, earthquakes can also result in significant land deformation and liquefaction, along with other co-seismic events, such as landslides and tsunami. There are significant faults both within (e.g. Waimea-Flaxmore fault system) and outside (e.g. Alpine Fault – see case study below) the Nelson Tasman region that have the potential to cause significant impacts across the social, built, economic and natural environments.

Click here to learn more about fault lines in the [Nelson City Council](#) and [Tasman District Council](#) area.

Case study: the Alpine Fault

The Alpine Fault is the largest fault in the South Island and a large rupture could significantly impact the Nelson Tasman region (Figure 4). There is a 75% chance of a major Alpine Fault earthquake in the next 50 years, and an 80% chance it will be a magnitude 8+ event.

A large earthquake on the Alpine Fault would expose the Nelson-Tasman region to damaging shaking – parts of the region could experience up to [MMI 8](#) shaking. Co-seismic hazards such as landslides, rockfall, liquefaction (where shaking exceeds [MMI 7](#)) and lateral spreading are likely to be experienced throughout the region.

An event of this magnitude is likely to have significant impacts within the social environment including major psychosocial impacts; impacts to community and individual welfare, education, and community services; and impacts on the movement of goods and services (such as groceries) into the region from other regions.

Major damage is likely to occur to roading infrastructure - mostly due to landslides and rockfall. There may be a damage to earthquake-prone buildings and temporary disruption to lifeline utilities such as telecommunications and electricity.

In addition, the regional economy is likely to face significant impacts and the natural environment would also experience minor to moderate impacts in the event. A large Alpine Fault event would be nationally significant and take decades to recover from, with lasting impacts to the national psyche.

More information about the Alpine Fault is available on the [AF8 website](#).

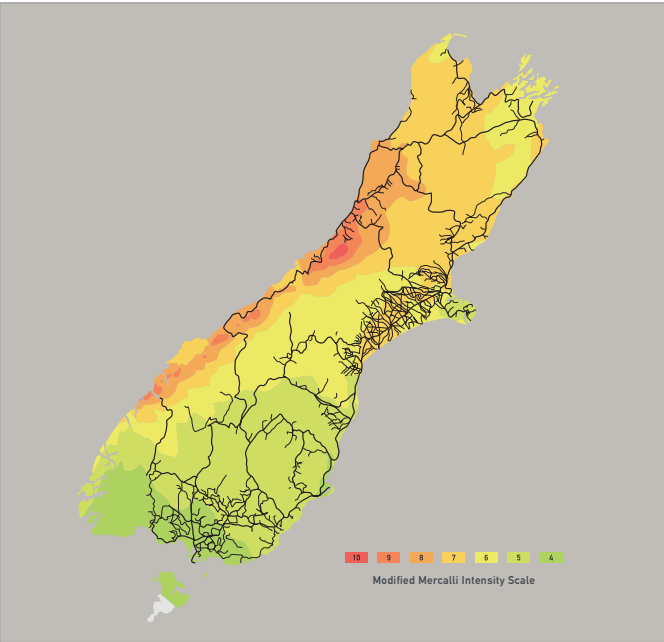


Figure 4: A modified Mercalli intensity scale map for the AF8 scenario (Source: AF8 SAFER Framework)

Tsunami

A tsunami is a series of ocean waves with very long wavelengths (typically hundreds of kilometres) caused by large-scale disturbances of the ocean. Most tsunami are generated by large magnitude, shallow earthquakes under the sea floor. Tasman Bay and Golden Bay are subject to tsunami hazard from various local, regional, and distant sources including the Hikurangi subduction zone (see Figure 5) and Western Pacific Islands (Papua New Guinea, Solomon Islands, Vanuatu etc). Tsunami evacuation zones for the Nelson Tasman region can be found [here](#).

Case study: the Hikurangi subduction zone

A large Hikurangi subduction zone event would impact all of Aotearoa New Zealand. The Nelson Tasman region would be exposed to severe shaking from the earthquake. In addition to severe earthquake shaking, low-lying coastal settlements are likely to be significantly impacted by tsunami inundation. Co-seismic hazards such as landslides, rockfall, lateral spreading and liquefaction may also occur in parts of the region.

It is likely significant impacts would be seen across all environments and particularly the social environment, with extreme psychosocial impacts and impacts to society that would take many years to recover from. It is likely damage to weak residential and commercial buildings would occur throughout the Nelson Tasman region. Lifeline utilities are also likely to be impacted with widespread short to medium term service disruptions. It may take many years to fully restore some of these utilities.

Major, widespread impacts to the regional (and national) economy would also be likely, resulting in job losses and business failures. The natural environment is likely to experience a range of impacts, particularly to the marine and inter-tidal environment and ecosystems. Recovery from a large Hikurangi subduction zone event would be decadal, with lasting impacts to the national psyche.

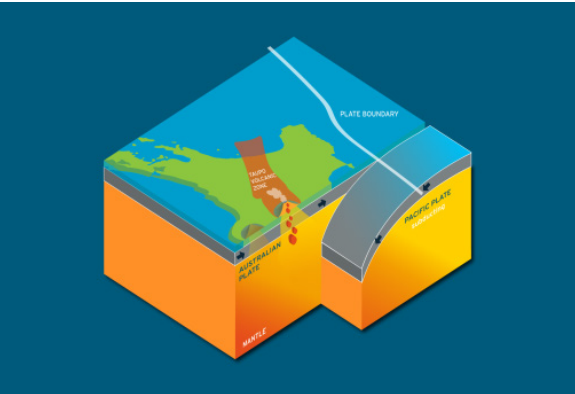


Figure 5: The Hikurangi subduction zone, located off the east coast of the North Island (Source: East Coast Life at the Boundary).

Learning from past events

At the national level, learnings from major disasters have influenced recent moves to change legislation and policies in the emergency management sector, including the [Emergency Management Law Reform Programme](#).

Regionally, learnings from disasters that occur across Aotearoa New Zealand and in the Nelson Tasman region inform the work we do through the **Nelson Tasman CDEM Group Corrective Action Plan**. Included in this plan is a specific objective to ensure that as a CDEM Group, we analyse and apply the learnings (as appropriate) from disasters in the Nelson Tasman region and the rest of Aotearoa New Zealand to inform future CDEM Group activities across the 4Rs.

More information about the Hikurangi subduction zone is available on the [East Coast Life at the Boundary website](#).

[DESIGN NOTE: Replace image figure 5 with a high-res image (from East coast Lab) if/when available]

Risks to disaster resilience

Disaster resilience is defined by the National Disaster Resilience Strategy (NDRS) as

“... the ability to anticipate and resist disruptive events, minimise adverse impacts, respond effectively, maintain or recover functionality, and adapt in a way that allows for learning and thriving.”

Further to this definition, the NDRS (2019) notes that resilience can be viewed across environments or capitals (social, cultural, economic, built, and natural) and at individual, community, and societal levels.

Disaster resilience is affected by the following long-term risks and external factors, which were considered when developing the vision and objectives of this Group Plan.

Cost of living increases

Annual living costs are increasing within Aotearoa New Zealand. Many basic goods and services have seen cost increases over the past several years, particularly following supply issues experienced during the COVID-19 epidemic. These cost increases decrease the available surplus funds that individuals and households have to spend on preparing for emergencies.

Despite having a family member in full time employment, an increasing number of families within the region are utilising food banks. With wages not likely to increase at the same rate as the cost of living, there is a risk that many more living within the region will become reliant upon support to meet their everyday living costs. This may have the implication of lower food stocks and essentials in households, increasing the number and urgency of people requiring support with household goods and services during an emergency.

Increasing elderly population

In Nelson, the number of people over 65 years of age, is projected to increase to 27% of the population by 2048⁷.

This changing demographic means there is likely to be an increased reliance upon public services for the everyday needs of this demographic, including health services.

A larger elderly population may also contribute to a lack of workers to fill vacancies within the region, where labour shortages have already been observed within key industries. Labour shortages could in the long term affect the speed of recovery from emergencies affecting the region.

Increasing technology reliance

Society is now hugely dependent upon technology to support our everyday lives. Smartphones have become critical to communication, particularly in younger demographics and traditional communication methods are now seen as obsolete. In addition, electric cars are increasing in numbers and huge investment is being seen within this sector. Many of the tech innovations that are currently part of everyday life are hugely dependent upon critical infrastructure and could easily see failures during events. There are opportunities to leverage advancing technologies when building resilience as well as a need to remind users that power and internet may not be available during an emergency.

Climate change

Climate change is a long-term change in the average weather patterns that have come to define Earth’s local, regional, and global climates. Climate change is referred to in this context as the rise in global temperatures from the mid-20th century to present, largely due to human activity like burning fossil fuels, natural gas, oil and coal.

The impacts of climate change are likely to change the frequency, severity, and range of hazards the Nelson Tasman CDEM Group plans and responds to. A climate change lens is applied by the CDEM Group to activities across the 4Rs.

Climate change is anticipated to have the following impacts in the Nelson Tasman region by 2090⁸:

- The capacity of stormwater systems may be exceeded more frequently due to heavy rainfall events, which could lead to surface flooding. River flooding and hill country erosion events may also become more frequent.
- By 2090, the estimated time spent in drought ranges from minimal change through to more than double. More frequent droughts are likely to lead to water shortages, increased demand for irrigation, and increased risk of wildfires.
- There may be increased risk to coastal roads and infrastructure from coastal erosion and inundation, increased storminess, and sea-level rise.
- There may be an increase in the occurrence of summer water-borne and food-borne diseases such as Salmonella. There may also be an increase in tropical diseases.
- Climate change could increase the spread of pests and weeds:
 - Warmer temperatures will make pests such as mosquitoes, blowflies, ants, wasps, and jellyfish more prevalent in the region.
 - Crop diseases such as fungi and viruses may enter the region where currently they are excluded by lower temperatures.
 - There may also be a loss of habitat for native species.
- Agriculture may have opportunities due to warmer temperatures and fewer frosts – horticultural crops such as kiwifruit and wine grapes are likely to show the greatest gains from higher average temperatures. However, prolonged drought or greater frequency and intensity of storms associated with climate change may limit these positive benefits.

7 NCC: Nelson’s ageing population

8 Climate change projections for the Nelson Tasman region | Ministry for the Environment

Introduction

The following sections utilise the 4Rs to outline what the Nelson Tasman CDEM Group will do over the next five years to achieve the Group Plan’s vision, that *‘Nelson Tasman is a disaster-resilient region that acts proactively to manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all communities, whānau and individuals’*.

To view the Nelson Tasman CDEM Group’s vision and strategic objectives please refer to the Our vision section of the Group Plan (Part 1).

PART 3:
OUR STRATEGY (2024-2029)



Reduction – Working together to reduce risk

Introduction

This section of the Group Plan outlines the reduction-related activities of the Nelson Tasman CDEM Group.

Disaster risk reduction aims to reduce existing disaster risk, prevent new risk, and manage residual risk - all of which contribute to strengthening resilience ([National Disaster Resilience Strategy \(2019\)](#)). Reducing the risk regional and local hazards pose to our communities (either the likelihood or severity of consequences), means that the impacts of emergencies are less severe, and therefore more easily managed by agencies and affected communities.

Reduction-related activities of Nelson Tasman CDEM Group’s local authority members and partners are given effect through other legislative requirements (e.g. the Resource Management Act 1991, the Building Act 2004 etc.), and included in their respective relevant Long Term Plans. These activities are usually undertaken as part of member council’s and partner agencies ‘business as usual’ functions and practises. They can offer the best means for enabling communities to manage risks to acceptable levels.

External factors and trends that can influence disaster resilience have been considered in the development of strategic reduction objectives. Examples of these factors include the increasing ‘cost of living’, an increasing elderly population, and an increasing reliance on- and capability of technology. Factors that may exacerbate hazard consequences such as housing intensification, development in hazardous areas, and climate change are also considered.

Working in partnership

Engaging Māori and iwi in reduction

Māori and Iwi are engaged in reduction activities through quarterly meetings held between CEG representatives (and alternates), Emergency Group Managers and Te Kotahi o Te Taihu representative(s), taking a partnership approach to supporting the development and implementation of emergency management plans and Te Taihu o Te Waka a-Māui Emergency Management Strategy

Te Taihu o Te Waka a-Māui Emergency Management Strategy links

The strategy adopts a waka framework with the focus of moea te poi, moe te taiaha, to be vigilant, and to be prepared. At this time, the strategy has focussed on the ‘3 R’s’ as there is much work to do to establish a strong emergency response foundation. Reduction activities will be considered for inclusion in 2027.

What we want to achieve – Reduction

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2024-2029. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be by 2029
1. Advocate for CDEM partner agencies (including Local Government) to address gaps in regional risk reduction policy relating to regional hazards, with consideration to the impact of climate change on regional hazard risk.	a. Embed mechanisms and/or BAU processes which enable risk reduction conversations between CDEM partners.	Risk reduction policy takes into account the requirements for emergency response and exposure of people and communities to all hazards
	b. CDEM Committee cycle	
	c. Participate in the regional climate change adaptation project	
2. Champion the inclusion of strategic objectives relating to disaster resilience in key regional plans and strategies.	a. CDEM Committee cycle	CDEM is involved in the development of regional plans and strategies to ensure the needs of emergency response and recovery are considered to reduce the risk to our people and communities.
	b. Embed mechanisms and/or BAU processes which enable risk reduction conversations between CDEM partners including Local Authorities.	
	c. Participate in the regional climate change adaptation project.	
3. Work with CDEM partners to cultivate a collective impact approach to building community resilience, focusing on empowering community capacity, capability, and connectedness.	a. CDEM Committee cycle	Our CDEM Group partners work effectively on shared initiatives to build community resilience to all hazards.
	b. Participate in the regional climate change adaptation project.	
	c. Community Emergency Preparedness Planning	

Strategic objective	Activities to support objective	Where we want to be by 2029
4. Continue to identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision-making.	a. Undertake a risk assessment workshop with hapū and iwi in the region to complete the risk assessment of all regional hazards.	Our CDEM Group partners, members and supporting organisations actively participate and seek opportunities to further understand the regional hazard scape and its impacts on the four environments to inform our planning and preparation for adverse events.
	b. Ongoing regular review of hazards through risk assessment workshops with all partners.	
	c. Promote the use of Nelson Tasman CDEM Group Risk assessment scenarios and results to businesses and response partners to assess their own risks and make informed decisions about hazard reduction and resilience initiatives.	
	d. Increase partners awareness of hazards which can feed into BCPs.	
5. Further understanding of hazards in the Nelson Tasman region to inform targeted reduction activities.	a. Undertake a gap analysis to identify and programme future hazard research initiatives.	The Nelson Tasman CDEM Group pro-actively identifies and partakes in hazard research initiatives that increase our understanding of our regional hazards and their impacts upon the region.
	b. Research to gain information about potential hazards and their impacts.	
	c. Research and promote the mitigation of the hazards and impacts.	
	d. Promote hazard/impact information through CDEM Committee cycles.	
6. Ensure public information material is accessible and meets the needs of our communities	a. Maintain and continue to develop the Nelson Tasman Group CDEM website.	Information is easily accessible to the public and has a measurable impact upon the preparedness of our communities to adverse events.
	b. Support councils in the provision of CDEM information to communities through tools and platforms, e.g., the flood map portal.	

Readiness and Response – Preparing to respond and supporting communities during emergencies

Introduction

Readiness is about developing operational systems and capabilities before an emergency happens, including making arrangements with emergency services, lifeline utilities, and other agencies, and developing self-help and response arrangements for the general public.

Additionally for agencies, readiness includes the requirement to function to the fullest possible extent following an emergency, including the maintenance of necessary equipment and operational systems, and general business continuity for critical services.

Response includes the actions taken immediately before, during or directly after an emergency to save human and animal lives and property, and to help communities begin to recover ([National Disaster Resilience Strategy \(2019\)](#)). It is important to note that recovery starts in response and is integrally linked to the actions undertaken during response.



Exercise Ru Whenua 1st April 2021

Working in partnership

Engaging Māori and iwi in readiness and response

Māori and Iwi are engaged in readiness activities through quarterly meetings held between CEG representatives (and alternates), Emergency Group Managers and Te Kotahi o Te Taihū representative(s), taking a partnership approach to supporting the development and implementation of emergency management plans and Te Taihū o Te Waka a-Māui Emergency Management Strategy.

In the response phase, iwi and Māori are engaged through the Pou a Iwi function. This function is EOC based, with representatives from Te Kotahi o Te Taihū (?), to ensure existing relationships and networks are leverages to maximise response outcomes for Māori in Te Taihū.

Te Taihū o Te Waka a-Māui Emergency Management Strategy links

The strategy adopts a waka framework with the focus of moea te poi, moe te taiaha - to be vigilant, and to be prepared. The taurapa is the stern post of the waka. Steering of the waka through the waters ahead occurs from the stern and this represents "Readiness", with iwi, Marae, Mārae, Māori communities and partners getting prepared for future civil defence emergencies. The hiwi is the hull of the waka, where the kaihoe (paddlers) sit and work in unison paddling in response to the commands of the Kaihautū. This represents the 'Response' function.

Readiness and response activities can be viewed within the strategy, however, example activities include implementing an iwi Māori Emergency Management Workforce Development programme, rohe specific planning aligned to potential emergency events, and fulfilling iwi liaison and coordination roles in response.

What we want to achieve – Readiness

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2024-2029. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be in 2029
1. Empower communities, the private sector, and not for profit organisations to respond and recover as they see fit, while ensuring they have connections into official channels to seek support and resources as needed.	a. Engage with the community, the private sector, and not for profit organisations.	Our communities, businesses are able to effectively respond to adverse events and have access to appropriate support in readiness, response and recovery to achieve this.
	b. Provide Public Education and Information on hazards, impacts and preparedness.	
	c. Promote use of all media channels during response for key messages and updates.	
	d. Promote the Community Emergency Preparedness Plan	
2. Advance understanding of lifeline/ critical infrastructure vulnerabilities including interdependences, the impacts of infrastructure failure on society, and cascading effects, to ultimately inform response and recovery planning.	a. Refresh vulnerability study	The impacts to our regional infrastructure are understood and appropriately planned for to minimise disruption in major events.
	b. Participate in the regional climate change adaptation project	
	c. CDEM Committee cycle	
	d. Partake in national workstream	

Strategic objective	Activities to support objective	Where we want to be in 2029
3. Establish and maintain relationships with key partners to develop emergency management capability and capacity across the 4Rs.	a. Exercises/Training	Our key partners understand their roles and are able to effectively contribute across the 4Rs.
	b. An inclusive culture of transparency and open sharing	
	c. Regular meetings/workshops/proactive engagement	
4. Continue to build the relationship between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of iwi/ Māori perspectives and tikanga in emergency management.	a. Ropu Tautoko hui (Top of the South hui with iwi group managers and welfare managers)	Our relationship with iwi within the region is strengthened and clear roles and responsibilities are established across the 4Rs.
	b. Exercises/Training/IMT	
	c. CDEM Committee cycles	
	d. Regular meetings/workshops/proactive engagement	
	e. An inclusive culture of transparency and open sharing	

Strategic objective	Activities to support objective	Where we want to be in 2029
5. Develop incident management systems to enable the multi-agency management and coordination of emergencies.	a. Operational Readiness Improvements Programme (ORIP).	The tools to support effective response are implemented and effectively utilised in response.
	b. Use suitable incident management tools.	
	c. Development of GIS tools.	
	d. Implementation of NTEM tenancy and ongoing support.	
6. Build upon relationships with other CDEM groups.	a. Develop cross-boundary operational and coordination arrangements (MOUs) as required with other CDEM Groups e.g. West Coast, Canterbury and Marlborough CDEM Groups.	Requirements and arrangements for cross-boundary coordination are well understood and planned for.
	b. An inclusive culture of transparency and open sharing.	
	c. Regular meetings/workshops/proactive engagement.	
	d. Collaborative project work.	
7. Advance coordinated and integrated emergency preparedness planning that considers the outcomes of the CDEM Group’s risk assessment and national response planning (e.g., CAT PLAN).	a. AF8 Steering Group workstreams.	Our role within the response to major events is understood and effectively planned for.
	b. National Exercise participation.	
	c. Contribution to AF8 RPGs.	
	d. Contribution to national groups (Tsunami, Welfare, Lifelines, etc.).	

Strategic objective	Activities to support objective	Where we want to be in 2029
8. Take a collective approach to building the capability and capacity of the regional workforce including volunteers.	a. Commitment from response partners to supply staff (including local authorities).	The Nelson Tasman CDEM Group can operate an effective response for sustained periods without the requirement for extensive outside support.
	b. Maintain and develop capability and capacity of the local authority staff.	
	c. Build the capability and capacity of community volunteers.	
	d. Maintain and develop capability and capacity of the regional response team (NZ-RT2)	
9. Develop and maintain facilities, tools, plans, and platforms for duty staff and regional response personnel (including iwi partners, elected officials, and emergency management volunteers that support operational readiness for CDEM-led emergencies.	e. Release staff from Nelson City and Tasman District Councils to attend required training and undertake roles within the Group EOC for sustained periods during response.	The tools to support effective response are in place and their use well understood across key partners.
	a. Develop a regional communications strategy (that includes alternate communications).	
	b. Processes are developed to understand natural environment consequences in response and recovery, recognising the regional and cultural value of the environment in Nelson Tasman.	

Strategic objective	Activities to support objective	Where we want to be in 2029
10. Embed tools and plans through training and exercising with duty staff and regional response personnel (including iwi partners, elected officials, and emergency management volunteers) to support operational readiness for CDEM-led emergencies.	a. Training and exercise schedules/plans are identified and delivered to regional response personnel.	The Nelson Tasman CDEM Group has an annual plan for training and exercising that includes all key partners, iwi, elected officials and volunteers.
	b. Identify shared training/exercising opportunities across regional response partners including iwi partners.	
	c. Engage senior leaders and elected officials in emergency management training and exercising.	
11. Build risk awareness and literacy	a. PEPI committee	The Nelson Tasman community has a good understanding of their risk from hazards and access to appropriate information to inform effective risk decision making.
	b. Share national and regional specific hazard information from and with all partners through media platforms and public education opportunities.	
	c. Public education initiatives targeted to communities, businesses and CDEM partners.	
	d. Increasing accessibility to hazard information, including the development of visual products.	
12. Enable and empower individuals, households, organisations, and businesses to build their resilience, paying particular attention to those people and groups who may be disproportionately affected by disasters.	a. Social media campaigns	
	b. Public education opportunities	
	c. Community Emergency Preparedness Plans	
	d. Working with partner agencies and other organisations to support vulnerable communities with emergency preparedness	

Strategic objective	Activities to support objective	Where we want to be in 2029
13. Understand the economic impact of disaster and disruption, and the need for investment in resilience; identify financial mechanisms that support resilience activities.	a. Work with NCC, TDC, and Nelson Regional Development Agency to understand the cost of disasters and disruption to the region, advocating financial reserves are proportional to the level of hazard risk.	The cost of emergencies to the region is understood to inform funding requirements and recovery planning.
	b. Work with NCC and TDC, to advocate financial processes and procedures are in place across the four Rs.	
14. Continue to build relationships with and support the operational readiness and build resilience of Local EOCs and community groups in Nelson Tasman.	a. Build and maintain understanding of operational needs across all Local EOCs.	Our Local EOCs are equipped and trained to enable self-sufficient response in major emergencies.
	b. Build and maintain resilience of Local EOCs.	
	c. Maintain Community Engagement Programme and Local EOC exercise programmes.	

What we want to achieve – Response

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2024-2029. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be in 2029
1. All CDEM partners to provide leadership to achieve an effective, coordinated, and comprehensive response to emergency events.	a. Create and maintain an engaged, transparent, and collaborative emergency response culture.	Our leaders have a good understanding of our roles and responsibilities and have effective collaboration across the 4Rs.
	b. CDEM partners are responsible to provide appropriate representation throughout the emergency response.	
	c. CDEM partners understand their role and responsibilities for emergency response.	
2. The Nelson Tasman CDEM Group and partners ensure the safety and wellbeing of people are at the heart of the emergency management system.	a. Place the highest priority on the safety, needs and wellbeing of affected people and their animals.	Appropriate plans and arrangements are developed and practiced to ensure the welfare of those impacted by emergencies.
	b. Provision of welfare services in collaboration with partner agencies.	
	c. Provision of timely and effective hazard warnings.	
	d. Ensure partners, spokespeople and media get the right advice at the right time.	Our response staff perform effectively in their roles with the necessary support in place to enable this to occur.
	e. Resource Public Information Management functions to communicate effectively.	
	f. Promote a healthy, supportive, and inclusive work environment for response personnel.	

Strategic objective	Activities to support objective	Where we want to be in 2029
3. Ensure processes and procedures are in place to enable an effective and timely transition to recovery, while preparing to respond to further emergency events.	a. Build and maintain relationships and work collaboratively to: <ul style="list-style-type: none">Design structures, processes, and procedures.Implement and embed the processes and procedures through training.Advocate for the development of Business Continuity Plans (BCPs) within partner agencies and organisations.	A clear recovery transition process is developed that enables effective transition to occur.
		All key partners have BCPs that are regularly tested and shared with other partners.
4. Learn from emergency events (as appropriate) across Aotearoa New Zealand to inform future CDEM activities across the 4Rs.	a. Maintain and deliver a Nelson Tasman lesson learnt process.	A clear process for the review of events is implemented.
	b. Analyse and apply learnings (as appropriate) from emergency events within the Nelson Tasman region.	
	c. Review learnings from emergency events across Aotearoa New Zealand.	

Operational arrangements

Operational arrangements enable the effective delivery of CDEM at the local and regional level in the Nelson Tasman region. Flexible systems, plans, processes, and platforms are used to ensure the CDEM Group can respond to the wide range of hazards the region is exposed to. The [Coordinated Incident Management System \(CIMS\) 3rd edition](#) is Aotearoa New Zealand’s official framework to achieve effective co-ordinated incident management across responding agencies. CIMS is used by all CDEM Groups in Aotearoa New Zealand including the Nelson Tasman CDEM Group.

Response structure

Facilities at the incident, local, regional and/or national levels provide for either the co-ordination, management, support, or delivery of response activities in the region. Generally, only large-scale incidents require all levels of response to be activated. Figure 7 (p.67) shows the different levels and the names of facilities relevant to the Nelson Tasman CDEM Group.

The response arrangement matrix (Figure 8, p.68-69) provides a high-level overview of how we respond to incidents and emergencies at different scales. Important features of this table are:

- The relationships of the emergency services (as Incident Controllers), interfacing with Local, Group and National Controllers.
- The levels of activity within Local EOCs and the Group EOC for the different levels of incident and emergency.
- An overview of how an escalating incident would be handled, and the various steps and considerations involved in leading to the CDEM Group assuming the role as lead agency and a possible state of local emergency.

More information on response levels and key CIMS functions within the Group EOC can be found within [CIMS 3rd Edition](#).

Pou a Iwi CIMS function

Based on the CIMS structure developed during the Pigeon Valley Fire event (2019), Nelson Tasman CDEM Group established the Pou a Iwi CIMS function. This function represents iwi and whānau needs in an emergency. Figure 6 below outlines the four sub-groups that make up Pou a Iwi – more information about the function can be found in the Nelson Tasman CDEM Group Welfare Plan (2019). [\[Link\]](#)

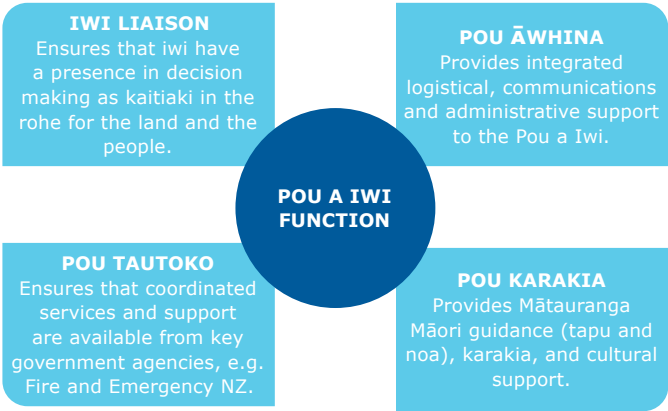


Figure 6: The Pou a Iwi CIMS Function

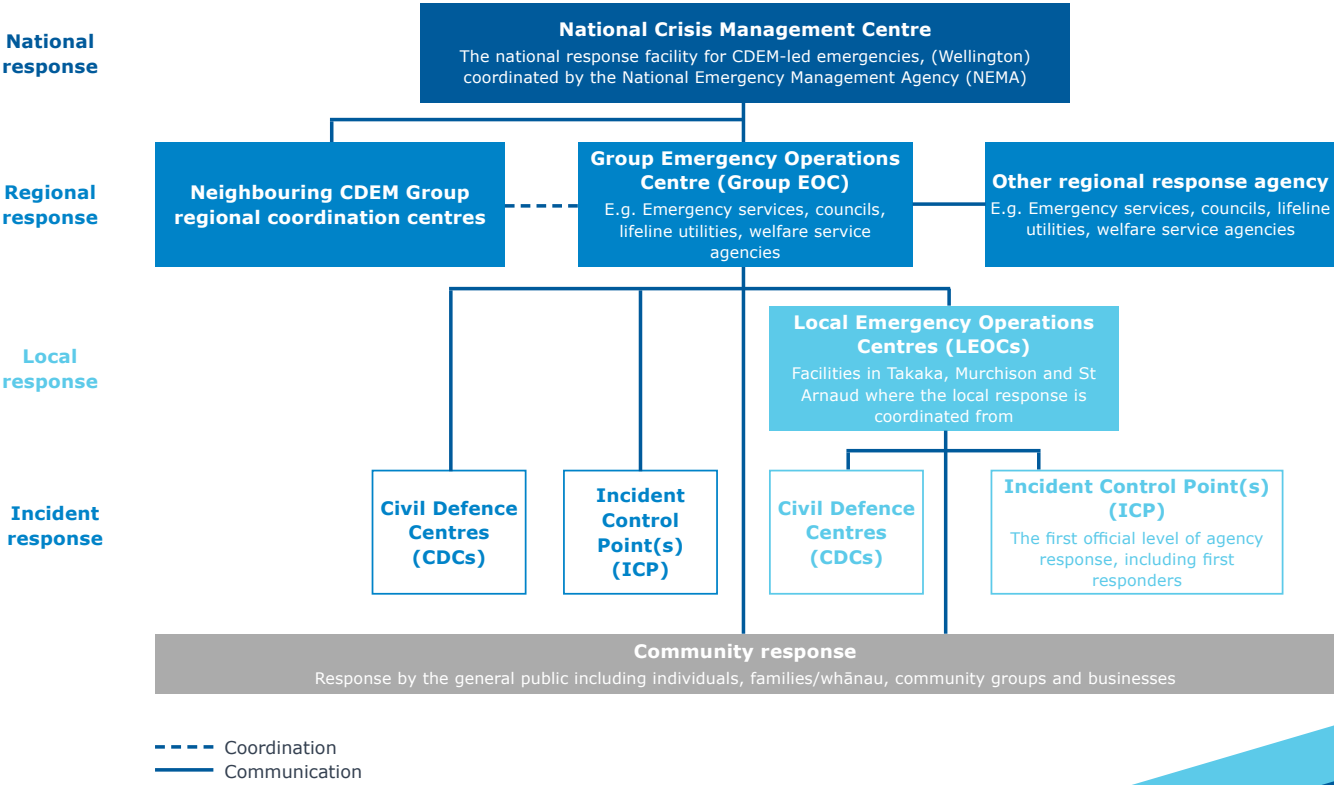


Figure 7: The structure of the Nelson Tasman CDEM Group for operational response* to a CDEM-led emergency.

Response level	Event status/Procedures	Group EOC/Local EOC role	Controller's role
Level 1 <i>Local incident, single agency</i> Can be dealt with by Emergency Services and/or Local Authority resources alone. Specialists may be required for specific circumstances. Declaration not required or appropriate	No Declaration The incident is dealt with using CIMS structures and principles. Nature of the incident will dictate the Lead Agency.	Nil	Nil
Level 2 <i>Local incident, multi-agency event</i> Can be dealt with by Emergency Services and/or Local Authority resources through remote support (e.g. Local EOC) could be required. Specialists may be required for specific circumstances. Declaration not required or appropriate	No Declaration The incident is dealt with using CIMS structures and principles.	Group EOC/Local EOC in key support agency role Relevant Group EOC/ Local EOC partially or fully activated and coordinating agreed functions.	Group and Local Controller notified. Group and Local Controller coordinating the agreed functions.
Level 3 <i>Multi-agency emergency led by an agency other than a CDEM Group or led by CDEM at a level below Group level (e.g., district or ward).</i> Not applicable in Nelson Tasman due to Nelson City and Tasman District Council's unitary authority status. Levels 2 or 4 would normally be most applicable for CDEM responses in Nelson Tasman.	Not applicable in Nelson Tasman	Not applicable in Nelson Tasman	Not applicable in Nelson Tasman

Response level	Event status/Procedures	Group EOC/Local EOC role	Controller's role
Level 4 <i>Multi-agency emergency requiring CDEM Group EOC or Local EOC level support and coordination between agencies or areas or both.</i> Due to the magnitude or geographic spread of the incident, the Group EOC has been activated to manage the emergency and co-ordinate region resources. OR A warning of a significant event that will have a significant impact has been received, OR Co-ordinated assistance is required to support an adjoining CDEM Group In circumstances above CDEM Group becomes the lead agency – a declaration is not necessarily required. A state of local emergency is possible.	Declaration of state of local emergency is being considered, or had been deemed necessary, that involves the entire CDEM Group area. OR An adjacent CDEM Group requires assistance, or a major population centre is seriously affected.	Group EOC and Local EOCs fully activated. National Crisis Management Centre and adjacent Group EOCs may be alerted or activated.	Group Controller is in operational control. Exercising statutory powers if a declaration is in place. Local Controllers responding to priorities set by the Group Controller. National Controller giving consideration to further escalation.
Level 5 <i>Imminent or State of National Emergency. Coordination by the National Controller will be required.</i>	Declaration of state of national emergency is being considered, or has been deemed necessary		National Controller exercising statutory powers. Group Controller responding to priorities set by the National Controller. Local Controller responding to priorities set by the Group Controller.

Figure 8: Response arrangement matrix in the Nelson Tasman CDEM Group, adapted from Section 3 Part 7 of the Guide to the National CDEM Plan (2015).

Response principles

The response principles of the Nelson Tasman CDEM Group are that:

- Agencies will respond to an emergency by coordinating with the lead agency and activating their own plans and procedures in alignment with their roles and responsibilities.
- The lead agency will be the organisation mandated by legislation or with the best expertise and resources to manage the emergency. Other agencies (incl the CDEM Group) may operate as support agencies.
- To ensure an effective response, agencies will use the Coordinated Incident Management System (CIMS) framework with enhancements and adjustments to reflect the operating business model.
- The response will escalate to the level required to manage the emergency.

Nelson Tasman CDEM Response facility

The **Group Emergency Operations Centre (Group EOC)** is the main facility from which the response to a Group emergency will be coordinated. The Nelson Tasman CDEM Group EOC, based in Richmond, is a purpose-built facility designed to withstand significant earthquakes (IL 4). The building is equipped with back-up power, water supplies, and emergency communications. The facility was designed to accommodate small-medium emergency events (in larger events space in the nearby Tasman District Council is also utilised) and houses the Nelson Tasman CDEM Group office staff. If the Group EOC in Richmond is unable to be used, an alternate Group EOC would be established at a safe and operationally suitable location.

Local Emergency Operations Centres

Local Emergency Operations Centres (Local EOCs) provide a local co-ordinating and communications point for specific communities in areas with the potential to become isolated for a period of time. The absence of Local EOCs in other population centres does not indicate that these areas are of lower priority, rather that the operational response to these parts of the region can be most effectively led from the Group EOC. There are three Local EOCs – their locations are in Murchison, Takaka and St Arnaud. The activation procedures and staffing arrangements for the Local EOCs support relevant Community Response Plans where available [LINK].

Civil Defence Centres (CDCs)

In some emergencies, the CDEM Group will open Civil Defence Centres (CDC) to provide a place where affected people can register for welfare services and gain access to emergency welfare services that are available to them to support their needs. These facilities are run by trained council staff, RT2 members, and volunteers. The Red Cross is an important partner with the CDEM Group in supporting CDCs.

More information about CDCs can be found with the [Nelson Tasman CDEM Group Welfare Plan \(2019\)](#) [Link].



The Nelson Tasman Group EOC in operation.

Response arrangements and plans

Response arrangements and plans relevant to the Nelson Tasman CDEM Group include:

- Response SOPs [internal]
- Nelson Tasman Duty Officer Handbook [internal]
- Nelson Tasman CDEM Group Welfare Plan (2019) [LINK]
- Nelson Tasman CDEM Group Recovery Plan [LINK]
- Community Response Plans / Community Emergency Preparedness Plans [LINK]
- Nelson Tasman Fuel Study [LINK]
- Nelson Tasman Lifelines Project Vulnerability Assessment (2016) [LINK]

MARINE

In the event of an incident in the coastal marine area (CMA), the relevant Harbourmaster has primary responsibility for maritime safety and response, unless it's an oil spill where the Regional On Scene Commander (ROSC) takes the lead role – Maritime Aotearoa New Zealand is the lead agency at the national level. Should a declaration be required for response, the CDEM Group may assume lead agency responsibility with support from the Harbourmaster.

Community Response Plans

Smaller population centres often have local civil defence arrangements including locations that are designated for the purposes of coordinating response and providing welfare services. In many rural areas and smaller centres, readiness and response at the local level is supported by **Community Response Plans (CRPs)**. These CRPs include information about local hazards, key resources, community leadership, Civil Defence Centres (for emergency welfare services), emergency communications and sources of public information – these plans can be viewed here [LINK]. As part of the new Group Plan cycle, a new workstream of developing Community Emergency Preparedness Plans will replace the development of Community Response Plans.

Training and exercising

The professional development of CDEM staff is one of the most important functions of the CDEM Group.

The CDEM Group has a Group Training Programme in place that aims to prepare key CDEM appointees for their roles [LINK to training framework here]. Each member of the Group is required to ensure it maintains an appropriate number of trained and competent staff to support the response to emergencies affecting the Nelson Tasman region.

In addition, personnel from partner organisations such as emergency services, lifeline utilities, and welfare services take part in CDEM activities including multi-agency exercises. CDEM Group partners remain responsible for the training and professional development of their own staff.

Volunteers

Volunteers play a significant role in any response and recovery operation, particularly after large-scale disasters. The health and safety of volunteers (and their animals, such as search dogs) needs to comply with legislation and organisational requirements.

There are three types of volunteers in a CDEM context:

- **CDEM trained volunteers:** Those who have undergone official CDEM training, provided or facilitated by CDEM organisations e.g., members of the Nelson Tasman Emergency Response Team (NZ-RT2), Māori Wardens, or Welfare volunteers.
- *NZ-RT2 is a nationally accredited team that is trained in light Urban Search and Rescue techniques and other facets of CDEM including response to storms and flooding. The team is qualified for out of region deployments and is managed and administered by the CDEM Group office and funded jointly by Nelson City and Tasman District Councils.*
- **Affiliated volunteers:** Those who are members of a specific organisation, such as the Red Cross or Salvation Army, and are trained by and accountable to that organisation.
- **Spontaneous volunteers:** Those who are members of the public (or groups) and who respond spontaneously to emergencies.

[DESIGN NOTE: Picture of NZ-RT2 in action]

Warning and informing

Early warnings and alerts to potential hazards and emergency events enables effective response planning and timely mobilisation of resources. There are a number of agencies involved in surveillance, monitoring and assessment of hazards, both at a national and Group level. Agencies responsible for alerting the public and local authorities to an incident that may be a pre-cursor to a civil defence emergency are listed in **s119(1)** of the [National CDEM Plan \(2015\)](#). Several platforms in the region enable warning and informing activities and are elaborated on below.

Public Information Management (PIM)

Public information management is utilised across the 4R’s to convey important information to the public using a range of platforms. Using a range of platforms such as radio, television, cell broadcast, txt-messaging, alerting apps, and social media ensures our messages have wide reach across our communities. The type of platform used depends on the needs and preferences of the particular community needing to be contacted and the reliability of communications technology.

PLEASE NOTE:

Sirens are NOT used for tsunami alerting in Nelson Tasman. Please read the natural warning signs, if an earthquake is long or strong, get gone!

Emergency Mobile Alerts

Emergency Mobile Alerts are one method used to inform the public when life, well-being or property are in imminent or serious danger. The alerts appear are like text messages and are received by cell broadcast enabled mobile phones in targeted areas. The system is operated at the regional level by the CDEM Group. More information about Emergency Mobile Alerts can be found [here](#).

National Warning System (NWS)

The National Warning System is a 24/7 process for communicating hazard information to response agencies for which CDEM is the lead. National Warnings and Advisories are issued to alert recipients to a potential or imminent threat that may result in an emergency requiring a response. The system is operated by NEMA.

Alternate communication

Alternate forms of communication, such as a backup VHF/FM radio network and satellite phones, are maintained and available to the CDEM Group should internet and phone services become unavailable in an emergency.

Declaring a state of local emergency

When an emergency as defined by the Act (**s4**) happens and extraordinary powers contained within the Act are required to effectively coordinate the response, a state of local emergency may be declared under **s68** of the Act. A formal declaration of a state of emergency is not required in order for CDEM plans and resources to be activated in response to an escalating event. Not all emergency events require a declaration.

Where possible, prior to the decision to declare an emergency, all impacted agencies and organisations will be consulted including emergency service, iwi and any impacted lifeline and welfare providers.

The person who makes a declaration must immediately give notice to the public by any means of communication that is reasonably practicable in the circumstances and must ensure that the declaration is also published in the [Gazette](#) (the official Government newspaper) as soon as practicable.

A state of emergency comes into force at the time and date that a declaration is made and expires seven days after coming into force unless terminated prior. Before a state of emergency expires, a person authorised to make a declaration of local emergency for an area may, by declaration, extend the state of emergency as set out in the Act.

Mayors and nominated members of the CDEM Group area are authorised to declare a state of local emergency within the hierarchy noted below:

- Mayor of the respective district most affected
- Mayor of the other district
- Deputy Mayor of the respective district most affected
- Deputy Mayor of the other district
- Any elected local authority representative

Best endeavours will be made to follow the hierarchy, however, if time is of the essence, the signature of any of those authorised to declare will over-ride this hierarchy.

The Minister for Emergency Management may also declare a state of local emergency under **s69** of the Act and makes the decision to declare a state of national emergency. Under **s69** the Minister will declare a state of local emergency for the period between local authority elections and the swearing-in of new elected representatives.

If a state of national emergency is declared by the Minister for Emergency Management, it may supersede any local declaration. Transition periods are covered in the ‘Recovery’ section of this document.

⚡ *The Act allows a state of local emergency to be made for the entire CDEM Group or its constituent districts or wards. It is the policy of the Nelson Tasman CDEM Group that any state of emergency is generally made for the entire CDEM Group. This is due to the interconnected nature of the region in terms of its geography, infrastructure, and its dependence on common resources for emergency response. This policy ensures that the Controller and responding agencies have access to all regional resources and help to promote a coordinated and integrated response to an emergency.*

Event debrief and reporting

There will be a debrief at the conclusion of any event for which there has been an activation of the Group EOC.

The debrief process will be managed by the Group office on behalf of the Coordinating Executive Group, who will report the findings to the Nelson Tasman CDEM Group.

A copy of the findings will be communicated to all relevant agencies involved in the event. Findings will be incorporated into the Nelson Tasman CDEM Group corrective action plan as appropriate.



Recovery – Supporting communities to rebuild and increase their disaster resilience.

Introduction

Recovery is the coordinated efforts and processes to bring about the immediate, medium- and long-term holistic regeneration and enhancement of a community following an emergency.

Recovery is not just about what happens after an emergency. How well we recover from events will depend on how well we have prepared to recover. Depending on the nature, scale and complexity of the emergency, recovery may take a short time or many years, possible decades. Recovery not only needs to be holistic (considering the four pou – social, economic, natural, and built environments), it must also address the long-term.

The role of the CDEM Group is to plan for and carry out recovery activities including the coordination of, and collaboration with, partners for effectiveness.

The transition to recovery

The transition from response to recovery starts when the response phase of an emergency ends. The purpose of a transition period is to aid recovery by providing the Recovery Manager powers to manage, coordinate, or direct recovery activities.

The Act (**s94**) provides for CDEM Groups to give notice of a transition period following an emergency, whether a state of local emergency has been declared or not. The Minister for Emergency Management may also give notice of a local or national transition period. Guidance for CDEM Groups on requirements relating to local transition periods can be found [here](#).

The Nelson Tasman CDEM Group, with the Group Controller and the Recovery Manager, will execute a formal acknowledgement of the transfer of control and accountability by:

- The Group Controller making a formal report to the Joint Committee.
- The Joint Committee confirming the terms of reference of the Recovery Manager.
- The Joint Committee, through its designated person, formally terminating the state of emergency (if one has been declared).
- The Joint Committee, through its designated person, giving notice of a local transition period for the recovery phase (if one is required).

Local transition periods have a maximum duration of 28 days. They may be extended (for up to another 28 days) or terminated at any time. A transition notice can apply to one or more districts within the CDEM Group area.

In the Nelson Tasman CDEM Group, a Mayor or other elected representative can give notice of a local transition period. As this mechanism is similar to that of a declaration of emergency, the Group has appointed the following to this role in the following order of precedence:

- Mayor of the respective district most affected
- Mayor of the other district
- Deputy Mayor of the respective district most affected
- Deputy Mayor of the other district
- Any elected local authority representative

Recovery principles

The following principles will be used by the Nelson Tasman CDEM Group for recovery activities.

- Planning for recovery is a critical component towards successful recovery operations and requires pre-event strategic planning activity (please refer to the [NEMA Strategic Planning for Recovery \[DGL 20/17\]](#)).
- Event specific recovery planning needs to start as soon as possible after the response is underway and continues until the recovery is complete.
- Effective recovery recognises, supports, and builds on community, individual and organisational capacity, and capability.
- Recovery requires effective communication with affected communities and other partners which recognises the diverse needs of those groups.
- Recovery is in partnership with affected iwi/Māori to build resilience and ensure the protection for wāhi tapu (sacred areas), ngā taonga tuku iho (treasures of the ancestors) and kaitiakitanga (guardianship) of the environment in the recovery phase.
- Response and recovery activities should be integrated and aligned.

The Group Recovery Plan

For recovery to be effective, recovery planning and relationship building is needed prior to events occurring. When recovery starts, arrangements need to be flexible enough to allow rapid adjustment to the specific nature and duration of the event.

The [Nelson Tasman CDEM Group Recovery Plan \(2021\)](#) [\[LINK\]](#) provides detail to support recovery activities across the following areas:

- Our hazards and an overview of recovery including recovery objectives, priorities and resourcing.
- Partnering with Tangata Whenua.
- The recovery structure and an overview of key recovery roles.
- Preparing for recovery.
- Transitioning from response to recovery.
- Group Recovery Action Plan including reporting requirements.
- Transitioning back to business-as-usual activities.
- A variety of resources to support recovery activities.

The exit from recovery

The Group Recovery Manager is responsible for ensuring the transition from recovery to business as usual occurs as quickly and effectively as possible. This transition needs to be carefully planned and properly managed through the development of an exit strategy.

More information about the transition to business as usual and exit strategy can be found within the [Nelson Tasman CDEM Group Recovery Plan](#) [\[LINK\]](#).

Working in partnership

Engaging Māori and iwi in recovery

Iwi and marae have a critical role in supporting the welfare of hapū and whānau during and following an emergency. For information about the role of Tangata Whenua in recovery, please refer to the [Nelson Tasman CDEM Group Recovery Plan \[LINK\]](#).

Te Tauihu o Te Waka a-Māui Emergency Management Strategy links

The strategy adopts a waka framework with the focus of moea te poi, moe te taiaha, to be vigilant, and to be prepared. The Tauihu sits at the prow of the waka, facing the challenges head-on, in pursuit of reaching their destination. This represents the ‘Recovery’ function. Recovery activities can viewed within the strategy, however, examples include debriefing and recovery planning and reporting.

What we want to achieve – Recovery

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2024-2029. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be by 2029
1. CDEM Partners to participate in a strategic, resilient approach to recovery planning integrated across ‘Reduction’, ‘Readiness’ and ‘Response’.	a. Build and maintain key relationships and work collaboratively to: <ul style="list-style-type: none">Understand roles and responsibilities.Maintain an engaged, transparent, and collaborative culture.Participate in meetings, workshops and proactively engage.	A clear plan for the coordination of Recovery is in place and understood by all partners.
	b. Take account of regional hazards and risks, that considers the outcomes of the Group’s risk assessment.	
	c. Recognise long-term priorities and opportunities to build back better.	
	d. Promote consideration of the impacts of climate change.	
	e. Recognise the importance of culture to resilience.	
	f. Ensure people and communities are at the centre of recovery processes.	
	g. Listen to the community voice.	
2. Deliver an effective recovery response.	a. Continue to build and maintain the capability and capacity of the CDEM and Council(s) recovery workforce.	The territorial authorities and key partners understand their role in leading recovery and have effective arrangements in place to support delivery of recovery activities to our communities following a major event.
	b. CDEM Partners are responsible for providing appropriate representation and staff throughout the response and recovery (including Councils).	
	c. Adhere to protocols and procedures including Te Tiriti o Waitangi for recovery.	

Monitoring and evaluation

Monitoring and evaluation throughout the lifecycle of the Group Plan ensures the Nelson Tasman CDEM Group is on track to meet the strategic vision and objectives in Part 3 of this plan.

Monitoring involves tracking progress against the Group Plan or performance against standards, generally using qualitative data.

Evaluation measures effectiveness and compares what is happening against what was planned (goals, objectives, and actions) and interprets the reasons for differences.

The main objectives of monitoring and evaluation are to:

- Enhance organisational oversight.
- Ensure informed decision-making.
- Support substantive accountability.
- Build capacity and capability.

Monitoring and evaluation of this Group Plan will take place through the following mechanisms.

Governance

- The [annual work programme](#) [link], approved by CEG, will be aligned to this Group Plan
- Quarterly CEG meetings will be used to formally report on progress towards achieving the objectives and activities outlined in this plan. CDEM Group partners assigned as drivers to deliver Group Plan objectives (listed in Part 3) will be expected to report on progress towards achieving these at quarterly CEG meetings.

CDEM Group Office

- Group office staff will conduct an annual check to ensure the Group Plan is still accurate and legislatively compliant. Legislative requirements of a CDEM Group regarding monitoring and evaluation are outlined in **s17(1)(h)** and **s37(1)** of the Act.
- There is not a current/up-to-date National Assurance Framework or Monitoring & Evaluation programme available from NEMA. When a National Assurance Framework or Monitoring Evaluation programme is developed, the Nelson Tasman CDEM Group will investigate how this can be applied at the regional level for monitoring and evaluation purposes.
- Following activation of the Group EOC for either response or exercise purposes, the performance of the CDEM system is evaluated through debrief and/or review process. Areas of improvement from this process will be prioritized and integrated into the **Nelson Tasman CDEM Group Corrective Action Plan** [internal document] or work programme [internal document] as appropriate.
- **Nelson Tasman CDEM Group Corrective Action Plan** is maintained; actions are regularly reviewed and prioritised, and progress on the achievement of actions monitored.
- Community resilience surveys are used to understand long-term resilience trends and progress.

APPENDICES

Appendix A: Acronyms

4Rs	The four areas of emergency management: Reduction, Readiness, Response and Recovery
AF8	Alpine Fault project
AP	Annual Plan
BCM	Business Continuity Management
CDC	Civil Defence Centre
CDEM	Civil Defence Emergency Management
CEG	Coordinating Executive Group
CEO	Chief Executive Officer
CIMS	Coordinated Incident Management System
CMA	Coastal Marine Area
Group EOC	Group Emergency Operations Centre
FENZ	Fire and Emergency New Zealand
ICP	Incident Control Point
JC	Joint Committee
Local EOC	Local Emergency Operations Centre

LTP	Long Term Plan
LUC	Lifeline Utility Coordinator
LWC	Local Welfare Committee
MBIE	Ministry of Business, Innovation and Employment
MPI	Ministry for Primary Industries
MSD	Ministry of Social Development
NEMA	National Emergency Management
NCC	National Coordination Centre
NCC	Nelson City Council
NCMC	National Crisis Management Centre
NZDF	New Zealand Defence Force
NZTA	New Zealand Transport Agency
NZ-RT2	New Zealand Response Team 2
PIM	Public Information Manager
TDC	Tasman District Council
WCG	Welfare Coordination Group

Appendix B: Definitions

AF8

The Alpine Fault project - a joint project between all South Island CDEM Groups and the science sector to develop a high-level response plan in the event of a magnitude 8 earthquake on the Alpine Fault.

The Act

The Civil Defence Emergency Management Act 2002 (CDEM Act)

Emergency

As per the CDEM Act (2002) Part 1(4) means a situation that:

- Is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and
- Causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in Aotearoa New Zealand or any part of Aotearoa New Zealand; and
- Cannot be dealt with by emergency services, or otherwise requires a significant and coordinated response under the Act.

Civil Defence Emergency Management

Civil Defence Emergency Management:

- Is the application of knowledge, measures, and practices that are necessary or desirable for the safety of the public or property; and
- Is designed to guard against, prevent, reduce, recover from, or overcome any hazard or harm or loss that may be associated with any emergency; and
- Includes, without limitation, the planning, organisation, coordination and implementation of those measures, knowledge, and practices.

Civil Defence Emergency Management Group (CDEM Group)

A joint committee (JC) of the Nelson City and Tasman District Councils, established in accordance with s12 the Act 2002. The CDEM Group sets the vision, goals and high level arrangements for the Civil Defence Emergency Management Group Plan.

Civil Defence Emergency Management Office

Carries out such functions as are assigned to it by the CDEM Group.

Coordinating Executive Group (CEG)

The Co-ordinating Executive Group, established under s20 of the Act. Comprised of representatives from Nelson and Tasman councils and emergency groups. Functions include providing advice to the CDEM Group and any sub-groups of the CDEM Group; co-ordinating and overseeing as appropriate the implementation of decisions of the Group by the Group CDEM Office or by individual members; and overseeing the development, implementation, maintenance, monitoring, and evaluation of this Plan.

Co-ordinated Incident Management System (CIMS)

The framework to assist in effective, efficient and consistent response to an incident / emergency management.

Emergency Services

The New Zealand Police, Fire and Emergency New Zealand, and providers of health and disability services.

Group Emergency Operations Centre (Group EOC)

Means the established facility where the response to an event may be managed and supported.

Group Controller

The person appointed Group Controller under s26 of the Act with those functions set out in s28 of the Act. The Group Controller must, during a state of emergency for the area for which the Group Controller is appointed, direct and coordinate the use of personnel, materials, information, services, and other resources made available by other departments, CDEM Groups, and other persons.

Group Plan

Means a plan prepared and approved under s48 of the Act.

Group Recovery Manager

The person appointed as a Group Recovery Manager under s29 of the Act.

Hazard

Means something that may cause, or contribute substantially to the cause of, an emergency.

Hui

Meaning to gather, congregate, assemble or meet.

Incident Control Point (ICP)

The facility where site response to an incident is managed and controlled.

Joint Committee (JC)

The Group established under s12 of the CDEM Act 2002.

Lead Agency

Means the organisation with the current responsibility for managing an emergency as per the National CDEM Plan.

Local Emergency Operations Centre (Local EOC)

The facility where local coordination of an event or emergency may be managed from.

Lifeline Utility

Means an entity named or described in Part A of Schedule 1, or that carries on a business described in Part B of Schedule 1.

Local Controller

Is the person appointed local controller under s27 of the Act and with the delegations listed in Part 5.



Mahi

Meaning to work, do, perform, make, accomplish, practise, raise (money).

Minister

Means, subject to any enactment, the Minister of the Crown who, with the authority of the Prime Minister, is for the time being responsible for administration of the Act.

National Coordination Centre

Based in Wellington and staffed by members of NEMA who generally work from the NCMC. Other agencies will have their own NCC’s staffed by their own staff.

National Crisis Management Centre (NCMC)

A secure, all-of-government coordination centre used by agencies to monitor, support or manage a response at the national level.

National Welfare Coordination Group (NWCG)

Provides strategic oversight for the planning and development of integrated welfare services. The NWCG provides coordination at the national level, and support to CDEM Groups at the regional level.

Readiness

Means identifying and analysing risks to life and property from hazards, taking steps to eliminate those risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an acceptable level.

Recovery

Means the coordinated efforts and processes used to bring about the short, medium, and long-term holistic regeneration and enhancement of a community after a civil defence emergency.

Recovery Manager

Means the National Recovery Manager, a Group Recovery Manager, or a local Recovery Manager, and includes any person acting under the authority of the National Recovery Manager, a Group Recovery Manager, or a Local Recovery Manager

Recovery Taskforce

Leads the regional recovery activity under this Plan and comprises of approximately 6 personnel, chaired by the Recovery Manager.

Reduction

Means identifying and analysing risks to life and property from hazards, taking steps to eliminate those risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an acceptable level.

Response

Means the actions taken immediately before, during, or directly after a civil defence emergency to save lives and property, and to help communities recover.

Risk

Means the likelihood and consequences of a hazard.

Standard Operating Procedure (SOP) Refers to a document describing a formally established set of operational procedures that are the commonly accepted method for performing certain emergency management tasks.

Transition Period

Means a national transition period or local transition period.

Welfare Coordination Group (WCG)

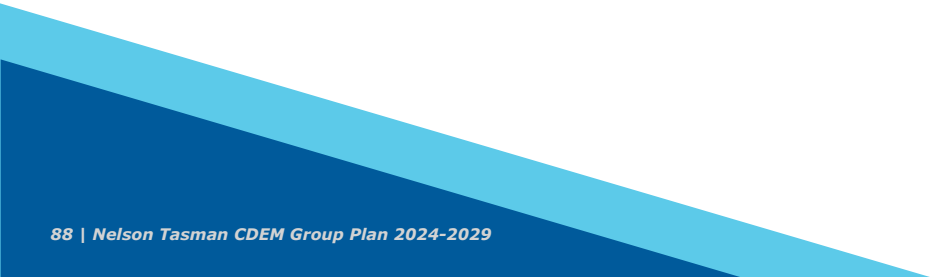
A collective of welfare services agencies that provides a mechanism for collaboration and coordination between agencies to plan for and establish arrangements for the effective delivery of welfare services and develops work programmes.

Whānau

Meaning extended family, family group, a familiar term of address to a number of people - the primary economic unit of traditional Māori society. In the modern context the term is sometimes used to include friends who may not have any kinship ties to other members.

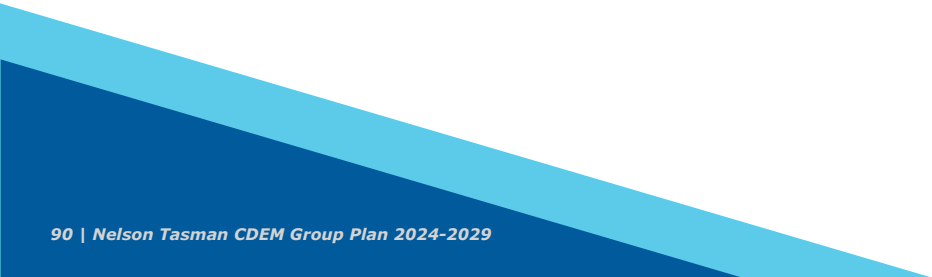
4Rs

Means the Aotearoa New Zealand approach to emergency management: Reduction, Readiness, Response, and Recovery.



Appendix C: References

[DESIGN NOTE: TBC when document is finalised]





Nelson Tasman Emergency Management**Statement of Income and Expenditure**

For Period to

December-23

	Current Month		Year to Date		Variance	Full Year Budget
	Actual	Budget	Actual	Budget		
Income						
Levies	88,167	88,166	529,000	529,000	0	1,058,000
Other Income		-	-	-	0	-
Interest	123	333	736	2,000	1,264	4,000
	88,289	88,499	529,736	531,000	1,264	1,062,000
Less Expenditure						
Staffing Costs	46,776	53,826	321,909	322,950	1,041	645,900
Operational Costs	12,319	21,084	103,588	126,500	22,912	253,000
Maintenance	220	533	11,115	3,200	(7,915)	6,400
Public Engagement	-	1,083	938	6,500	5,562	13,000
Consultancy	2,313	1,833	10,787	11,000	213	22,000
Fixed Overheads	7,697	9,658	50,583	57,950	7,367	115,900
Depreciation	4,846	6,000	29,076	36,000	6,924	72,000
NZRT-2	1,726	3,333	15,705	20,000	4,295	40,000
Event Costs	0	267	-	1,600	1,600	3,200
Total Expenses	75,895	97,617	543,701	585,700	41,999	1,171,400
Net Income (Deficit)	12,394	(9,118)	(13,965)	(54,700)	40,735	(109,400)

**Statement of Financial Position
As At**

	Dec-23	Nov-23	Jun-23
Opening Equity	259,747	259,747	589,251
Plus YTD Surplus (deficit)	(13,965)	(26,359)	(329,503)
Equity	<u>245,783</u>	<u>233,389</u>	<u>259,747</u>

Which was invested as follows -**Assets**

Prepayments	14,275	14,275	6,670
Accounts Receivable	-	-	5,601
Accrued Income (TDC & Welfare)	-	-	-
Fixed Assets	220,207	224,803	243,093
Intangibles	1,500	1,750	3,000
NCC Reserve Account	9,801	36,645	1,383
	<u>245,783</u>	<u>277,472</u>	<u>259,747</u>

Liabilities

NCC Current Account	-	-	-
Income in Advance	-	44,083	-
Sundry Creditors	-	-	-
	<u>0</u>	<u>44,083</u>	<u>0</u>
	<u>245,783</u>	<u>248,423</u>	<u>259,747</u>

Capital Expenditure Summary

	December-23	YTD Actuals	Full Year Budget
EOC and Office		-	70,900
Vehicles		-	58,800
Communications		350.00	5,900
NZRT2		4,340	14,000

Generators	-	5,400
Tsunami info/signage project		10,000
	<u>4,690</u>	<u>165,000</u>



MINUTES
of the
**NELSON TASMAN CDEM COORDINATING EXECUTIVE
GROUP MEETING**

held
2.00 pm, Wednesday, 13 March 2024
at
Emergency Operations Centre, 28 Oxford Street, Richmond

Present: Oli Varley (NEMA), Nathan Potbury (Hato Hone St John), Steve Collins (NZ Police) Pete Kara, Andrew Lindsay (Health NZ), Richard Kirby, Gabrielle Drummond, Leonie Rae, Rob Smith (Tasman District Council), Nikki Harrison, Paul Shattock, Nigel Philpott (Nelson City Council) Joe Kennedy, Kathy Solly, Kathy King, Luci Swatton, Ros Gibson, Kay Anderson (Nelson Tasman Emergency Management), Craig Churchill, Ronnie Gibson (MSD), Grant Haywood, Chris Hayles (FENZ), Jim Tetlow (Toa Consulting)

1 OPENING, WELCOME

Ros Gibson offered the opening karakia.

APOLOGIES AND LEAVE OF ABSENCE

Recommendation

That apologies from Anne Maree Harris, Lexie O'Shea, Alec Louverdis and Becky Marsay be accepted.

2 DECLARATIONS OF INTEREST

Nil

4 CONFIRMATION OF MINUTES

CEG24-03-1

That the minutes of the Nelson Tasman CDEM Coordinating Executive Group meeting held on Wednesday, 1 November 2023, be confirmed as a true and correct record of the meeting.

CARRIED

CEG24-03-2

That the confidential minutes of the Nelson Tasman CDEM Coordinating Executive Group meeting held on Wednesday, 1 November 2023, be confirmed as a true and correct record of the meeting.

CARRIED

5 PRESENTATIONS AND VERBAL UPDATES

5.1 National Emergency Management Agency Update

Oli Varley took his update as read and answered questions.

5.2 Whānau, Hapū, Iwi Update

Rebecca Mason provided an update on the following:

- Emergency Management strategy being updated by Te Taihū Iwi reps
- Resourcing issues
- Iwi controller training happening, Shane Graham is close to completion/completed

5.3 Group Plan

Jim Tetlow spoke to his presentation, discussion included the following

- Working to align the plan with Marlborough's Group plan where at all possible.
- Reduced the content as much as possible.

An email with a link for feedback to be circulated in the coming days.

5.4 Lee Valley Fire Event Overview

Grant Haywood and Chris Hayles provided an update to the group, discussion included:

- Debriefs in progress, discussing learnings from the event.
- Lee Valley residents weren't prepared for evacuation.

Grant thanked the Police for their support.

5.5 Community Emergency Preparedness Planning Tool Demo

Kathy King provided an update, the discussion included:

- FENZ, Top of the South Neighbourhood Support and MPI have been very supportive.
- 8 Communities currently working on their Community Plans.

Grant Haywood noted the importance of resourcing for this work and encouraged Councils to consider the magnitude of work that will come out of these conversations. Requests for support will increase and lack of resourcing for these requests can create a lack of trust.

6 REPORTS

6.1 Report of the Nelson Tasman Emergency Management Office

Manager Emergency Management - Joe Kennedy presented his report and answered questions.

- 119 Nelson City Council staff and 133 Tasman District Council Staff trained
- MSD trained approximately 19 staff across the region.

CEG24-03-3

That the Nelson Tasman CDEM Coordinating Executive Group receives the Report of the Nelson Tasman Emergency Management Office report and its attachments,

CARRIED

6.2 Report of the Nelson Tasman Civil Defence Emergency Management Subsidiary Committees

The following update reports were received and taken as read:

- PEPI Committee
- Readiness and Response Committee

The Group acknowledged and thanked the volunteer fire brigade and their efforts with the ITM Fire in Takaka.

- Reduction Committee
- Welfare Coordination Group
- Recovery Committee
- Lifelines Committee

CEG24-03-4

That the Nelson Tasman CDEM Coordinating Executive Group receives the Report of the Nelson Tasman Civil Defence Emergency Management Subsidiary Committees

CARRIED

AGENCY AND PARTNER UPDATES

Fire and Emergency New Zealand

- Nelson Tasman local advisory committee launch, looking for well-connected people to be involved
- Technical rescue has been enhanced with USAR-focused equipment, hoping to have a drone team based in Nelson soon.

Police

- Currently in the process of a pay negotiation.

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Health New Zealand/Te Whatu Ora

- Strengthening building work being done.
- Over 120 CIMS4-trained people within Health.
- Health-based training scenario to be held in April.

Ministry of Social Development

- MSD Staff to go through training to join the Welfare desk in the GEOC

Tasman District Council

- Long Term Plan
- Alternate law groups and

Iwi

- Rebecca Mason is now Co-chair of Ngāti Kuia.

Joe Kennedy thanked Oli Varley on behalf of the group for his work and willingness to engage.

Ros Gibson offered the closing karakia.

The meeting concluded at 4.16 pm

Confirmed as a correct record of proceedings by resolution on Enter date .