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

Date:	**Wednesday 30 July 2025**
Time:	**9.30am**
Meeting Room:	**Tasman Council Chamber**
Venue:	**189 Queen Street, Richmond**
Zoom conference link:	**https://us02web.zoom.us/j/85455998198?pwd=uHfjjzQnHAodeTYC13b5aaJ5BAOIVY.1**
Meeting ID:	854 5599 8198
Meeting Passcode:	899008

Nelson Tasman Civil Defence Emergency Management Group

Komiti Whakahaerenga Tiwhikete Whakawhanaunga

AGENDA

MEMBERSHIP

Tasman District Council	**Nelson City Council**
Mayor T King (Chairperson)	Mayor N Smith
Deputy Mayor S Bryant (alternate)	Deputy Mayor R O'Neill Stevens (alternate)

(Quorum 2 members)

Contact Telephone: 03 543 8444
Email: tdc.governance@tasman.govt.nz
Website: www.tasman.govt.nz

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   PUBLIC FORUM

4   DECLARATIONS OF INTEREST

5   LATE ITEMS

6   CONFIRMATION OF MINUTES

That the minutes of the Nelson Tasman Civil Defence Emergency Management Group meeting held on Wednesday, 2 April 2025, 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 Wednesday, 2 April 2025, be confirmed as a true and correct record of the meeting.

7   REPORTS

8   CONFIDENTIAL SESSION

9   CLOSING KARAKIA

7   REPORTS

7.1   UPDATE FROM THE NATIONAL EMERGENCY MANAGEMENT AGENCY

Report To:	Nelson Tasman Civil Defence Emergency Management Group
Meeting Date:	30 July 2025
Report Author:	Joe Kennedy, Manager Emergency Management
Report Number:	REMC25-07-1

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1.   Presentation / Whakatakotoranga

National Emergency Management Agency, Senior Regional Management Advisor, Mike Gillooly, will provide an update to the Nelson Tasman Civil Defence Emergency Management Group.

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2.   Attachments / Tuhinga tāpiri

1. ⬇ 📄   National Emergency Management Update - 30 July 2025   5

National Emergency Management Agency
Te Rākau Whakamarumaru

NEMA Update
Nelson Tasman CDEM Joint Committee
30 July 2025

EMSIP Road Map
The Government has agreed in principle to the investment and implementation roadmap to strengthen New Zealand's emergency management system.
- The roadmap sets out what we need to do over the next five years. The roadmap will:
    o strengthen community leadership, ownership and preparedness
    o clarify roles, strengthen accountability, set standards, and provide assurance
    o make leaders accountable, and build a trained, exercised workforce
    o update warning systems and modernise antiquated technology and facilities.
- Key initiatives in the roadmap include:
    o Regional support teams based around New Zealand to provide surge support during and following emergencies and boost regional workforce capability.
    o A refreshed and increased Resilience Fund to empower more communities to prepare for and respond to emergencies.
    o Agreements and partnerships with businesses, iwi/Māori and community organisations to enhance local readiness.
    o Professional pathways to expand the emergency management workforce and build capability.
    o Proactive procurement and placement of critical equipment and supplies.
    o A Common Operating Picture to support shared situational awareness and decision-making.
- Cabinet has agreed to the roadmap in principle, subject to further policy work, the passage of enabling legislation, and availability of new funding through future Budgets.
- The National Emergency Management Agency will prioritise activity that can be delivered from its current baselines and go back to the Government for proposed initiatives that will require new funding from future budgets.
- View the roadmap at: https://www.civildefence.govt.nz/emergency-management-system-improvement-programme

EMSIP Phase 3.

EMSIP Phase 3 has commenced
During Phase 3 we (NEMA/Sector) will put forward budget bids for three (3) workstreams, with a view to securing funding from Government in FY26/27.
- The three workstreams are:
    o Regional Support Teams
    o Public Readiness / Community Development and Outreach
    o Resilience Fund

The budget bids will be drafted by the Chief Advisor, Strategic Finance (DPMC), however the content for the budget bids will be provided by key stakeholders, including EMLG

The budget bids (for FY26/27) are likely due at Treasury in **December 2025**. The process/dates are:

- **July and August**: Scope/shape budget initiatives (workstreams) *(Note: detailed plans not required; this will come if budget bids are successful)*
- **September**: Finalise content for bids and commence stakeholder consultation
- **October**: Invitations to submit budget bids advised (by Treasury) + stakeholder consultation
- **Nov/Dec**: Budget bids submitted to Minister, followed by formal submissions to Treasury

To support this process, and the tight timeframes, NEMA proposes:

- **2 EMLG Workshops**: one the week of 21 July (TBC soonest), and one at the August EMLG (13 August)
- **EM System Focus Group Engagement**
- 3 Focus Groups (one for each workstream)
- The intent is that there will be 2 – 3 workshops for each Focus Group (depending on stakeholders and demand)
- The workshops for these will be held the week of 21 July and 11 August
- There will be an online update held the week of 1 September

Emergency Management Bill

The Minister for Emergency Management and Recovery intends to introduce a new Bill in the second half of 2025, to be enacted in 2026. From 15 April to 20 May 2025 NEMA invited submissions on the issues and options outlined in the discussion document, summary and information which is available on NEMA's website www.civildefence.govt.nz/emergency-management-bill. NEMA received nearly 400 submissions, the vast majority of which are substantive. final policy decisions are expected to be made later this year before the introduction of a new Emergency Management Bill.

CDEM Resilience Fund

The CDEM resilience fund is a contestable fund to enhance Aotearoa New Zealand's hazard risk resilience. The resilience fund aligns with CDEM Group Plans and the National Disaster Resilience Strategy priorities to enhance Aotearoa New Zealand's hazard risk resilience through the development of local and regional capability and practices. For the 2025/26 financial year, there were ten successful applicants.

Tsunami Evacuation Guideline

This updated Director's Guideline sets the new nationally consistent approach for public-facing tsunami evacuation zones: the Blue Zone. The purpose of the Blue Zone is to simplify tsunami evacuation; to make it easier for our communities to know what to do when a tsunami arrives at our coast and there is little time to evacuate. This reinforces our Long or Strong, Get Gone message. The Blue Zone will save lives and enable our communities to be safe and feel safe.

This guideline builds upon the foundation laid by the previous version, reflecting the increased understanding of out threat, advances in technology and great social science research. It has been developed through a collaborative effort with experts across the motu. NEMA thanks everyone who contributed to updating this guideline which is available at: https://www.civildefence.govt.nz/cdem-sector/guidelines/tsunami-evacuation-directors-guideline

National Emergency Management Agency
Te Rākau Whakamarumaru

Memoranda of Understanding (MoU) with Broadcast Media

On May 14 an updated MoU was signed between NEMA and, RNZ, TVNZ, the Radio Broadcasters Association, Community Access Media Alliance, Whakaata Māori and Te Whakaruruhau o Ngā Reo Irirangi Māori (Iwi Radio Network). This MoU guides how we work together both in peacetime and in response.

The MoU has greater flexibility in activating the agreement depending on the severity and pace of an event, and increased provisions for the partners to work collaboratively before and during an emergency response. When activated in an emergency response, it mobilises support from broadcasters to broadcast or amplify critical messages above and beyond normal news programming.

The new MOU incorporates "informal activation," a practice refined during COVID-19 to quickly share vital public information—an approach that has proven to be both effective and appreciated. You can view the new agreement here.

MfE Emergency Waste Funding.

The Waste Minimisation (Criteria for Funding Emergency Waste Management and Waste Management and Minimisation Infrastructure Repair and Replacement) Notice came into force on 2 May 2025 The notice outlines the criteria for the funding of emergency waste and the repair and replacement waste management and minimisation infrastructure.
 Further details can be found here Emergency Waste Management | Ministry for the Environment

Water entities effective 1 July 2026

The Government is committed to ensuring all New Zealanders have access to safe, reliable and affordable drinking water, wastewater and stormwater services. Therefore, the Government is setting up 10 entities across the country to administer/provide this service. The Government believes it is critically important that the entities have clear stronger links with their communities, to ensure New Zealanders have confidence that the entities will listen and respond to their needs. Each entity will have the same functions, powers and accountabilities as already provided for in the Water Services Entities Act.
Water Care Auckland is the first entity to be legally recognised in this capacity, with the ability to deal directly with NEMA in an event.

James Lamb

Regional Emergency Management Advisor

National Emergency Management Agency Te Rākau Whakamarumaru

7.2   REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

Report To:	Nelson Tasman Civil Defence Emergency Management Group
Meeting Date:	30 July 2025
Report Author:	Joe Kennedy, Manager Emergency Management
Report Number:	REMC25-07-2

1.	**Purpose of 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 Group.

2.	**Recommendation**

That the Nelson Tasman Civil Defence Emergency Management Group

1.   receives the Report of the Nelson Tasman Emergency Management Office   report.

3.	**Summary**

Overarching documents:

- [Civil Defence Emergency Management Act 2002](#)
- [Nelson Tasman Emergency Management Group Plan 2018](#)
- Nelson Tasman Emergency Management Work Programme **(Attachment 3)**

4.	**Attachments**

Nelson Tasman Emergency Management Group

On Track with agreed Work Programme

Total Active line items	Active projects	Active maintenance items	Total number of line items
246	82	164	487

Community Emergency Preparedness Plans

CEPPs Completed	1
CEPPs Underway	9
CEPPs Requested	29
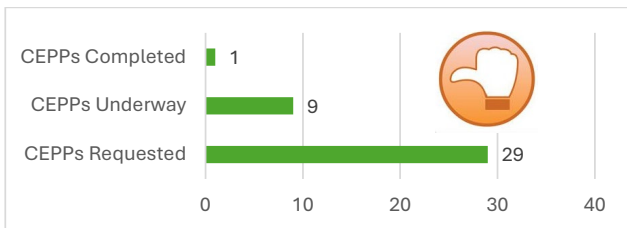
Predicted Budget Outturn

Months since last Health & Safety Incident

22

People

Complement of EM team	GEOC people trained	Urban CDC people trained	Rural CDC people trained	Duty Officer /Response team activations this FY
5.5 of 5.5	325	52	87	28
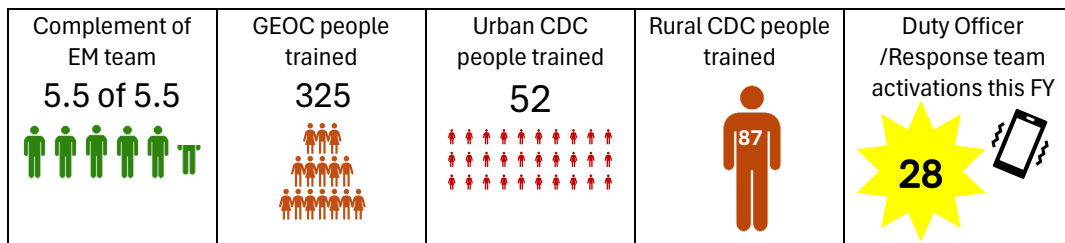
New Zealand Response Team 2 (NZ-RT2)

Active members of 25 of 27 93%	Accredited strands of 7 of 11 64%	Total training hours this FY
		3,619
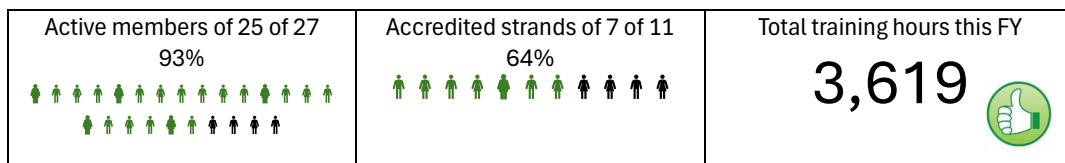
Civil Defence Centres (Welfare Centres)

Estimated number of CLC/CDC sites needed	Sites identified for potential CDC/CLC use
60	46 77% of need
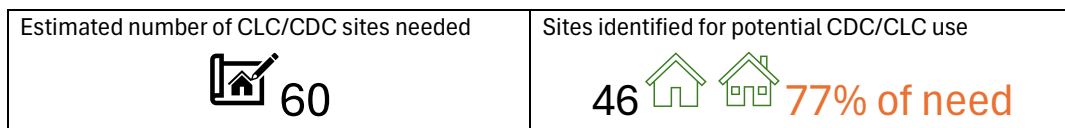
Key Risks

- o **High EM team leave balances**
- o **Minimal local recovery framework(s) in place**
- o **Viability of alternate GEOC venues and planning**
- o **Minimal detailed hazard specific planning**
- o **Minimal resource to operate urban CDCs**
- o **Reduced engagement with Lifeline utility providers**
- o **Number of 'inactive' work programme line items**

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Operations at a glance

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

CDEM Group Joint Committee – 30 July 2025

This NTEM work programme status update has been prepared for the CDEM Group Joint Committee meeting on Wednesday 30 July. 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

Workplan activity status update scale:

On track	Minor delays	Ongoing delays	No progress	Completed

Goal #1 – Build strong, safe, resilient communities

Activity / Project	Starts	Due	Status
CDEM Group Plan 2018 update	July 2023	November 2024	Completed
Description		**Notes on status**	

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.	The Nelson Tasman Civil Defence Emergency Management Group Plan 2025 was adopted by the Nelson Tasman CDEM Group at it's meeting on 2 April 2025.

Recent consultation regarding the strengthening of New Zealand's emergency management legislation has highlighted Central Government's intent to strengthen and enable community, iwi Māori and agency participation in emergency management.

As such, prior to publishing the Plan the NTEM office would like to make an amendment to the 'Our vision' section of the Plan. The meaning and intent of the amendment remains the same, though is presented in a different manner to better promote the enabling participation aspects referenced above.

Legal advice relating to making an amendment post adoption has been sought and there are no issues with making the proposed amendment if we wish to do so.

The current vision is:

'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.'

The proposed amended vision endorsed by the Coordinating Executive Group for approval by the CDEM Group Joint Committee is:
'With you, we educate, empower, and connect people to become a disaster resilient Nelson Tasman.
We strive to collaborate and focus on overcoming barriers to proactively manage risks and build resilience.
We win when every person understands the impact that they can make and is enabled to contribute to and build the resilience, wellbeing, and prosperity of themselves, their whānau, and their community.' |

Recommendation(s)

That the Nelson Tasman CDEM Group:

Approves the Group Plan 2025 vision be amended to:
 'With you, we educate, empower, and connect people to become a disaster resilient Nelson Tasman.
We strive to collaborate and focus on overcoming barriers to proactively manage risks and build resilience.
We win when every person understands the impact that they can make and is enabled to contribute to and build the resilience, wellbeing, and prosperity of themselves, their whānau, and their community.'

Author / Contact: Jim Tetlow (Toa Consulting) / Joe Kennedy

Status update - Nelson Tasman Emergency Management (NTEM) Office Work Programme – July 2025

3

Activity / Project	Starts	Due	Status
Community Emergency Preparedness Planning	April 2023	May 2025	Completed

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.	This project has been completed and now transfers to a maintenance programme of work promoting the plan template and ultimately supporting communities to complete them. Widespread promotion of the CEPP has occurred. The Tasman community has completed their plan, and the following communities have indicated that they are currently working on them: Tapawera Wakefield Mapua Ligar Bay Onekaka Tata Beach Pākawau Pūponga Takaka Hill

Upcoming Task(s)	Critical Components
1. Continue to coordinate and support community leads with CEPP development 2. Continue to advocate and identify new community locations 3. Explore additional opportunities to promote CEPP 4. Undertake a media campaign 5. Support communities who show interest in developing a plan	1. Community appetite and resource to put towards CEPP development and oversight

Output(s)

Community Emergency Preparedness Plans are being widely used by communities across Nelson Tasman.

Potential risk(s)	Mitigation
1. Limited uptake of the plans by communities 2. Lack of agency/partner appetite 3. Lack of EM Office capacity to support demand	Regular marketing across multiple platforms to address differing demographics Regular communication and engagement with partners

Recommendation(s)

Nil.

Author / Contact: Kathy King

Goal #2 – Reduce the risk of hazards

Activity / Project	Starts	Due	Status
Hazard risk assessments	March 2022	June 2027	No progress

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 workshopped 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. Subject to the availability of our iwi partners, the next step is to facilitate a workshop to work in partnership with local iwi to understand the impact of hazards to whānau, hapū and iwi within the region.

Upcoming Task(s)	Critical Components
1. Secure budget and engage contractor 2. Develop, in partnership with iwi, a workshop agenda 3. Send out workshop placeholders 4. Undertake workshop 5. Collate information and populate the Risk Analysis and Summary Tool 6. Disseminate information to partners and stakeholders 7. Incorporate information in Group Plan 2030	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
1. Stakeholder and partner buy in, availability and capacity 2. EM staff capacity 3. Project prioritisation against other 'high profile' projects	Regular communication with partners and stakeholders Robust EM Office work programming Development of a 'workshop rhythm'

Recommendation(s)

Nil.

Author / Contact: Kay Anderson

Goal #3 – Enhance response and recovery capability

Activity / Project	Starts	Due	Status
Regional Exercise December 2024	July 2024	December 2024	Completed

Description	Notes on status
The Nelson-Tasman Emergency Management Group is conducting a Group-wide functional exercise in early December to facilitate wider understanding of response requirements for a major cyclone and flooding event. The exercise will be delivered utilising injects to prompt multi-agency coordination and response planning activities. The outputs from the exercise will be utilised to inform future planning for cyclone events that occur within the region.	The exercise including debriefing has been completed together with a review of Exercise debrief commentary. Where appropriate action items have been factored into work scheduling activities. Exercise planning for the 2025/26 FY has commenced.

Upcoming Task(s)	Critical Components
1. Set the NTCDEM Exercise schedule for 2025	N/A

Output(s)
Nelson Tasman CDEM Group members and Group Emergency Operations Centre personnel are familiar with the requirements for cyclone response within the region.

Potential risk(s)	Mitigation
N/A	N/A

Recommendation(s)
Nil.

Author / Contact: Kay Anderson

Activity / Project	Starts	Due	Status
IT Improvements Project	July 2021	February 2025	Completed

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.	The 'go live' date of 12 August 2024 was achieved, with a new NTEM tenancy solution now in place. Devices have been deployed and training provided. The new NTEM tenancy was tested throughout Exercise Rosalini in December 2024 where positive feedback was received. A concurrent piece of work to formalise financial arrangements and reparation for ongoing tenancy support is expected to be completed within the next quarter.

Upcoming Task(s)	Critical Components
1. Formalise financial arrangements and reparation for ongoing tenancy support	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
1. Project stakeholder buy in, availability and capacity	1. Regular communication with project stakeholders. Continued advocacy and sound project management practices
2. EM staff capacity	2. Robust EM Office work programming
3. Project prioritisation against other 'high profile' projects	3. Continued advocacy and sound project management practices

Recommendation(s)

Nil.

Author / Contact: Luci Swatton

Activity / Project	Starts	Due	Status
Emergency Overarching Response Data	Not yet started	N/A	Ongoing delays

Description	Notes on status
To develop and implement a system to coordinate the response related 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. Nelson City Council resource has been assigned and stakeholder discussions have commenced. As a result of concerns that NTEM had about the status of this project, representatives from NTEM and NCC GIS and IT met in May. Project barriers and challenges were discussed and actions to move forward documented.

Upcoming Task(s)	Critical Components
1. NTEM to update and resocialise project proposal documentation including refresh user requirements (Completed) 2. Project Group to reconvene to review the amended project proposal and agree next steps.	Nelson City Council appetite and resource to put towards the development and oversight of the project

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
1. Project stakeholder buy in, availability and capacity 2. EM staff capacity 3. Project prioritisation against other 'high profile' projects 4. Availability of budget	1. Regular communication with project stakeholders. Continued advocacy and sound project management practices 2. Robust EM Office work programming 3. Continued advocacy and sound project management practices

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 136 NCC (up from 124) and 152 TDC (up from 142) staff and 37 non-council staff (up from 34) have had a minimum of ITF intermediate training or equivalent and would therefore be eligible to fill Group EOC roles during response. Additionally, as part of a new initiative 19 CDC supervisors have been trained (up from 0) and 139 CDC staff trained (up from 127).

Upcoming Task(s)	Critical Components
1. Welfare Function Needs Assessment (August 2025) 2. ITF Intermediate training (August 2025) 3. Function specific training (September 2025)	Continued access to budget and staff

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
1. Availability of staff to attend courses 2. Access to NEMA approved trainers 3. Access to budget 4. Staff attrition/turnover	1. Continued liaison and advocacy with Council management 2. Identify alternate trainers 3. Continue to advocate to the Tertiary Education Commission fund via NEMA for an increase in our funding allocation

Recommendation(s)

Nil.

Author / Contact: Kathy Solly

Activity / Project	Starts	Due	Status
Cordon Management	July 2023	December 2023	No progress

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 Canterbury based multi-agency working group is reviewing the initial draft. Resourcing constraints in both CDEM Groups is resulting in ongoing project delays.

Upcoming Task(s)	Critical Components
1. Await the completion of the Canterbury based multi-agency working group review 2. Amend draft Cordon Management SOP for the Nelson Tasman region 3. Arrange and facilitate an Emergency Service workshop hui (inc. MPI) 4. Socialise SOP amongst relevant stakeholders and partners for comment 5. Review comments, amend and finalise SOP 6. Socialise SOP with operational personnel 7. 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
Engagement of Professional Services during Emergency Response	July 2024	June 2025	On track

Description	Notes on status
NTEM in partnership with Stantec are collaborating on a project supported through the NEMA resilience fund to produce an effective and coordinated professional service delivery of engineering during a CDEM response. The project will also equip the engineering profession with knowledge, and experience in emergency management to better support councils, lifelines and communities.	The project is on track, in line with the NEMA Resilience Fund timeframes. The framework has been reviewed following feedback received from the CDEM sector, Lifeline Utilities and ACE NZ/Engineering NZ. Progress reporting to NEMA has been completed for three quarters. A guideline regarding the integration of professional services into Emergency Management systems is nearing completion. This guideline has been deliberately developed in the style of a NEMA Directors Guideline with the intent that it could be adopted as such.

Upcoming Task(s)	Critical Components
1. Further socialisation of the framework with partners and working groups 2. Development of Procurement Structure for Professional Services Panel 3. Finalisation of response and recovery operating policies and procedures 4. Submission of final documentation and NEMA reporting 5. Distribution and socialisation amongst NTEM partners and committee structures	1. Partner and stakeholder buy in/support 2. Willingness from commercial entities to engage with the project 3. NEMA resilience funding 4. Availability of Stantec resources

Output(s)
A standardised structure/framework through the Response Specialist Panel and Committee to deliver a coordinated professional services response for large scale emergency events.

Potential risk(s)	Mitigation
The capacity for partners and stakeholders to provide contributions in time to meet project deadlines. Project scope creep.	Regular communication with partners to ensure delays and issues can be resolved in a timely manner. Regular checks and reporting to ensure staying within project scope.

Recommendation(s)
Nil.

Author / Contact: Luci Swatton

Emergency Management Office administration

Activity / Project	Starts	Due	Status
Emergency Management Office Financial Reporting	July 2024	June 2025	On track

Notes on status

The financial report to May 2025 is attached as Attachment 2. Total Expenditure is $230,000 below budget largely due to timing of operating expenditure, in particular Controllers fees, NZ-RT2 training and delays in obtaining additional office accommodation. Additionally, a rental saving is presently being realised due to lease renewal. A forecast of expenditure to year end was prepared before the recent weather events shows an estimated surplus of $148,000. Base and first floor rental savings, utilisation of team leave, website programming, and delays in implementation of project delivery are key contributors. There will be an impact as a result of missing the 30 June cut off for some expenditure.

In terms of CAPEX, a number of factors have resulted in funds not being fully spent this financial year. As a result, the Emergency Management Office sought approval to carry $55,100 over into the 2025/26 financial year. This is comprised of $3,900 (generators), $3,500 (Response Team IT equipment), $4000 (air conditioning), $2,500 (phone systems inc. response cell phones), and $41,200 (vehicles).

Potential risk(s)	Mitigation
The need to respond to and recover from emergency events exceeds budget (we do not budget for response costs), and detriments the ability of the EM Office to deliver other workstream activities and associated expenditure.	N/A

Recommendation(s)

Receives the Nelson Tasman Civil Defence Emergency Management accounts to May 2025

Author / Contact: Andrew Bishop / Joe Kennedy

Activity / Project	Starts	Due	Status
Submission to the Emergency Management Bill Discussion Document	April 2025	May 2025	Completed

Notes on status

Following the email correspondence you received on 22 April 2205 entitled 'Update - EM Bill – April 2025' the Emergency Management Office drafted and submitted a submission on behalf of the Nelson Tasman CDEM Group. The submission is attached as Attachment 3.

Recommendation(s)

Approves that the submission to the Emergency Management Bill discussion document 'NTEM submission to the EM Bill discussion document 20 May 2025' be forwarded to members of the Nelson Tasman CDEM Group for retrospective endorsement.

Author / Contact: Joe Kennedy

Status update - Nelson Tasman Emergency Management (NTEM) Office Work Programme – July 2025

Activity / Project	Starts	Due	Status
Independent assessment of Nelson Tasman CDEM Group emergency management capability	2024	2024	Completed

Description	Notes on status
The Ministry of Civil Defence & Emergency Management (now the National Emergency Management Agency) last undertook a capability assessment of the Nelson Tasman Emergency Management Group in 2015. Since this review, professionalism of the CDEM sector has increased, driven by more regular events that are increasingly in the public eye; resultant ministerial enquiries; and subsequent increased expectation, scrutiny, and consequence at national, regional, and local levels. Numerous areas for improvement have been identified across the sector. While the NTCDEM Group undertakes regular debriefs following regional and local responses, the Group has not recently holistically reviewed emergency management performance and business practices across activities before, during, and after emergency events. Debriefs were held following the August 2022 floods, but this was more focused on response capability, and not on wider emergency management workstreams (including reduction, readiness, and recovery). Additionally, work has been completed in recent years to ensure NTCDEM is both people and process led (i.e. not just relying on the right people being in the right place at the right time), but regional and local responses continue to hold 'key person' risks where processes are not documented and there is a reliance on individual experience and knowledge. While response and council business-as-usual practices have worked well historically, these may not be sufficient in future emergencies where impacts could be more severe and widespread. An independent assessment of emergency management capability could provide a comprehensive gap analysis and assist in validating whether emergency management efforts and resources are being prioritised where they are most needed.	The independent review of the Nelson Tasman CDEM Group emergency management capability has been completed and received by the NTEM Coordinating Executive Group. Representatives from NTEM and senior Council management have met to start digesting the recommendations and develop initial guidance for the Coordinating Executive Group to consider regarding how best to address the recommendations. Noting that further analysis is underway, initial indications are that of the 19 recommendations, 11 are currently actively being worked on, 2 are paused while we await the outcome of refreshed CDEM legislation (EM Bill), and 7 may require additional resource of some form, be it from partnering agencies, the wider council teams, consultants/contractors, and/or other CDEM Groups.

Output(s)

An independent assessment of Nelson Tasman CDEM Group emergency management capability is completed comprising of:

1. An independent review of the Nelson Tasman CDEM Group emergency management capability aligned with the National Disaster Resilience Strategy, rather than the previous CDEM Capability Assessment tool.

2. A high level analysis of recent emergency management reviews in order to provide reflections on the emergency management capability of the NTCDEM Group against key themes from these reviews.

3. Support the NTCDEM Group with the development of a Strategic Road Map to integrate existing work programmes with findings/recommendations from the Capability Assessment and high-level findings from recent reviews.

Recommendation(s)

Nil.

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Recommendation(s)

That the Nelson Tasman CDEM Coordinating Executive Group

<u>Receives</u> the Report of the Nelson Tasman Emergency Management Office and its attachments; and

<u>Approves</u> the Group Plan 2025 vision be amended to:
 'With you, we educate, empower, and connect people to become a disaster resilient Nelson Tasman.
We strive to collaborate and focus on overcoming barriers to proactively manage risks and build resilience. We win when every person understands the impact that they can make and is enabled to contribute to and build the resilience, wellbeing, and prosperity of themselves, their whānau, and their community.'

<u>Receives</u> the Nelson Tasman Civil Defence Emergency Management accounts to May 2025

<u>Approves</u> that the submission to the Emergency Management Bill discussion document 'NTEM submission to the EM Bill discussion document 20 May 2025' be forwarded to members of the Nelson Tasman CDEM Group for retrospective endorsement.

Nelson Tasman Emergency Management Work Programme July 2024 - June 2025

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
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,		Liaise with Councils Climate Adaptation Strategy work	Kay			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		TBC	Subject to iwi availability
	Reduction Committee	Lead the planning and facilitation of the Reduction Committee, including the TOR and work programme	Kay	Helene		September 24 February 25 May 25	Completed for 2024/25 FY
		Improve, develop and maintain key connections within the reduction space	Kay			Ongoing	
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.	Duty officer competence	Maintain the Duty Officer training register	Luci			Quarterly updates	Completed for 2024/25 FY
		Facilitate the running of Duty Officer training sessions	Luci			Ongoing (bi-weekly)	Completed for 2024/25 FY
	Duty officer readiness	Review and update the Duty Officer Handbook	Luci			May 25	
		Maintain the currency of the Duty Officer handbook including updating the Duty Officers with current documentation.	Luci			Ongoing	Completed for 2024/25 FY
		Ensure correct Duty Contacts are maintained (FENZ, Police, etc.)	Luci			Ongoing	Completed for 2024/25 FY
		Fulfil the role of Duty Officer during rostered time	EM Team			Ongoing	Completed for 2024/25 FY
Response involves actions taken immediately before, during or directly after an emergency to save lives and property and to help communities begin to recover. Response ends when the response objectives have been met or a transition to recovery has occurred.	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	Completed for 2024/25 FY
		Identification cards - Investigate, develop and implement an identification card system for response personnel including: - Core EM Team - NZ-RT2 Team - Controller's - Duty PIM				Completed	
	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	Completed for 2024/25 FY
		Ensure Group EOC function drawers are kept up to date	Luci	EM Team		Ongoing	Completed for 2024/25 FY
		Set-up GEOC cell phones with D4H, Teams, key contacts, notifications, etc.				Completed	
		Consider display of CIMS org chart in GEOC				Completed	
	Group EOC staffing	Enter into D4H staff training records including contact information and maintain the records	Kathy	Luci		Ongoing - after each training	Completed for 2024/25 FY
		Identify volunteers who are eligible for NEMA Long Service Awards. Complete nominataions, get signed off by NCC CE and submit to NEMA for approval. Arrange for presentation of awards.	Kathy			2 yearly	Completed for 2024/25 FY
		Develop pool of Response Managers	Joe			February 25	Response Managers identified - Manager approval being sought
	Group EOC in preparation for a response	Support the smooth running of the Group EOC during a response including: - Catering (dehydrated food on site) - Cleaning - H&S Considerations - Resourcing	Helene	Luci		Ongoing	Completed for 2024/25 FY
		Prepare for summer shut down period - Availability of response personnel - Readiness of GEOC				December 2024	Completed for 2024/25 FY
	Group EOC functions	Oversee and coordinate the Safety function catch ups	Helene	Luci		Ongoing	Completed for 2024/25 FY
		Oversee and coordinate the Logistics Function catch ups	Kathy			Ongoing	Completed for 2024/25 FY
		Oversee and coordinate the Welfare Function catch ups	K2			Ongoing	Completed for 2024/25 FY

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
	Professional Services in response	Review methodology for engaging technical experts during an event, eg. Geotechs	Luci	Joe		July 25	
	Exercising	Manage the overall Nelson Tasman CDEM exercise programme	Kay	Luci		Ongoing	Completed for 2024/25 FY
	Debriefing	Post exercise or event, carry out hot and cold debriefs	Luci			Ongoing	Completed for 2024/25 FY
	Corrective Action Plan	Transfer debrief material into a Corrective Action Plan (CAP) and maintain currency	Luci	Joe		Ongoing	Completed for 2024/25 FY
		Ensure that the tasks in the CAP are prioritised	Luci			Ongoing	Completed for 2024/25 FY
		Work with the Manager, Emergency Management to ensure that the tasks are woven in to the NTEM Work Programme	Luci	Joe		Ongoing	Completed for 2024/25 FY
	Communications	GEOC Starlink system upgrade to commercial unit - investigated and installed.				April 25	Dependent on NEMA workstream
		Maintain an effective contingency communications framework is in place e.g. VHF and sat phone	Luci			Ongoing	Completed for 2024/25 FY
		Purchase deployable satellite communications with Starlinks for LEOCs and RT2				April 25	Dependent on NEMA workstream
		Develop and maintain a multi-agency satellite phone testing schedule	Luci			Ongoing (twice yearly)	Completed for 2024/25 FY
		Radio Network Maintenance Project - with Andrew and Barry Maintain network both with resilience and coverage across the region.	Luci/Joe	Andrew/Barry (externals)		Ongoing	Completed for 2024/25 FY
		Radio Network Improvements Project - determine solutions for improved resilience of repeaters and coverage across the region - implement new solution				Completed	Rolled out July 2025
	PIM in response	Develop a check list covering off key actions for PIM to undertake in a response	Paul	Kathy		TBC	
		Develop templates for public messaging fliers for several different sceanarios		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	
		Review distribution lists for key messages - customer services both councils - Local EOCs - Council hubs		PEPI		TBC	
		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	Luci	Kathy/Kay		Ongoing	Completed for 2024/25 FY
		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	Luci	Kathy/Kay		Ongoing	Completed for 2024/25 FY
		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	Luci	Kathy/Kay		Ongoing	Completed for 2024/25 FY
		Develop and implement the contact page and key location model for LEOCs and other community locations and incorprate 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.	Kathy	EM Team		November 2024 February 2025 May 2025	Completed for 2024/25 FY
	Deployable EOC (Cyril)	Manage the use of the multipurpose habitation unit, including: - Transport - Storage - Training	Luci			Ongoing	Completed for 2024/25 FY
	NEMA working groups	Represent Nelson Tasman EM on Tsunami Reference Group	Luci			As per date set	Completed for 2024/25 FY
		Represent Nelson Tasman EM on the National Exercise Programme Governance Group	Kay			As per date set	Completed for 2024/25 FY

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		Represent Nelson Tasman EM on the Operational Readiness Managers Group	Luci			As per date set	Completed for 2024/25 FY
		Represent Nelson Tasman EM on the Emergency Mobile Alert User Group meeting	Luci			As per date set	Completed for 2024/25 FY
		Represent Nelson Tasman EM on the CDEM Intelligence Community of Practice	Kay			As per date set	Completed for 2024/25 FY
		Develop a CDEM Document Sharing Group				Completed	
	Cordon management	Participate as a member of the Canterbury CDEM Group cordon project (as required)	Kay			Ongoing	Completed for 2024/25 FY
		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		December 2023	
		Gain inter-agency agreement	Kay	Joe		December 2023	
		Develop a plan to ensure that a permeable cordon is both safe and benefits the needs of the affected community	Canterbury CDEM	Kay		December 2023	
	Training	Manage the development and implementation of CDEM training including the CDEM Training Fund Allocations	Kathy			November 24 Annually	Completed for 2024/25 FY
		Conduct police checks (where relevant e.g. community and response teams)	Helene	Kathy		Ongoing	Completed for 2024/25 FY
		Facilitate IMT sessions including developing the agenda	Kathy	Kay/Luci		3x/year	Completed for 2024/25 FY
		Maintain helicopter view of supplementary training and where appropriate organise the training (e.g. PFA, CDC and first aid)	Kathy	Helene/K2		As required	Completed for 2024/25 FY
		Implement and facilitate EM Team Response Systems training to develop the skills of the EM team in the Operational running of the GEOC	Luci			Ongoing (bi-weekly)	Completed for 2024/25 FY
		Offer training in psychological first aid to Council staff working in the field during response (infrastructure, building, etc.)				Completed	
	R&R Committee	Facilitate the Readiness and Response Committee, including TORs and work programme	Luci	Helene		September 24 February 25 May 25	Completed for 2024/25 FY
		Improve, develop and maintain key connections within the readiness and response space	Luci			Ongoing	Completed for 2024/25 FY
		Organise and facilitate the multi-agency end of year team building exercise half day	Luci/Kathy			Planning for December 25	
	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	
		Evacuations – who, how, and what changes with different lead agencies - investigate who is responsible for data collection, storing the data, communicating with residents, etc.				Completed	
		Maintain currency of Covid-19 Planning				Completed	
	NZ-RT2	Advocate for NZ-RT2 – provide financial, administrative and information sharing liaison	Kathy			Ongoing	Completed for 2024/25 FY
		Manage the effective running of NZ-RT2 to ensure opertional readiness including the running of management meetings, that training, competency, equipment, H &S aspects are fit for purpose.	Kathy			Ongoing	Completed for 2024/25 FY
		Undertake RT2 Recuitment	Kathy			2 yearly	Completed for 2024/25 FY
	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)	Completed for 2024/25 FY
		Organise and facilitate annual training with both Council building teams to cover intro to CDEM and EOC.	Luci			Annually	Completed for 2024/25 FY
		Regular catch-up's with infrastructure teams across both Councils	Luci	Helene		Ongoing (six monthly)	Completed for 2024/25 FY
		Gain understanding of Police powers for road closures under FENZ legislation				Completed	
IT & GIS systems and processes	IT Improvements Project (subject to NCC & TDC IT	Oversee, drive and support new CDEM IT solution for the GEOC				Completed	
		Develop NTEM tenancy alongside technical experts				Completed	
		Further build and develop the NTEM tenancy alongside technical experts	Luci			Ongoing	
		Ensure support model for NTEM tenancy is embedded for BAU and response				Completed	
		Support upgrade of hardware				Completed	
		Purchase more mobile phones and laptops/computers for the Group EOC				Completed	
		GIS computers to be upgraded to incorporate GIS software				Completed	
		Develop audio visual solution to ensure online meeting capability in meeting rooms				Completed	
	D4H	Develop Templates for Operations Centre	Luci			Ongoing	
		Deliver training across both platforms (Incident Management and Personnel & Training) - EM Team as Administrators - EOC Personnel - Agencies/Partners	Luci			Ongoing	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		Deliver online training sessions for Operations Centre platform for all response personnel - inc. recording sessions	Luci			August 24 November 24	Completed for 2024/25 FY
		Attend South Island D4H Group meetings	Luci			As per date set	Completed for 2024/25 FY
		Maintain D4H software - updates to templates - user accounts - improvements	Luci			Ongoing	Completed for 2024/25 FY
	Information systems in Group and Local EOCs	Maintain oversight of the IT system third party supported projects for GEOC/LEOC	Luci			Ongoing	
		Undertake MS Teams training and develop quick user guides				Completed	
		Maintain the MS Teams system				Completed	
		Develop a standby MS Teams event site after each event				Completed	
		Ensure accessibility to Teams during response is clearly defined and recorded (linking in externals during response)				Completed	
		Liaise with NCC to assist with set up of NCC Flood chat	NCC	Luci		Driven by NCC	
		Purchase of IT Hardware for LEOCs - laptops, phones and Starlinks				February 25	In progress, delayed due to TDC IT resources
		Purchase of IT Hardware for RT2 - laptops, phones and Starlinks				February 25	In progress, delayed due to TDC IT resources
		Assist in the development of a system for digital collection of data in the field - consider accurate addressing to provide geo-location for GIS plotting	Luci			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			Awaiting Project Timelines (NCC/TDC IT)	
		Maintain and train the manual Overarching Response Data tool (whilst the permanent solution is being built)	Luci			Ongoing	Completed for 2024/25 FY
		Create system to hold the overaching response data for response - including building data, welfare data, impact assessments, USAR, Geotech, etc.	Luci	Joe		Awaiting Project Timelines (NCC IT)	
	GIS and digital technology	Facilitate the bi-monthly IT/IS CDEM meetings	Luci			Ongoing	Completed for 2024/25 FY
		Facilitate bi-monthly GIS CDEM meetings	Luci			Ongoing	Completed for 2024/25 FY
		Attend GEMA meetings as required	Luci			Ongoing	Completed for 2024/25 FY
		Attend South Island GIS Intel Group meetings	Luci			Ongoing	Completed for 2024/25 FY
		Access to GIS information in response to those not in the GEOC (situation maps, displays)	Luci	Kay		TBC	Dependent on GIS AGOL Tenancy moving to NTEM.
		CDC Data to be updated on EM GIS platform	Luci	TDC		Awaiting Project Timelines (NCC/TDC IT)	
		Separate Nelson Tasman region into 'zones' to assist planning and response (see Marlborough CDEM Group 'sector maps' example)	Kay			June 25	
	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)	
Catastrophic Events	Alpine Fault Rupture (AF8)	Act as liaison with the AF8 project	Joe			Ongoing	Completed for 2024/25 FY
		Take part in the AF8 welfare project	K2			Ongoing	Completed for 2024/25 FY
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 Committee	Maintain membership, set the agenda and maintain the Terms of Reference and work programme for the Recovery Committee	K2	Helene		September 24 February 25 May 25	Completed for 2024/25 FY
		Seek councils executive support to identify staff to fulfil roles in a recovery	K2			June 25	TDC completed, NCC hui scheduled August
		Participate in sector wide Recovery forums to improve, develop and maintain key connections within the recovery space	K2			Ongoing	Completed for 2024/25 FY
		Identify potential Recovery function staff to ensure staffing for response is available for the same shift patterns as GEOC including outside normal BAU hours	K2	Kathy		December 24	Re-sequenced within work programme i.e. other steps need to be completed first
		Visit and build relationships with local CDEM groups	K2			Ongoing	Completed for 2024/25 FY
		Work with Recovery Pou leads to understand job descriptions	K2			June 25	Re-prioritised.
		Develop guidance and templates for transition to recovery planning	NEMA	K2		Ongoing	Draft templates developed. Now awaiting national sector wide review
		Ensure Recovery processes and systems are embeded into the Recovery function, documents are current and accessible in TEAMs	K2			Ongoing	
		Lead a Recovery function workshop to familarise Recovery Function staff with documentation and processess	K2			May 25	Re-sequenced within work programme i.e. other steps need to be completed first
		Provide Recovery managers acesss to webinars, Recovery forums and research	K2			Ongoing	Completed for 2024/25 FY
		Build awareness of social recovery with WCG, WOT and Local Welfare Managers to ensure that social recovery functions are understood and planned for	K2			Ongoing	Completed for 2024/25 FY
Welfare is responsible for coordinating and delivering	Civil Defence Centres	Maintain currency of resources in CDC boxes	K2			Ongoing	Completed for 2024/25 FY
		Maintain up to date data base of facilities and contacts	K2			Ongoing	Completed for 2024/25 FY

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
emergency welfare services and resources to affected individuals, families/whānau, and communities.		Ensure location of CDC flags and Welfare boxes is known by the community and recorded in the asset register	K2			Ongoing	Completed for 2024/25 FY
		Maintain currency of Welfare documentation in CDC welfare boxes	K2			Ongoing	Completed for 2024/25 FY
		Seek options for filling gaps in the CDC network	K2			Ongoing	Completed for 2024/25 FY
		Explore with WCG the idea of training CDC staff from partnering agencies	K2	Kathy		September 24	Completed for 2024/25 FY
		Deliver CDC and a basic needs assessment training-Golden Bay - August 24	K2	Kathy		August 24	Completed for 2024/25 FY
		Deliver CDC and a basic needs assessment training-Tapawera - July 24	K2	Kathy		July 24	Completed for 2024/25 FY
		Deliver CDC and a basic needs assessment training-Motueka - October 24	K2	Kathy		October 24	Completed for 2024/25 FY
		Deliver CDC and a basic needs assessment training for volunteers-Richmond/Nelson	K2	Kathy		February 25	Completed for 2024/25 FY
		Deliver CDC and a basic needs assessment training to council staff	K2	Kathy		March 25 September 25	Completed for 2024/25 FY
		From CDC training sessions identify CDC Supervisors	K2			Ongoing	Completed for 2024/25 FY
		Explore supervisor training options				Completed	
		Deliver CDC supervisor training Nelson/Richmond	K2			June 25	Completed for 2024/25 FY
		Ensure all CDC volunteers are police vetted and information captured on CDC staffing data base	K2	Kathy		Ongoing	Completed for 2024/25 FY
		Identify the need and explore options for psychological first aid training for volunteers				Completed	
		Identify the need and explore options for workplace refresher first aid training for volunteers				Completed	
	Sub functions	Develop clear understanding of Needs Assessment purpose, process and develop a strategy for Needs Assessment training				Completed	
		Review and update current Needs Assesment SOPs	K2			March 25	Delaying until overall response data project completed
		Lead 3.5 sub function clusters (Registration/Needs Assessment, Household goods & services, Emergency accomodation)	K2			Ongoing	Completed for 2024/25 FY
		Identify potential Needs Assessment partners and facilitate and lead a Registration and Needs Assessment Subcluster workshop				Completed	
		Continue to encourage the setting up of clusters and writing plans for the remaining 5.5 sub functions	K2			3x/year at WCG committee	Completed for 2024/25 FY
	EOC welfare team	Ensure the operational readiness of the EOC welfare team	K2			Ongoing	Completed for 2024/25 FY
	Local Welfare Managers	Work with Local Welfare Managers to increase their understanding of their roles and responsibilities.	K2			Ongoing	Completed for 2024/25 FY
		Lead the strategic welfare direction for the Nelson Tasman CDEM Group	K2			Ongoing	Completed for 2024/25 FY
		Engage with Local Welfare Managers a minimum of four times per annum (Once a quarter)	K2			Ongoing	Completed for 2024/25 FY
		Ensure local welfare managers maintain a current volunteer data base	K2			Ongoing	Completed for 2024/25 FY
		Support local welfare managers to maintain and grow their local welfare groups	K2			Ongoing	Completed for 2024/25 FY
	Welfare Committees	Chair and facilitate the Welfare Coordination Group including Terms of Reference and work programme	K2			September 24 February 25 May 25	Completed for 2024/25 FY
		Chair and facilitate the Welfare Operational Team	K2			September 24 May 25	Completed for 2024/25 FY
		Improve, develop and maintain key connections within the welfare space	K2			Ongoing	Completed for 2024/25 FY
	Rural Advisory Group (RAG)	Provide a CDEM representative on the RAG	K2			Ongoing	Completed for 2024/25 FY
		Provide secretarial support to the RAG	K2			Ongoing	Completed for 2024/25 FY
		Explore options with CDEM and RAG for distribution of Sit Report				Completed	
	Group Welfare Managers Forum	Attend Group Welfare Managers forum	K2			Ongoing	Completed for 2024/25 FY
	Navigators	Develop a document outlining the process for establishing a Navigator Service for Recovery				Completed	
	Local IMTs	Follow up on action points after community visits	Kathy	Joe		Ongoing	Completed for 2024/25 FY
	Volunteer Management	Identify and build relationships with existing community groups	K2	Kathy		Ongoing	Completed for 2024/25 FY
		Ensure CDEM community volunteers feel valued and part of the CDEM team by offering training opportunities as they arise	K2			Ongoing	Completed for 2024/25 FY
		Mainatin currency of volunteer data base through annual checks and following training/refreshers				Completed	
	Additional items	Lead NTEM office's activity in the welfare space for national an regional engagement	K2			Ongoing	Completed for 2024/25 FY
		Regularily attend Community Whanau meetings	K2			Ongoing	Completed for 2024/25 FY
		Seek opportunity to speak at Community and Whanau meeting				Completed	
Community Resilience	Community Emergency Preapredness Planning (CEPP)	Seek opportunities to promote the development of CEPPs across the region	K2			Ongoing	Completed for 2024/25 FY
		Produce a poster to use for promotional purposes				Completed	
		Create clear processes for tracking CEPP plans				Completed	
		Maintain a data base of CEPP contacts of both complete and incomplete plans	K2			Ongoing	Completed for 2024/25 FY
Iwi/Māori Partnership	Relationship/partnership	Increase links with NCC and TDC Kaihaūtu	Joe			Ongoing	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
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.*		Develop and maintain relationships with the 8 iwi General Managers of Te Tau Ihu	Joe	K2		Ongoing	
		Explore ways to develop partnership with Te Kotahi o Te Tauihu Charitable Trust in CDC training				Completed	
		Visit and build relationships with the four marae of Te Tau Ihu	Joe			April 25	
	Committees	Maintain iwi representation on CEG/WCG/CDEM Group	Joe	K2		As per dates set	Completed for 2024/25 FY
		Facilitate and attend Rōpū Tautoko	K2	Joe		Ongoing	Completed for 2024/25 FY
	EOC/response	Continue to work with iwi to define the roles and responsibilities within the iwi function	Lorr/Rebecca (external)	Luci		TBC	Completed for 2024/25 FY
		Ensure that the EM Team are culturally aware (via training and presentations)	Helene	Joe		Ongoing	
	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	Completed for 2024/25 FY
		Embed supplementary Lifeline Utility Coordinators	Luci			Ongoing	Completed for 2024/25 FY
		Maintain an effective group of Lifeline Utility Coordinators	Luci			Ongoing	Completed for 2024/25 FY
	Lifelines committee	Chair and facilitate the Lifelines Committee including Terms of Reference, work programme, agendas and membership	Luci			September 24 February 25 May 25	Completed for 2024/25 FY
		Improve, develop and maintain key connections within the lifelines space	Luci			Ongoing	
		Maintain a Lifelines Key Contacts List for all stakeholders	Luci			Ongoing	Completed for 2024/25 FY
		Create a handbook for NTEM Lifelines Utility Coordinator (LUC), including: - SOPs - Command and control structure - Communication/reporting lines				Completed	
		Develop a Regional Priority Routes Plan				Completed	
	Vulnerablity Study	Prepare for vulnerability study review: - confirm consultant to complete the review - schedule GIS resources for the review				Completed	
		Request and collect Lifeline Utility data for the Nelson Tasman Climate Change Risk Assessment and Lifelines Vulnerability Study				Completed	
Public Information	Public education presentations	Facilitate the office's involvement in Public Education talks	Kathy	EM Team		As requested	Completed for 2024/25 FY
	Public education videos	Facilitate the PEPI public education videos	Kathy	Helene		Ongoing	
	Clued Up Kids	Facilitate and organise annual week long Clued Up Kids programme	Kathy	EM Team		Annually - October	Completed for 2024/25 FY
	AF8 Public Education	Assist with facilitating and attend AF8 school visits and public meetings with Alice Lake-Hammond	Kathy			June 2025	Completed for 2024/25 FY
	Shakeout	Facilitate regional Shakeout activities	Kathy	EM Team		Annually - October	Completed for 2024/25 FY
	PEPI Committee	Lead the planning and facilitation of the PEPI Committee, including the TOR and work programme	Kathy	Paul		September 24 February 25 May 25	Completed for 2024/25 FY
		Improve, develop and maintain key connections within the public education and public information space	Kathy			Ongoing	Completed for 2024/25 FY
		Facilitate the PEPI campaign calendar	Kathy	Helene		Ongoing	Completed for 2024/25 FY
		Develop PEPI Terms of Reference				Completed	
	NPERG	Represent Nelson Tasman on the National Public Education Reference Group (NPERG)	Kathy			Ongoing	Completed for 2024/25 FY
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	Helene			Monthly	Completed for 2024/25 FY
		Represent the EM office on the NCC H&S committee	Helene			As per dates set	Completed for 2024/25 FY
		Develop, maintain and overseee the actioning of the health and safety activity plan, linking it to the Annual Calendar	Helene			Annually	Completed for 2024/25 FY
	Vehicles	Maintaining the [monthly] vehicle checklist	Helene			Monthly	Completed for 2024/25 FY
	Vehicles	Manage the fleet of EM vehicles	Helene			As required	Completed for 2024/25 FY
	Wellbeing	Consider team wellbeing innovation requirements	Helene			Ongoing	Completed for 2024/25 FY
	Workplace Representative election	Liaise with NCC H&S Advisors on the election of a CDEM workplace H&S representative				Completed	
Administration	Admin support	Provide general administration support	Helene			Ongoing	Completed for 2024/25 FY

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
	Committees	Liaise with Minute Secretaries - incl GEG & Group Governance & EA support personnel - and Intepeople	Helene			As per dates set	Completed for 2024/25 FY
		Schedule, calendar and distribute the annual committee meeting dates	Helene			Ongoing - October/December	Completed for 2024/25 FY
	Office activity calendar	Create the annual office activity calendar	Helene			Ongoing - October/December	Completed for 2024/25 FY
		Transfer items from the office activity calender into EM Admin/team calendars	Helene			As required	Completed for 2024/25 FY
		Oversee the maintenance and actioning of the calendar	Helene			Ongoing	Completed for 2024/25 FY
	Social media	Weekly updates on the Nelson Tasman CDEM Facebook page	Helene			Weekly	Completed for 2024/25 FY
	Continual professional development (CPD)	In consultation with the EM Team, maintain and oversee annual CPD programme for the 2024/25FY	Helene			June 25	Completed for 2024/25 FY
	Style guide	Design and facilitate the implementation of an EM Office style guide	Helene			April 25	Project reprioritised and re-scoped to incorporate an 'Office Document Guide'
	Promapp	Explore the need for, and if need be maintain updates of Promapp for the EM Office	Helene			Dec 24, as required	Completed for 2024/25 FY
	Asset register	Review and update the EM office asset register	Helene			Upon purchase of new equipment	
	Controller and Recovery Managers breakfast	Schedule and facilitate Controller and Recovery Managers breakfast	Helene			3 x per annum	Completed for 2024/25 FY
	Controllers	Maintain the Group Controllers Duty calendar	Helene			Ongoing	Completed for 2024/25 FY
		Maintain Controller Documentation - Job Description and other information pack documents used to engage and train Controllers	Helene			As required	Completed for 2024/25 FY
		Schedule annual stipend payments to Controllers prior to EOFY (confirming tax status and issuing p/o for their invoices)	Helene			April - June 2025	Completed for 2024/25 FY
	Council engagement	Conduct bi-annual Council engagement sessions	Helene			Twice per annum	
	EM news for council distribution	Faciltate the provision of four EM items per annum to councils	Helene			Four times per annum	
	Operations room	Set up the GEOC Operations room daily for day to day operations	Helene			Daily	Completed for 2024/25 FY
	Team stand-ups	Facilitate daily EM team stand-ups	Helene			Daily	Completed for 2024/25 FY
	Office contracts	Maintain oversight of EM office contracts (cleaning, generator servicing, fire extinguisher testing etc.) and underatke acitivity as required	Helene			Annual check/As required	Completed for 2024/25 FY
	Contacts register	Review the contacts register	Luci	EM Team		Ongoing	
	Asset Register - development	Work with Finance to review the format of the asset register	Helene			March 25	In progress
	Review huis	Training Budget meeting: Establish 6 monthly reviews of budgets incl 1) EMO staff training 2) Travel & Conference 3) Continuing Prof. Development	Helene			Ongoing	Completed for 2024/25 FY
	Snapper and Bee travel card control	Maintain travel cards, topping up as required	Helene			Ongoing	Completed for 2024/25 FY
	Keeping U Save	Initiate and Facilitate Keeping you Safe videos	Helene			Ongoing	
	Marketing	Facilitate Marketing on Back of Bus and associated media	Helene	Joe		Ongoing	Completed for 2024/25 FY
Business Unit Management	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 legislative changes	Joe			June 24	Completed for 2024/25 FY
		Develop work programme matrix to assess and prioritise line items	Joe			December 24	In progress
		Strengthen relationships with key regional and national partners.	Joe	All		Ongoing	Completed for 2024/25 FY
		Oversee the appointment of an iwi representative to the CDEM Joint Committee and continue to work to embed iwi related response structures and remuneration methodologies into CDEM structures inc. the consideration/liaison regarding a permanent iwi FTE.	Joe			December 24/Ongoing	
		Maintain and present a consolidated business unit work programme and annual delivery framework that demonstrates alignment with regional and national policy	Joe			3x/annum	Completed for 2024/25 FY
		Facilitate on site face to face and online visits for Simplexity interviews for independent review of NTEM Group				Completed	
		Undertake an independant review of the NTEM Group				Completed	
		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	Completed for 2024/25 FY
	Budgets/finance	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	Completed for 2024/25 FY
		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	Completed for 2024/25 FY
		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	Completed for 2024/25 FY
		Arrange a NEMA led finance briefing for Council/CDEM	Joe			Subject to NEMA availability	
	Planning	Continue to advocate for, and express the importance of mass evacuation planning by NZ Police	Joe			Ongoing	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		Oversee the smooth running of the Nelson Tasman Group committee and reporting cycle	Joe	All		As per dates set	Completed for 2024/25 FY
		Produce EM office report for, and support the successful facilitaion of CEG	Joe	All		3x/annum	Completed for 2024/25 FY
	Policies	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	Completed for 2024/25 FY
		Oversee the NTCDEM Group Plan refresh project				Completed	
		Undertake a Controller annual review process	Joe			1x/annum	Completed for 2024/25 FY
	National	Represent Nelson Tasman on the CDEM Special Interest Group (SIG) and the National Emergency Management Leadership Group (EMLG)	Joe			4x/annum	Completed for 2024/25 FY
		Maintain oversight of EM response and recovery reviews and incorporate relevant actions and recommendations in the office work programme	Joe			Ongoing	Completed for 2024/25 FY
		Review the recommedations arising from Monitoring and Evaluation reports and incorporate relevant actions and recommendations in the office work programme				Completed	
		Review the National Disaster Resilience Strategy recommendations and incorporate relevant actions in the office work programme	Joe			In progress	
		Attend National Controllers forums	Joe			As per date set	
	Controllers	Manage and support Local Controllers	Joe			Ongoing	Completed for 2024/25 FY
		Conduct an annual CDEM Group and Local Controller review process	Joe/Ros	Helene		May 25	Completed for 2024/25 FY
		Document Controller and IMT financial delegations for use during reponse to emergency events including remuneration levels for external response GEOC staffing	Joe			May 25	Controller delgations in place. IMT delgations TBC
		Arrange PI/PL cover for externally appointed Controllers	Joe			December 24	In progress
		Identify and appoint Alternate Controller for St Arnaud				Completed	
		Identify and appoint Alternate Controller for Golden Bay				Completed	

Nelson Tasman Emergency Management Work Programme July 2024 - June 2025

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
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	**Hazard Risk Assessment Matrix**	Lead project to update the Nelson Tasman CDEM 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			*		
	Post earthquake Engineering Checks	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.		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 layouts/fitout of both response and BAU spaces with use of upstairs - consider breakout spaces for quiet taskings (writing action plan/sit rep) - consider storage of personnel belongings - consider space for hot debriefs at end of shift					
		Determine if the current BAU layout of desks is making best use of space					
Response involves actions taken immediately before, during or directly after an emergency to save lives and property and to help communities begin to recover. Response ends when the response objectives have been met or a transition to recovery has occurred.	**BAU workstreams supporting ORIP**	Develop user guide on 0800 number for incoming calls during response					
		Develop communications processes between the GEOC and customer services teams					
		Develop EOC main phone line protocol for response and call routing within functions					
		Identification cards - implement an identification card system for response personnel including: - Recovery Managers - GEOC Staff - CDC Staff - Response partners					
		Establish security systems for the GEOC in response - including contracts with security companies and an expected level of security on site.			*		
		Develop a Group EOC activation and operating handbook					
		Assess the robustness of the Group EOCs sewerage system					
		Consider layout of wall displays including large map to be more usable by all functions					
		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 Progress the option of utilising partnering agency staff for use in the Group EOC in an emergency			*		
		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					

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		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					
		Oversee and coordinate the Planning Function catch ups					
		Oversee and coordinate the Recovery, Intelligence, PIM, and Operations Function catch ups					
	Alternate Group EOC	Identify potential alternate Group EOC locations			*		
		Establish Group EOC overflow arrangements			*		
		Develop plans for alternate GEOC locations			*		
		Develop an Alternate Group EOC Activation Plan and MOUs with facilities			*		
		Develop a programme of exercising for Local Emergency Operation Centres					
		Run basic systems/processes exercises with partnering agencies - test the basics like printing - IT famiralisation					
		Develop a programme of exercising for lifelines plans and protocols					
		Create a plan for 'safe' hot debriefs at the end of each shifts					
		Develop post event report template					
	Event planning	Develop Large event (non-emergency) protocols					
		Develop an EM team readiness contingency mobilisation plan (AF8 level event)			*		
		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					
		Develop understanding for EMA processes and decisions with PIM					Newly added item from CAP - April 2025
		Develop community thank you messaging templates for post response community engagement					
		Explore use of e-text services to impacted residents in an emergency					
	Local EOCs	Purchase and distribute laptops to LEOCs (if budget is granted)					
		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			*		Occuring 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			*		
		Manage the deployment planning and development of: - Processes - Templates					Draft SOP in place.
		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					
	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			*		

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		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			*		
		Enabler two: Organisational resilience supports effective crisis management **Improvements:** - Adaptive capacity is fostered through active learning and capability development			*		
		Review council inductions - drop in sessions					
		Develop a training package for Alternate Group Welfare Managers					
		Develop a training package for Local Welfare Managers					
		Develop training package for Function Managers - leadership guidance					Newly added item from CAP - April 2025
		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					
		Police EOC Training for familirisation, D4H and expectations in response					Waiting for Police to advise dates.
	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					
		Determine evacuation trigger levels and develop SOP documentation					Newly added item from CAP - April 2025
	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 recuitment and induction of suitable volunteers.			*		
		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.					
IT & GIS systems and processes		Headsets required for phones in GEOC					
		Develop SOP/User Guides for Team Manager					
		Development of Welfare Needs assessment data into D4H taskings via Power BI					
	Common Operating Picture	Develop a multi-agency response Common Operating Picture			*		

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		Liaise with NEMA and other parties re COP (Common Operating Picture) and determine next steps					
		Develop system between Welfare Needs assessment data and other agencies data like the RST Survey 123 data					
		Transfer of Welfare Needs Assessment tool into Survey 123					Dependent on GIS resources
		Switch the welfare needs assessment tool into Survey 123					Newly added item from CAP - April 2025
	CDEM website	Lead the maintenance of the CDEM website					
		Update of the CDEM website					
		Investigate the options for additional functions of the Nelson Tasman CDEM website during activation					Kay might be able to add it in with other website work
		Investigate the options for additional functions of the Nelson Tasman CDEM website for Community Response Groups					
Planning Development and the Planning Function	**Plans requiring development**	AF8 Planning			*		
		Develop an LEOC Activation Plan template and associated plans					
		Hazard specific Planning e.g. 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					
		Space weather planning			*		
		Tahunanui slump evacuation planning			*		
		Climate Adaptation planning					
		Alternative Group Emergency Operations Centre planning			*		
Catastrophic Events		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			*		
		Alpine Fault Lifeline Utilities pre-planning			*		
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.		Build (in association with NEMA) an internal training pathway for all levels of recovery					
		Development of Recovery pre-determined consequence matrix for regional hazards for region and per community					
		Alpine Fault pre-planning			*		
		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.			*		
Welfare is responsible for coordinating and delivering emergency welfare services and resources to affected individuals, families/whānau, and communities.		Arrange back-up power for CDCs			*		
		Deliver CDC supervisor training Golden Bay					
		Develop Household Goods and Services sub-funtion plan					
		Facilitate and lead a Household Goods and Services Subcluster workshop					
		Build familarisation for welfare function team members with local facilities by undertaking site visits to CDCs and meet the local welfare managers/volunteers.					
		Support local welfare managers to appoint Alternate Local Welfare Managers for GB, Murchison and Nelson Lakes			*		
		Develop an induction pack for WCG members					
		Support the establishment of a community response group in Nelson North					
		Explore the establishment of mobile welfare trailers					https://insidegovernment.co.nz/first-hastings-community-emergency-hubs-roll-out/
		Hold a biennial Regional Welfare Forum					
		Identify, liase with and plan Cultural Awareness huis with presenting panel					
		Facilitate Cultural Awareness huis for EM staff, IMT and Welfare function team.					
		Develop CDC volunteer packs (joint project)					
		Develop and produce CDC volunteer IDs (joint project)					
		Local exercise (CDC)					

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		Develop ideas on how to support and inform the vulnerable communities who require additional assistance in response.					
		Explore options for reduce risk to vulnerable communities					
		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	Hui	Facilitate and attend the Marae Working Group					
		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					
		Arrange for a cultural review of Nelson Tasman CDEM					
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.	Response Handbook/Protocols	Build a strong and robust Lifelines function, with an operating framework and clear processes and procedures.					
		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.			*		
		Further develop and maintain fuel register (inlcuding GIS mapping) of fuel suppliers and critical customer requirements and limitations					
		Engage with critical customers around their fuel requirements					
		Encourage/assist Lifeline Utilities to achieve their own responsibilities					
		Encourage critical customers to develop relevant business continuity plans and to work through three fuel shortage scenarios					
		Promote development of MOUs between suppliers and critical customers to ensure priority supply to critical customers					
		Engage with priority retail outlet owners					
		Encourage fuel suppliers/retail outlet owners to develop relevant BCPs and to work through three fuel shortage scenarios.			*		
		Undertake planning to support the allocation of prioritised fuel to critical customers			*		
		Develop understanding of response responsibilities in connection to fuel distribution in an emergency event					
	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			*		
		Conduct a review and if required refreshment of the 2016 Nelson Tasman Vulnerability Study					
		Request, collate and report on lifeline utility vulnerabilities, mitigation measures, and restoration times to CEG and JC			*		
	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					
		Develop a user guide for the GEOC water tank system					
	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					Outcome of Lifelines Committee + Fuel Plan
		Lead the investigation into water storage tanks in Nelson Tasman. Promote the use of private water tanks.					
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	Events	Compile a list of possible events and make an assessment of the hazards and risks					
Administration	Policies	Develop an 'After hours work' policy (including food provision etc)					

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
Business Unit Management	Privacy	Ensure the requirements of the Privacy Act are understood and implemented in response			*		
	Post-Event Thank yous	eg. Cyril Function at Saxton Field					
	Container Project	St Arnaud Shipping container acquisition					
	Distribute an annual stakeholder Xmas card/newsletter						
		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					
		Produce Terms of Reference for CEG					
		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 2024 - 2025			
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		
No.	Topic	Description	Status	Comments	Link to Document (Teams Location)
1	EOC Locations	GEOC	Not Programmed		
		Alternate GEOC Options	On Track		
		Alternate GEOC - MOUs	Not Programmed		
		Agencies allocated space in GEOC	Not Programmed		
		Deployable Items (Lift & Shift)	Complete		Lift and Shift List for GEOC.docx
		Deployable (Cyril)	Complete		CYRIL Deployment SOP.docx
	Operating Plans for each	Oxford St GEOC	Not Programmed		
		Alternate GEOCs	Not Programmed		
		Cyril	Complete		CYRIL Deployment SOP.docx
		GEOC floor plans for layouts	On Track		
2	Induction	Security - processes, building access and companies	On Track	Two parts: a) Processes - BAU and Response b) Hostile element (threat) - Lockdown procedures for BAU and Response	
		EOC Induction Process / Pack - area familirisation document, induction form	On Track	-Add a personal welcome to induction -Someone at door greeting people	
		Confidentiality statement incl. use of social media	On Track	Include K2 for CDC volunteers	
		ID Cards - Photo for known response personnel and generic for visitors	On Track	Completed Duty Officers, Controllers and PIM cards	
3	EOC Activation	Activation Levels - threshold	On Track		
		Contact Card for agencies	New	When to contact us? What we can do to help? What we'll ask you/need to know. Duty Number	
		EOC Readiness Checklist	Complete		GEOC Readiness Checklist.docx
		Activation procedure/checklist	Complete	Through Event Life Cycle and GEOC Activation checklist	Event Life Cycle.docx
		Response personnel availability procedure	Complete	Forms Distribution Lists E-text	Availability and Rostering SOP.docx
		Activation level vs monitoring mode	New	Newly added items - April 25	
		Default email to elected members - about the event, contact details and role	New	Newly added items - April 25	
		Initial Situational Awareness - GIS Dashboard, List of relevant information sources	On Track		
		Initial Action Plan - template first steps (general)	On Track	Change mission and objectives	
		Initial Governance Briefing Sheet	Complete		Initial Governance Briefing Sheet.docx
		Lead Agency meeting (discussion)	Complete	Added to Event Life Cycle	Event Life Cycle.docx
		Instructions on bringing own device into GEOC	Complete	Internet connections, logging into O365, incognito mode	
		Immediate feedback form concept	On Track		
		Event Log - guidelines/process document	On Track		
		Plan for CEG/JC members mustering for meetings/discussions with no comms	On Track		
4	Declaration	Checklist	Complete		Declaration checklist.docx
		Template	Complete		declaration-form-templates-2012 (1).docx
		Extension and Termination	Complete		declaration-form-templates-2012 (1).docx
5	EOC Deactivation	Deactivation procedure	Not Programmed		
		End of response report to Recovery	Not Programmed		
		Communication	Not Programmed		
		Document management/archiving	Not Programmed		
		Email accounts - out of office	Not Programmed		
		Wellbeing considerations post-event	On Track		
		Teams template site	Not Programmed		
6	EOC Personnel	Availiability process	Complete	Needs to be written up, include holiday breaks for availability in advance,e-text system for activation of staff	Availability and Rostering SOP.docx
		Registration (sign-in)	Complete		
		External personnel deployment process (into Nelson-Tasman)	Not Programmed	inc. Request for surge staff (see template) - see CAP line 40 for details - factsheet on Nelson Tasman region	
		Deployment guidance for deploying out of region	Not Programmed	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)	
		Volunteer EAP poster/one sider - Workplace support	On Track	Include K2 for CDC volunteers	
		Rosters	Complete	Add Duty Officer to rostering chart - re response Duty, look at text system for reminder of shift	Availability and Rostering SOP.docx
		Explore role of 2IC for each function	On Track	Add to Roster template and train logisitics	
		Develop role of Risk/Legal Advisor and add to roster	Not Programmed		
		Stand-down process	Not Programmed		
		Check-in - wellbeing	On Track		
		Non-council personnel working in EOC process and guidelines	Not Programmed	eg. pre-registered, finances, police checks	
		End of event Thank-you template	On Track	Consider response personnel, external agencies, volunteers and community (line 88 in CAP)	
7	Debriefs	Hot Debrief	Not Programmed		
		Cold Debrief	Complete	Powerpoint template prepared (Stop, Start, Keep)	Templates
		Online Survey	Complete	Microsoft Form Survey template	Debrief Survey Template Form.pdf
8	Functions and Roles	Controller Role - CIMS Role Card	Complete	CIMS Role Card	
		Controller EA Role	Complete		NTEM - Controller's Assistant Role Card.pdf
	Response	Response Manager Role	Complete	CIMS Role Card	
		Response Advisor Role Card	Complete		NTEM - Response Advisor Role Card.pdf
		Response Manager pool of people - who could be in the pool?	On Track	With Joe to contact potential people	
	Safety	Safety Role	Complete		Safety Function Checklist.docx
		H&S prequalified contractors list	New		
		Risk Register template	New	Newly added items - April 25	
	Intelligence	Intelligence Role	Complete	CIMS Role Card	
		Intelligence Collection	Not Programmed		
		Status Reports and SitReps	Not Programmed		
		Situational Awareness SOP	Not Programmed		
	Planning	Planning Role	Complete		Planning Function Checklist.docx
		Action Planning	Not Programmed		

			Status	Notes	Link/Document
		Contingency Planning	Not Programmed		
		Long-term Planning	Not Programmed		
		Transition Planning	Not Programmed		
	Operations	Operations Role	Complete		CIMS Role Card
		Movement Control/Cordons	On Track	Break down into 1 pager and larger project	
		Volunteer Coordination	On Track		
	Lifelines	Lifelines Role	Complete	LUC Handbook developed	
		LUC pool of people	Complete	Kim Arnold, Adam Henderson, Allanagh Rivers, Lisa O'Rouke, Phil Ruffell and Jeff Cuthbertson	
	Logisitics	Logisitics Role	Complete		CIMS Role Card
		Rostering SOP	Complete		Availability and Rostering SOP.docx
		Procurement SOP	Not Programmed		
		Accomodation Agreement	On Track	See example from Auckland EM.	
		Offers of Assistance guideline	On Track		
		Facilities Administrator Role	Complete		NTEM - Facilities Administrator Role Card.pdf
	Welfare	Welfare Role	Complete		CIMS Role Card
		CDCs Information	Complete		Potential CDC Key Information.xlsx
		Needs Assessment	Not Programmed		
		Sub functions	Not Programmed		
	Iwi	Iwi Liaison Role	On Track		
		Iwi Liaison SOP	On Track		
	PIM	PIM Role	Complete		CIMS Role Card
		Media Stand-up SOP	On Track		
		Inter-agency PIM meetings	Not Programmed		
	Recovery	Recovery Role	Complete		CIMS Role Card
		Transition to Recovery	Not Programmed		
	Technical Experts	Develop role of Technical Expert and add to rostering	New	Establish Technical experts point of contact each shift, see CAP row 699	
9	Operational Tools	Event Life Cycle	On Track		
		Response Briefing Agenda	Complete		NTEM 07 Response Briefing Agenda March 2025.docx
		Response Briefing Chairs Notes	Complete		NTEM 15 Response Briefing Chairs Notes March 2025.docx
		Pre-event Briefing Agenda	Complete		NTEM 06 Pre Event Briefing Agenda - March 2025.docx
		Pre-event Briefing Chairs Notes	Complete		NTEM 14 Pre Event Briefing Chairs Notes - March 2025.docx
		WCG Meeting Agenda	Complete		NTEM 09 Agenda for Response WCG.docx
		Daily Schedule	Complete		Daily Schedule .pptx
		EOC Objectives/Mission/Values	On Track	Create a list of Objectives to pick from in an event.	
		Contacts Distribution Lists	On Track		
		Status report template	Complete		Status Report Template.docx
		Sit Rep template	Complete		NTEM 02 Sitrep Template.docx
		Action Plan template	Complete		NTEM 05 Action Plan Template.docx
		Information collection plan	Not Programmed		
		Shift Handover template and process	Complete		NTEM 10 Functions Handover Template.docx
		Controller Handover pack	Not Programmed		
		Controller Decision log/record system	Not Programmed		
		Karakia sheets	Complete		Meeting Karakia.docx
		Function trays to L-shaped file holders	On Track		
		Resource requests	Complete		Form on D4H
10	Processes/How to	Using MS Teams (file structure/templates)	Not Programmed	Wait on IT Project	
		Emergency Mobile Alerting	On Track		
		Field teams (Building, Geotech, RT2, FENZ, Police, Red Cross) assembly SOP and Briefing for response	Complete		Coordinated Field Operations.docx
		Operating GEOC multi-media/casting	Complete		GEOC Audio Visual Equipment.docx
		Contact and Distribution Lists	Not Programmed		
		Computer Log-ins	Complete		
		Email Accounts	Complete		
		Printing from EOC	Complete		EOC - How to guide -Printing Instructions.pdf
		Generic phone contacts in response - always answered in response	On Track		
		Fatique management plan	Not Programmed	eg. travel after shift	
		Spontaneous volunteer management guidelines	On Track	see line 91 on CAP for ideas, has this been completed by work K2 did?	
		Managing VIP visits	Not Programmed	see line 85 on CAP for ideas	
		Catering template	On Track	Consider night shift, dietary requirements, location of food in GEOC, externals from GEOC (hydro, information hubs, field teams)	
		Radio communications information flow	Not Programmed		
		Information flow	Not Programmed	D4H	
11	Equipment	Function Identification (vests, signs)	Complete		
		Water switch over	On Track		
		Generator switch over	Complete		GEOC Generator Switch Over Instructions.docx
		Food stores	On Track		
		Satellite phones	Complete		NTEM Duty Officer GEOC Sat phone Guide - August 2022.docx
		Satellite internet	On Track	Paragraph needed in handbook	
		Starlink internet	Complete		Deployable Starlink User Guide.docx
		BGANs	Not Programmed		
		Radios	On Track	Radio scoping project ongoing, wait for new set-up	
		Displays (whiteboards)	Not Programmed		
		Function Drawers	Not Programmed	Contents page required for each function drawer	
12	Additional Information	EOC Definitions/Acronmyns	Complete		Acronyms List Printing.docx
		Financial Delegations	On Track	Joe has spoken with Pat and Leonie, need to progress with further detail	
		LEOC information flow to GEOC	Complete		LEOC and GEOC Information Flows.docx
		LEOC vs GEOC Responsibilities	Complete		LEOC and GEOC Responsibilities.docx
		Library of objectives, strategies, plans, etc.	New	Newly added items - April 25	
		Room layout	New	Suggestion to join GIS and Intel together and swap Welfare and Ops over	
		Distribution centres	Not Programmed	Pre identify locations, develop systems and processes	
		Process for use of credit cards in response	Not Programmed		
		Legal queries added to appropriate SOPs	Not Programmed		
		AF8 Initial Action Plans	Not Programmed	Detail on 24, 48 and 72 hour plans	
		Example Action Plans	On Track		
		Example SitRep	On Track	Need to pull out examples from events put into library	
		Example End of event report	On Track		
		Example Contingency plans (escalation and concurrent event)	On Track		

Nelson Tasman Emergency Management

Statement of Income and Expenditure
For Period to   **May-25**

| | Current Month | | Year to Date | | | Full Year | Jun-25 |
	Actual	Budget	Actual	Budget	Variance	Budget	Forecast
Income							
Levies	116,833	116,834	1,285,167	1,285,166	(1)	1,402,000	1,402,000
Other Income	-	-	22,550	-	(22,550)	-	22,550
Interest	273	-	3,005	-	(3,005)	-	2,732
	117,107	116,834	1,310,722	1,285,166	(25,556)	1,402,000	1,427,282
Less Expenditure							
Staffing Costs	52,480	55,338	577,241	608,713	31,472	664,050	645,479
Operational Costs	40,369	31,719	236,575	348,881	112,306	380,600	318,795
Maintenance	651	788	13,457	8,662	(4,795)	9,450	9,030
Public Engagement	130	1,133	6,915	12,467	5,552	13,600	16,109
Consultancy	-	3,333	40,214	36,667	(3,547)	40,000	48,838
Fixed Overheads	3,148	12,500	83,170	137,500	54,330	150,000	107,000
Depreciation	5,842	6,750	64,261	74,250	9,989	81,000	71,000
NZRT-2	15,245	4,999	33,047	55,001	21,954	60,000	60,000
Event Costs	0	275	-	3,025	3,025	3,300	3,300
Total Expenses	117,867	116,835	1,054,880	1,285,166	230,286	1,402,000	1,279,551
Net Income (Deficit)	(760)	(1)	255,841	0	255,841	0	147,731

Statement of Financial Position
As At	May-25	Apr-25	Jun-24
Opening Equity	177,951	177,951	259,747
Plus YTD Surplus (deficit)	255,841	256,601	(81,797)
Equity	433,792	434,552	177,951
Which was invested as follows -			
Assets			
Prepayments	7,820	7,820	6,937
Accounts Receivable	7,738	7,738	7,738
Accrued Income	-	-	2,400
Fixed Assets	255,478	254,147	278,297
Intangibles	125	250	1,500
NCC Reserve Account	218,647	279,030	(118,922)
	489,808	548,985	177,951
Liabilities			
Income in Advance	56,017	114,433	-
	56,017	114,433	0
	433,792	434,552	177,951

Capital Expenditure Summary	May-25	YTD Actuals	Full Year Budget
EOC and Office		25,360	46,000
Vehicles		24,771	61,200
Communications		-	22,372
NZRT2		4,470	26,600
Generators		-	5,600
Tsunami info/signage project		-	10,000
		54,601	171,772

Policy Unit

National Emergency Management Agency

Wellington 6140

Via email to: EmergencyManagementBill@nema.govt.nz

Discussion Document: Strengthening New Zealand's Emergency Management Legislation - Submission from Nelson Tasman Civil Defence Emergency Management (CDEM) Group

This submission is provided by the Nelson Tasman Emergency Management (NTEM) Office on behalf of the Nelson Tasman CDEM Group in relation to the content of the Strengthening New Zealand's emergency management legislation discussion document April 2025.

This submission has been reviewed by senior management within Nelson City Council and Tasman District Council and submitted by the Nelson Tasman Emergency Management Office on behalf of both the Nelson Tasman Civil Defence Emergency Management Coordinating Executive Group (CEG) and the membership of the Nelson Tasman Civil Defence Emergency Management CDEM Group. Retrospective approvals will be sought during the next round of Group meetings in July 2025.

The Nelson Tasman CDEM Group welcomes and is grateful for the opportunity to provide this submission

Position statement

In general, the Nelson Tasman CDEM Group is supportive of the need for change to modernise New Zealand's emergency management system. The requirement for this change was evident with the outcomes from the review of the response and recovery to the Canterbury earthquakes of 2011, and further endorsed in the many subsequent reviews including the 2017/18 Ministerial Review: Better Responses to Natural Disasters and Other Emergencies in New Zealand, and more recently the Auckland Flood Response Review undertaken by Bush International Consulting and review findings pertaining to the 2023 responses to and recovery from Cyclones Hale and Gabrielle.

Whilst the Nelson Tasman CDEM Group is generally supportive of many of the proposals within the discussion document, it believes that a) more work is needed to deliver an integrated, fit-for-purpose emergency management framework that possesses the capacity, capability and competency to respond to the increased frequency and severity of emergency events; b) Better support regarding the integration and practical implementation of both reduction and recovery activities is required; d) Further consideration should be given to checking that definitions used within the discussion document are integrated and aligned with terminology within other legislation to avoid ambiguity or conflict in actions; and d) the scale of work required is greater than the current emergency management sector capability and capacity. As a result, increased funding, support and resourcing will be required to achieve the uplift required. Such resource is not currently budgeted for and may be challenging to fund given current fiscal pressures. Moreover, the existing potential for wider Local Government system reforms may further impact the ability of local authorities to give effect to and support the intent of the changes contained within the discussion document.

CDEM Group offices, via administering authorities annual and long-term planning processes, are routinely seeking resources from CDEM Group Joint Committees and subsequent administrating

authorities to fund Emergency Management activities. Funding comes from rates and there is continued pressure in a cost of living crisis to manage rates increases. We consider the provisions within the discussion document are likely to require significant additional resourcing and funding to give effect to the intent and thus further draw on funding. To date, resourcing has not visibly been considered and discussed in detail in the legislative review process and thus we advocate that this takes place with some urgency. We do want to stress that there is very real situation present, that while everyone desires consistency nationally, there is a genuine ability to pay issue between those regions with larger ratepayer bases, versus the smaller Regions/Unitary Councils.

Given the Nelson Tasman CDEM Group is broadly aligned with the content of the submission from the CDEM Special Interest Group (comprising of the 16 CDEM Group Managers), this submission is structured in a manner that seeks to support and highlight a number of overarching themes for consideration.

1. **Overarching themes**

   Funding and resourcing

   1.1 To implement the necessary system changes and enable improvement will require an uplift in capacity and capability, and thus a question exists as to where the funding for this uplift will come from.

   1.2 There will likely be a limit to the additional (if any) capacity and capability that local government can contribute, and while there remain significant differences in local authorities, CDEM Groups, and funding, the lack of consistency in delivering outcomes will remain. Local government and public sector entities all appear to prioritise emergency management activities differently.

   1.3 As already noted, insufficient capacity and capability appear to be the single largest issue for most councils. This has been a core theme of reviews and features prominently in the review undertaken by the National Emergency Management Agency 'Review of Reviews – 2023 North Island Weather Events'. Consequently, it is prudent to ascertain how an enhancement in local delivery will be supported.

   1.4 Additionally, resourcing CDEM alone may not suffice in delivering the intent of the discussion document. An uplift may be required within council resources to enable councils to meet their obligations to provide infrastructure and intelligence to support the CDEM effort. Intelligence streams, such as hydrological, form a key aspect in the delivery of sound and informed decision making and the resourcing of these structures should not be overlooked. Given the financial pressures being experienced by both central and local government, any proposals that impose costs should be subject to a robust cost and benefit business case.

   Responsibility and accountability

   1.5 As CDEM Groups cannot determine local authority and elected official's investment decisions, there is a question if CDEM Groups should be held responsible/accountable.

CEG representation

NTEM supports consideration being given to strengthening the seniority of agency and partner representation and the amending of current legislative terminology accordingly. It is understood that the intent of the Executive is that, in order to adequately fulfil its purpose, it comprises of the most senior strategic representatives from across partners and agencies and thus wording to the effect of 'a senior employee, volunteer, or contractor' is detrimental to achieving this purpose. Wording akin to 'the Regional Chief Executive or equivalent' may be better placed across all Emergency Management Co-ordinating Executive attendees. Additionally, NTEM suggests the option for NEMA to have a voting member on the CDEM Group Joint Committee is worthy of consideration.

Coordinated Incident Management System

1.6 The lack of consistent application of the Coordinated Incident Management System (CIMS) across agencies and partners has been identified in previous reviews as an issue. In its present form, we do not perceive the discussion document adequately addresses this issue. As such, NTEM advocates that this be addressed, and a statutory mandate be outlined.

Controller liability /Protection for CDEM responders

1.7 The issue of liability protections for both authorised and community persons in the circumstances of an undeclared emergency warrants further consideration. A fundamental question remains regarding the protection of authorised persons fulfilling their mandated roles within a lead agency construct in situations where the thresholds for a declaration have not been met.

1.8 We strongly advocate that this item be given consideration, with a particular focus on Controllers that are external to council undertaking their appointed duties in circumstances where CDEM is the lead agency though the need to access powers under the CDEM legislation and therefore declare doesn't exist i.e. the threshold for a declaration has not been met.

1.9 The current Act only offers legal protection for these people during a declared state of emergency. There is no protection for CDEM staff operating in good faith either before or after the formal declaration period. The lack of protection for staff and decision-makers is a significant and important issue that should be addressed.

1.10 Additionally, the Health and Safety at Work Act 2015 may benefit from review and alignment to ensure that it does not penalise or disincentivise volunteers from responding, especially in the immediate aftermath of an emergency event occurring.

Incentives for delivery

1.11 We agree that local government and the public sector prioritise emergency management activities differently. As such, ensuring mechanisms exist to encourage the desired levels of engagement and investment across the system are required to truly deliver the intent of the discussion document.

1.12   A consequence feedback loop within an assurance reporting pathway may be an avenue to achieve this. This, coupled with the development of standards reporting to Coordinating Executive Groups and CDEM Group Joint Committees, may serve as a constructive step forward across the sector whilst also supporting assurance reporting to the Director.

Risk reduction and planning

1.13   We generally favour national consistency for both natural hazard management within the resource management system, and consequence management within the emergency management system. A prescribed national framework/methodology that allows for some local and regional flexibility would be beneficial

1.14   Additionally, we note the increasing expectation for the undertaking of planning activity and associated workstreams, the increasing scrutiny that said planning is subject to following emergency events and the consequence if that planning is either a) substandard; or b) nonexistent. Given the CDEM mandate covers all hazards across all four Rs (Reductions, Readiness, Response and Recovery) this is understandable. However, it is prudent to highlight the nuances and differentiation between strategic planning and operational planning and the role of Group Plans within that spectrum.

1.15   As previously alluded to, a continuing limitation in this space is having the planning resource to undertake the work required. The growing demand on planning time presently has to be balanced against other time and costs associated with other equally important activities, some of which are contained within this consultation. Nationally developed planning templates or draft planning documents that CDEM Groups can then regionalise would assist, especially in the likes of fuel, fast moving consumer goods or cordon management.

1.16   NTEM also advocates that terminology be included in the Bill that highlights the continued responsibilities outside of formal CDEM planning (i.e. private sector planning, whānau planning) to plan and prepare for emergency events.

1.17   NTEM notes and supports the need for a framework to enable greater information sharing with local government before, during and after emergency events. As an example, lifeline and critical infrastructure providers engage with the emergency management system to varying degrees. There is often a reluctance to share information not only for response and recovery, but also for risk reduction and readiness activities. This presents a significant barrier to the ability of CDEM Groups to gain situational awareness across the four Rs, and implement subsequent planning arrangements.

Barriers to cooperation and information sharing

1.18   Challenges currently exist where legislative reform would significantly help councils in their recovery work.

1.19   Presently the Local Government Act (LGA) has very specific requirements for consultation on any proposed new areas of activity or expenditure. We have received clear advice from our lawyers that proposals to buy-out homeowners whose

properties are uneconomic to repair, triggers the LGA requirements for changes to Long Term Plans.

1.20   The practical consequence of this is that it adds tens of thousands of dollars of costs and many months of delays often, from our experience, resulting in additional anguish and uncertainty for the families concerned.

1.21   The previous Government overcame this problem from Cyclone Gabrielle by passing special legislation that bypassed the LGA consultation requirements.

1.22   As such, it would be appreciated if future Emergency Management legislation include clauses to enable the Minister for Emergency Management on the request of a Council to be exempted from specific LGA requirements for recovery activities. The provision could be limited to events where a local state of emergency was declared. This would save the need for special legislation and enable Councils and communities to get on with recovery work. The benefit of the Minister exercising the power is that it would act as a check on Councils stretching the definition of recovery works.

1.23   Potentially the Resource Management Act and/or any replacement legislation may benefit from being amended in a similar way. Emergency works are ok, the problem is in the recovery phase where it delays work and adds costs.

Health and safety

1.24   While there is unquestionable value in community involvement in response to emergencies, there is also an accompanying risk and liability for CDEM: As soon as we 'task' a community group, we assume Health and Safety liability for them. This puts unreasonable accountability on CDEM decision makers and could have the perverse consequence of reducing community engagement with CDEM because of the increased level of risk controllers become exposed to.

Role of CDEM Group offices in general

1.25   In order to ensure a consistent approach across the motu, NTEM notes that narrative exists to address the functions and duties of local authorities. However, we note that it does not reference the function and roles of CDEM Group offices. This is a gap that would benefit from the inclusion and definition.

Definitions and Scope – in general

1.26   Furthermore, further clarity is required regarding the term 'engage'. This can be interpreted in different ways. Regardless, it is foreseen that this clause has the scope to place significant additional responsibility on CDEM Groups and will have associated resource implications.

Unitary Authorities

1.27   The delivery of CDEM within a unitary authority construct appears to work well. To that end, we would not be in favour of or support legislative changes that would be to the detriment of this model to continue effectively.

Enabling Multi-agency and partner collaboration

1.28   Lastly, noting that legislative reform is only a part of the solution to achieving the desired end state, NTEM promotes a collaborative lens be cast across proposed future legislation. Namely, regardless of legislation the EM system needs to collaborate and work together across all hazards and across the 4Rs. As such, the manner in which the legislations is applied is key, and thus we would advocate that enabling and incentivising clauses and language are used to give effect to this.

1.29   For example, "Emergency Management - Engaging Professional Services", is a project aimed at improving coordination between Civil Defence Emergency Management (CDEM), organisations, and professional services. There have been numerous emergency events and subsequent reviews outlining common threads akin to:

-    Events are increasingly frequent and with greater severity.
-    There are a limited number of civil engineers trained in Emergency Management and available to respond during an event, particularly with national events.
-    There is limited collaboration across private and public collaboration for preparedness.
-    There are limited established relationships between Civil Defence and private sector specialists (Infrastructure, lifelines, and logistics)

1.30   The project provides recommendations for CDEM groups, organisations, and professional services during the readiness and response phases to improve coordination, integration, and allow for prioritisation and scalability during the response. The project does not replace any existing agreements or legislative requirements, though projects such as this would benefit from the presence of enabling and incentivising language within future legislation. A consequence feedback loop within an assurance reporting pathway across emergency management partners and agencies may be an avenue to achieve this.

8   CONFIDENTIAL SESSION

8.1   Procedural motion to exclude the public

The following motion is submitted for consideration:

That the public be excluded from the following part(s) of the proceedings of this meeting. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

8.2   Status of Telecommunication Business Continuity Planning

Reason for passing this resolution in relation to each matter	Particular interest(s) protected (where applicable)	Ground(s) under section 48(1) for the passing of this resolution
The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. s7(2)(c)(i) - The withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information or information from the same source and it is in the public interest that such information should continue to be supplied.	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.