



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

**Date:** **Tuesday 31 March 2026**  
**Time:** **9.30am**  
**Meeting Room:** **Emergency Operations Centre**  
**Venue:** **28 Oxford Street,  
Richmond**

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## **Nelson Tasman Civil Defence Emergency Management Group**

**Komiti Whakahaerenga Tiwhikete  
Whakawhanaunga**

### **AGENDA**

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#### **MEMBERSHIP**

**Tasman District Council**

Mayor T King (Chairperson)

Deputy Mayor B Maru  
(alternate)

**Nelson City Council**

Mayor N Smith

Deputy Mayor P Rainey  
(alternate)

(Quorum 2 members)

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## AGENDA

- 1 OPENING, WELCOME, KARAKIA
- 2 APOLOGIES AND LEAVE OF ABSENCE

**Recommendation**

That the apologies be accepted.

- 3 DECLARATIONS OF INTEREST

- 4 LATE ITEMS

- 5 CONFIRMATION OF [MINUTES](#)

Nil

- 6 REPORTS

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- 7 CONFIDENTIAL SESSION

Nil

- 7 CLOSING KARAKIA

## 6 REPORTS

### 6.1 UPDATE FROM THE NATIONAL EMERGENCY MANAGEMENT AGENCY

**Report To:** Nelson Tasman Civil Defence Emergency Management Group  
**Meeting Date:** 31 March 2026  
**Report Author:** Joe Kennedy, Manager Emergency Management  
**Report Authorisers:**  
**Report Number:** REMC26-03-1

#### 1. Presentation / Whakatakotoranga

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

#### 2. Attachments / Tuhinga tāpiri

1.   NEMA Update Nelson Tasman CDEM Group 31 March 2026

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## NEMA Update

Nelson Tasman CDEM Joint Committee

31 March 2026

### Update on government reform and the Emergency Management Bill

In December 2025 the Government introduced the Emergency Management Bill, which will replace the Civil Defence Emergency Management Act 2002.

The Bill will make sure our legislative settings enable the improvements identified through the Government Inquiry into the Response to the North Island Severe Weather Events.

Submissions closed on 3 February 2026, and the Bill is now being considered by the Governance and Administration Select Committee. The Select Committee is due to deliver a report on the Bill for the House on **9 June 2026**. The Bill is then expected to go through the remaining legislative stages during this term of Parliament.

We know there is interest in what the Government's announcement on simplifying local government means for emergency management. NEMA is working with colleagues across government to ensure alignment with changes to the local government system and other reforms (such as resource management and climate adaptation).

Under the proposal to simplify local government, legislation to change local government structures would not be enacted until 2027. The Government has not made decisions about when the governance changes would take effect.

The Government's proposal identifies emergency management as a regional council function that would be governed by new combined territories boards. While any wider legislative implications will become clearer following the current public consultation process, we expect the proposal would result in some changes to CDEM Group structures.

### Government support for Mayoral or Disaster Relief Funds

In what is increasingly becoming a pattern for New Zealand, this year's cyclone season has once again caused widespread damage across the motu. In the space of four weeks, seven states of emergency were declared, from Whangārei in Northland, all the way down to Banks Peninsula in Christchurch.

As the frequency of these storms increases, so too does the damage and, correspondingly, the costs of response and recovery.

Local authorities and/or CDEM Groups can ask the Government to consider a financial contribution towards a disaster relief fund such as a Mayoral Relief Fund. The Minister for Emergency Management and Recovery, together with either the Prime Minister or Minister of Finance, may authorise a lump sum contribution of up to \$100,000 GST inclusive. Larger contributions need to be approved by Cabinet.

Mayoral Relief Funds provide immediate support to affected individuals and families, community organisations and marae. Administered by local government, they offer a mechanism for the wider community, private sector, and philanthropic organisations to contribute to local response and recovery. Government contributions to a Mayoral Relief Fund recognise local authorities' responsibilities to support communities recovering from emergencies. Contribution decisions are based on the scale of an event and community needs.

While the Government often makes a donation to these funds, as the number and scale of events grow, this contribution should be viewed as supporting - rather than establishing or sustaining - the fund. It should also be considered alongside the full suite of other Government support available.



### **Manager – National Operations**

Mark Crowe has recently been appointed to the role of Manager, National Operations at NEMA.

Mark joins us from Emergency Management Bay of Plenty where he is Group Manager and the current chair of the Emergency Management Leadership Group. Prior to his role at Emergency Management Bay of Plenty he was briefly at NEMA, helping to establish the Emergency Management Assistance Team (EMAT) establishment, and before that, he was Group Manager of the West Coast CDEM Group.

Mark has spent many years in local and regional government roles, including a five year stint with Fire and Emergency. He began his career in the infrastructure sector, mostly working in New Zealand but with some time spent offshore in Europe and Asia.

In light of recent tragic events in Tauranga and recognising the importance of providing continuity of support, Mark has delayed the start of his employment with NEMA until the end of May.

**James Lamb** | Senior Regional Emergency Management Advisor  
**National Emergency Management Agency Te Rākau Whakamarumarū**

## 6.2 REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

**Report To:** Nelson Tasman Civil Defence Emergency Management Group  
**Meeting Date:** 31 March 2026  
**Report Author:** Joe Kennedy, Manager Emergency Management  
**Report Authorisers:**  
**Report Number:** REMC26-03-2

### 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 REMC26-03-2; and**
- 2. Notes the draft Minutes of the CDEM Coordinating Executive Group 4 March 2026 (Attachment 3 to the agenda report); and**
- 3. Retrospectively approves the submission to the Emergency Management Bill (No 2) 2025 entitled 'Emergency Management Bill (No 2) 2025 Submission – Nelson Tasman Civil Defence Emergency Management (CDEM) Group' (Attachment 4 to the agenda report).**

### 3. Summary

**Overarching documents:**

- [Civil Defence Emergency Management Act 2002](#)
- [Nelson Tasman Emergency Management Group Plan 2025-2030](#)

### 4. Attachments

1.  Report of Nelson Tasman Emergency Management Office

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On Track with agreed Work Programme



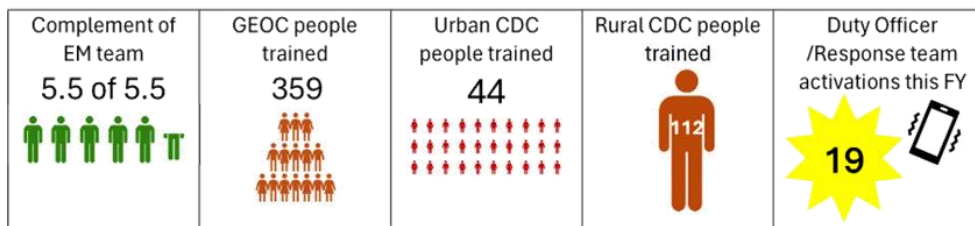
Community Emergency Preparedness Plans



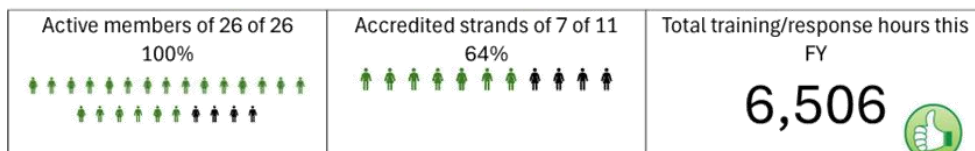
Predicted Budget Outturn



People



New Zealand Response Team 2 (NZ-RT2)



Civil Defence Centres (Welfare Centres)



Key Risks

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



28,022 Facebook followers



Operations at a glance



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

*CDEM Group Meeting – 31 March 2026*

This NTEM work programme status update has been prepared for the CDEM Group meeting on Tuesday 31 March 2026. It includes a high-level summary of key current NTEM activities being undertaken to achieve the objectives detailed in the NTCDEM Group Plan.

### Objective 1: Managing risks

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

### Objective 2: Effective response to and recovery from emergencies

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

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

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

#### Overarching documents:

- Civil Defence Emergency Management Act 2002 [HERE](#)
- Nelson Tasman Civil Defence Emergency Management Group Plan 2025 [HERE](#)
- Nelson Tasman Emergency Management Work Programme (**Attachment 1**)

**Status update - Nelson Tasman Emergency Management (NTEM) Office Work Programme ..... 1**

Objective 1 – Managing risks ..... 3

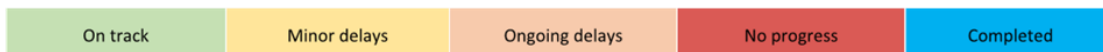
Objective 2 – Effective response to and recovery from emergencies..... 6

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**Workplan activity status update scale:**



## Objective 1 – Managing risks

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 the regional risk of key hazards.	<p>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.</p> <p>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.</p>		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> <li>1. Develop, in partnership with iwi, a workshop agenda</li> <li>2. Send out workshop placeholders</li> <li>3. Undertake workshop</li> <li>4. Collate information and populate the Risk Analysis and Summary Tool</li> <li>5. Disseminate information to partners and stakeholders</li> <li>6. Incorporate information in Group Plan 2030</li> </ol>	Ensure the opportunity for iwi Māori engagement exists throughout the process.		
Output(s)	<p>Comprehensive risk assessments have been completed for all of the region's hazard.</p> <p>Please note: Once completed a cyclic review will be required to check and maintain the currency of the information gathered.</p>		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> <li>1. Stakeholder and partner buy in, availability and capacity</li> <li>2. EM staff capacity</li> <li>3. Project prioritisation against other 'high profile' projects</li> </ol>	<p>Regular communication with partners and stakeholders</p> <p>Robust EM Office work programming</p> <p>Development of a 'workshop rhythm'</p>		
Recommendation(s)	Nil.		
Author / Contact: Kay Anderson			

Activity / Project	Starts	Due	Status
Lifelines Vulnerability Study	July 2025	December 2025	Minor delays
Description	Notes on status		
<p>NTEM are reviewing and refreshing the 2016 Lifelines Vulnerability Study.</p> <p>The project seeks to review and identify current critical lifelines infrastructure within the region and how this is supported by national infrastructure assets and arrangements. The project will also assess the current risk to key assets from identified regional hazards.</p> <p>In addition, the study will seek to identify additional supporting plans, including BCP arrangements, of providers and dependencies of other services upon critical infrastructure. This will help identify where enhancements can be made to plans and arrangements to enable increased resilience in emergency events.</p>	<p>The project is on track, and in line with the deliverables set.</p> <p>Phase 1 of the project has been completed with the collation of information relating to lifeline providers and key infrastructure within the region.</p> <p>A workshop was held in August with all lifeline providers. This allowed for a review of the available information, identification of gaps/requirements for further study and discussions on current response arrangements.</p> <p>The study is in a final draft state and with members of the Lifelines Committee for review and endorsement. Upon which the Study will be presented at the next meeting of the Coordinating Executive Group for adoption.</p>		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> <li>Review and endorsement of final draft by members of the Lifelines Committee</li> <li>Presentation and recommendation to the Coordinating Executive Group that the Study be adopted.</li> </ol>	<ol style="list-style-type: none"> <li>Partner and stakeholder buy in/support</li> <li>Willingness from commercial entities to engage and provide information to the project</li> <li>GIS Resources from within Council GIS teams</li> </ol>		
Output(s)	Delivery of a Lifelines Vulnerability Report and GIS mapping of lifeline assets within the NTEM Common Operating Platform.		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> <li>The capacity for partners and stakeholders to provide contributions in time to meet project deadlines.</li> <li>Project scope creep.</li> <li>EM Office capacity.</li> </ol>	<ol style="list-style-type: none"> <li>Regular communication with partners to ensure delays and issues can be resolved in a timely manner.</li> <li>Regular checks and reporting to ensure staying within project scope.</li> <li>Robust EM Office work programming</li> </ol>		
Recommendation(s)	Nil.		
Author / Contact: Nathan Black			

Activity / Project	Starts	Due	Status
Telecommunication Resilience	February 2025	July 2025	Ongoing delays
Description	Notes on status		
<p>Via the CDEM Group Joint Committee a request was made from the Mayors of both Tasman District Council and Nelson City Councils to gather information/data regarding the resilience of the region’s telecommunications infrastructure.</p> <p>Specifically, the compiling of a map that provides a regional overview of:</p> <ul style="list-style-type: none"> <li>- The location of regional cellular towers;</li> <li>- their operational vulnerabilities (e.g., power dependency, redundancy measures); and</li> <li>- the duration of their expected operation in the event of a sustained power outage.</li> </ul> <p>The information would serve to enhance the region’s ability to plan, prioritise resources, and develop informed response strategies.</p>	<p>Correspondence from the Mayors’ offices was sent to the New Zealand Telecommunications Forum (TCF) in April 2025 requesting the desired information.</p> <p>The TCF subsequently responded supporting the efforts to improve regional preparedness but explaining that largely due to the commercially sensitive nature of the information being requested it could not be shared at this time.</p> <p>At the meeting of CDEM Group Joint Committee in July 2026 the Chief Executive of the TCF Paul Brislen presented on the requested information and the challenges/barriers experienced with collating and sharing the data requested.</p>		
Upcoming Task(s)	Critical Components		
<p>While engagement with the TCF is ongoing, at this stage no further tasks have been assigned to this activity.</p> <p>However, the pre-mentioned Lifelines Vulnerability Study seeks to incorporate a level of information pertaining to telecommunication infrastructure.</p>	<ol style="list-style-type: none"> <li>1. Partner and stakeholder buy in/support</li> <li>2. Willingness from commercial entities to engage with the project.</li> </ol>		
Output(s)	<p>An overarching map that provides a regional overview of:</p> <ul style="list-style-type: none"> <li>- The location of regional cellular towers;</li> <li>- their operational vulnerabilities (e.g., power dependency, redundancy measures); and</li> <li>- the duration of their expected operation in the event of a sustained power outage.</li> </ul>		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> <li>1. The capacity for partners and stakeholders to provide contributions in time to meet project deadlines.</li> <li>2. Project scope creep.</li> </ol>	<ol style="list-style-type: none"> <li>1. Regular communication with partners to ensure delays and issues can be resolved in a timely manner.</li> <li>2. Regular checks and reporting to ensure staying within project scope.</li> </ol>		
Recommendation(s)	<p>Nil.</p>		
<p>Author / Contact: Nathan Black</p>			

## Objective 2 – Effective response to and recovery from emergencies

Activity / Project	Starts	Due	Status
Nelson Tasman EM exercise programme	July 2025	April 2026	On track
Description	Notes on status		
<p>This project involves developing and delivering a two-day, multi-agency emergency management exercise based on a local earthquake scenario. The aim is to practise a coordinated response to a major CDEM-led event within the region and strengthen multi-agency coordination arrangements.</p> <p>Running the exercise across two days will increase opportunities for newly trained GEOC staff and agency liaison personnel to operate within the GEOC under realistic response conditions. The exercise will also provide opportunity to:</p> <ul style="list-style-type: none"> <li>• Build confidence and capability of response staff</li> <li>• Test new systems and further develop processes for managing data from multiple sources and producing an accurate, timely common operating picture</li> <li>• Progress interoperability between response organisations</li> <li>• Practise coordinated multi-agency decision-making and response</li> <li>• Exercise the role of governance in a response and strengthen understanding of responsibilities and support needs</li> </ul> <p>Exercise outputs will inform future planning for regional earthquake events.</p>	<ul style="list-style-type: none"> <li>• The exercise development group has been established, and exercise planning is underway.</li> <li>• A multi-agency planning meeting has been held, and levels of participation are currently being confirmed.</li> <li>• Scenario and inject development is progressing.</li> <li>• Engagement with Council staff is underway to confirm availability; once confirmed, GEOC rosters for each day of the exercise will be finalised.</li> <li>• The team is currently investigating the viability of involving Civil Defence Centre volunteers to establish a CDC as part of the exercise, including opportunities for public engagement.</li> </ul>		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> <li>1. Continue engagement with partner agencies and stakeholders</li> <li>2. Further develop exercise materials, including scenario and injects</li> <li>3. Confirm Council GEOC rostered personnel</li> <li>4. Hold two further multi-agency planning meetings in March and April to ensure alignment with exercise scope and requirements</li> <li>5. Identify and confirm mentors and evaluators</li> <li>6. Finalise the debrief process</li> </ol>	<ol style="list-style-type: none"> <li>1. Partner and stakeholder buy in/support</li> <li>2. Continued liaison and advocacy with Council management</li> <li>3. Continued capacity within the EM team</li> </ol>		
Output(s)	Nelson Tasman CDEM Group members and Group Emergency Operations Centre personnel are familiar with the requirements for earthquake response within the region.		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> <li>1. Project stakeholder buy in, availability and capacity</li> <li>2. EM staff capacity</li> <li>3. Project prioritisation against other 'high profile' projects</li> <li>4. Occurrence of emergency events</li> </ol>	<ol style="list-style-type: none"> <li>1. Regular communication with project stakeholders. Continued advocacy and sound project management practices</li> <li>2. Robust EM Office work programming</li> <li>3. Continued advocacy and sound project management practices</li> </ol>		

Status update - Nelson Tasman Emergency Management (NTEM) Office Work Programme – March 2026

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Recommendation(s)			
Nil.			
Author / Contact: Kay Anderson			
Activity / Project	Starts	Due	Status
Emergency Overarching Response Data	Not yet started	N/A	Ongoing delays
Description	Notes on status		
<p>To develop and implement a system to coordinate the response related data that multiple partners hold in their own systems.</p> <p>This will serve to provide a regional understanding of impacts and needs, identify delivery bottlenecks, and track impacted residents' journeys through 'the system'.</p>	<p>Lack of resourcing amongst stakeholders has attributed to project delays.</p> <p>As a result of concerns that NTEM had about the status of this project, representatives from NTEM, NCC and TDC GIS and IT met in September 2025. Project barriers and learnings from the June and July weather events were discussed and actions to move forward documented.</p> <p>NCC engaged the services of a Business Analyst (BA) to confirm project scope and associated requirements. The BA has completed their assessment and documented their findings in a report that is currently sitting with NCC IT for review and consideration.</p>		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> <li>NCC IT to review and consider Business Analyst report</li> <li>NTEM to discuss re-explore with NCC the need for a project manager to coordinate project activity drive the project forward.</li> <li>Project Group to reconvene and agree next steps.</li> </ol>	<p>Nelson City Council appetite and resource to put towards the development and oversight of the project</p>		
Output(s)			
<p>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.</p>			
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> <li>Project stakeholder buy in, availability and capacity</li> <li>EM staff capacity</li> <li>Project prioritisation against other 'high profile' projects</li> <li>Availability of budget</li> </ol>	<ol style="list-style-type: none"> <li>Regular communication with project stakeholders. Continued advocacy and sound project management practices</li> <li>Robust EM Office work programming</li> <li>Continued advocacy and sound project management practices</li> </ol>		
Recommendation(s)			
Nil.			
Author / Contact: Nathan Black			

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).	<p>At the time of writing 151 NCC (down from 158) and 165 TDC (down from 182) staff and 43 non-council staff (down from 51) have had a minimum of ITF intermediate training or equivalent and would therefore be eligible to fill Group EOC roles during response.</p> <p>Additionally, the National Emergency Management Agency (NEMA) require endorsement from CEG for the re-accreditation of elected strands for New Zealand Response Team 2 (NZ-RT2). NZ-RT2 is due for their first 3 yearly re-accreditation, and NEMA will visit our region on 6-8 November 2026 to undertake this. NZ-RT2 will be applying for the same capabilities as before – Foundation, Light Rescue (including Mass Casualty), Flood Response, Storm Response, CDC/Welfare, Out-of-region deployment. This gives CEG the opportunity to review the capability needs for the region and check they still support current capability.</p> <p>Additional elective strands not currently being sought include Swift Water Rescue, Rope Rescue, Light USAR, and USAR First Responder.</p>		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> <li>ITF Intermediate training (March 2026)</li> <li>ITF Function specific training (March 2026)</li> <li>ITF Intermediate training (August 2026)</li> <li>ITF Function specific training (September 2026)</li> <li>NZ-RT2 re-accreditation (November 2026)</li> </ol>	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		
<ol style="list-style-type: none"> <li>Availability of staff to attend courses</li> <li>Access to NEMA approved trainers</li> <li>Access to budget</li> <li>Staff attrition/turnover</li> </ol>	<ol style="list-style-type: none"> <li>Continued liaison and advocacy with Council management</li> <li>Identify alternate trainers</li> <li>Continue to advocate to the Tertiary Education Commission fund via NEMA for an increase in our funding allocation</li> </ol>		
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		
<ol style="list-style-type: none"> <li>Await the completion of the Canterbury based multi-agency working group review</li> <li>Amend draft Cordon Management SOP for the Nelson Tasman region</li> <li>Arrange and facilitate an Emergency Service workshop hui (inc. MPI)</li> <li>Socialise SOP amongst relevant stakeholders and partners for comment</li> <li>Review comments, amend and finalise SOP</li> <li>Socialise SOP with operational personnel</li> <li>Test, exercise and review the SOP</li> </ol>	Stakeholder engagement		
Output(s)	A Cordon Management SOP has been developed, socialised and implemented.		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> <li>Project scope creep</li> <li>Disparate approach to cordon management amongst partners and agencies</li> <li>Availability of human resources</li> <li>Resourcing constraints within Canterbury CDEM Group</li> </ol>	<ol style="list-style-type: none"> <li>Regular communication with partners to ensure delays and issues can be resolved in a timely manner.</li> <li>Work programme prioritisation</li> <li>Clear project parameters</li> </ol>		
Recommendation(s)	Nil.		
Author / Contact: Kay Anderson			

Activity / Project	Starts	Due	Status
Engagement of Professional Services during Emergency Response – Phase one	July 2024	June 2025	Completed
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.	<p>The project was completed at the end of August as an extension was given by NEMA due to the weather events in June and July.</p> <p>The guideline on the integration of professional services in emergency management has been completed and presented to NEMA as part of the final deliverable for the resilience fund. The guideline has been deliberately developed in the style of a NEMA Directors Guideline with the intent that it could be adopted as such.</p> <p>NEMA have confirmed acceptance of the guideline and completion of the resilience fund project.</p>		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> <li>1. Presentation of the guideline and project at the National Lifelines Conference.</li> <li>2. Presentation of the guideline to the ACE NZ working group.</li> </ol>	<ol style="list-style-type: none"> <li>1. Partner and stakeholder buy in/support</li> <li>2. Willingness from commercial entities to engage with the project</li> </ol>		
Output(s)	A guideline which lays out 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		
<ol style="list-style-type: none"> <li>1. The capacity for partners and stakeholders to provide contributions in time to meet project deadlines.</li> <li>2. Project scope creep.</li> </ol>	<ol style="list-style-type: none"> <li>1. Regular communication with partners to ensure delays and issues can be resolved in a timely manner.</li> <li>2. Regular checks and reporting to ensure staying within project scope.</li> </ol>		
Recommendation(s)	Nil.		
Author / Contact: Nathan Black			

Activity / Project	Starts	Due	Status
Emergency Assistance Centres (EACs)	July 2025	June 2026	On track
Description	Notes on status		
Emergency Assistance Centres are critical to supporting the welfare needs of people and animals during an emergency response. This year the focus is on increasing the pool of trained EAC personnel and including urban volunteers and supervisors. Additionally, providing a refresher workshop for those already trained and identifying facilities that would be best suited to mass relief scenario in a catastrophic event	156 trained EAC workers across the region (25 council staff and 131 volunteers), 31 of which are trained to a supervisor level. Following the June/July weather events of this year 20 volunteers from Motueka, Tasman, Mapua and Tapawera have received training.		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> <li>Maintaining the database of trained personnel including the undertaking of police vetting</li> <li>EAC training and workshops (March-May 2026)</li> <li>Update the stocktake of current potential EACs</li> <li>Welfare function and Needs Assessment training</li> </ol>	<ol style="list-style-type: none"> <li>Council staff and volunteer participation in training</li> <li>Maintain volunteer engagement and interest</li> <li>Dependencies on other portfolio holders</li> </ol>		
Output(s)	<ol style="list-style-type: none"> <li>NTEM have a trained, deployable cohort of volunteers and Council staff region wide who can confidently supervise and operate an Emergency Assistance Centre over a sustained period.</li> <li>Welfare function team members are fully proficient in the needs assessment process.</li> </ol>		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> <li>The capacity for partners and stakeholders to provide contributions in time to meet project deadlines.</li> <li>Project scope creep.</li> </ol>	<ol style="list-style-type: none"> <li>Regular communication with partners to ensure delays and issues can be resolved in a timely manner.</li> <li>Regular checks and reporting to ensure staying within project scope.</li> </ol>		
Recommendation(s)	Nil.		
Author / Contact: Kathy King			

Activity / Project	Starts	Due	Status
Recovery	July 2025	June 2026	On track
Description	Notes on status		
To ensure there is a coordinated multiagency regional recovery response by maintaining local delivery with regional oversight and enabling situational awareness and information sharing.	The current focus has been on a) developing and embedding a recovery structure; b) advocating participation in a working group of Recovery practitioners; and c) developing resources for Recovery.		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> <li>Clearly define roles for Recovery pou leads</li> <li>Advocate for financial delegations to 'kick start' Recovery</li> <li>Provide training opportunities for Recovery positions</li> <li>Embed understanding of regional recovery structure and the role of Recovery Committee during response and an active recovery</li> </ol>	<ol style="list-style-type: none"> <li>Council engagement to identify key position holders</li> <li>continued engagement from Council, agencies and partners in recovery workstreams</li> </ol>		
Output(s)	NTEM and Council Recovery have identified staff, who are participating in a Recovery training programme and understand their role. That guides and memoires are embedded into Recovery including during the response phase Funding streams and financial delegations have been identified, IT supporting systems are in place		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> <li>The capacity for partners and stakeholders to provide contributions in time to meet project deadlines.</li> <li>Project scope creep.</li> </ol>	<ol style="list-style-type: none"> <li>Regular communication with partners to ensure delays and issues can be resolved in a timely manner.</li> <li>Regular checks and reporting to ensure staying within project scope.</li> </ol>		
Recommendation(s)	Nil.		
Author / Contact: Kathy King			

### Objective 3 – Enabling, empowering, and supporting resilience

Activity / Project	Starts	Due	Status
Community Emergency Preparedness Planning	July 2025	June 2026	On track
Description	Notes on status		
<p>Community Emergency Preparedness Plans (CEPP) 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.</p> <p>This year the focus is on responding to communities who proactively approach NTEM regarding community emergency preparedness planning and to maximise opportunities to promote the CEPP.</p>	<p>Number of CEPPs completed: <b>3</b></p> <p>Number of CEPPs underway: <b>10</b></p>		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> <li>Continue to coordinate and support community leads with CEPP development</li> <li>Continue to advocate and identify new community locations</li> <li>Explore additional opportunities to promote CEPP</li> <li>Support communities who show interest in developing a plan</li> <li>Facilitate a CEPP workshop with the Victory Community Centre and community leads (<b>completed</b>)</li> <li><b>Partner with Neighbourhood Support to promote and develop CEPPs</b></li> </ol>	<ol style="list-style-type: none"> <li>Community appetite and resource to put towards CEPP development and oversight</li> <li>Positive output focussed relationships with partnering agencies and Council partnership teams</li> </ol>		
Output(s)	Community Emergency Preparedness Plans are being widely used by communities across Nelson Tasman.		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> <li>Limited uptake of the plans by communities</li> <li>Lack of EM Office capacity to support demand</li> </ol>	<p>Regular communication and engagement with partners</p> <p>Seek opportunities through existing and emerging networks to promote and lead</p>		
Recommendation(s)	Nil.		
Author / Contact: Kathy King			

Activity / Project	Starts	Due	Status
Getting Prepared Video Series	July 2025	June 2026	On track
Description	Notes on status		
<p>Recent nationwide surveys have found that although 91% of New Zealanders thought it was quite or very important to be prepared for an emergency, only 40% had taken steps to prepare themselves or their household for an emergency in the past 12 months.</p> <p>When it comes to household preparedness, the number of people taking real steps to prepare themselves isn't increasing.</p> <p>This leaves many New Zealanders vulnerable during emergencies. Individuals, households and communities have a responsibility and a part to play with regards to their safety. Professional first responders like Police, Fire and Emergency and Civil Defence may have to focus on rescues and helping the people who are most at risk, limiting their availability to support those that just haven't prepared.</p> <p>As such, the Getting Prepared Video Series aims to provide an accessible informative mechanism to support community preparedness. Additionally, the existence of said material may support free up existing Emergency Management human resource providing the opportunity to focus on additional work activity.</p>	<p>Project planning discussions have been initiated.</p> <p>10-15 seconds thought provoking preparedness videos are currently being developed. The intent is that these are socialised on the NTEM Facebook platform and incorporate topics such as, earthquake and tsunami response scenarios.</p>		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> <li>Develop scripts for 30-60 second 'How to get prepared' videos for Facebook and the CDEM website</li> <li>Develop 3-5 minute educational video series for uploading to the CDEM website and sharing with community groups</li> <li>Undertake film</li> <li>Test amongst consultation group</li> <li>Distribute/Market</li> <li>Measure impact</li> </ol>	<ol style="list-style-type: none"> <li>EM team capacity</li> <li>Kit capability</li> <li>Partner and Agency support</li> </ol>		
Output(s)	An accessible informative online preparedness video series has been developed and		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> <li>Limited uptake by communities</li> <li>Lack of EM Office, partner and agency capacity</li> </ol>	<p>Regular communication and engagement with partners</p> <p>Seek opportunities through existing and emerging networks to promote and lead</p> <p>Consult stakeholder to determine best distribution conduits, methods</p>		
Recommendation(s)	Nil.		
Author / Contact: Kathy Solly			

## Emergency Management Office administration

Activity / Project	Starts	Due	Status
Emergency Management Office Financial and Work Programme Reporting	July 2025	June 2026	On track
<b>Notes on status</b>			
<p>The financial report to December 2025 is attached as Attachment 2. The report reflects ordinary operations as well as the effect of the weather event responses experienced within the financial year. Response costs associated with emergency events are not budgeted for. As a result, the finances for the six months to 31 December have been adversely affected by the June/July 2025 weather event resulting in a current deficit of \$108,053.</p> <p>The Nelson Tasman CDEM Coordinating Executive Group met on 4 March, the unconfirmed minutes from this meeting (Attachment 3) together with the updated 2025/2026 NTEM Work Programme (Attachment 1) are attached for perusal and consideration.</p>			
<b>Potential risk(s)</b>		<b>Mitigation</b>	
The need to respond to and recover from emergency events exceeds budget (we do not budget for response costs), and detracts the ability of the EM Office to deliver other workstream activities and associated expenditure.		N/A	
<b>Recommendation(s)</b>			
<u>Notes</u> the draft minutes of CDEM Coordinating Executive Group 4 March 2026 (Attachment 3)			
<b>Author / Contact: Andrew Bishop / Joe Kennedy</b>			

Activity / Project	Starts	Due	Status
Submission to the Emergency Management Bill (No 2) 2025	December 2025	February 2025	Completed
<b>Notes on status</b>			
<p>Following the introduction of the Emergency Management Bill (No 2) 2025 on 9 December 2025 the Emergency Management Office drafted and submitted a submission on behalf of the Nelson Tasman CDEM Group. The submission is attached as Attachment 4.</p>			
<b>Recommendation(s)</b>			
<u>Retrospectively approves</u> the submission to the Emergency Management Bill (No 2) 2025 entitled 'Emergency Management Bill (No 2) 2025 submission – Nelson Tasman Civil Defence Emergency Management (CDEM) Group' (Attachment 4)			
<b>Author / Contact: Joe Kennedy</b>			

Activity / Project	Starts	Due	Status
Independent assessment of Nelson Tasman CDEM Group emergency management capability	2024	2026	Minor delays
Description	Notes on status		
<p>An independent review of the Nelson Tasman CDEM Group emergency management capability has been completed and received by the NTEM Coordinating Executive Group.</p> <p>This year the focus is on assessing the recommendations arising from the report and implementing appropriate resolutions</p>	<p>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.</p> <p>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.</p>		
Output(s)	Recommendations arising from the report are assessed and where appropriate resolutions are implemented.		
Recommendation(s)	Nil.		
Author / Contact: Joe Kennedy			

## Recommendations

Recommendation(s)
<p><b>That the Nelson Tasman CDEM Group</b></p> <p><b>Receives</b> the Report of the Nelson Tasman Emergency Management Office and its attachments; and</p> <p><b>Notes</b> the draft minutes of CDEM Coordinating Executive Group 4 March 2026 (Attachment 3)</p> <p><b>Retrospectively approves</b> the submission to the Emergency Management Bill (No 2) 2025 entitled 'Emergency Management Bill (No 2) 2025 submission – Nelson Tasman Civil Defence Emergency Management (CDEM) Group' (Attachment 4)</p>

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	
<p><b>Risk Reduction</b> 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</p>	<b>Reduction</b>	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	
		<b>Reduction Committee</b>	Lead the planning and facilitation of the Reduction Committee, including the TOR and work programme	Kay	Helene		September 25 February 26 May 26	
			Improve, develop and maintain key connections within the reduction space	Kay			Ongoing	
<p><b>Readiness</b> 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.</p> <p><b>Response</b> 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.</p>	<b>Readiness and Response</b>	<b>Duty officer competence</b>	Maintain the Duty Officer training register	Luci		Quarterly updates		
			Facilitate the running of Duty Officer training sessions	Luci			Ongoing (bi-weekly)	
		<b>Duty officer readiness</b>	Review and update the Duty Officer Handbook				December 25	
			Maintain the currency of the Duty Officer handbook including updating the Duty Officers with current documentation.	Luci			Ongoing	Project to refresh DO handbook has been completed
			Ensure correct Duty Contacts are maintained (FENZ, Police, etc.)	Luci			Ongoing	
			Fulfil the role of Duty Officer during rostered time	EM Team			Ongoing	
		<b>Operational Readiness Improvements Programme (ORIP)</b>	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	
		<b>Operational Readiness of the GEOC</b>	Maintain the Group EOC to ensure its readiness for emergency events, including: - Infrastructure - IT - Systems and Processes	Luci	Helene		Ongoing	
			Ensure Group EOC function drawers are kept up to date	Luci	Helene		Ongoing	
			Investigate purchase of Ecoflow batteries for back-up power supply					Newly added item - June/July 25
			Develop plan and agreements for fuel requirements (generator, vehicles, etc.) for the GEOC					Newly added item - June/July 25
		<b>Group EOC staffing</b>	Enter into D4H staff training records including contact information and maintain the records	Kathy	Luci/Helene		Ongoing - after each training	
			Identify volunteers who are eligible for NEMA Long Service Awards. Complete nominations, get signed off by NCC CE and submit to NEMA for approval. Arrange for presentation of awards.	Kathy			2 yearly	
			Develop pool of Response Managers	Joe			June 26	Response Managers identified - Manager approval being sought
		<b>Group EOC in preparation for a response</b>	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	
			Prepare for summer shut down period - Availability of response personnel - Readiness of GEOC				December 25	
			Installation of cover over generator and external power plugs					
		<b>Group EOC functions</b>	Oversee and coordinate the Safety function catch ups	Helene	Luci		Ongoing	
	Oversee and coordinate the Logistics Function catch ups	Kathy			Ongoing			
	Oversee and coordinate the Welfare Function catch ups	K2			Ongoing			
<b>Professional Services in response</b>	Resilience fund project - Integration of professional services in emergency management with Stantec							

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
	Alternate Group EOC	Present at National Lifelines Conference on integration of professional services in emergency management					
		Apply for NEMA Resilience Fund for Alternate GEOC/LEOC response facilities with three E-pod self sufficient containers				January 25	
	Exercising	Manage the overall Nelson Tasman CDEM exercise programme	Kay	Luci		Ongoing	
	Post response finances	Ensure invoices after any event are matched and paid. Submit a claim to NEMA if needed for reimbursement is needed.	Kathy	Helene		As required	
	Debriefing	Post exercise or event, carry out hot and cold debriefs	Luci			Ongoing	
	Corrective Action Plan	Transfer debrief material into a Corrective Action Plan (CAP) and maintain currency	Luci	Joe		Ongoing	
		Ensure that the tasks in the CAP are prioritised	Luci			Ongoing	
		Work with the Manager, Emergency Management to ensure that the tasks are woven in to the NTEM Work Programme	Luci	Joe		Ongoing	
	Communications	Maintain an effective contingency communications framework is in place e.g. VHF and satellite tools (phones/Starlink units)	Luci			Ongoing	Currently replacing Sat comms based in Takaka.
		Deliver deployable starlink units to LEOCs and RT2					
		Develop South Island radio channel plan including Response Teams					Newly added item - June/July 25
		Maintain a multi-agency satellite phone testing schedule	Luci			Ongoing (twice yearly)	
		Implement new radio network solution - repeaters across the region					
		Investigate use and installation of handheld radios at CDCs to communicate between volunteers at the facility.					Newly added item - June/July 25
		Investigate feasibility of Starlinks at CDCs to allow for communication when no telecommunications. Consideration given to power outages with this.					Newly added item - June/July 25
	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 scenarios		PEPI		TBC	
		Develop processes for public messaging into LEOCs from the GEOC (i.e. sharable specific content for local area)		PEPI		TBC	
		Develop process for holding inter-agency PIM meetings		PEPI		TBC	
		Develop guidelines and templates on running a community meeting		PEPI		TBC	
		Develop messaging for the public on purpose of CDC and what help they can get there					Newly added item - June/July 25
		Develop messaging for the public on power outage restrictions					Newly added item - June/July 25
		Investigate number of PIM resources required in response					Newly added item - June/July 25
		Review distribution lists for key messages - customer services both councils - Local EOCs - Council hubs		PEPI		TBC	
	Local EOCs	Purchase and distribute laptops to LEOCs					
		Ensure that the Local EOC - Golden Bay is supported in their operational readiness e.g. - Kit/equipment - SOPs - Command and Control Structure (roles and responsibilities with lead agency) - Regular testing of equipment (generators, satphones, radios etc.) - Teams/email accounts	Luci	Kathy/Kay		Ongoing	
		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	
		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	
		Develop and implement the contact page and key location model for LEOCs and other community locations and incorporate into Duty Officer documentation.	Kathy	Luci		Ongoing	

Attachment 1

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		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 2025 March 2026 November 2026	Dates have been locked in
	Deployable EOC (Cyril)	Manage the use of the multipurpose habitation unit, including: - Transport - Storage - Training	Luci			Ongoing	
	NEMA working groups	Represent Nelson Tasman EM on Tsunami Reference Group	Luci			As per date set	
		Represent Nelson Tasman EM on the National Exercise Programme Governance Group	Kay			As per date set	
		Represent Nelson Tasman EM on the Emergency Mobile Alert User Group meeting	Luci			As per date set	
		Represent Nelson Tasman EM on the CDEM Intelligence Community of Practice	Kay			As per date set	
	Cordon management	Participate as a member of the Canterbury CDEM Group cordon project (as required)	Kay			Ongoing	
		Develop a clear planning process and approach for the establishment and running of cordons during the response and recovery phases of an event	Canterbury CDEM	Kay		June 2026	
		Gain inter-agency agreement	Kay	Joe		June 2026	
		Develop a plan to ensure that a permeable cordon is both safe and benefits the needs of the affected community	Canterbury CDEM	Kay		June 2026	
	Training	Manage the development and implementation of CDEM training including the CDEM Training Fund Allocations	Kathy			November 25 Annually	
		Conduct police checks (where relevant e.g. community and response teams)	Helene	Kathy		Ongoing	
		Facilitate IMT sessions including developing the agenda	Kathy	Kay/Luci		3x/year	
		Maintain helicopter view of supplementary training and where appropriate organise the training (e.g. PFA, CDC and first aid)	Kathy	Helene/K2		As required	
		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)	
		Provide training to Council CSC teams on the basics of CDEM					Newly added item - June/July 25
		Develop a training package for Recovery and deliver to recovery function					
	R&R Committee	Facilitate the Readiness and Response Committee, including TORs and work programme	Luci	Helene		September 25 February 26 May 26	
		Improve, develop and maintain key connections within the readiness and response space	Luci			Ongoing	
	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	
	NZ-RT2	Advocate for NZ-RT2 – provide financial, administrative and information sharing liaison	Kathy			Ongoing	
		Manage the effective running of NZ-RT2 to ensure operational readiness including the running of management meetings, that training, competency, equipment, H & S aspects are fit for purpose.	Kathy			Ongoing	
		Undertake RT2 Recruitment	Kathy			2 yearly	
	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)	
IT & GIS systems and processes	<b>IT &amp; GIS</b>						
	NTEM Tenancy Maintenance	Further build and develop the NTEM tenancy alongside technical experts	Luci			Ongoing	
		Deliver training across both platforms (Incident Management and Personnel & Training) - EM Team as Administrators - EOC Personnel - Agencies/Partners	Luci			Ongoing	
		Deliver annual online training sessions for Operations Centre platform for all response personnel - inc. recording sessions	Luci			September 25	
		Development of Welfare Needs assessment data into D4H taskings via Power BI	Luci			December 25	
		Develop SOP/User Guides/Quick start guide for Operations Centre					Newly added item - June/July 25
		Maintain D4H software - updates to templates - user accounts - improvements	Luci			Ongoing	
	Common Operating Picture	Develop a multi-agency response Common Operating Picture	Luci	GIS - NCC/TDC		Ongoing	Dependent on GIS resources

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
Information systems in Group and Local EOCs		Linking RAMM data into NTEM COP					Newly added item - June/July 25
		Maintain oversight of the IT system third party supported projects for GEOC/LEOC	Luci			Ongoing	
		Liaise with NCC to assist with set up of NCC Flood chat					
		Develop system between Welfare Needs assessment data and other agencies data like the RST Survey 123 data	Luci			Awaiting Project Timelines (NCC/TDC IT)	
		Investigate access into MagiQ rates databases for response information					Newly added item - June/July 25
		Deliver and train IT Hardware for RT2 - laptops, phones					
		Transfer of Welfare Needs Assessment tool into Survey 123	Luci	GIS - NCC/TDC		Awaiting Project Timelines (NCC/TDC IT)	Dependent on GIS resources
		Assist in the development of a system for digital collection of data in the field (initial impact assessment - consider accurate addressing to provide geo-location for GIS plotting)	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	
		Investigate transition of data into Recovery					Newly added item - June/July 25
		Create system to hold the overarching response data for response - including building data, welfare data, impact assessments, USAR, Geotech, rural, etc.	Luci	Joe		Awaiting Project Timelines (NCC IT)	
		Facilitate bi-monthly GIS CDEM meetings	Luci			Ongoing	
		Attend GEMA meetings as required	Luci	GIS - NCC/TDC		Ongoing	
		Attend South Island GIS Intel Group meetings	Luci			Ongoing	
		Access to GIS information in response to those not in the GEOC (situation maps, displays)					
		Gain understanding of process with LINZ for Procurement of satellite imagery in response					Newly added item - June/July 25
	Train users of the COP/AGOL for response including the intelligence function					Newly added item - June/July 25	
	Separate Nelson Tasman region into 'zones' to assist planning and response (see Marlborough CDEM Group 'sector maps' example)	Kay				June 26	
Planning Development and the Planning Function	<b>Planning</b>						
Catastrophic Events	<b>Catastrophic Events</b>						
Alpine Fault Rupture (AF8)		Act as liaison with the AF8 project	Joe			Ongoing	
		Take part in the Te Wai Ponaumu welfare project	K2			Ongoing	
		Represent NTEM on the Te Wai Pounamu Planning Group	Kay			Ongoing	
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.	<b>Recovery</b>						
Recovery Committee		Maintain membership, set the agenda and maintain the Terms of Reference and work programme for the Recovery Committee	K2	Helene		September 25 February 26 May 26	
		Seek councils executive support to identify staff to fulfil roles in a recovery					
		Participate in sector wide Recovery forums to improve, develop and maintain key connections within the recovery space	K2			Ongoing	
		Visit and build relationships with local CDEM groups	K2			Ongoing	
		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 embedded into the Recovery function, documents are current and accessible in TEAMS	K2			Ongoing	
	Provide Recovery managers access to webinars, Recovery forums and research	K2			Ongoing		
Welfare is responsible for coordinating and delivering emergency welfare services and resources to affected individuals, families/whānau, and communities.	<b>Welfare</b>						
Civil Defence Centres		Maintain currency of resources in CDC boxes	K2			Ongoing	
		Investigate having a cache of welfare boxes in storage that can be deployed to wherever they are needed					Newly added item - June/July 25
		Maintain up to date data base of facilities and contacts	K2			Ongoing	
		Ensure location of CDC flags and Welfare boxes is known by the community and recorded in the asset register	K2			Ongoing	
		Maintain currency of Welfare documentation in CDC welfare boxes	K2			Ongoing	
		Seek options for filling gaps in the CDC network and consider options for mass relief in a catastrophic event	K2			Ongoing	
		Deliver CDC and Supervisor course -Golden Bay				August 25	
		Deliver CDC and a basic needs assessment training-Tapawera - June 25				December 25	
		Deliver CDC and a basic needs assessment training-Motueka				September 25	
		Deliver CDC and a basic needs assessment training-Tapawera -				Feb 26	
	Deliver CDC and a basic needs assessment training for volunteers-Richmond/Nelson	K2	Kathy		April 26		

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		Deliver CDC and a basic needs assessment training to council staff	K2	Kathy		March 26	
		From CDC training sessions identify CDC Supervisors	K2			Ongoing	
		Investigate running CDC exercise drills each year					Newly added item - June/July 25
		Investigate annual inspections of CDCs with Public Health					Newly added item - June/July 25
		Train a deployable cohort of CDC supervisors	K2			June 26	
		Provide a refresher exercise for trained staff	K2			May 26	
		Ensure all CDC volunteers are police vetted and information captured on CDC staffing data base	K2	Kathy		Ongoing	
	<b>Sub functions</b>	Review and update current Needs Assessment SOPs - include check sheet covering basic questions to determine if full needs assessment is required.	K2			June 26	Dependencies on other portfolio holders
		Lead 3.5 sub function clusters (Registration/Needs Assessment, Household goods & services, Emergency accommodation)	K2			Ongoing	
		Continue to encourage the setting up of clusters and writing plans for the remaining 5.5 sub functions	K2			3x/year at WCG committee	
	<b>EOC welfare team</b>	Ensure the operational readiness of the EOC welfare team	K2			Ongoing	
	<b>Local Welfare Managers</b>	Work with Local Welfare Managers to increase their understanding of their roles and responsibilities.	K2			Ongoing	
		Lead the strategic welfare direction for the Nelson Tasman CDEM Group	K2			Ongoing	
		Engage with Local Welfare Managers a minimum of four times per annum (Once a quarter)	K2			Ongoing	
		Ensure local welfare managers maintain a current volunteer data base	K2			Ongoing	
		Support local welfare managers to maintain and grow their local welfare groups	K2			Ongoing	
	<b>Welfare Committees</b>	Chair and facilitate the Welfare Coordination Group including Terms of Reference and work programme	K2			September 25 February 26 May 26	
		Review engagement with welfare support services	K2			May 26	
		Improve, develop and maintain key connections within the welfare space	K2			Ongoing	
	<b>Rural Advisory Group (RAG)</b>	Provide a CDEM representative on the RAG	K2			Ongoing	
		Provide secretarial support to the RAG	K2			Ongoing	
		Create MoU with RAG and RST relating to their roles and responsibilities					Newly added item - June/July 25
	<b>Group Welfare Managers Forum</b>	Attend Group Welfare Managers forum	K2			Ongoing	
	<b>Local IMTs</b>	Follow up on action points after community visits	Kathy	Joe		Ongoing	
	<b>Volunteer Management</b>	Identify and build relationships with existing community groups	K2	Kathy		Ongoing	
		Facilitate a 6 monthly CDC supervisors hui				August 2025 February 2026	
		Identify and fill any geographical gaps	K2			Ongoing	
		Ensure CDEM community volunteers feel valued and part of the CDEM team by offering training opportunities as they arise	K2			Ongoing	
	<b>Additional items</b>	Lead NTEM office's activity in the welfare space for national and regional engagement	K2			Ongoing	
		Regularly attend Community Whanau meetings	K2			Ongoing	
<b>Community Resilience</b>	<b>Community Resilience</b>						
	<b>Community Emergency Preparedness Planning (CEPP)</b>	Seek opportunities to promote the development of CEPPs across the region	K2			Ongoing	
		Maintain a data base of CEPP contacts of both complete and incomplete plans	K2			Ongoing	
		Work with partners to support communities with CEPP	K2			Ongoing	
<b>Iwi/Māori Partnership</b>	<b>Iwi/Maori Partnerships</b>						
	<b>Relationship/partnership</b>	Increase links with NCC and TDC Kaihaūtu	Joe			Ongoing	
		Develop and maintain relationships with the 8 iwi General Managers of Te Tau Ihu	Joe	K2		Ongoing	
		Visit and build relationships with the four marae of Te Tau Ihu	Joe			June 26	
	<b>Committees</b>	Maintain iwi representation on CEG/WCG/CDEM Group	Joe	K2		As per dates set	
	<b>Hui</b>	Facilitate and attend Rōpū Tautoko	K2	Joe		Ongoing	
	<b>EOC/response</b>	Continue to work with iwi to define the roles and responsibilities within the iwi function	Lorr/Rebecca (external)	Luci		TBC	
	<b>Rāhui Process</b>	Coordinate and support the rāhui process project	Kay			Dec 25	Supporting iwi as required

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
<p><b>Risk Reduction</b> 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</p> <p><b>Readiness</b> 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.</p> <p><b>Response</b> 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.</p>	<b>Hazard Risk Assessment Matrix</b>	Lead project to update the Nelson Tasman CDEM Hazard Risk Assessment Matrix					
		Undertake further workshops to complete the full assessment of regional hazards					
	<b>Tsunami signage</b>	Explore the installation of educational coastal tsunami signs					
	<b>Post earthquake Engineering Checks</b>	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			*		
		Explore Duty Controller phones					
		Develop duty officer guidelines for role responsibilities in response					
	<b>GEOC Space requirement project</b>	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 - consider space for induction of new staff - consider space for eating/catering					
	<b>BAU workstreams supporting ORIP</b>	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	
	Group EOC functions	Develop guidelines to define parameters for expenditure for key activities (e.g. helicopter flights) between CDEM and partnering agencies						
		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	Establish contracts and roles within GEOC for professional services in BAU and response including training						
		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 familiarisation						
		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						
		Develop EMA hazard templates in line with NEMA EMA Protocol						
		Develop community thank you messaging templates for post response community engagement						
		Explore use of e-text services to impacted residents in an emergency						
		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							
	Represent Nelson Tasman EM on the Operational Readiness Managers Group							
Capability Assessment Report (NEMA)	Progress the recommendations of the NEMA Capability Assessment Report May 2015			*				

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments
		<p><b>Goal one:</b> To increase community awareness, understanding, preparedness and participation in CDEM</p> <p><b>Improvements:</b></p> <ul style="list-style-type: none"> <li>- Social capital is invested in as a method of enhancing community resilience</li> <li>- Community resilience and related programmes are monitored and reviewed</li> <li>- Volunteer participation in CDEM is supported and encouraged</li> </ul>			*		
		<p><b>Goal two:</b> To reduce the risk from hazards to New Zealand</p> <p><b>Improvements:</b></p> <ul style="list-style-type: none"> <li>- Implementation of risk reduction programmes is inclusive and coordinated</li> <li>- Viable risk reduction options are identified, evaluated and used to inform planning</li> </ul>			*		
		<p><b>Goal three:</b> To enhance New Zealand's capability to manage emergencies</p> <p><b>Improvements:</b></p> <ul style="list-style-type: none"> <li>- Critical resources can be sourced rapidly in response to an emergency</li> <li>- Lifeline utilities are coordinated in a response</li> </ul>			*		
		<p><b>Goal four:</b> To enhance New Zealand's capability to recover from emergencies</p> <p><b>Improvements:</b></p> <ul style="list-style-type: none"> <li>- Recovery planning is integrated with risk reduction and other community planning</li> <li>- Impact assessments are conducted before, after and during events to inform recovery planning and management</li> <li>- The community is an integral part of recovery planning and management</li> </ul>			*		
		<p><b>Enabler two:</b> Organisational resilience supports effective crisis management</p> <p><b>Improvements:</b></p> <ul style="list-style-type: none"> <li>- Adaptive capacity is fostered through active learning and capability development</li> </ul>			*		
		Review council inductions - drop in sessions					
		Develop a training package for Alternate Group Welfare Managers					
		Develop a training package for Local Welfare Managers					
		Develop a training package for the Safety function					
		Develop a training package for non CDEM response Council staff (building inspectors) to build greater understanding of processes and systems.					
		Ensure emergency response personnel are trained in processes around building assessments, USAR processes, Geotech, etc.					
		Create a partnering agency GEOC operating cheat sheet and train relevant people on the instructions. (induction to facility and basic operations).					
		Undertake training on the AF8 SAFER Framework with response personnel					
		Police EOC Training for familiarisation, D4H and expectations in response					Waiting for Police to advise dates.
		Organise and facilitate the multi-agency end of year team building exercise half day					
	<b>Volunteers</b>	<p>Nelson 4WD Club involvement with NTEM and NZ-RT2</p> <ul style="list-style-type: none"> <li>- SOP for response</li> <li>- H&amp;S</li> <li>- Training</li> <li>- Police Checking</li> </ul>					
		Develop process for dealing with donated goods					
		Organise an annual event to recognise CDEM volunteers					
	<b>Joint agency community resilience</b>	Progress and scope multi agency approach to community engagement and community resilience planning					
		Determine evacuation trigger levels and develop SOP documentation			*		
	<b>Pandemic planning</b>	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
	<b>Emergency accommodation</b>	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					
	<b>Murchison Response Framework</b>	Explore the need for an enhanced response framework for Murchison with agency representation and volunteers. Plan for the recruitment and induction of suitable volunteers.			*		

Attachment 1

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments	
IT & GIS systems and processes	NTEM Tenancy Maintenance	Organise and facilitate annual training with both Council building teams to cover intro to CDEM and EOC.						
		Regular catch-up's with infrastructure teams across both Councils						
		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.						
	D4H	Headsets required for phones in GEOC						
		Develop Templates for Operations Centre						
		Develop SOP/User Guides for Team Manager						
		Attend South Island D4H Group best practice meetings						
		Liaise with NEMA and other parties re COP (Common Operating Picture) and determine next steps						
	Data Management	Deliver and train IT Hardware for LEOCs - laptops, phones						
		Assist in the development of a Data Management system - Data management of photos/videos post response - Develop system for post event archiving of data and Teams sites - Review information/data collected, display and storage						
	GIS and digital technology	Facilitate the bi-monthly IT/IS CDEM meetings						on pause due to IT/IS team availability
		CDC Data to be updated on EM GIS platform						
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.				*			

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments	
Welfare is responsible for coordinating and delivering emergency welfare services and resources to affected individuals, families/whānau, and communities.	Civil Defence Centres	Identify potential Recovery function staff to ensure staffing for response is available for the same shift patterns as GEOC including outside normal BAU hours					Re-sequenced within work programme i.e. other steps need to be completed first	
		Work with Recovery Pou leads to understand job descriptions					Re-prioritised.	
		Lead a Recovery function workshop to familiarise Recovery Function staff with documentation and processes					Re-sequenced within work programme i.e. other steps need to be completed first	
		Arrange back-up power for CDCs			*			
		Deliver CDC supervisor training Golden Bay						
		Sub functions	Develop Household Goods and Services sub-function plan					
			Facilitate and lead a Household Goods and Services Subcluster workshop					
			EOC welfare team	Build familiarisation for welfare function team members with local facilities by undertaking site visits to CDCs and meet the local welfare managers/volunteers.				
		Local Welfare Managers		Support local welfare managers to appoint Alternate Local Welfare Managers for GB, Murchison and Nelson Lakes			*	
		Welfare Committees	Develop an induction pack for WCG members					
	Local IMTs	Support the establishment of a community response group in Nelson North						
	Additional items	Explore the establishment of mobile welfare trailers						<a href="https://insidegovernment.co.nz/first-hastings-community-emergency-hubs-roll-out/">https://insidegovernment.co.nz/first-hastings-community-emergency-hubs-roll-out/</a>
		Hold a biennial Regional Welfare Forum						
		Identify, liaise with and plan Cultural Awareness hui with presenting panel						
		Facilitate Cultural Awareness hui 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)						
		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 EOC/response	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						

Operational Readiness Improvements Programme 2025 - 2026					
Key	Green – on track for completion in current financial year or as per specified timeframe Amber - the deliverables of the project are at risk of not being completed this financial year or as per specified timeframe		Blue - completed this financial year Purple – not programmed		
	No.	Topic	Description	Status	Comments
1	EOC Locations	GEOC	Not Programmed		
		Alternate GEOC Options	On Track		
	Operating Plans for each	Alternate GEOC - MOUs	Not Programmed		
		Agencies allocated space in GEOC	Not Programmed		
		Deployable Items (Lift & Shift)	Complete		<a href="#">Lift and Shift List for GEOC.docx</a>
		Deployable (Cyril)	Complete		<a href="#">CYRIL Deployment SOP.docx</a>
		Oxford St GEOC	Not Programmed		
		Alternate GEOCs	Not Programmed		
		Cyril	Complete		<a href="#">CYRIL Deployment SOP.docx</a>
GEOC floor plans for layouts	Not Programmed				
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 familiarisation document, induction form	On Track	-Add a personal welcome to induction - Someone at door greeting people - Consider induction of surge staff	
		Confidentiality statement incl. use of social media	On Track	Include K2 for CDC volunteers	
3	EOC Activation	Activation Levels - threshold (activation vs monitoring vs duty)	On Track		
		Contact Card for agencies	On Track	When to contact us? What we can do to help? What we'll ask you/need to know. Duty Number	
		EOC Readiness Checklist	Complete		<a href="#">GEOC Readiness Checklist.docx</a>
		Activation procedure/checklist	On Track	Check activation email template to include agency presence requested in EOC. Include CSC teams information on contacts etc at the start of an event. Default email to elected members - about the event, contact details and role	<a href="#">Event Life Cycle.docx</a>
		Response personnel availability procedure	Complete		<a href="#">Availability and Rostering SOP.docx</a>
		Initial Situational Awareness - GIS Dashboard, List of relevant information sources	Not Programmed		
		Initial Action Plan - template first steps (general)	On Track	Change mission and objectives	
		Initial Governance Briefing Sheet	Complete		<a href="#">Initial Governance Briefing Sheet.docx</a>
		Lead Agency meeting (discussion)	Complete	Added to Event Life Cycle	<a href="#">Event Life Cycle.docx</a>
		Instructions on bringing own device into GEOC	Complete	Internet connections, logging into O365, incognito mode	
4	Declaration	Immediate feedback form	Complete		<a href="#">GEOC Immediate Feedback Form poster.docx</a>
		Plan for CEG/JC members mustering for meetings/discussions with no comms	Not Programmed		
		Checklist	Complete		<a href="#">Declaration checklist.docx</a>
5	EOC Deactivation	Template	Complete		<a href="#">declaration-form-templates-2012 (1).docx</a>
		Extension and Termination	Complete		<a href="#">declaration-form-templates-2012 (1).docx</a>
		Deactivation procedure	Not Programmed		
		End of response report to Recovery	Not Programmed		
		Communication	Not Programmed		
6	EOC Personnel	Document management/archiving	Not Programmed		
		Email accounts - out of office	Not Programmed		
		Wellbeing considerations post-event	Complete		<a href="#">Wellbeing Email template.docx</a>
		Availability process	Complete		<a href="#">Availability and Rostering SOP.docx</a>
		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		<a href="#">Availability and Rostering SOP.docx</a>
		Explore role of 2IC for each function	On Track	Add to Roster template and train logistics	
Develop role of Risk/Legal Advisor and add to roster	Not Programmed				
Stand-down process	Not Programmed				
Non-council personnel working in EOC process and guidelines	Not Programmed	eg. pre-registered, finances, police checks			

		End of event Thank-you template	Not Programmed	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)	<a href="#">Templates</a>
		Online Survey	Complete	Microsoft Form Survey template	<a href="#">Debrief Survey Template Form.pdf</a>
8	Functions and Roles	Controller Role - CIMS Role Card	Complete		CIMS Role Card
		Controller EA Role	Complete		<a href="#">NTEM - Controller's Assistant Role Card.pdf</a>
		Controller decision levels for the response	Not Programmed	Newly added items - June/July 25 - see line 816 in CAP	
	Response	Response Manager Role	Complete		CIMS Role Card
		Response Advisor Role Card	Complete		<a href="#">NTEM - Response Advisor Role Card.pdf</a>
		Response Manager pool of people - who could be in the pool?	On Track	With Joe to contact potential people	
	Safety	Safety Role	Complete		<a href="#">Safety Function Checklist.docx</a>
		H&S prequalified contractors list	Not Programmed		
		Wellbeing tips to share (i.e switching off at end of shift, EAP)	On Track	Newly added items - June/July 25	
		Risk Register template	Not Programmed	Newly added items - April 25 - in D4H?	
	Intelligence	Intelligence Role	Complete		CIMS Role Card
		Intelligence Collection	Not Programmed		
		Status Reports and SitReps	Not Programmed		
		Flow of information to and from Intelligence function	On Track	Newly added items - June/July 25	
		GIS COP instruction sheet for end users	On Track	Newly added items - June/July 25	
	Planning	Situational Awareness SOP	Not Programmed		
		Planning Role	Complete		<a href="#">Planning Function Checklist.docx</a>
		Planning meetings during response (agenda, schedule, etc.)	On Track	Newly added items - June/July 25 - see line 815 in CAP	
		Action Planning	Not Programmed		
		Contingency Planning	Not Programmed		
		Long-term Planning	Not Programmed		
	Operations	Transition Planning	Not Programmed		
		Operations Role	Complete		CIMS Role Card
		Movement Control/Cordons	Not Programmed	Break down into 1 pager and larger project	
		Field tasking coordination including what goes into field packs (maps, instructions, etc.)	Not Programmed	Newly added items - June/July 25 - see line 804 in CAP	
		Staging Area SOP	Not Programmed	Newly added items - June/July 25 - see line 805 in CAP	
	Lifelines	Volunteer Coordination	On Track		
		Lifelines Role	Complete	LUC Handbook developed	
		LUC pool of people	Complete	Need to find more NCC people	
	Logistics	Logistics Role	Complete		CIMS Role Card
		Rostering SOP	Complete		<a href="#">Availability and Rostering SOP.docx</a>
		Procurement SOP	Not Programmed		
		Accommodation Agreement	Not Programmed	See example from Auckland EM.	
		Accommodation SOP - including database of providers	Not Programmed	Newly added items - June/July 25 - include surge staff accommodation e.g. early check in for those on night shift	
		Food box items list template	Not Programmed	Newly added items - June/July 25 - example of RRT boxes	
		Offers of Assistance guideline	On Track		
		Facilities Administrator Role	Complete		<a href="#">NTEM - Facilities Administrator Role Card.pdf</a>
	Welfare	Welfare Role	Complete		CIMS Role Card
		CDCs Information	Complete		<a href="#">Potential CDC Key Information.xlsx</a>
		Rostering CDC staff	Not Programmed	Newly added items - June/July 25	
		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		
		Process for passing on information/requests to other functions	Not Programmed	Newly added items - June/July 25 - social media comments requesting help, function receiving needs more information.	
		Sharing key PIM messages outside the GEOC (CSC/CDC staff)	On Track	Newly added items - June/July 25	
	Recovery	Inter-agency PIM meetings	Not Programmed		
		Recovery Role	Complete		CIMS Role Card
Transition to Recovery		Not Programmed			
Technical Experts	Develop role of Technical Expert and add to rostering	Not Programmed	Establish Technical experts point of contact each shift, see CAP row 699		
9	Operational Tools	Event Life Cycle	On Track		
		Response Briefing Agenda	Complete		<a href="#">NTEM 07 Response Briefing Agenda March 2025.docx</a>
		Response Briefing Chairs Notes	Complete		<a href="#">NTEM 15 Response Briefing Chairs Notes March 2025.docx</a>
		Pre-event Briefing Agenda	Complete		<a href="#">NTEM 06 Pre Event Briefing Agenda - March 2025.docx</a>
		Pre-event Briefing Chairs Notes	Complete		<a href="#">NTEM 14 Pre Event Briefing Chairs Notes - March 2025.docx</a>

		WCG Meeting Agenda	Complete		<a href="#">NTEM 09 Agenda for Response WCG.docx</a>
		Daily Schedule	Complete		<a href="#">Daily Schedule .pptx</a>
		EOC Objectives/Mission/Values	On Track	Create a list of Objectives to pick from in an event.	
		Contacts Distribution Lists	On Track	Need to look at distribution list for Multi-agency briefings	
		Status report template	On Track	Need to be looked at again and maybe updated	<a href="#">Status Report Template.docx</a>
		Sit Rep template	On Track	Need to be looked at again and maybe updated	<a href="#">NTEM 02 Sitrep Template.docx</a>
		Action Plan template	Complete		<a href="#">NTEM 05 Action Plan Template.docx</a>
		Information collection plan	Not Programmed		
		Shift Handover template and process	On Track	Need to include controller objectives for next shift	<a href="#">NTEM 10 Functions Handover Template.docx</a>
		Controller Handover pack	Not Programmed		
		Controller Decision log/record system	Not Programmed		
		Karakia sheets	Complete		<a href="#">Meeting Karakia.docx</a>
		Function trays to L-shaped file holders	On Track	Include contents page	
		Community meetings template / agenda /plan	Not Programmed	Newly added items - June/July 25 -including who from EOC should be in attendance to do welfare needs assessments	
		Information flows guide/when to use which system (D4H, Teams, COP, etc.)	Not Programmed	Newly added items - June/July 25 - see line 824 in CAP	
		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		<a href="#">Coordinated Field Operations.docx</a>
		Operating GEOC multi-media/casting	Complete		<a href="#">GEOC Audio Visual Equipment.docx</a>
		Contact and Distribution Lists	Not Programmed		
		Computer Log-ins	Complete		
		Email Accounts	Complete		
		Printing from EOC	Complete		<a href="#">EOC - How to guide -Printing Instructions.pdf</a>
		Generic phone contacts in response - always answered in response	On Track		
		Fatigue 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	Not Programmed		
		Generator switch over	Complete		<a href="#">GEOC Generator Switch Over Instructions.docx</a>
		Food stores	Not Programmed		
		Satellite phones	Complete		<a href="#">NTEM Duty Officer GEOC Sat phone Guide - August 2022.docx</a>
		Starlink internet	Complete		<a href="#">Deployable Starlink User Guide.docx</a>
		BGANs	Not Programmed		
		Radios	On Track		<a href="#">NTEM Procedure for VHF Radio Use - Base Station.docx</a>
		Displays (whiteboards)	Not Programmed		
		Function Drawers	Not Programmed	Contents page required for each function drawer	
12	Additional Information	EOC Definitions/Acronmys	Complete		<a href="#">Acronyms List Printing.docx</a>
		Financial Delegations	On Track	Joe has spoken with Pat and Leonie, need to progress with further detail	
		LEOC information flow to GEOC	Complete		<a href="#">LEOC and GEOC Information Flows.docx</a>
		LEOC vs GEOC Responsibilities	Complete		<a href="#">LEOC and GEOC Responsibilities.docx</a>
		Library of objectives, strategies, plans, etc.	Not Programmed	Newly added items - April 25	
		Room layout	Not Programmed	Suggestion to join GIS and Intel together and swap Welfare and Ops over	
		Helicopter operations SOP	Not Programmed	Newly added items - June/July 25 - who are we using, how are they being procured and by who (Ops/Logs). Need to ensure fair usage of suppliers around the region.	
		Naming conventions guideline	Not Programmed	Newly added items - June/July 25	
		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 **December-25**

	Current Month		Year to Date		Variance	Full Year Budget	Jun-26 Forecast
	Actual	Budget	Actual	Budget			
<b>Income</b>							
Levies	118,211	118,212	709,268	709,268	(0)	1,418,536	-
Other Income	-	-	199,445	-	(199,445)	-	-
Interest	276	-	1,719	-	(1,719)	-	-
	<u>118,487</u>	<u>118,212</u>	<u>910,432</u>	<u>709,268</u>	<u>(201,164)</u>	<u>1,418,536</u>	<u>-</u>
<b>Less Expenditure</b>							
Staffing Costs	68,377	56,692	366,419	340,149	(26,270)	680,295	-
Operational Costs	18,329	31,513	166,365	189,071	22,706	378,139	-
Maintenance	1,657	805	17,312	4,831	(12,481)	9,659	-
Public Engagement	-	1,158	6,024	6,950	926	13,899	-
Consultancy	3,850	3,833	30,122	22,995	(7,127)	45,990	-
Fixed Overheads	7,519	11,753	59,440	70,518	11,078	141,036	-
Depreciation recovered	-	-	-	-	0	-	-
Depreciation	5,844	7,069	34,852	42,413	7,561	84,826	-
NZRT-2	3,750	5,110	19,340	30,660	11,320	61,319	-
Event Costs	0	281	318,611	1,687	(316,924)	3,373	-
<b>Total Expenses</b>	<u>109,326</u>	<u>118,214</u>	<u>1,018,485</u>	<u>709,274</u>	<u>(309,211)</u>	<u>1,418,536</u>	<u>-</u>
<b>Net Income (Deficit)</b>	<u>9,161</u>	<u>(2)</u>	<u>(108,053)</u>	<u>(6)</u>	<u>(108,047)</u>	<u>0</u>	<u>0</u>

**Statement of Financial Position**

As At

	Dec-25	Nov-25	Jun-25
Opening Equity	367,503	367,503	177,951
Plus YTD Surplus (deficit)	<u>(108,053)</u>	<u>(126,584)</u>	<u>189,552</u>
<b>Equity</b>	<u>259,450</u>	<u>240,919</u>	<u>367,503</u>

**Which was invested as follows -**

**Assets**

Accrued Income	90,000	105,798	-
Fixed Assets	301,315	306,880	321,663
NCC Reserve Account	<u>0</u>	<u>-</u>	<u>38,101</u>
	<u>391,315</u>	<u>412,678</u>	<u>367,503</u>

**Liabilities**

NCC Current Account	<u>131,865</u>	<u>171,759</u>	<u>-</u>
	<u>131,865</u>	<u>171,759</u>	<u>-</u>
	<u>259,450</u>	<u>240,919</u>	<u>367,503</u>

**Capital Expenditure Summary**

	December-25	YTD Actuals	Full Year Budget
EOC and Office		2,954	26,894
Vehicles		1,057	41,200
Communications		6,923	45,833
NZRT2		3,569	18,421
Generators		-	9,623
		<u>14,503</u>	<u>141,971</u>



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## MINUTES

of the

### NELSON TASMAN CDEM COORDINATING EXECUTIVE GROUP MEETING

held

**2:00pm to 4:00pm, Wednesday, 4 March 2026**

at

**Emergency Operations Centre, 28 Oxford Street, Richmond**

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**Present:**

**Tasman District Council:** Group Manager Three Waters (R Kirby), Group Manager Environmental Services (R Smith), and Executive Assistant (K Scammell)

**Nelson City Council:** Chief Executive Officer (N Philpott, Chair), P Shattock

**Nelson Tasman Emergency Management:** (J Kennedy, Kathy Solly, Kathy King, Nathan Black, Helene Boulton, Kay Andreson)

**External Agencies:** FENZ (G Hayward), Hato Hone St John (H Dickey), Te Whatu Ora Health NZ (P Kara), Public Health (A Greig), MSD (C Churchill and R Gibson), NEMA (I Wilson), NZ Police (S Collins), Lifeline Ctee Chair/TDC (B Marsay) and Iwi (R Mason and D Strong)

#### 1 OPENING KARAKIA, WELCOME

Kay Anderson offered the opening karakia.

#### 2 APOLOGIES AND LEAVE OF ABSENCE

##### Recommendation

That apologies from Alec Louverdis (NCC), James Lamb (NEMA), Rebecca Mason (lateness arrived at 3.30pm), Leonie Rae (proxy Richard Kirby), Joanna Gibbs (Te Whatu Ora Health NZ) (only attended first 5 minutes – proxy Pete Kara) be accepted.

**Unanimously carried**

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PUBLIC FORUM: Council provides the opportunity for public forum input at its ordinary meetings. The views and opinions expressed in public forum do not necessarily reflect the position of the Tasman District Council, Council officers or elected members.

Attachment 3

**3 DECLARATIONS OF INTEREST**

None to be noted

**4 LATE ITEMS**

None

**5 CONFIRMATION OF MINUTES**

**That the minutes of the Nelson Tasman CDEM Coordinating Executive Group meeting held on Wednesday, 29 October 2025, be confirmed as a true and correct record of the meeting.**

**Unanimously carried**

**6 REPORTS**

**6.1 Update from the National Emergency Management Agency**

Ian Wilson (Senior Regional Emergency Management Advisor) took his update as read.

- Submissions for the Emergency Management Bill have closed. The Select Committee will provide feedback to Government on 9 June 2026.
- The Resilience Programme was extended to 2 March 2026. The programme is currently assessing those submissions and will provide an update in the coming months.
- During the National Controllers' conference call a month ago, Emergency Mobile Alerts (EMA) were raised in relation to thunderstorms. A directive has been issued confirming EMA can be used for severe thunderstorms where you believe there is a danger to life and property in your community.

**6.2 Update from Whanaū, Hapū, Iwi**

Dianne Strong (in the absence of Rebecca Mason) provided an update on the following:

- All nine Marae's are baseline resilient, so they have solar and water tanks installed.
- CDEM Training - 13 people on training for the month of March and more coming.
- General appetite from the Marae's to be ready for emergency events and mixed response to their level of knowledge in this CDEM area.
- Tenancy Management Information - Frameworks, Manuals, Asset information have been bought into one space. Able to be operated offline and accessible during an emergency event.
- Progressing with alternative communication systems for all Maraes and other areas of need.
- Strategic Workshop – alignment with efficiency of work plans with Nelson, Tasman and Marlborough representation.

### 6.3 Update on Festivals in the region

Joe Kennedy provided an update on the following:

- Example used for this discussion. 'Twisted Frequency' Festival ran from New Year's Eve through to New Year's Day 2026 in Mohua, Golden Bay.
- NTEM and relevant agencies become aware of this upcoming festival and then advise other agency groups, including expected attendance numbers and weather considerations.
- Grant Heyward provided the FENZ perspective, including considerations for emergency situations at festival events. How can emergency management agencies collaborate more effectively in situations like these?
- Communications and notification of plans prior to the festival need to be improved, as this is currently lacking. An earlier stakeholder review would support better pre-event planning.
- Part 1: Create a communications distribution list of relevant agencies to notify when councils become aware of an event or festival. This will enable agencies to contact the festival organiser and confirm an appropriate contingency plan is in place for any natural hazards identified prior to the event.
- Part 2: Develop a safe event leaflet and checklist for festival organisers to use when planning an event.

### 6.4 Report of Nelson Tasman Emergency Management Office

Joe Kennedy took his report as read, discussion included:

- Joe talked to the dashboard on Page 10 of the agenda papers.
- Nelson Tasman EM exercise programme – 29/30 April dates have been confirmed with a planning meeting at end of March.
- Suggestions to be noted in the minutes regarding the 'Get Prepared' video's. Need to ensure they show a diversity of people in the videos as iwi are one of the key audiences.

**That the Nelson Tasman CDEM Coordinating Executive Group**

1. **receives the Report of Nelson Tasman Emergency Management Office and its attachments; and**
2. **receives the Nelson Tasman Civil Defence Emergency Management accounts to December 2025; and**
3. **Endorses New Zealand Response Team 2 seek re-accreditation in the strands of Foundation, Light Rescue (including Mass Casualty), Flood Response, Storm Response, Civil Defence Centre/Welfare, and Out-of-region deployment; and**
4. **Approves that the submission to the Emergency Management Bill (No 2) 2025 entitled 'Emergency Management Bill (No 2) 2025 submission – Nelson Tasman Civil Defence Emergency Management (CDEM) Group' be forwarded to members of the Nelson Tasman CDEM Group for retrospective endorsement.**

**Unanimously carried**

## **6.5 Report of the Nelson Tasman Civil Defence Emergency Management Subsidiary Committees**

The following update reports were received and taken as read:

- PEPI Committee – Paul Shattock
- Readiness and Response Committee - Nathan Black
- Reduction Committee – Rob Smith
- Welfare Coordination Group – Kathy King
- Recovery Committee – Richard Kirby
- Lifelines Committee – Becky Marsay

**ACTION:** Suggestion to improve the layout of these committee reports. Joe K to take the ideas forward and change the report layout. Idea of a front page that details 1) What are the key outcomes 2) Issues for explanation 3) Issues for consideration etc.

**ACTION:** Nigel P to share the Nelson City Council event website/spreadsheet with attendees.

**That the Nelson Tasman CDEM Coordinating Executive Group**

**1. receives the Report of the Nelson Tasman Civil Defence Emergency Management Subsidiary Committees report.**

**Unanimously carried**

## **7 AGENCY AND PARTNER UPDATES**

### **Ministry of Social Development**

- Insurance – uninsurable properties are at risk
- Insurance companies are going to be watching the RMA reforms closely.

## **8 CLOSING KARAKIA**

Kay Anderson offered the closing karakia.

The meeting concluded at 4:36pm

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



3 February 2026

Committee Secretariat  
Governance and Administration Committee  
Parliament Buildings  
Wellington 6021

[ga@parliament.govt.nz](mailto:ga@parliament.govt.nz)

Tēnā koe

**Emergency Management Bill (No 2) 2025 submission – 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 Emergency Management Bill (No 2) 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 CDEM Coordinating Executive Group (CEG) and the membership of the Nelson Tasman CDEM Group. Retrospective approvals will be sought during the next round of Group meetings in March 2026.

The Nelson Tasman CDEM Group is grateful for the opportunity to provide this submission and remains available for further engagement and would welcome the opportunity to discuss these matters with the Select Committee.

**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.

The Nelson Tasman CDEM Group supports the all-hazards; end-to-end risk management approach being taken with all parts of society playing a role towards achieving the central stated purpose of the Bill - to support the social, economic, cultural, and environmental well-being and safety of the public.

Attachment 4



Whilst the Nelson Tasman CDEM Group is generally supportive of many of the proposals within the Bill, 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 the Bill is required;
- c) further consideration should be given to checking that definitions used within the Bill 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 intended uplift. Such resource is not currently budgeted for and will be challenging to fund given current fiscal pressures facing all local authorities.

The value of the reforms within the Bill risk dilution without adequate resourcing and an accompanying Investment Plan. Adequate resourcing is essential to the performance of the EM Sector and wider system. The system as a whole does not function without input from the local government workforce. To the end, gains in system design are however at severe implementation risk if resourcing to this area is not provided for.

The success of the reforms will also depend on how expanded central powers and compliance tools are exercised in practice, and whether sufficient guidance, capability, and engagement accompany the statutory changes.

To help mitigate this risk, a specific Implementation Plan for the Bill prepared in consultation with appropriate representation from CDEM Groups is proposed.

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 and their operating budgets are funded (through rates) via the administering authorities annual and long-term planning processes. All local authorities are facing intense pressure in the current cost of living dynamic to manage rates increases. The provisions within the Bill will require additional resourcing and funding to give effect to the intent, thereby adding further pressure to the rating pool.

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 while everyone desires consistency nationally, there is an affordability 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 prepared by the CDEM Special Interest Group (comprising of the 16 CDEM Group Managers) on behalf of Te Uru Kahika (Regional and Unitary Councils Aotearoa), this submission is structured in a manner that seeks to support and highlight a number of overarching themes for consideration.

#### **Overarching themes**

Attachment 4



**1. Implementation risk - 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.
- 1.5 The proposed amendments to achieve sector/system uplift come at a time of heightened financial pressure on the local government sector, potential legislative constraint on annual rates increases, and other legislative reforms. The combination of these factors heightens the implementation risk posed by the Bill. While this can to some degree be mitigated by a staged implementation plan, the cumulative pressures on resourcing in coming years risk the many needed improvements sought by the Bill being realised.
- 1.6 Enhanced engagement, budget for supporting Māori/rural representation, planning costs, vulnerability and hazard assessments, animal management and ancillary implementation activities may require additional capability, capacity and human resourcing,
- 1.7 The combination of these factors together with the additional \$82.4 million cost to Councils over four years identified in the Regulatory Impact Statement for the Bill heightens the implementation risk posed by the Bill, notwithstanding the merits of its many proposals.
- 1.8 Cabinet and officials emphasise long term savings from better preparedness through an enhanced EM sector and system. Many previous failures can be traced back to capacity issues (staffing, funding, coordination, infrastructure). A strong Bill is only part of the solution: execution and associated resourcing are also fundamental components.

**2. Emergency Management Coordinating Executive Group (CEG) representation**

- 2.1 To adequately fulfil its purpose, Nelson Tasman Emergency Management (NTEM)

Attachment 4



understands the Coordinating Executive is most effective when it comprises of the most senior strategic representatives from across partners and agencies. Wording to the effect of 'a senior employee, volunteer, or contractor' is detrimental to achieving this purpose.

- 2.2 As such, NTEM advocates strengthening the wording associated with the seniority of agency and partner representation and the subsequent amending of the current terminology. It is understood that wording akin to 'the Regional Chief Executive or equivalent' may be better placed across all Emergency Management Co-ordinating Executive attendees.
- 2.3 Additionally, NTEM suggests the option for NEMA to have a voting member on the CDEM Group Joint Committee is worthy of consideration.
- 2.4 The May 2025 Discussion Document that preceded the Bill noted the importance of the role of CEGs and the varied levels of engagement in CEGs throughout the country, and proposed options for strengthening the performance of CEGs. It suggested "The CEG should operate as the engine of emergency management because these Executives hold the funding and operational levers to implement governance decisions. It is therefore important that there is good, consistent, and meaningful participation in CEG".
- 2.5 As alluded to, this has not translated into any provisions in the Bill. Given the membership of Emergency Management CEGs (EMCEG) is proposed to be expanded, the Bill should provide more specific expectations on members of EMCEGs supported by good practice guidance. And, also to remove the ability for EMCEG members to delegate membership.

### **3. Emergency Management Coordinating Executive Group (CEG) representation**

- 3.1 The case for stronger intervention tools is acknowledged. However, the proposed implementation timeframe of six months regarding provisions relating to compliance orders issued by the Director-General (cls. 174-178) would likely be the minimum time for an authority to begin formal compliance processes.
- 3.2 Establishing 'arrangements for the needs of any community in the (Emergency Management) Committee's area that the (Joint) Committee considers may be a disproportionately affected' (cl.91(1)(k)) and incorporating them into Regional Emergency Management Plans by way of targeted amendment or as part of Review will also require significant lead time. Additionally, the potential for representatives of such communities to be appointed members of an Emergency Management Coordinating Executive (e.g. rural communities in the region) will also take time to resolve.
- 3.3 As such NTEM proposes 'practical commencement' of the new Act should be guided and paced by an Implementation Plan that ensures stakeholders (councils, communities, infrastructure providers, etc.) have enough lead-time and capacity to adapt.
- 3.4 In relation to enforcing compliance with legislative requirements in general, NTEM encourages coordination regarding the how and when such instruments and initiatives are developed and undertaken. Many of these directly or indirectly affect the role and responsibilities of Emergency Management Committees. Thus, the incorporation of consultation requirements regarding the development of all secondary legislation and

Attachment 4



guidance should be adopted.

**4. Unitary Authority Structure**

- 4.1 NTEM proposes ss54, 63 clarifies that unitary authorities need not appoint Local Controllers/Managers in addition to Regional Controllers/Managers. An equivalent amendment to s63 for Local Recovery Managers is also recommended.

**5. Controller liability /Protection for CDEM responders**

- 5.1 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.
- 5.2 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.
- 5.3 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. We advocate wording akin to 'persons providing decisions and advice leading up to and immediately before, and relating directly to any subsequent declaration' is considered.
- 5.4 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.
- 5.5 The lack of clarity regarding authority, coordination, and liability where emergencies are managed without formal declarations has previously been raised numerous times in multiple forums and following multiple events. Undeclared emergencies were addressed in Trifecta regarding the lack of clarity for their management resulting in variation in response thresholds and levels of service delivery across the country, and the associated ambiguity about protection from liability for personnel during an undeclared event. However, it appears that the options for addressing these issues have not been included within the Bill.
- 5.6 While there are now protections available for warnings, the matter of civil liability in the case of undeclared emergencies also applies to other actions, by Controllers in particular. The frequency of adverse events that fall below the threshold for declaration is increasing, as are the calls for coordination of response activities. The lack of measures for protection from liability for personnel outside of a state of emergency or transitional period is a disincentive to the application of available emergency management expertise and we again ask that this matter be addressed.

**6. Risk reduction and planning**

- 6.1 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

Attachment 4



allows for some local and regional flexibility would be beneficial

- 6.2 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 (Reduction, 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/Regional Emergency Management Plans within that spectrum.
- 6.3 As previously alluded to, a continuing limitation in this space is having the planning resource to undertake the work required. The growing demand for 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 and/or planning documents that CDEM Groups can then regionalise would assist, especially with regard to fuel, fast moving consumer goods and cordon management.
- 6.4 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, community planning, whānau planning and individual planning) to plan and prepare for emergency events.
- 6.5 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.

## **7. Barriers to cooperation and information sharing**

- 7.1 Challenges currently exist where legislative reform would significantly help councils in their recovery work.
- 7.2 NTEM notes recent dialogue regarding the removal of legislative barriers that add to the cost and pace of recovery work.
- 7.3 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 our Long Term Plan.
- 7.4 The practical consequence of this is that it adds tens of thousands of dollars of costs and many months of delays. This delay can exacerbate anguish and uncertainty experience by the families concerned.
- 7.5 The previous Government overcame this problem following Cyclone Gabrielle by passing special legislation that bypassed the LGA consultation requirements.
- 7.6 We would like to see the Bill amended to enable the Minister of Emergency Management, at the request of a Council, to be exempted from specific LGA

Attachment 4



requirements for recovery activities. The provision could be limited to events where a civil 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.

#### **8. Role of CDEM Group offices in general**

- 8.1 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.
- 8.2 We think the Bill should recognise and provide for the administering authority to establish a suitably resourced Regional Emergency Management Office that supports an Emergency Management Committee (EMC) as not solely delivering administrative services.
- 8.3 The increased complexity and scale of Emergency Management (EM) and the growing frequency of more significant and severe events means the role of Group Managers and Offices has evolved over the last twenty years. More recently this has been in accord with the Government's response to the TAG Report that identified a pressing need to build the capability and capacity of the emergency management workforce.
- 8.4 We suggest the provisions of the Bill do not sufficiently acknowledge this evolution and the nature of the future EM challenges that EMCs are and will encounter requiring significant support to achieve. As stated, we think the Bill should recognise and provide for the administering authority to establish a suitably resourced Office that supports an EMC as not solely delivering administrative services but being led and staffed by EM professionals with a clear reporting line to EMCs. This becomes of greater importance given the proposed expanded membership of EMCEGs, which now and in the future are also supported by the Group Manager and Office.

#### **9. Legislative alignment, Definitions and Scope – in general**

- 9.1 It would be beneficial to have better integration between new pieces of legislation, to promote effective hazard management. For example, the alignment of purpose statements and definitions across the Emergency Management Bill, Planning and Natural Environment Bill, and Local Government (System Improvements) Bill.
- 9.2 It is noted that the requirements and obligations placed on local authority members to deliver on Section 42 (2)(a) sets a high bar for natural hazard risk reduction which is commendable. However, this clause, particularly (iii) and (iv) may be unrealistic and unaffordable for local authorities and not match community expectations. It is not clear how these requirements fit with other legislative changes underway (including the resource management system reform, adaptation planning (under the National Adaptation Framework/Climate Change Response Act)) and the proposal for 'rates capping' for local government.
- 9.3 Furthermore, further clarity is required regarding the terms 'engage', 'community', and 'disproportionately affected'. These can be interpreted in different ways.
- 9.4 Noting the existence of a broad definition of 'Identifying and engaging with disproportionately affected communities' in CI 5, Interpretation, numerous issues in

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terminology, scope, resourcing, and funding arise.

- 9.5 There will be issues to address in terms of clarity and consistency across diverse regions, the responsiveness to how communities themselves wish to be engaged, and how this integrates with welfare functions and the plans and processes of individual Councils and public service agencies.
- 9.6 Community engagement risks becoming process-heavy without proportionality (s94). NTEM supports engagement though advocates the Bill lends itself to guidance so engagement requirements remain outcome-focused and scalable to risk and community capacity.

## 10. Definitions and Scope – Essential Infrastructure Providers

- 10.1 NTEM submits that the Bill's Essential Infrastructure Provider framework does not fully reflect services proven to be critical in recent emergencies, including the response to COVID-19. NTEM notes that waste management, food supply and distribution, and financial services are essential to public health, social stability, and recovery, yet are not explicitly recognised in the Bill.
- 10.2 The definition of 'essential service' that includes the functioning of the economy or society of the whole or part of New Zealand is not reflected in the appropriate breadth of the definition of 'essential infrastructure provider'.
- 10.3 As indicated in the Discussion Document (DD) that preceded and shaped the Bill, essential services form part of an interconnected system. As a consequence the DD foreshadowed and set out the merits of an option that would include:
  - *certain digital services*
  - *distribution of groceries to retailers*
  - *cash and payments services*
  - *solid waste management services*
  - *hazard warning systems*
  - *maintaining Flood Protection infrastructure or provides Flood Protection services.*
- 10.4 We think this option should be taken forward and the definition of essential infrastructure provider correspondingly broadened in Schedule 3.
- 10.5 As noted above there is also an omission of the entities that provide flood protection infrastructure. The essential nature of this service to protect the public and sustain other essential services is well evident and was a tested feature in the responses to the North Island severe weather events.

## 11. Recovery

- 11.1 Making it explicit that recovery planning is required in advance of an event is a welcome step towards strengthening recovery. However, the role of Recovery Managers remains ambiguous. The role outlined in the current Act, and carried through into the Bill, is rarely fully adhered to in practice and leaves the main recovery effort and responsibilities ill-defined. Addressing this to ensure roles and responsibilities are clear requires a combination of changes in doctrine and practice, as well as changes in legislation.

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- 11.2 Recovery is fundamentally different to emergency management response and frequently spans years, or even decades for large events. Directing and coordinating recovery resources is demanding, strategic, complex and political. It would be beneficial for the Bill to reflect this reality. While recovery is referenced throughout the Bill, the roles of Recovery Managers are only defined for when a transition period is in place, with a default period of 28 days, unless extended. We advocate the legislative framework enables the transfer or continuation of recovery responsibilities and authority to other persons or agencies beyond the transition period (including extensions).
- 11.3 Commonly, determining whether a transition period is required (or extended) is based on the need to use the special powers (in cls160-165 and cl170 of the Bill) rather than the need for recovery leadership and coordination. Moreover, there is no process for the transfer of recovery leadership responsibilities and authority, often resulting in variable and ad hoc recovery governance and management arrangements. Addressing these issues to ensure there is a deliberate and seamless transfer of responsibility and authority for recovery management should be addressed within the Bill.
- 11.4 The changeover from state of emergency to transition period to longer term recovery arrangements is often fraught, as may be expected given the response focus of emergency management. This is a matter of practice rather than legislative flaw. There should be a mechanism in place to formally transfer responsibility for recovery leadership from emergency management to the relevant territorial or unitary authority, or to other specified arrangements, if wider coordination or resources are required.
- 11.5 It is also proposed that the use of recovery powers in the Act/Bill is separated from the leadership or coordination function, so that if powers are required these may be retained by a Recovery Manager appointed under the Act/Bill.
- 11.6 The intention of these changes is to encourage or enable the handover of the substantive recovery away from emergency management to either a modified business as usual or a dedicated recovery structure. The underlying rationale is enhancing clarity of roles and responsibilities so that those responsible for emergency management can focus on emergency management (including the early stages of recovery) and that the responsibility for longer term recovery is clearly specified, enabling suitable planning and resourcing to be put in place separately from the limited emergency management resources.
- 11.7 Furthermore, NTEM advocates that longer extension periods to Local Transition Periods, perhaps up to three months, should be enabled and included in the Bill. Such extension periods would serve to set realistic expectations regarding the duration of recovery efforts and minimise process 'fatigue'.

**Joe Kennedy**

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