



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

Date: Wednesday 27 November 2024
Time: 9:30am - Joint Hearing and Deliberations
Meeting Room: Group Plan
Venue: Emergency Operations Centre,
28 Oxford Street, Richmond
Zoom link: <https://us02web.zoom.us/j/88477305365?pwd=vP72NX3NAPy61wln4dbcGCs8KmQgRp.1>
Meeting ID: 884 7730 5365
Meeting Passcode: 674579

Nelson Tasman Civil Defence Emergency Management Group

**Komiti Whakahaerenga Tiwhikete
Whakawhanaunga**

AGENDA

MEMBERSHIP

(Quorum 2 members)

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

AGENDA

1 OPENING, WELCOME, KARAKIA

2 APOLOGIES AND LEAVE OF ABSENCE

Recommendation

That apologies be accepted.

3 DECLARATIONS OF INTEREST

4 LATE ITEMS

5 CONFIRMATION OF [MINUTES](#)

That the minutes of the Nelson Tasman Civil Defence Emergency Management Group meeting held on Wednesday, 10 April 2024, be confirmed as a true and correct record of the meeting.

6 REPORTS

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7 CLOSING KARAKIA

6 REPORTS

6.1 NELSON TASMAN CIVIL DEFENCE EMERGENCY MANAGEMENT (CDEM) GROUP JOINT COMMITTEE HEARINGS AND DELIBERATIONS

Report To:	Nelson Tasman Civil Defence Emergency Management Group
Meeting Date:	27 November 2024
Report Author:	Joe Kennedy, Manager Emergency Management
Report Authorisers:	Joe Kennedy, Manager Emergency Management
Report Number:	REMC24-11-4

1. Purpose of Report

- 1.1 To accept and hear the submissions received during consultation on the Draft Nelson-Tasman CDEM Group Plan 2025-2030 (Plan) (**Attachment 1**).
- 1.2 To approve the acceptance of late Plan submissions (**Attachment 1**).
- 1.3 To summarise the feedback received on the Plan and the suggested amendments.
- 1.4 To provide the Nelson Tasman CDEM Group Joint Committee (Committee) with an opportunity to discuss feedback.
- 1.5 To seek decisions on any amendments to the Plan (**Attachment 2**).
- 1.6 To Approve the Plan to be sent to the Minister for Emergency Management and Recovery for comment (**Attachment 3**).

2. Report Summary

- 2.1 The Committee needs to review the Plan to meet the requirements of legislation. A review has been completed which required public consultation on the draft and Committee hearings and deliberations processes undertaken.
- 2.2 The Committee now needs to:
 - a) Consider submitters comments on the Plan
 - b) Determine any amendments to the Plan (within the scope of the submissions)
 - c) Set out reasons or any decisions and convey these to submitters.
- 2.3 Feedback received included the following suggestions (**Attachment 1**):
 - a) Ensuring a greater inclusion of community within the CDEM Group's arrangements.
 - b) Amending wording to ensure consistency with the CDEM Act 2002 and to align to the National Disaster Resilience Strategy 2019.
- 2.4 Staff are recommending a series of minor amendments to the Plan (**Attachment 2**).

3. Recommendation

That the Nelson Tasman Civil Defence Emergency Management Group

- 1. Receives the Draft Nelson-Tasman Emergency Management Group Plan 2025-2030 Submissions Hearing and Deliberations report and its attachments; and**
- 2. Receives and considers the submission on the Draft Nelson-Tasman Emergency Management Group Plan 2025-2030 received by 2 September 2024; and**
- 3. Accepts the late Draft Nelson-Tasman Emergency Management Group Plan 2025-2030 submissions received after 5.00 pm on 2 September 2024; and**
- 4. agrees to changes set out in ‘Attachment 1: Nelson Tasman Group Plan - List of consultation updates’; and**
- 5. Approves the draft Nelson Tasman Civil Defence Emergency Management Group Plan as amended; and**
- 6. Approves the draft Nelson Tasman Civil Defence Emergency Management Group Plan to be sent to the Minister for Emergency Management and Recovery for comment.**

4. Background and Discussion

- 4.1 The purpose of the Plan is to set out how the CDEM Group will enable the effective, efficient and coordinated delivery across the region and meet the requirements of the CDEM Act 2002 which include:
 - a) Local authorities’ membership of the CDEM Group.
 - b) Hazards and risks to be managed by the CDEM Group.
 - c) CDEM measures necessary to manage the hazards and risks.
 - d) Objectives of the CDEM Group Plan and their relationship to the CDEM Strategy.
 - e) Cost and resource sharing arrangements among member councils for the CDEM Group and its activities.
 - f) Arrangements for declaring states of emergency including transitional periods.
 - g) Arrangements for cooperation and coordination between CDEM Groups, and the period for which the CDEM Group Plan remains in force.
 - h) Arrangements for recovery management and planning.
- 4.2 The Plan is a high level and supported by a range of other strategic documents and operational plans, which provide greater commentary and detail on CDEM matters.
- 4.3 Prior to consultation, the Plan was reviewed by CDEM Group partners and changes incorporated into the draft. In addition, the Plan underwent a technical review by staff at the National Emergency Management Agency (NEMA) and feedback received via letter from John Price, Deputy Chief Executive and Director Emergency Management of NEMA, was considered and amendments made to the Plan. The Plan was also provided to the Nelson Tasman CDEM Coordinating Executive Group and CDEM Group Joint Committee for review prior to consultation with the wider public.
- 4.4 The consultation process took place between 5 August 2024 and 2 September 2024. One submission was received with several late submissions also received.
- 4.5 As part of the consultation process for the Draft Nelson-Tasman Emergency Management Group Plan 2025-2030, submitters have the option of presenting their views to the CDEM

Group Joint Committee verbally. One submitter wishes to be heard verbally, and staff have organised for the submitter to present their views at the hearings and deliberations scheduled for 27 November 2024.

5. Legal

- 5.1 In reaching a decision regarding the proposed amendments to the Plan, the Committee needs to determine that the Plan and proposed amendments meet the requirements of the CDEM Act, including the CDEM Amendment Act 2016, and CDEM National Plan 2015.
- 5.2 The Civil Defence Emergency Management Amendment Act 2016 came into force in November 2016. It was introduced to strengthen recovery planning by providing a greater emphasis on the timely, coordinated and effective recovery phase/s following the response phase of an emergency.
- 5.3 The Amendment Act introduced specific provisions that: provide a mandate for the roles and responsibilities that apply for the duration of the recovery from an emergency; strengthen recovery planning; and ensure a seamless transition from the response to an emergency to the initial recovery period by ensuring that appropriate and effective statutory powers and arrangements are available.
- 5.4 The review of the Plan commenced in 2023 to meet the National Emergency Management Agency requirement for Group Plans to be reviewed every five years. The Nelson Tasman CDEM Group Plan was last reviewed in 2018.

6. Analysis and Advice

- 6.1 Summary of feedback:
 - 6.1.1 Most submitters suggested minor text clarifications, additions, or amendments to the Plan. These included requests to detail the involvement of the community across reduction, readiness, response and recovery, the introduction of further detail regarding roles and responsibilities, and technical adjustments to clarify alignment with legislation among other things.
 - 6.1.2 As the Nelson Tasman Group's review process began in 2023, staff at the National Emergency Management Agency agreed to provide the Group with feedback throughout the review process. In line with this, NEMA staff have provided a comprehensive submission to inform the Nelson Tasman CDEM Group Plan and ensure that it meets relevant Directors Guidelines.
 - 6.1.3 Officers have sought to balance the need to produce an accessible and readable document that is easily followed and understood by the public with the requirement of the NEMA to provide detailed technical information that integrates with national strategy and meets legislative requirements.
 - 6.1.4 Additional technical information and commentary can be found in several supporting operational plans and strategic documents. Where possible the Plan has sought to balance information with readability, and this has influenced staff recommendations on the proposed amendments.

7. Options

- 7.1 The substantive decision the Committee must make is how to respond to submissions on the Plan. The primary options are to accept staff recommendations on these, make other changes, or make no changes.

	Option	Advantage	Disadvantage
1	Accept staff recommendations to matters raised in submissions and in relation to other changes	Staff have considered the submissions and have made recommendations on changes to make to the plan	
2	Make changes to the staff recommendations on the other matters raised in submissions	The Nelson Tasman CDEM Group demonstrate they have exercised their governance responsibilities by critically assessing staff recommendations. Other advantages will depend on the changes made	The disadvantages will depend on the changes made
3	Do not make any changes to the draft plan	Administrative ease	The views of submitters following consultation may not have been adequately addressed.

7.2 **Option one** is recommended.

8. Iwi Engagement

8.1 Iwi have had the opportunity to be involved throughout the development of the plan, including the consultation period.

9. Climate Change Considerations

9.1 The Plan is unlikely to have any impact on the carbon footprint of either Nelson City Council or Tasman District Council. Implementation of the plan is not likely to be impacted by the effects of climate change.

10. Alignment with Policy and Strategic Plans

10.1 The Plan has been revised to align with updated legislation from Central Government.

11. Conclusion

11.1 In line with the current process and timeline, officers recommend that the Committee consider the proposed amendments to the Plan, make any changes necessary and approve the draft to be presented to the Minister for Emergency Management and Recovery for comment.

11.2 Once the Plan is adopted, it will be due for review again within five years.

12. Attachments

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3. ↓	Draft Nelson-Tasman CDEM Group Plan 2025-2030	226



**NELSON TASMAN
EMERGENCY MANAGEMENT**

GROUP

DRAFT 7-00

A photograph of a coastal landscape featuring two prominent rock formations in the ocean. The larger formation on the right has a natural sea arch. The water is calm, and the sky is clear. The foreground shows a sandy beach with some shallow water.

Nelson Tasman Civil Defence Emergency Management Group Plan 2025-2030

Foreword

With the Tasman Sea at our northern and western borders and mountain ranges to the south and east, the Nelson Tasman region is no stranger to natural disasters and events. While past events have differed in scale and impact depending on their source and location, they have all provided the national and local bodies charged with managing the associated risks with valuable experience and learnings.

This plan, recognising our unique position and the inherent risks within our landscape, is built on the lessons attained from the experience of managing pre, during and post events in our past and provides us with a platform for the future.

We cannot predict the severity or occurrence of events, natural or man-made, however we can certainly be prepared. This preparation is delivered through the recognition of systems, roles and resources, education and partnerships across agencies and communities.

Despite being one of the largest regions, history has shown that our greatest strength is in our distinct communities. Parochial and defiant during peacetime, when events occur there is nothing quicker than the support delivered to those communities in need by their neighbours.

As our events become more prevalent and, it seems, more violent we need to prepare and support our communities to help themselves in the likely event they will be cut off from essential services and immediate assistance.

By building on and developing the current shared relationships within the region this plan looks to formalise the preparation and training of key people within and the communities themselves. We can never be too prepared and using the '4Rs' - Readiness, Reduction Response and Recovery – as a guide we will continue to plan for the best outcome from situations we often have little or no control over.

This plan is a crucial tool in directing those efforts across all agencies, councils, and communities as we look to reinforce our resilience and preparedness.



Nick Smith, Mayor of Nelson



Tim King, Mayor of Tasman

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Nelson Tasman CDEM Group Plan 2025-2030

Mihi

Tēnā koutou katoa,

I raro i te korowai o te kotahitanga me te mahi tahi, ka tuku atu nei ngā mihi mahana o Ngā Iwi o Te Taihū ki a koutou katoa e whai pānga ana ki ngā Mahere Raru ohotata o te rohe o Wairau me Te Tai o Aorere. Ko tō tātou kaha kei roto i te mahi tahi ki te tiaki i ō tātou hapori me te whenua.

E mihi ana ki ngā kaitiaki tīpuna o tēnei whenua, ngā maunga, awa, me ngā moana e whāngai nei i a tātou. Ka mihi atu ki te hunga kua riro, ka whakanuia tō rātou mōhio hei arahi i a tātou.

I a tātou e huihui ana ki te whakatau i te ora me te oranga o ō tātou tāngata, me maumahara tātou ki ngā uara e hono nei i a tātou – te whakaute, te manawaroa, me te haepapa. Ka ū mātou ki te tautoko i ēnei mahere me te mātauranga me ngā tikanga o tō mātou iwi, kia pai ai te whakarite mō ngā wero kei mua i a tātou.

Kia tū kaha ai tātou katoa, hei kotahi, ki te tiaki i ō tātou kāinga me ngā whānau.

Ngā mihi nui,

Shane Graham

Te Kotahi o Te Taihū Charitable Trust

In the spirit of unity and collaboration, we, the iwi of Te Taihū o Te Waka-ā-Māui, extend our warmest greetings to everyone involved in the Marlborough and Nelson Tasman Emergency Plans. Our collective strength lies in our ability to work together to protect our communities and whenua.

We acknowledge the ancestral guardians of this land, the mountains, rivers, and seas that sustain us. We pay homage to those who have come before us and recognise their wisdom in guiding us forward.

As we come together to ensure the safety and well-being of our people, let us remember the values that unite us – respect, resilience, and responsibility. We commit to supporting these plans with the knowledge and traditions of our iwi, ensuring that we are prepared for any challenges that may come our way.

May we all stand strong, as one, to safeguard our homes and loved ones.



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Nelson Tasman CDEM Group Plan 2025-2030

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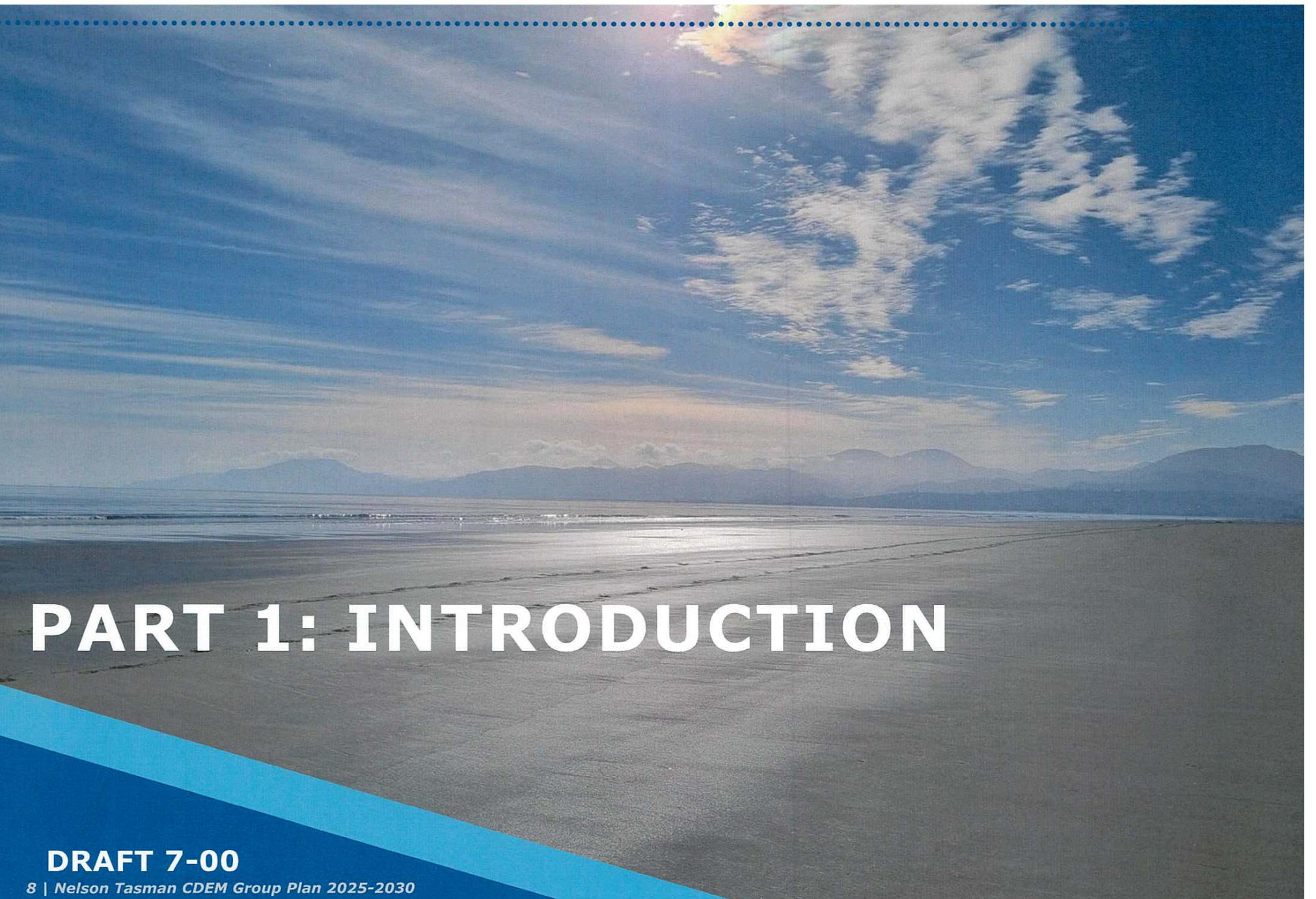
Nelson Tasman CDEM Group Plan 2025-2030

He waka eke noa

We are all in this together

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Nelson Tasman CDEM Group Plan 2025-2030



PART 1: INTRODUCTION

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8 | Nelson Tasman CDEM Group Plan 2025-2030

Purpose of the plan

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

Audience

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

About the Group Plan

The Group Plan, an operational document for the next five years (2025-2030), outlines how the Group will meet the requirements of the [Civil Defence and Emergency Management Act \(2002\)](#) (herein referred to as 'the Act'). The Act requires local authorities to provide for CDEM within their districts and places a requirement on them, and the agencies involved, to support the coordinated effort of CDEM so as to be able to function to the fullest extent to respond to and recover from an emergency. The relationship between the Group Plan to other documents, plans, and legislation is shown in Figure 1.

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

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

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

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

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Plan development

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

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

Plan delivery

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

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

Linkages to regional plans and policies

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

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

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

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

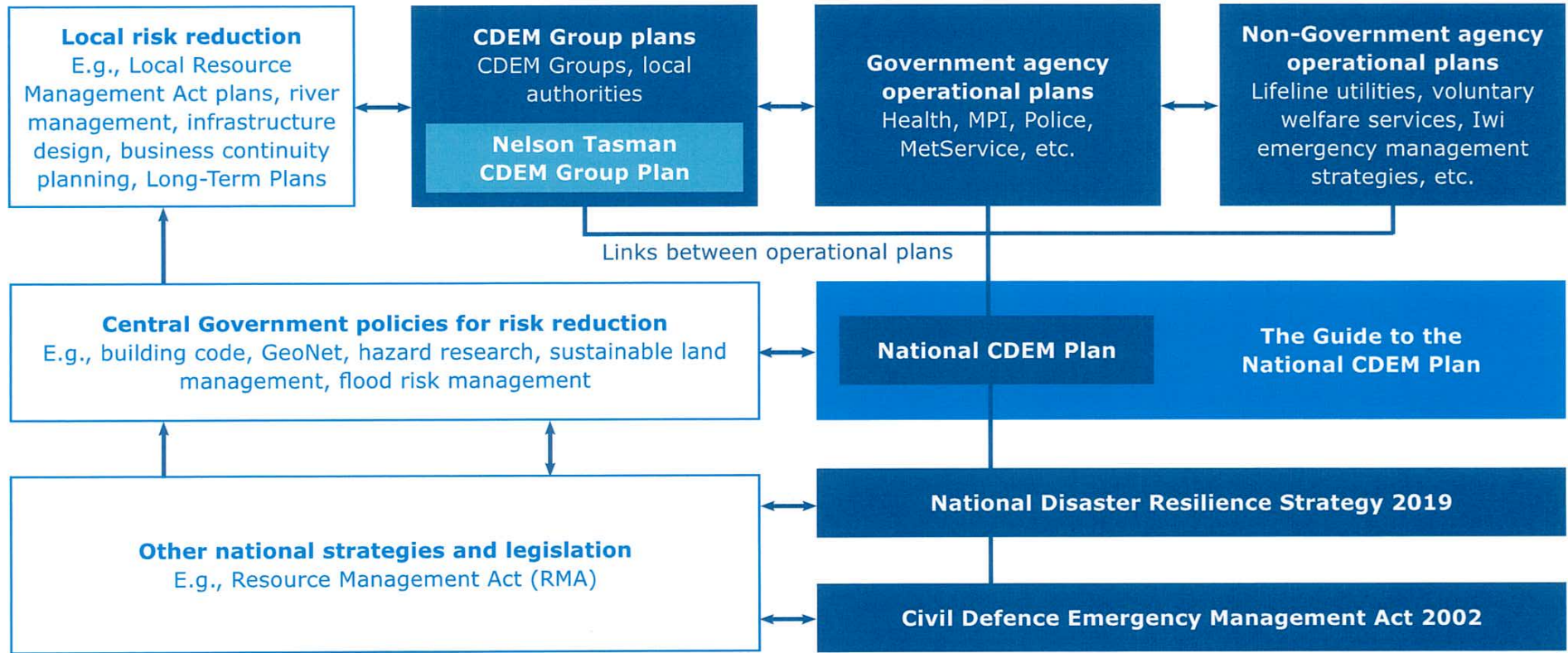


Figure 1: The relationship between the Group Plan and other documents, plans and legislation in Aotearoa New Zealand [Adapted from 'The guide to the National Civil Defence Emergency Management Plan 2015']

What we do

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

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

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

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

What is an emergency?

The following definition of an 'emergency' is from the Act.

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

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

Who we are

CDEM Group members

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

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

The Nelson Tasman CDEM Group maintains partnerships and relationships with other organisations outside the CEG, including the eight tangata whenua iwi in Te Tauihu², lifeline utilities³, government agencies (through local and regional offices if in place), welfare and community services (including non-profit groups), volunteer groups, businesses, and community groups.

CDEM Group member responsibilities

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

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

² Ngāti Apa ki te Rā Tō, Ngāti Kōata, Ngāti Kūia, Ngāti Rārua, Ngāti Tama ki Te Tau Ihu, Ngāti Toa Rangatira, Rangitāne o Wairau, and Te Ātiawa o Te Waka-a-Māui.

³ Lifeline Utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy, and telecommunications.

The National Emergency Management Agency (NEMA)

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

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

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

Communities

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

This Group Plan adopts the following definition⁴ of community:

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

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

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Iwi partnerships

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

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

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

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

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



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Nelson Tasman CDEM Group Plan 2025-2030 | 15

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

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

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

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

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

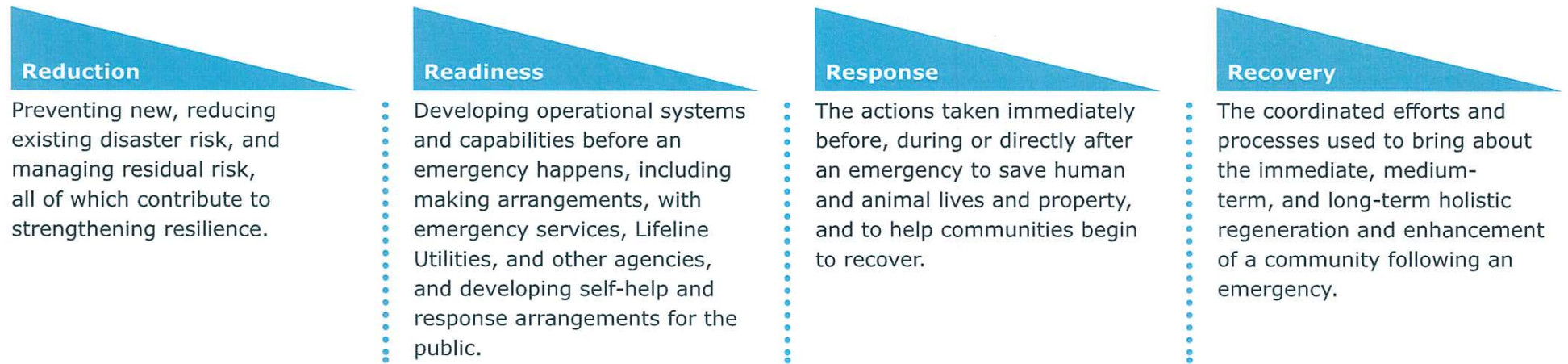


The 4Rs

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

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

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



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

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

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

Our vision

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

Strategic objectives

We will achieve this vision through the following strategic objectives:

Objective 1: Managing risks

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

Objective 2: Effective response to and recovery from emergencies

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



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

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



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Our principles

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

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

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

Whanaungatanga, Kotahitanga | Nurturing positive relationships and partnerships.

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

Matauranga | Valuing knowledge and understanding

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

Mahi Tahi | Working together as one.

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

Our structure

Governance

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

Joint Committee (JC)

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

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

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

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

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

Coordinating Executive Group (CEG)

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

The CEG does not hold an operational role.

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

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

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

- Nelson City Council (CEO)
- Tasman District Council (CEO)
- Te Whatu Ora / Health New Zealand – Nelson Marlborough
- Medical Officer of Health – National Public Health Service –Nelson Marlborough
- NZ Police
- Fire and Emergency NZ
- St John Ambulance
- Ministry of Social Development
- A representative of local iwi⁵ – subject to availability.

Individual CEG member responsibilities include:

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

CEG observers (speaking but no voting rights) include:

- Group Controllers (or Alternate)
- Group Recovery Managers (or Alternate)
- Group CDEM Office Manager (or delegate)
- Group Welfare Manager (or Alternate)
- Group Public Information Manager (or Alternate)
- CDEM Subsidiary Committee Chairs
- A National Emergency Management Agency (NEMA) representative
- Representatives from Canterbury, Marlborough, and West Coast CDEM Groups

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

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

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

CDEM subsidiary committees

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

The Nelson Tasman CDEM Group subsidiary committees are detailed below.

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

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

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

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

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

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

Administering authority

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

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

Both NCC and TDC provide:

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

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

Key appointments

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

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

The CDEM Group office

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

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

Functions of the CDEM Group office include:

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

Delegated roles

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

Group Controller

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

The Group Controller and alternates are delegated the authority to:

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

Local Controller

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

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

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

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



Other delegated roles

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

External support arrangements

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

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

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

Financial arrangements

Day-to-day activities

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

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

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

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

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

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

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

Expenditure in an emergency

Financial delegations

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

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

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

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

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

The Group is responsible for funding:

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

During an emergency event

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

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

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

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

Recovering costs

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

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

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

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

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

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

Recovery

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

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

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

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

Mayoral Disaster Relief Fund

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

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

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

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PART 2: REGIONAL CONTEXT

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



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The Nelson Tasman region

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

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

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

Key features of the Nelson Tasman region

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



Social

- Nelson City and Tasman District populations are projected to increase by up to 0.7% and 1.2% per annum respectively until 2048.
- The Nelson City has a population of 54,500.
- The Tasman District has a population of 58,700.
- By 2048 it is estimated people aged over 65 years old will make up more than a third of Tasman District's population.
- The diversity of Nelson Tasman's population has increased from the 2006 to 2018 census with notable increases in Māori, Pacific peoples and Asian ethnic groups.
- Respectively, 1.8% and 2.5% of the Nelson City and Tasman District population are Te reo Māori speakers.
- Iwi in Nelson Tasman include Ngāti Apa ki te Rā Tō, Ngāti Kōata, Ngāti Kuia, Ngāti Rārua, Ngāti Tama ki Te Tau Ihu, Ngāti Toa Rangatira, Rangitāne o Wairau, and Te Ātiawa o Te Waka-a-Māui.
- 87.1% of residents in Nelson have access to the internet, and 92.8% have access to a cellphone/mobile phone.
- 85.5% of Tasman District residents have access to the internet, and 91.5% have access to a cellphone/mobile phone.

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Built

- The roading network provides strategic links including a mixture of State Highways (60, 63, 65, 6) and district and council roads.
- Nelson is home to the Maitai and Roding water supply dams. Tasman District has the Cobb dam (electrical supply).
- The Marlborough and West Coast economies rely on roading links to the Nelson Tasman region for exporting goods out of Port Nelson.
- Key transport links include Nelson airport, two aerodromes in Motueka and Takaka, and Port Nelson.
- The main hospital for Nelson Tasman is the Nelson Public Hospital (with an Emergency Department).
- 82 buildings are currently registered as earthquake prone in Nelson Tasman.



Economic

- The largest exports from the Nelson Tasman region (% of total) are fish (and other aquatic invertebrates); apples, pears, and other fruit; fresh kiwifruit and berries; and other wood products.
- Tourist spending has been increasing since the COVID-19 pandemic, with spending increasing by 2.6% to \$576m in 2022.



Natural

- The region contains three national parks: Kahurangi, Abel Tasman and Nelson Lakes National Park.
- There are eleven main river catchments in the Nelson Tasman region.
- The area is well exposed to weather systems moving onto the South Island from the north.
- Parts of the Tasman Mountains receive in excess of 6,000mm annual rainfall. Nelson and the Wimea Plain are the driest areas of the region where annual totals up to 1,000mm are recorded.

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Cross-boundary links

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

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

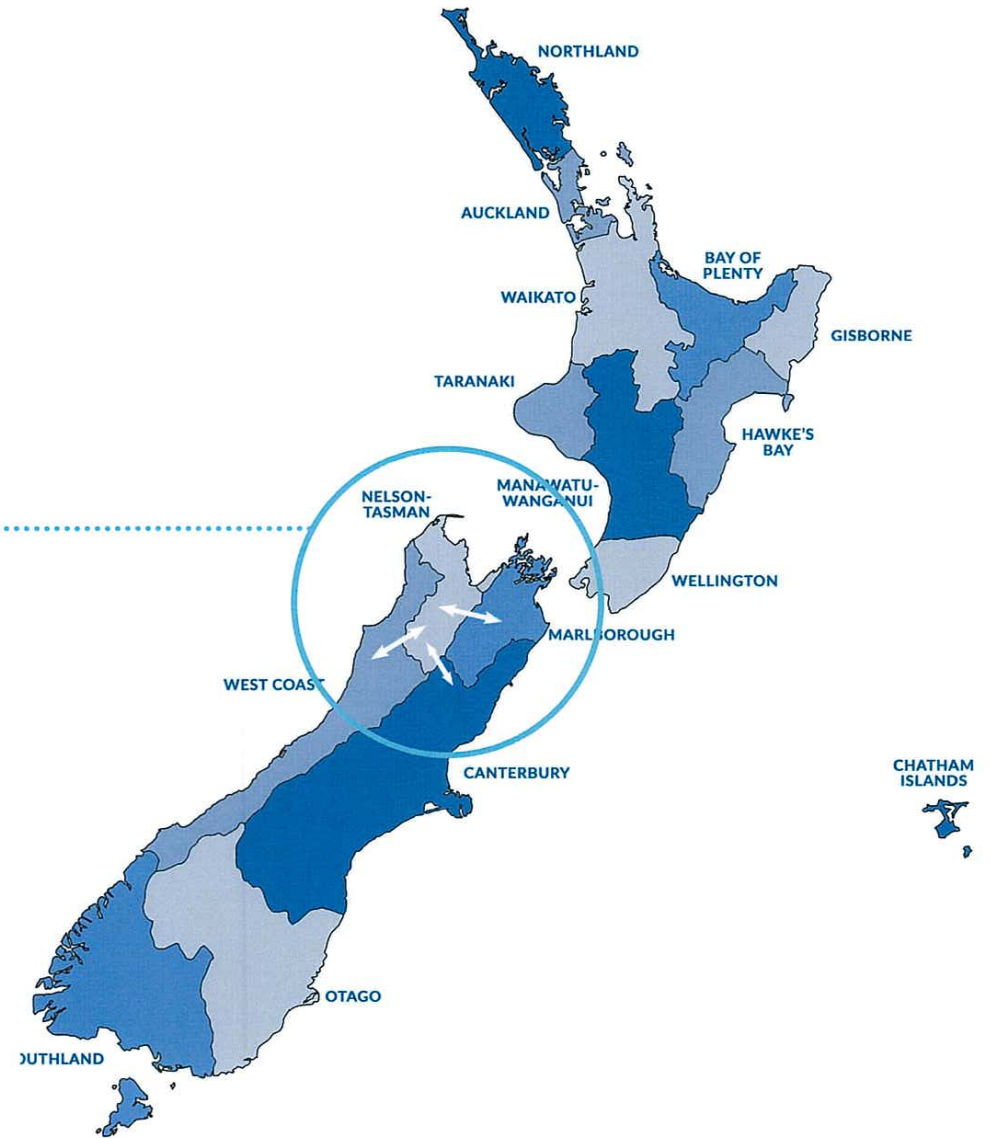
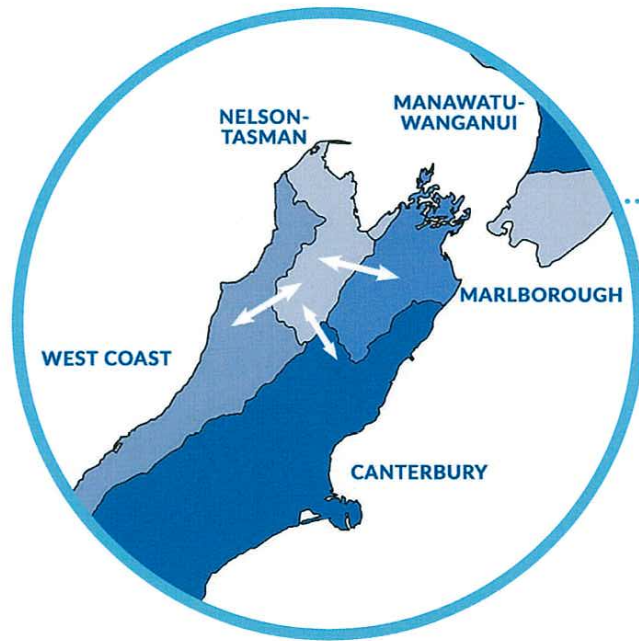


Figure 2: Nelson Tasman CDEM Group cross-boundary links with the West Coast and Marlborough CDEM Groups

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

People

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

Response partners

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



Economy

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

Infrastructure

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



Port Nelson

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

Hazards in the Nelson Tasman region

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

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

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

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

The risk assessment process

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

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

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

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

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

Determining the likelihood of occurrence

Each hazard is first categorised by its likelihood of occurrence. Using maximum credible scenarios means the likelihood is often lower for these scenarios. The likelihood is determined by the potential for occurrence as per the table below:

Likelihood classification	Likelihood description
Rare	Almost certainly not to occur but cannot be ruled out
Unlikely	Considered not likely to occur
Possible	Could occur, but is not expected to
Likely	A good chance that it may occur
Almost certain	Expected to occur if all conditions met

These likelihood levels are set within the [NEMA Risk Assessment Directors Guideline \[22/23\]](#).

Determining the consequences of our hazards

The potential consequences of a hazard scenario to the four environments is determined using a scale from insignificant (little to no consequence) to extreme (widespread, significant consequences). Each of the four environments is split into specific individual elements to enable a more detailed assessment of the potential consequence. A determination is made using descriptors to assist those making the assessment to identify the appropriate **level of consequence**.

★★★★ Catastrophic | ★★★ Major | ★★ Moderate | ★ Minor | Insignificant

Consequences have been assessed across all identified hazards from the Nelson Tasman CDEM Group Risk Assessment process (2022) to support the development of objectives and activities across the 4Rs in the Group Plan (refer to Figure 3), including prioritising specific planning in response and recovery for consequences that appear at high level across multiple hazards.

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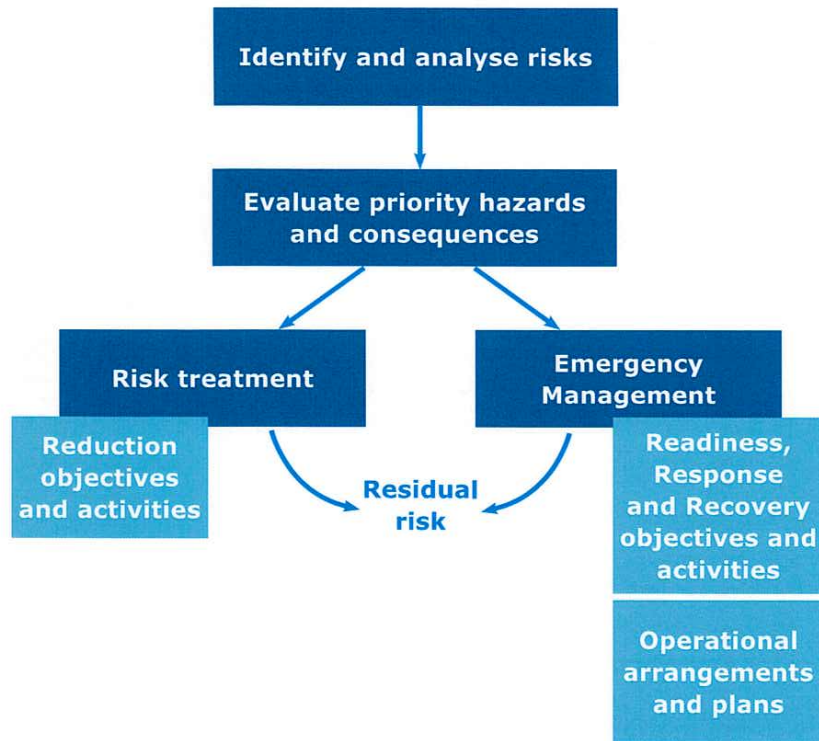


Figure 3: Risk-based approach to emergency management (Adapted from Figure 4 of NEMA CDEM Group Planning DGL [09/19])

Common consequences assessed by subject matter experts that contribute to risk across many of the hazards the region is exposed to are summarised below.

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

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

Assessed risk levels

Upon the completion of the process a hazard can have a risk level assigned to it based on the likelihood of occurrence and the consequence to the region across the four environments. The **risk levels** are shown below:

- Extreme | Very high | High | Medium | Low

Limitations to the process

- The risk assessment process is conducted by representatives from all CDEM Group partners and supporting organisations. As such, the process is based on the knowledge of those representatives regarding the impacts a specific hazard may have. While this provides us with a degree of guidance in our regional hazards, their potential impacts and the risk they present, this is not a definitive risk assessment and may change with the advent of new research, events occurring or emergence of new hazards.

Our high-risk regional hazards

During the process no hazards were assessed to present an 'extreme' or 'very high' risk to the region. However, several hazards pose a high risk to our communities, infrastructure, economy or natural environment. High risks can occur from less frequent hazards with severe consequences or from more frequent hazards with lesser consequences. The risk assessment process helps to understand which hazards pose the highest risks to these environments and informs the prioritisation of work across the Nelson Tasman CDEM Group.

Our high-risk hazards include:

- Flooding
- Tsunami
- Wilfire
- Earthquake
- Human pandemic
- Landslides

Flooding

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

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

The assessed risk to our region from **flooding** is shown below:

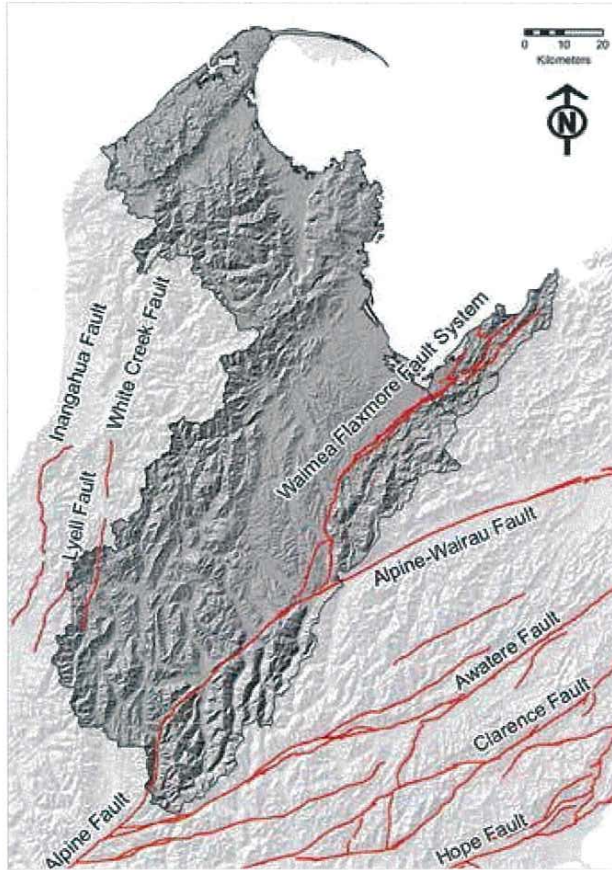
Likelihood	Consequence	Risk
Possible	★ ★	High

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



SH6 by Brightwater Bridge - August 2022

Earthquakes



Active faults in or near the Nelson Tasman region (from GNS Science active faults database)

Earthquakes are caused by ruptures along faults in the earth’s surface, resulting in shaking and ground acceleration as energy is released. In addition, earthquakes can also result in significant land deformation and liquefaction, along with other co-seismic events, such as landslides and tsunamis.

Our region contains a number of active faults that have the potential to cause significant impacts across the social, built, economic and natural environments. Some major faults extend across multiple regions, such as the Alpine Fault, and have the potential to significantly impact areas beyond our region.

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

Our local source earthquake risk

Within our region lie several active faults, including the Waimea-Flaxmore Fault System, the Wairau, the Eighty eight, Whangamoa, Kikiwa, White Creek and Lyell faults. These active faults have the potential to cause significant impacts, however they do not rupture very frequently, which reduces the risk they present to the region.

The Waimea-Flaxmore Fault System runs through the Nelson/Richmond urban area in close proximity to major residential and commercial areas. Whilst a rupture of this fault system is infrequent, it would result in widespread significant damage across all four environments and would require a major response.

The assessed risk from **a local source earthquake** is shown below:

Likelihood	Consequence	Risk
Rare	★ ★ ★	Medium

Our regional/national source earthquake risk

The South Island is intersected by a major plate boundary in the earth’s crust and presents a significant earthquake hazard. The Alpine Fault runs the length of the South Island and is the largest continuous fault, extending from Fiordland into the south of the region, before transitioning into the Marlborough Fault System, which includes the Wairau Fault.

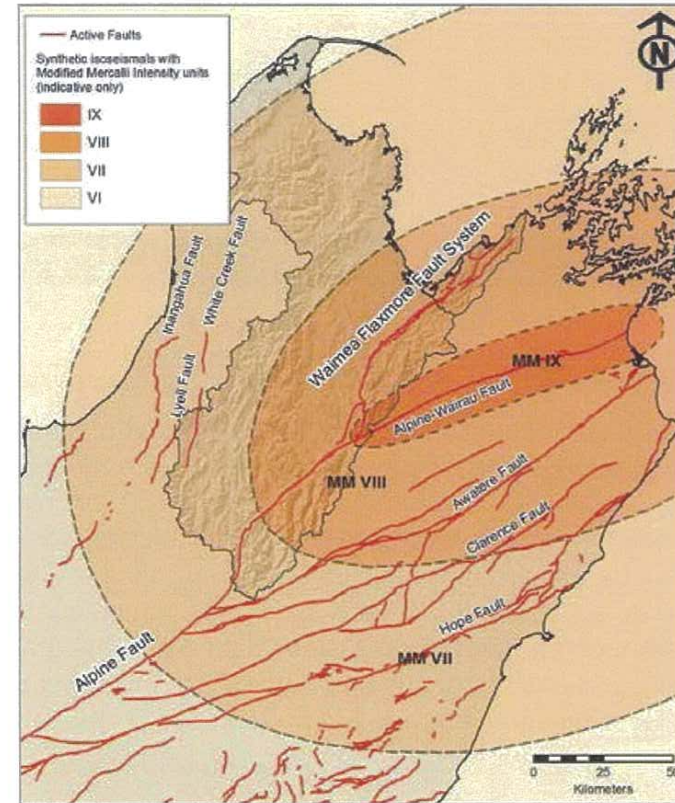
The Alpine Fault has been the subject of both national and regional planning due to the potential for a significant rupture to occur. Scientists estimate there is a 75% chance of a major earthquake occurring on the fault in the next 50 years (80% chance of a magnitude 8+ event occurring) and this would have significant impacts both regionally and nationally.

Many scenarios have been developed for an event on the Alpine Fault and these can have varying degrees of impact to our region. The maximum credible event scenario (rupture of the northern extent of the Alpine Fault) would expose the Nelson-Tasman region to damaging shaking – parts of the region could experience up to MMI 8 shaking. Co-seismic hazards such as landslides, rockfall, liquefaction (where shaking exceeds MMI 7) and lateral spreading are likely to be experienced throughout the region.

The assessed risk to our region from the rupture of the **Alpine Fault** is shown below:

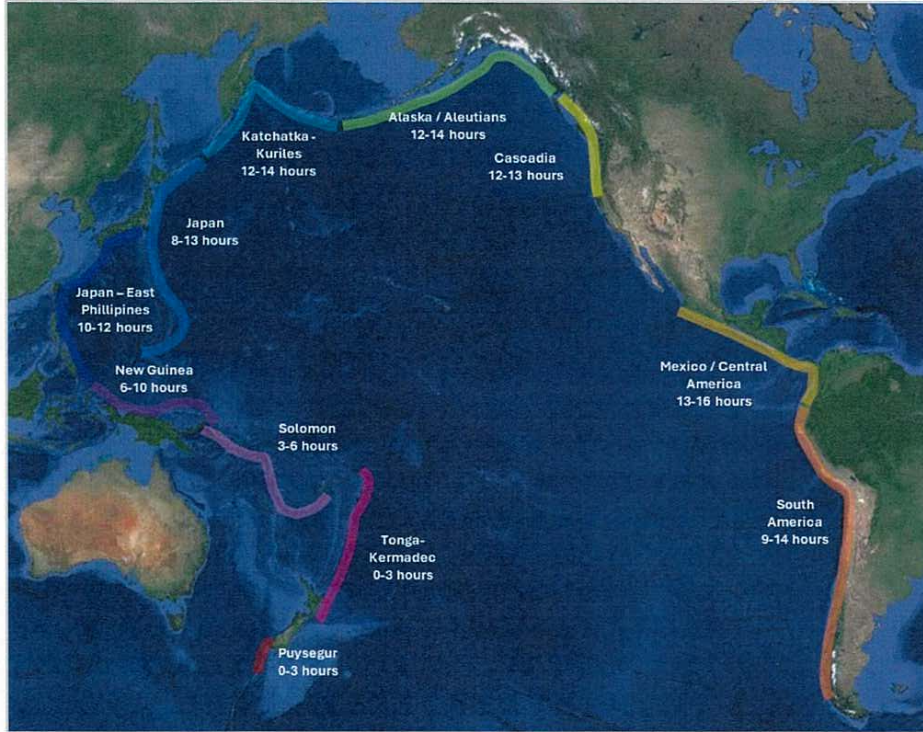
Likelihood	Consequence	Risk
Possible	★ ★	High

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



Synthetic isoseismals for a (M 7.5) earthquake on the Wairau section of the Alpine Fault

Tsunami



Tsunami origin locations

A tsunami is a series of ocean waves with very long wavelengths (typically hundreds of kilometres) caused by large-scale disturbances of the ocean. Most tsunami are generated by large magnitude, shallow earthquakes that rupture the sea floor. Tasman Bay and Golden Bay are subject to tsunami hazard from various local, regional, and distant sources.

Tsunami evacuation zones for the Nelson Tasman region can be found [here](#).

Our local source tsunami risk

Within Tasman Bay, the Cook Strait and the Taranaki Bight lie several fault lines that have the potential to result in the generation of tsunami. Many of these faults are deep under the sea and little is known regarding the full extent of the hazard they pose, however the likelihood of a major earthquake on these faults that rupture the sea floor is very rare. A tsunami sourced from these faults would arrive very soon after the initial quake and could result in inundation over much of the region's coastline. Therefore, we take the approach "Long, Strong, Get gone" for any earthquake that occurs, as it could be from an offshore fault.

The assessed risk to our region from **a local source tsunami** is shown below:

Likelihood	Consequence	Risk
Rare	★ ★ ★	Medium

Our regional/distant source tsunami risk

Nelson-Tasman is exposed to a number of regional and distant source tsunami, including from the Hikurangi Subduction zone, Puysegur Trench and the Western Pacific Islands.

A large earthquake off the Wairarapa coast in the southern portion of the Hikurangi subduction zone would impact a large part of Aotearoa New Zealand. The Nelson Tasman region would be exposed to severe shaking from the earthquake lasting several minutes. In addition to severe earthquake shaking, low-lying coastal settlements would potentially be significantly impacted by tsunami inundation. Co-seismic hazards such as landslides, rockfall, lateral spreading and liquefaction may also occur in parts of the region.

Tsunami generated from further afield, in places such as Papua New Guinea or the Solomon Islands may result in inundation to our coastal communities and widespread impacts to our infrastructure. Given the distance from New Zealand, it will be several hours after the earthquake has occurred before the tsunami arrives in New Zealand. This makes the use of warning systems important to ensure our communities are prepared and able to evacuate to safety.

The assessed risk to our region from a **regional/distant source tsunami** is shown below:

Hazard	Likelihood	Consequence	Risk
Hikurangi subduction zone earthquake and tsunami	Unlikely	★ ★ ★	High
Tsunami – Regional/Distant	Unlikely	★ ★ ★	High

Human pandemic

In the past 100 years there have been several significant pandemics that have affected New Zealand, with the most notable being Spanish Flu in 1918 and the recent COVID-19 pandemic. Both these events demonstrated the impact a major communicable disease can have upon our region and many unforeseen impacts were experienced during COVID. As a result, the risk assessment considered the impact of another human pandemic occurring in the region to a similar scale and its impacts to our region.

The assessed risk to our region from **a human pandemic** is shown below:

Likelihood	Consequence	Risk
Possible	★ ★	High

Wildfire



Our region has large areas of both native and production forest and during dry years there is the potential for wildfire, whether from natural, accidental or deliberate ignition. As a region we have experienced several large wildfires in our past, most recently the 2019 Tasman fires, that resulted in the evacuation of 3,000 residents. With our climate becoming drier, wildfire risk is likely to increase across the region.

Depending upon the location of the fire and the weather conditions at the time, these can have significant impact on nearby communities, our economy and the natural environment.

The assessed risk to our region from **wildfire** is shown below:

Likelihood	Consequence	Risk
Possible	★ ★	High

Landslide



The Nelson Tasman region has many areas prone to landslides. While these are usually triggered by significant weather events and earthquakes, landslides can occur at any time. Significant landslides can have a destructive impact at the immediate location but can also have wider impacts on our regional communities and infrastructure, as experienced with both the Takaka Hill closure and the 2022 severe weather event in Nelson.

The assessed risk to our region from **landslides** is shown below:

Likelihood	Consequence	Risk
Possible	★ ★	High

Lower risk hazards in our region

While we have several hazards that present a high risk to our region, there are also other hazards that can impact our communities, economy, infrastructure and natural environment. These include:

- Drought
- Fuel supply failure
- Plant pest/disease
- Snow fall
- Severe weather – Thunderstorms, tornado, flash flooding
- Severe weather – High winds
- Extreme temperatures
- Maritime pollution incident
- Mass fatality accident
- Water supply failure/contamination
- Animal disease
- Coastal erosion/storm surge
- Distant volcanic eruption (ash fall)
- Urban fire
- Civil unrest
- Hazardous substance event
- Dam break
- Terrorism

• Risk assessment is an on-going process

• *The assessment of risk from our regional hazards is a continuous process. While we have assessed the risk across the four environments for a number of our hazards, some have only been partially assessed and will undergo further assessment through the life of this Group Plan.*

Learning from past events

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

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

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Threats to disaster resilience

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

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

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

Disaster resilience is affected by various external factors, including the following which were considered when developing the vision and objectives of this Group Plan.

Cost of living increases

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

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

Increasing elderly population

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

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

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

Increasing technology reliance

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

Climate change

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

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

Climate change is anticipated to have the following impacts in the Nelson Tasman region in the future⁸:

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

⁸ [Climate change projections for the Nelson Tasman region | Ministry for the Environment](#)



PART 3: OUR STRATEGY (2025-2030)

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Introduction

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

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



Reduction – Working together to reduce risk

Introduction

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

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

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

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

Working in partnership

Engaging Māori and iwi in reduction

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

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

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

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What we want to achieve – Reduction

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be by 2030
1. Advocate for CDEM partner agencies (including Local Government) to address gaps in regional risk reduction policy relating to regional hazards, with consideration to the impact of climate change on regional hazard risk.	a. Embed mechanisms and/or BAU processes which enable risk reduction conversations between CDEM partners.	Risk reduction policy takes into account the requirements for emergency response and exposure of people and communities to all hazards.
	b. CDEM Committee cycle	
	c. Participate in the regional climate change adaptation project.	
2. Champion the inclusion of strategic objectives relating to disaster resilience in key regional plans and strategies.	a. CDEM Committee cycle	CDEM is involved in the development of regional plans and strategies to ensure the needs of emergency response and recovery are considered to reduce the risk to our people and communities.
	b. Embed mechanisms and/or BAU processes which enable risk reduction conversations between CDEM partners including Local Authorities.	
	c. Participate in the regional climate change adaptation project.	
3. Work with CDEM partners to cultivate a collective impact approach to building community resilience, focusing on empowering community capacity, capability, and connectedness.	a. CDEM Committee cycle	Our CDEM Group partners work effectively on shared initiatives to build community resilience to all hazards.
	b. Participate in the regional climate change adaptation project.	
	c. Community Emergency Preparedness Planning	
	d. Provide advice and support to enable delivery of activities within the Te Taihū o Te Waka ā-Māui Emergency Management Strategy.	

Strategic objective	Activities to support objective	Where we want to be by 2030
<p>4. Continue to identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision-making.</p>	<p>a. Undertake a risk assessment workshop with hapū and iwi in the region to complete the risk assessment of all regional hazards.</p> <p>b. Ongoing regular review of hazards through risk assessment workshops with all partners.</p> <p>c. Promote the use of Nelson Tasman CDEM Group Risk assessment scenarios and results to businesses and response partners to assess their own risks and make informed decisions about hazard reduction and resilience initiatives.</p> <p>d. Increase partners awareness of hazards which can feed into BCPs.</p>	<p>Our CDEM Group partners, members and supporting organisations actively participate and seek opportunities to further understand the regional hazard scape and its impacts on the four environments to inform our planning and preparation for adverse events.</p>
<p>5. Further understanding of hazards in the Nelson Tasman region to inform targeted reduction activities.</p>	<p>a. Undertake a gap analysis to identify and programme future hazard research initiatives.</p> <p>b. Research to gain information about potential hazards and their impacts.</p> <p>c. Research and promote the mitigation of the hazards and impacts.</p> <p>d. Promote hazard/impact information through CDEM Committee cycles.</p>	<p>The Nelson Tasman CDEM Group pro-actively identifies and partakes in hazard research initiatives that increase our understanding of our regional hazards and their impacts upon the region.</p>
<p>6. Ensure public information material is accessible and meets the needs of our communities</p>	<p>a. Maintain and continue to develop the Nelson Tasman Group CDEM website.</p> <p>b. Support councils in the provision of CDEM information to communities through tools and platforms, e.g., the flood map portal.</p>	<p>Information is easily accessible to the public and has a measurable impact upon the preparedness of our communities to adverse events.</p>

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

Introduction

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

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

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



Exercise Rū Whenua 1st April 2021

Working in partnership

Engaging Māori and iwi in readiness and response

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

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

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

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

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

What we want to achieve – Readiness

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be in 2030
<p>1. Empower communities, the private sector, and not for profit organisations to respond and recover as they see fit, while ensuring they have connections into official channels to seek support and resources as needed.</p>	<ul style="list-style-type: none"> a. Engage with the community, the private sector, and not for profit organisations. b. Provide Public Education and Information on hazards, impacts and preparedness. c. Promote use of all media channels during response for key messages and updates. d. Promote the Community Emergency Preparedness Plan. 	<p>Our communities, businesses are able to effectively respond to adverse events and have access to appropriate support in readiness, response and recovery to achieve this.</p>
<p>2. Advance understanding of lifeline/critical infrastructure vulnerabilities including interdependences, the impacts of infrastructure failure on society, and cascading effects, to ultimately inform response and recovery planning.</p>	<ul style="list-style-type: none"> a. Refresh vulnerability study b. Participate in the regional climate change adaptation project c. CDEM Committee cycle d. Partake in national workstream. 	<p>The impacts to our regional infrastructure are understood and appropriately planned for to minimise disruption in major events.</p>

Strategic objective	Activities to support objective	Where we want to be in 2030
3. Establish and maintain relationships with key partners to develop emergency management capability and capacity across the 4Rs.	<ul style="list-style-type: none"> a. Exercises/Training b. Foster an inclusive culture of transparency and open sharing. c. Regular meetings/workshops/proactive engagement 	Our key partners understand their roles and are able to effectively contribute across the 4Rs.
4. Continue to build the relationship between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of iwi/ Māori perspectives and tikanga in emergency management.	<ul style="list-style-type: none"> a. Attend Rōpū Tautoko hui (Top of the South hui with iwi group managers and welfare managers) and support Te Taihū iwi to achieve the emergency management activities outlined in the Te Taihū o te Waka A Maui Strategy (2022-2027). b. Exercises/Training/IMT c. CDEM Committee cycles d. Regular meetings/workshops/proactive engagement e. Foster an inclusive culture of transparency and open sharing. 	Our relationship with iwi within the region is strengthened and clear roles and responsibilities are established across the 4Rs.

Strategic objective	Activities to support objective	Where we want to be in 2030
<p>5. Develop incident management systems to enable the multi-agency management and coordination of emergencies.</p>	<ul style="list-style-type: none"> a. Operational Readiness Improvements Programme (ORIP). b. Use suitable incident management tools. c. Development of GIS tools. d. Implementation of NTEM tenancy and ongoing support. 	<p>The tools to support effective response are implemented and effectively utilised in response.</p>
<p>6. Build upon relationships with other CDEM groups.</p>	<ul style="list-style-type: none"> a. Develop cross-boundary operational and coordination arrangements (MOUs) as required with other CDEM Groups e.g. West Coast, Canterbury and Marlborough CDEM Groups. b. An inclusive culture of transparency and open sharing. c. Regular meetings/workshops/proactive engagement. d. Collaborative project work. 	<p>Requirements and arrangements for cross-boundary coordination are well understood and planned for.</p>
<p>7. Advance coordinated and integrated emergency preparedness planning that considers the outcomes of the CDEM Group’s risk assessment and national response planning (e.g., CAT PLAN).</p>	<ul style="list-style-type: none"> a. AF8 Steering Group workstreams. b. National Exercise participation. c. Contribution to AF8 RPGs. d. Contribution to national groups (Tsunami, Welfare, Lifelines, etc.). 	<p>Our role within the response to major events is understood and effectively planned for.</p>

Strategic objective	Activities to support objective	Where we want to be in 2030
<p>8. Take a collective approach to building the capability and capacity of the regional workforce including volunteers.</p>	<ul style="list-style-type: none"> a. Commitment from response partners to supply staff (including local authorities). b. Maintain and develop capability and capacity of the local authority staff. c. Build the capability and capacity of community volunteers. d. Maintain and develop capability and capacity of the regional response team (NZ-RT2) e. Release staff from Nelson City and Tasman District Councils to attend required training and undertake roles within the Group EOC for sustained periods during response. 	<p>The Nelson Tasman CDEM Group can operate an effective response for sustained periods without the requirement for extensive outside support.</p>
<p>9. Develop and maintain facilities, tools, plans, and platforms for duty staff and regional response personnel (including iwi partners, elected officials, and emergency management volunteers that support operational readiness for CDEM-led emergencies.</p>	<ul style="list-style-type: none"> a. Develop a regional communications strategy (that includes alternate communications). b. Processes are developed to understand natural environment consequences in response and recovery, recognising the regional and cultural value of the environment in Nelson Tasman. 	<p>The tools to support effective response are in place and their use well understood across key partners.</p>



Strategic objective	Activities to support objective	Where we want to be in 2030
<p>10. Embed tools and plans through training and exercising with duty staff and regional response personnel (including iwi partners, elected officials, and emergency management volunteers) to support operational readiness for CDEM-led emergencies.</p>	<p>a. Training and exercise schedules/plans are identified and delivered to regional response personnel.</p> <p>b. Identify shared training/exercising opportunities across regional response partners including iwi partners.</p> <p>c. Engage senior leaders and elected officials in emergency management training and exercising.</p>	<p>The Nelson Tasman CDEM Group has an annual plan for training and exercising that includes all key partners, iwi, elected officials and volunteers.</p>
<p>11. Build risk awareness and literacy.</p>	<p>a. PEPI committee</p> <p>b. Share national and regional specific hazard information from and with all partners through media platforms and public education opportunities.</p> <p>c. Public education initiatives targeted to communities, businesses and CDEM partners.</p> <p>d. Increasing accessibility to hazard information, including the development of visual products.</p>	<p>The Nelson Tasman community has a good understanding of their risk from hazards and access to appropriate information to inform effective risk decision making.</p>
<p>12. Enable and empower individuals, households, organisations, and businesses to build their resilience, paying particular attention to those people and groups who may be disproportionately affected by disasters.</p>	<p>a. Social media campaigns</p> <p>b. Public education opportunities</p> <p>c. Community Emergency Preparedness Plans</p> <p>d. Working with partner agencies and other organisations to support vulnerable communities with emergency preparedness</p>	

Strategic objective	Activities to support objective	Where we want to be in 2030
<p>13. Understand the economic impact of disaster and disruption, and the need for investment in resilience; identify financial mechanisms that support resilience activities.</p>	<p>a. Work with NCC, TDC, and Nelson Regional Development Agency to understand the cost of disasters and disruption to the region, advocating financial reserves are proportional to the level of hazard risk.</p> <p>b. Work with NCC and TDC, to advocate financial processes and procedures are in place across the four Rs.</p>	<p>The cost of emergencies to the region is understood to inform funding requirements and recovery planning.</p>
<p>14. Continue to build relationships with and support the operational readiness and build resilience of Local EOCs and community groups in Nelson Tasman.</p>	<p>a. Build and maintain understanding of operational needs across all Local EOCs.</p> <p>b. Build and maintain resilience of Local EOCs.</p> <p>c. Maintain Community Engagement Programme and Local EOC exercise programmes.</p>	<p>Our Local EOCs are equipped and trained to enable self-sufficient response in major emergencies.</p>

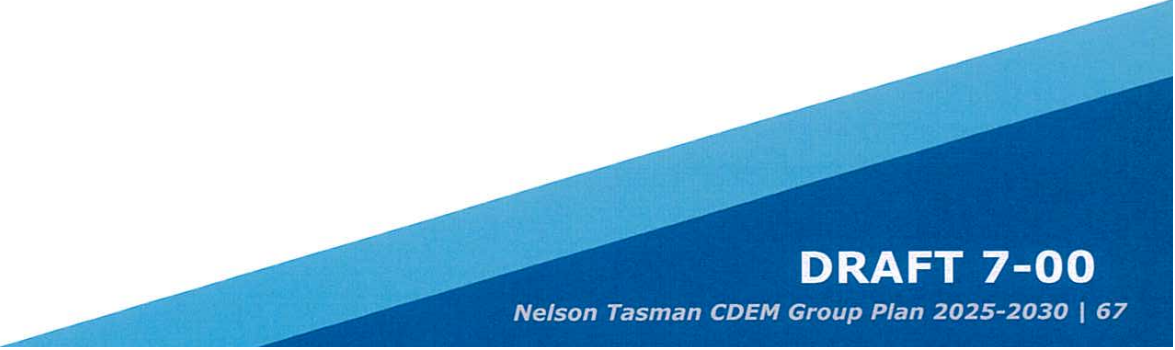


What we want to achieve – Response

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be in 2030
1. All CDEM partners to provide leadership to achieve an effective, coordinated, and comprehensive response to emergency events.	a. Create and maintain an engaged, transparent, and collaborative emergency response culture.	Our leaders have a good understanding of our roles and responsibilities and have effective collaboration across the 4Rs.
	b. CDEM partners are responsible to provide appropriate representation throughout the emergency response.	
	c. CDEM partners understand their role and responsibilities for emergency response.	
2. The Nelson Tasman CDEM Group and partners ensure the safety and wellbeing of people are at the heart of the emergency management system.	a. Place the highest priority on the safety, needs and wellbeing of affected people and their animals.	Appropriate plans and arrangements are developed and practiced to ensure the welfare of those impacted by emergencies.
	b. Provision of welfare services in collaboration with partner agencies.	
	c. Provision of timely and effective hazard warnings.	Our response staff perform effectively in their roles with the necessary support in place to enable this to occur.
	d. Ensure partners, spokespeople and media get the right advice at the right time.	
	e. Resource Public Information Management functions to communicate effectively.	
	f. Promote a healthy, supportive, and inclusive work environment for response personnel.	

Strategic objective	Activities to support objective	Where we want to be in 2030
<p>3. Ensure processes and procedures are in place to enable an effective and timely transition to recovery, while preparing to respond to further emergency events.</p>	<p>a. Build and maintain relationships and work collaboratively to:</p> <ul style="list-style-type: none"> • Design structures, processes, and procedures. • Implement and embed the processes and procedures through training. • Advocate for the development of Business Continuity Plans (BCPs) within partner agencies and organisations. 	<p>A clear recovery transition process is developed that enables effective transition to occur.</p> <p>All key partners have BCPs that are regularly tested and shared with other partners.</p>
<p>4. Learn from emergency events (as appropriate) across Aotearoa New Zealand to inform future CDEM activities across the 4Rs.</p>	<p>a. Maintain and deliver a Nelson Tasman lesson learnt process.</p> <p>b. Analyse and apply learnings (as appropriate) from emergency events within the Nelson Tasman region.</p> <p>c. Review learnings from emergency events across Aotearoa New Zealand.</p>	<p>A clear process for the review of events is implemented.</p>



Operational arrangements

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

Response structure

Facilities at the incident, local, regional and/or national levels provide for either the co-ordination, management, support, or delivery of response activities in the region. Generally, only large-scale incidents require all levels of response to be activated. [Figure 6 \(p.69\)](#) shows the different levels and the names of facilities relevant to the Nelson Tasman CDEM Group.

The response arrangement matrix ([Figure 7, p.70-71](#)) provides a high-level overview of how we respond to incidents and emergencies at different scales. Important features of this table are:

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

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

Pou a Iwi CIMS function

Based on the CIMS structure developed during the Pigeon Valley Fire event (2019), the Nelson Tasman CDEM Group established the Pou a Iwi CIMS function. This function represents iwi and whānau needs in an emergency. [Figure 5](#) below outlines the four sub-groups that make up Pou a Iwi – more information about the function can be found in the [Nelson Tasman CDEM Group Welfare Plan \(2019\)](#).

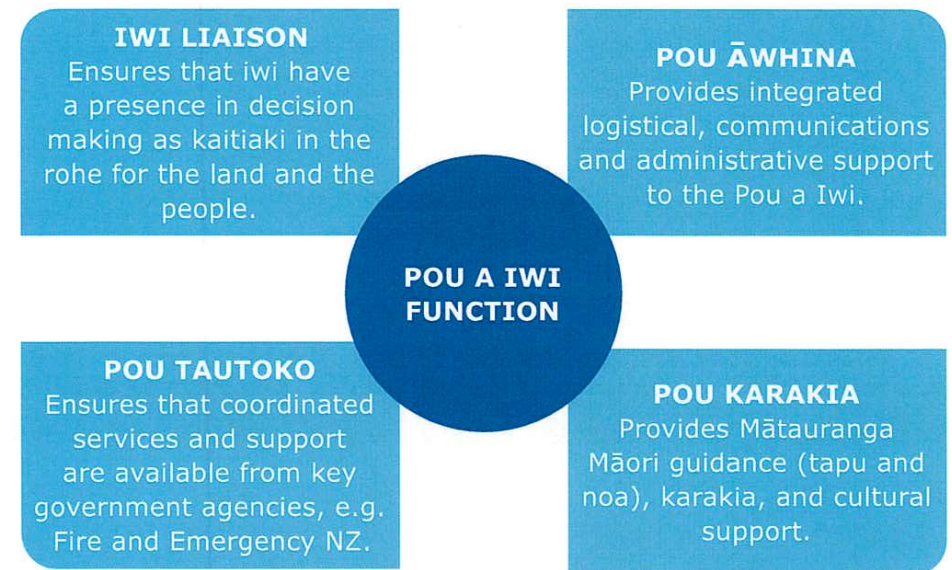


Figure 5: The Pou a Iwi CIMS Function

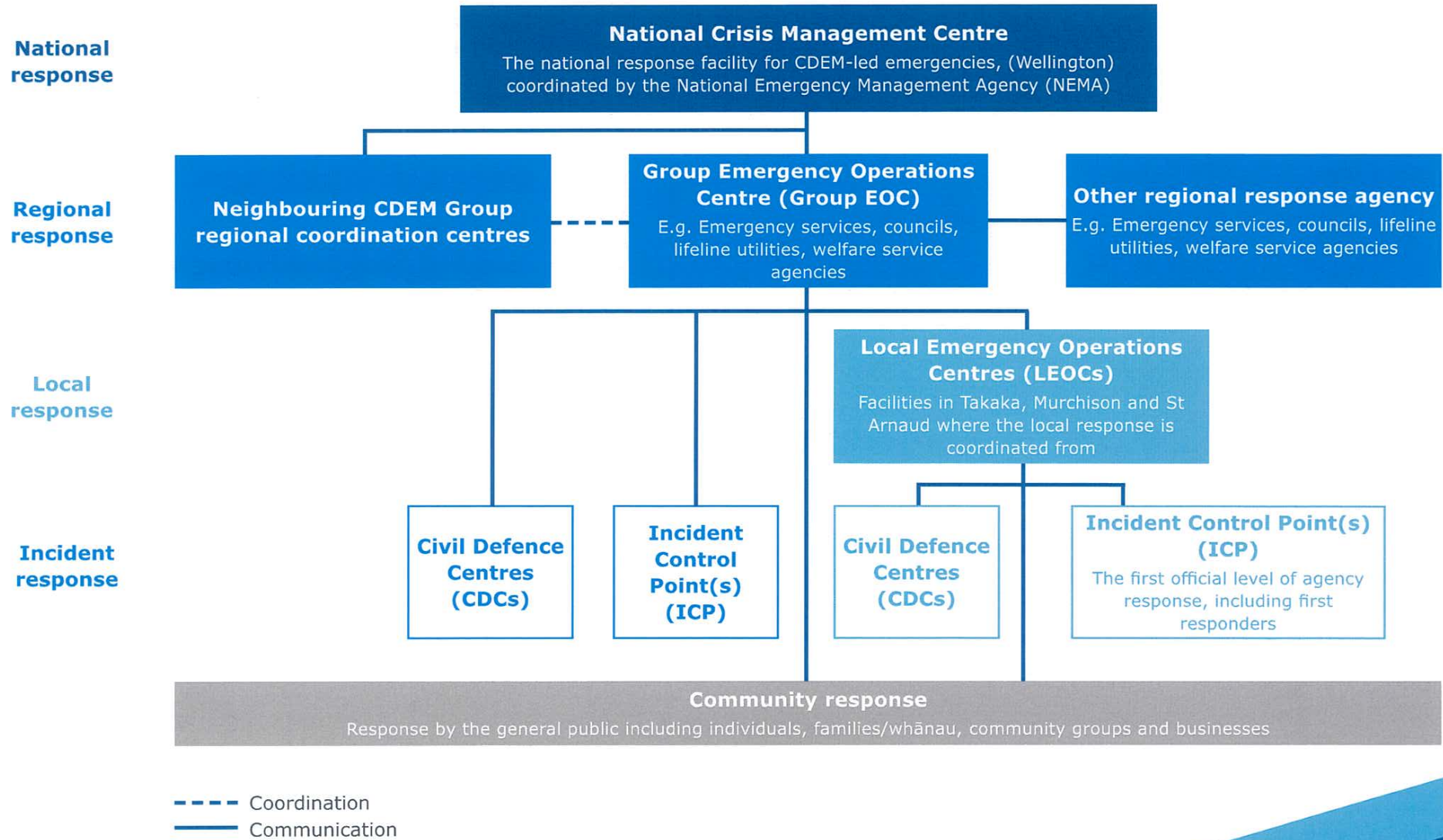


Figure 6: The structure of the Nelson Tasman CDEM Group for operational response* to a CDEM-led emergency.

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

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

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

Response principles

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

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

Nelson Tasman CDEM Response facility

The **Group Emergency Operations Centre (Group EOC)** is the main facility from which the response to a Group emergency will be coordinated.

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

Local Emergency Operations Centres

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



The Nelson Tasman Group EOC in operation.

Civil Defence Centres (CDCs)

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

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

Response arrangements and plans

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

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

MARINE

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

Community Response Plans

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

Training and exercising

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

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

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

Volunteers

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

There are three types of volunteers in a CDEM context:

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



Warning and informing

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

Public Information Management (PIM)

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

PLEASE NOTE:

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

Emergency Mobile Alerts

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

National Warning System (NWS)

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

Alternate communication

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

Declaring a state of local emergency

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

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

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

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

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

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

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

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

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

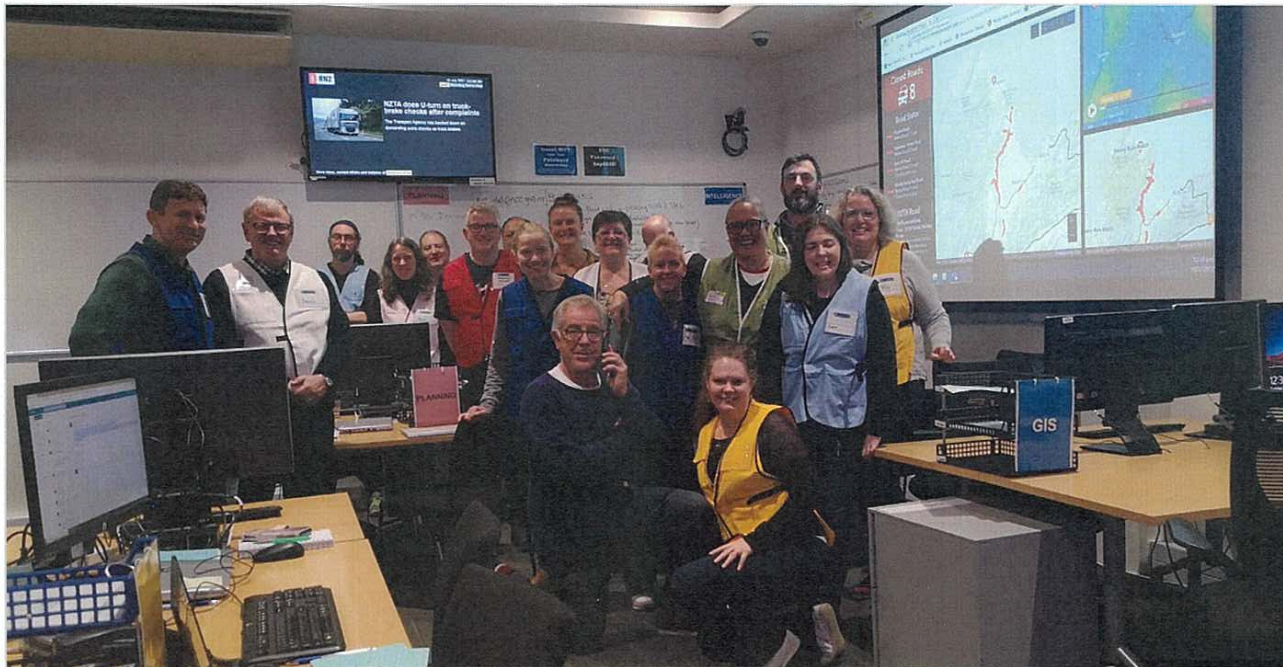
• *The Act allows a state of local emergency to be made for the entire CDEM Group or its constituent districts or wards. **It is the policy of the Nelson Tasman CDEM Group that any state of emergency is generally made for the entire CDEM Group.** This is due to the interconnected nature of the region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

Event debrief and reporting

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

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

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



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



Introduction

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

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

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

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The transition to recovery

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

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

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

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

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

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

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

Recovery principles

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

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

The Group Recovery Plan

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

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

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

The exit from recovery

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

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

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Working in partnership

Engaging Māori and iwi in recovery

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

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

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

What we want to achieve – Recovery

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be by 2030
1. CDEM Partners to participate in a strategic, resilient approach to recovery planning integrated across 'Reduction', 'Readiness' and 'Response'.	a. Build and maintain key relationships and work collaboratively to: <ul style="list-style-type: none"> Understand roles and responsibilities. Maintain an engaged, transparent, and collaborative culture. Participate in meetings, workshops and proactively engage. 	A clear plan for the coordination of Recovery is in place and understood by all partners.
	b. Take account of regional hazards and risks, that considers the outcomes of the Group's risk assessment.	
	c. Recognise long-term priorities and opportunities to build back better.	
	d. Promote consideration of the impacts of climate change.	
	e. Recognise the importance of culture to resilience.	
	f. Ensure people and communities are at the centre of recovery processes.	
	g. Listen to the community voice.	
2. Deliver an effective recovery response.	a. Continue to build and maintain the capability and capacity of the CDEM and Council(s) recovery workforce.	The territorial authorities and key partners understand their role in leading recovery and have effective arrangements in place to support delivery of recovery activities to our communities following a major event.
	b. CDEM Partners are responsible for providing appropriate representation and staff throughout the response and recovery (including Councils).	
	c. Adhere to protocols and procedures including Te Tiriti o Waitangi for recovery.	

Monitoring and evaluation

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

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

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

The main objectives of monitoring and evaluation are to:

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

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

Governance

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

CDEM Group Office

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

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Appendix A: Acronyms

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

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

Appendix B: Definitions

AF8

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

The Act

The Civil Defence Emergency Management Act 2002 (CDEM Act)

Emergency

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

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

Civil Defence Emergency Management

Civil Defence Emergency Management:

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

Civil Defence Emergency Management Group (CDEM Group)

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

Civil Defence Emergency Management Office

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

Coordinating Executive Group (CEG)

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

Co-ordinated Incident Management System (CIMS)

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

Emergency Services

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

Group Emergency Operations Centre (Group EOC)

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

Group Controller

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

Group Plan

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

Group Recovery Manager

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

Hazard

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

Hui

Meaning to gather, congregate, assemble or meet.

Incident Control Point (ICP)

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

Joint Committee (JC)

The Group established under **s12** of the CDEM Act 2002.

Lead Agency

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

Local Emergency Operations Centre (Local EOC)

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

Lifeline Utility

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

Local Controller

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

Mahi

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

Minister

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

National Coordination Centre

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

National Crisis Management Centre (NCMC)

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

National Welfare Coordination Group (NWCG)

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

Readiness

Means developing operational systems and capabilities before an emergency happens, including self-help and response programmes for the general public, and specific programmes for NEMA, CDEM Groups, local authorities, emergency services, lifeline utilities, and other agencies'.

Recovery

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

Recovery Manager

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

Recovery Taskforce

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

Reduction

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

Response

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

Risk

Means the likelihood and consequences of a hazard.

Standard Operating Procedure (SOP)

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

Transition Period

Means a national transition period or local transition period.

Welfare Coordination Group (WCG)

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

Whānau

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

4Rs

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

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Appendix C: References

[TBC when document is finalised]

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Plan Development. First para. 5 th line.requirements in 53 of the Actrequirements in S49 (2) and 53 of the Act Feel this meets the groups requirements better explains them.
Plan delivery	The para outlines the role of CEG, do we need to have the role of Governance outlined here as it as they are the major player in this.
Joint committee. The joint committee (JC) is a committee of local authorities established	The joint committee (JC) is a committee of the union of two (2) Unitary Authorities established (it is not local authorities
Joint committee. 5 th line (as per section 13 in	(as per section 13 (3) in this is more correct
CEG line 6 The CEG does not hold an operational role	Disagree here the CEG does have an operational role as they get the work done. JC is governance. S20(2)(b) states they implement the decisions of the JC
Left column of In addition to the prescribed functions.... The 4 th dot point leaves out transition periods	add the words and a local transition period
Members of the CEG has words a representative of local iwi – subject to availability.	Delete subject to availability. It is not required they are a member and will attend like everyone else when they can. Sort looks like you are putting a rider on this statement, down grades it.
second to last para . In addition to can be represented. Other representatives must...	Delete “represented. They are not represented as they have voting rights and are members. Others staff come and report only and are represented in that manner ie welfare manager. ...In addition to can be members . Other members must...
CDEM subsidiary committees. First para last sentence	Iwi are identified and while I understand this as a treaty partner is this not signalling them out, perhaps could make them uncomfortable. Should not all members be shown. Also again uses availability issue just show they as a member and do not put constraint or words around their attendance.. no one else gets this . this is a common theme through the plan for Iwi. Could create a complex issue.
Local controller	Outlines all powers they can use and are delegated to them. However, they have missed S 92. Question do they need to outline the sections that state a controller may exercise the power as this is given to them by position.

Other delegated roles, Recovery manager 2 nd para “ The specific powers available to the recovery manager can be found in Part 5B	The Group can delegate specific powers to the recovery Manager under S30A (2) or acquires the powers available to the recovery manager in Part 5B
In the lead up to an emergency event (level 2)	What’s level 2. Need to explain. Is this linked to page 68 if so say so. Provide link to it.
During an emergency event last para	States “local authority is responsible for spending by recovery manager. No where does it actually delegate to the Group or recovery manager the authority to spend/incur expenses and to what level. Pg 31 under recovery looks like recovery manager can incur costs but there is no financial delegation unless it is in the councils delegation manual. Then consider reference to this.
Infrastructure 2 nd dot point states fuel for Nelson after an alpine fault will come overland from Marlborough.	How viable is this. Wont the road be closed. Can they off load fuel at Picton. Should this sentence perhaps have the refer “contingent on SH1 and SH6 being accessible.”
4 th dot point	States this is back up source but no where does it say what is the other source or main source
5 th dot point	Chorus network. Two lines but where from. Does not state the vulnerability fo this (may be commercially sensitive)
Risk as defined in the Act is the combination of the likelihood and consequence of a hazard occurring.	If stating the Act should actually be what the Act states. Risk is the likelihood and consequence of a hazard
Resilience as defined in the NDRS “ the ability to anticipate and resist disruptive events, minimise adverse impacts, respond effectively, maintain and recover functionality, and adapt in a way that allows for learning and thriving.	the ability to anticipate and resist the effects of a disruptive events, minimise adverse impacts, respond effectively post event , maintain and recover functionality, and adapt in a way that allows for learning and thriving. Again If using national doc and quoting from it should use exact words.
Increasing elderly population	Raise factors here that are very good but does not really cover them in response what are the challenges and issue these provide during response/readiness. Possible links further into the plan.
Te Tauihu o te waka 1 st line Moea to poi, moe to taiaha	Should be “Moea to poi, moea to taiaha”
Volunteers. Last dot point spontaneous volunteers	Does not say how they will be managed used or dealt with on the day. Provide advice to the public.
PIM	Does not say how this will be done when there is no power. What is the fall back option to convey messagaes to public.

Alternate comms	What about star link
Declaring 2 nd para. Where possible, prior...	No mention of consultation with NEMA/Rema here prior to declaring Consider adding this to the para.
The person who makes a declaration must immediately give notice to the public by any means of communication that is reasonably practicable in the circumstances and must ensure that the declaration is also published in the Gazette (the official Government newspaper) as soon as practicable.	The person (as specified in S25 of the Act) who makes a declaration must immediately give notice to the public by any means of communication that is reasonably practicable in the circumstances and must ensure that the declaration is also published in the Gazette (the official Government newspaper) as soon as practicable.
Declaring 4 th line. 3 rd para Before a state of emergency expires, a person authorised to make ...	Consider adding to make it clear - Before a state of emergency expires, a person authorised by S25 of the Act to make ...
<p>The Minister for Emergency Management may also declare a state of local emergency under s69 of the Act and makes the decision to declare a state of national emergency. Under s69 the Minister will declare a state of local emergency for the period between local authority elections and the swearing-in of new elected representatives.</p> <p>If a state of national emergency is declared by the Minister for Emergency Management and Recovery, it will supersede any local declaration for the same region. Transition periods are covered in the 'Recovery' section of this document.</p>	<p>The Minister for Emergency Management and Recovery may also declare a state of local or national emergency under s69 of the Act and makes the decision to declare a state of national emergency. Under s69 the Minister can declare a state of local emergency for the period between the public notification of election results in the local authority elections and the swearing-in of new elected representatives.</p> <p>If a state of national emergency is declared by the Minister for Emergency Management and Recovery, it will supersede any local declaration in force over for the same region area will cease . Transition periods are covered in the 'Recovery' section of this document.</p>
right hand column, 3 rd para. If a state of national emergency is declared by the Minister for Emergency Management it may supersede any local declaration	If a state of national emergency is declared by the Minister for Emergency Management and Recovery any other state of emergency, then in force in the area to which the State of National Emergency applies ceases to have effect S16 (3). Under S66 of the Act the Minister for Emergency Management and Recovery may declare a state of national emergency exists over the whole of New Zealand or any area or district.

<p>Transition to recovery</p> <p>The transition from response to recovery starts when the response phase of an emergency ends. The purpose of a transition period is to aid recovery by providing the Recovery Manager powers to manage, coordinate, or direct recovery activities.</p> <p>The Act (s94) provides for CDEM Groups to give notice of a transition period following an emergency, whether a state of local emergency has been declared or not. The Minister for Emergency Management may also give notice of a local or national transition period. Guidance for CDEM Groups on requirements relating to local transition periods can be found here.</p>	<p>The transition from response to recovery starts when the response phase moves more towards recovery than response. of an emergency ends. The purpose of a transition period is to aid recovery by providing the Recovery Manager powers to manage, coordinate, or direct recovery activities.</p> <p>The Act (s94B) provides for CDEM Groups to give notice of a transition period following an emergency, whether where a state of local emergency has been declared or not. Notice is given by a person authorised by S25 (1) (b) to do so. Where a transition period is required following a non-declared emergency an application to the Minister for Emergency Management and Recovery is required. The Minister for Emergency Management and recovery may can also give notice of a local or national transition period. Guidance for CDEM Groups on requirements relating to local transition periods can be found here.</p>
<p>Transition to recovery 4th Para</p> <p>Local transition periods have a maximum duration of 28 days. They may be extended (for up to another 28 days) or terminated at any time.</p>	<p>Local transition periods have a maximum duration of 28 days. They may be extended indefinitely or terminated at any time one or more times (for a further 28 days) or terminated at any time. If a local transition period is extended three (3) or more times, the person who has extended the period must give the Minister a copy of the Notice at the same time notifying the public.</p>



**National Emergency
Management Agency**
Te Rākau Whakamarumarū

19 August 2024

Mr Joe Kennedy
Group Manager
Nelson Tasman Civil Defence and Emergency Management

Email: joe.kennedy@ntem.govt.nz

Dear Joe

DRAFT NELSON TASMAN CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP PLAN 2024 – 2029

Thank you for the opportunity for the National Emergency Management Agency (NEMA) to provide a technical review of the draft Nelson Tasman Civil Defence Emergency Management Group Plan 2024 – 2029.

NEMA has completed our review and attach detailed comments from our subject matter experts. Overall, the plan meets the requirements of the Act. We believe however, that it could be strengthened in a number of key areas to further improve compliance both with the CDEM Act 2002 and the National Disaster Resilience Strategy. My comments are framed using the following questions:

1. Does this Plan approach risk & vulnerability in a comprehensive way (including capability)?

The Plan meets legislative requirements in terms of identifying hazards and risks across the Group. It could be strengthened further (particularly in terms of meeting NDRS objectives) by ensuring the plan aligns with councils' other strategic documents (in terms of communicating hazards and risks) such as the Regional Policy Statement, the Long-Term Plan and District Plans. The Plan would be further strengthened by communicating the science of the hazards so that communities can understand the risk and be able to make decisions that affect them.

2. Does the plan consider impacts of multiple hazards?

The Plan could be improved by being explicit about the impacts across the 4 Rs from regional and local hazards, on people. A community member reading the document should be able to read this and understand how they fit into the framework and be empowered to take actions to improve their resilience.

A further area of improvement to consider, is critical infrastructure and we consider that the Plan is light on identifying critical infrastructure entities under the Act (Schedule 1, Part A). The Plan could also be strengthened by explaining the vulnerability of critical infrastructure to the range of hazards in the region.

3. How well described are the short, medium, and long term direct and indirect benefits (across the 4Rs)?

Our assessment under this question focussed on the legislative requirement under s49(2)(ca) which requires a Group Plan to consider strategic planning for recovery from hazards and risks identified in the Plan. It is our view that the Group Plans recovery section could be detailed further, and it is unclear as to how the Group Recovery Plan influences the Group Plan.

One suggestion is to incorporate the Group's Recovery Plan by reference into Group Plan. The Plan may otherwise need significantly more work in this area.

In respect to investment in economic resilience, it would be good to understand any economic impacts in the Plan. This could be improved by incorporating a monitoring and evaluation framework into the Plan.

4. How well does this plan enable, empower and support community resilience?

In terms of meeting NDRS objectives the Plan could be strengthened by explaining how the CDEM Group enables, empowers, and supports community resilience including for example, adopting the definition of community from the NDRS as well as by identifying trends (for example, a growing elderly population) that impact collective regional resilience. The plan could be further enhanced by including reference to public education, and how that contributes to community readiness as well as highlighting the importance of public information in response.

5. Has this Plan engaged iwi and a broad range of stakeholders?

Is there an opportunity to be more explicit on alignment with iwi specific strategic objectives?

6. Does this Plan consider inter and intra-regional issues & arrangements?

It is pleasing to see well described arrangements for apportionment of financial and other resources. The Plan could be strengthened with:

- clearer language aligning to the legislation for declaring states of emergencies and recovery arrangements.
- the arrangements for cooperation and coordination with other CDEM Groups could be more explicit.

NDRS Objectives 4 and 5 talk to gaps in risk reduction and aligning investment. The Plan could be strengthened by being more prescriptive about specific plans and policies that address climate change and the investment needed for that. The Plan could be further improved by setting out the Nelson Tasman CDEM Group's principles for working with community organisations during readiness and response.

Overall, it is evident that significant work has gone into the review of the draft Plan to date, and I offer my compliments to those involved.

I note the Nelson Tasman CDEM Group has been working with NEMA staff in this process NEMA is committed to providing CDEM Groups with advice and guidance as they review their current Group Plans.

I wish you all the best with the review of the Nelson Tasman CDEM Group Plan. Should you have any questions please address these through Mike Gillooly as your Regional Emergency Management Advisor.

Yours sincerely

John Price

A handwritten signature in black ink, appearing to be 'JP', with a long horizontal flourish extending to the right.

**Deputy Chief Executive and Director
Emergency Management**

Tahunanui Business & Citizens Assn & Tahunanui Community Hub – combined submission on NTCDEM – September 2024

Thank you for the opportunity to submit this late. I am combining both the TBCA & TCH's points for your consideration, of which I'm Chair for both.

We are very aware of the isolation of recent weather events over the past decades of the Tahunanui community, often with both road closures to SH6 and the Tahunanui hills for extended periods of time, due mainly to Slope instability.

With Natural Hazards events predicted to increase in frequency and intensity, we are very keen to see a more proactive approach for our residents and are keen to work more closely with Nelson Tasman Civil Defence Emergency Management Group and address the need for a local emergency response.

Tahunanui is a very active community hub of passionate residents, having grown up rurally in Golden Bay I would liken it more to a rural community than typically urban.

There is an identified need for a local Tahunanui emergency management group, that better understands and plans responses for emergencies, such as adverse weather events and Earthquakes.

The TCH contracted the ' Tahunanui Community Hub Collaboration Project' in October of last year, thanks to DIA funding. These are some of the findings in relation to 'Resilience in an Emergency' & 'Food Security' which are two of eight topics identified for further investigation, which we believe are relevant to the NTCDEM.

Participants in the Survey were:-

Kainga Ora, Te Whatu Ora, police, Tahunanui School, Caring Families Aotearoa, Balmoral Motel (Emergency/Social Housing provider) MacLab, Mitre10 Mega, Tahunanui Holiday Park, TbcA, Habitat for Humanity Hub, St Stephens Church, Tahunanui Kindergarten, Tch, Presbyterian Support and a Psychologist

Resilience in an Emergency & Food Security specifically in Tahunanui points raised:-

- Difficulty in getting around with Road closures and no public transport, to either Saxon Field CD or Trafalgar Centre CD, could there be somewhere in Tahunanui such as the Tahunanui Community Hub, as a community led centre?
- Only one ATM machine (Mobil) in Tahunanui, not everyone can afford a purchase with eftpos to access cash, which becomes problematic if no vehicle and reliant on cash for public transport.
- AED Locations in Tahunanui, with the following sites:-
 - Tahunanui Medical Centre (M-F)
 - Nellie Nightingale Library (M-F)
 - Tahunanui School (24/7)
 - Nelson Surf Life Saving Club (24/7)
 - Tahunanui Dental (M-F)
 - Chamberlain St (24/7)
 - Tahuna Beach Holiday Park (24/7)
 - The Habitat hub (24/7)

We believe there is a huge gap on the Porthills of Tahunanui hills, and wonder who we approach to raise this concern? As you can see all of the above sites are located on the Tahunanui flats, other than one on a Powerpole on Chamberlain St.

- Tahunanui Community Hub is central, and board members are locals, so this facility could easily be opened if required to offer guidance, support and most importantly clear information in a disaster. It has access to great parking with the Rawhiti st and Centennial in particular, is on a bus route (if active?) and has a designated cycle lane right outside. As well as all the School parking. If overflow is required we have talked with the school to be able to open the Muritai Centre. Between the two, we would have access

to two kitchens, toilets and pantry/freezers. And the School has showering facilities. Motels are another possible support for temporary housing/accommodation in an event?

The TCH are looking at improvements to our current building (which is NCC owned) and we see getting our Kitchen certified as Commercial as a priority, as well as upgrades to our toilet block and possible inclusion of showers (This is all Grant reliant)

As often with adversity, there is often the positive of closer neighbourhood connections & support. Many streets during the 2022 event, developed online chats and meeting regularly to assist with recovery. We've chatted about how this could be built on, and key community members could be part of a 'sub group' to ensure that communication is clear and accurate (similar to Rural phone tree) We were incredibly thankful of Mayor Rachel Reese reaching out personally to see what was happening on the ground, by phone 24/7, this was absolutely essential, considering the magnitude of slips on the Tahunanui hills and road closures. Paul Shattock also played an essential role with very clear comms. Something that was missing prior to Rachel appointing him.

- Safety of people, property and security moving forward after events.
- Food Security – TCH is unable to meet the demand of food support, this was particularly bad following on from Covid with the majority of Nelson's Social and Emergency housing situated in Tahunanui motels (which have poor cooking and storage for food) This is slowly changing with motels returning to tourism and accommodation.
- Since the TCH collaboration report , the TCH and St Stephens have created a 6 week cooking class, for those on a budget with young children, we're very pleased to have a waiting list for further courses. The key is to learn

how to cook with items you'd get in a food parcel and how to stretch \$\$\$ when feeding families and an introduction to our Community garden which is right between the Hub and the School. We would like to develop this further next year, as aware of many elderly living alone isolated.

We are also happy to see Tahunanui School has reconsidered the removal of their school vegetable and fruit garden after input by Te Whatu Ora and the Hub.

So in summary we are very eager to develop & plan a localized system for our Tahunanui community.

A clear, considered and accurate direction under your guidance giving us a robust & resilient community with a genuine key partnership.

Shoulder tap key members of the community for leadership, who we have a list of potential candidates.

Consider the capability and capacity of building a centralized gathering point.

Empower our community to be prepared to respond to local emergencies.

Jacinda (Jac) Stevenson

TBCA & TCH – Chair

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operations@tch.org.nz (TCH)



**NELSON TASMAN
EMERGENCY MANAGEMENT**

GROUP

DRAFT 7-00

A photograph of a beach with two large, dark rock formations in the background. The rocks are reflected in the shallow water of the beach. The sky is clear and blue.

**Nelson Tasman
Civil Defence Emergency Management
Group Plan 2025-2030**

Foreword

With the Tasman Sea at our northern and western borders and mountain ranges to the south and east, the Nelson Tasman region is no stranger to natural disasters and events. While past events have differed in scale and impact depending on their source and location, they have all provided the national and local bodies charged with managing the associated risks with valuable experience and learnings.

This plan, recognising our unique position and the inherent risks within our landscape, is built on the lessons attained from the experience of managing pre, during and post events in our past and provides us with a platform for the future.

We cannot predict the severity or occurrence of events, natural or man-made, however we can certainly be prepared. This preparation is delivered through the recognition of systems, roles and resources, education and partnerships across agencies and communities.

Despite being one of the largest regions, history has shown that our greatest strength is in our distinct communities. Parochial and defiant during peacetime, when events occur there is nothing quicker than the support delivered to those communities in need by their neighbours.

As our events become more prevalent and, it seems, more violent we need to prepare and support our communities to help themselves in the likely event they will be cut off from essential services and immediate assistance.

By building on and developing the current shared relationships within the region this plan looks to formalise the preparation and training of key people within and the communities themselves. We can never be too prepared and using the '4Rs' - Readiness, Reduction Response and Recovery – as a guide we will continue to plan for the best outcome from situations we often have little or no control over.

This plan is a crucial tool in directing those efforts across all agencies, councils, and communities as we look to reinforce our resilience and preparedness.



Nick Smith, Mayor of Nelson



Tim King, Mayor of Tasman

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Mihi

Tēnā koutou katoa,

I raro i te korowai o te kotahitanga me te mahi tahi, ka tuku atu nei ngā mihi mahana o Ngā Iwi o Te Taihū ki a koutou katoa e whai pānga ana ki ngā Mahere Raru ohotata o te rohe o Wairau me Te Tai o Aorere. Ko tō tātou kaha kei roto i te mahi tahi ki te tiaki i ō tātou hapori me te whenua.

E mihi ana ki ngā kaitiaki tīpuna o tēnei whenua, ngā maunga, awa, me ngā moana e whāngai nei i a tātou. Ka mihi atu ki te hunga kua riro, ka whakanuia tō rātou mōhio hei arahi i a tātou.

I a tātou e huihui ana ki te whakatau i te ora me te oranga o ō tātou tāngata, me maumahara tātou ki ngā uara e hono nei i a tātou – te whakaute, te manawaroa, me te haepapa. Ka ū mātou ki te tautoko i ēnei mahere me te mātauranga me ngā tikanga o tō mātou iwi, kia pai ai te whakarite mō ngā wero kei mua i a tātou.

Kia tū kaha ai tātou katoa, hei kotahi, ki te tiaki i ō tātou kāinga me ngā whānau.

Ngā mihi nui,

Shane Graham

Te Kotahi o Te Taihū Charitable Trust

In the spirit of unity and collaboration, we, the iwi of Te Taihū o Te Waka-ā-Māui, extend our warmest greetings to everyone involved in the Marlborough and Nelson Tasman Emergency Plans. Our collective strength lies in our ability to work together to protect our communities and whenua.

We acknowledge the ancestral guardians of this land, the mountains, rivers, and seas that sustain us. We pay homage to those who have come before us and recognise their wisdom in guiding us forward.

As we come together to ensure the safety and well-being of our people, let us remember the values that unite us – respect, resilience, and responsibility. We commit to supporting these plans with the knowledge and traditions of our iwi, ensuring that we are prepared for any challenges that may come our way.

May we all stand strong, as one, to safeguard our homes and loved ones.



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He waka eke noa

We are all in this together

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PART 1: INTRODUCTION

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Purpose of the plan

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

Audience

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

About the Group Plan

The Group Plan, an operational document for the next five years (2025-2030), outlines how the Group will meet the requirements of the [Civil Defence and Emergency Management Act \(2002\)](#) (herein referred to as 'the Act'). The Act requires local authorities to provide for CDEM within their districts and places a requirement on them, and the agencies involved, to support the coordinated effort of CDEM so as to be able to function to the fullest extent to respond to and recover from an emergency. The relationship between the Group Plan to other documents, plans, and legislation is shown in [Figure 1](#).

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

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

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

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

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Plan development

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

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

Plan delivery

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

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

Linkages to regional plans and policies

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

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

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

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

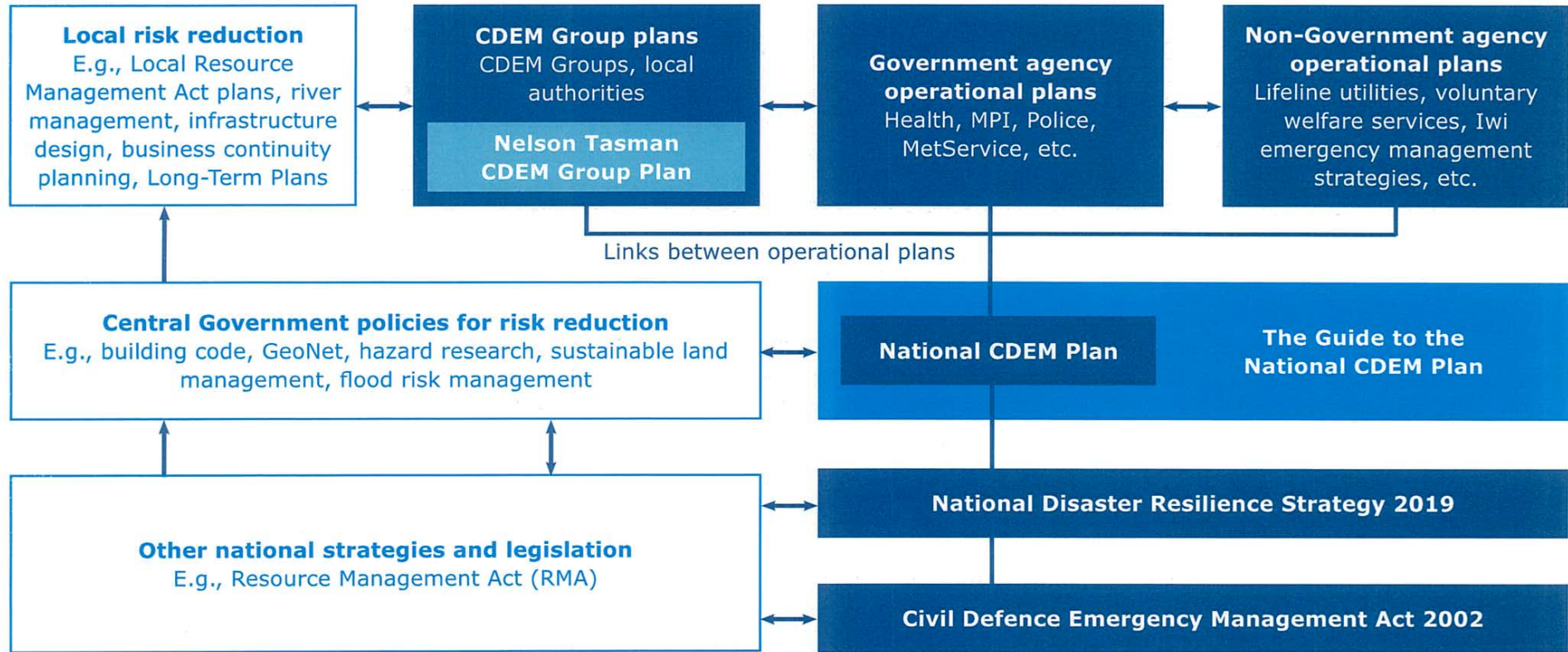


Figure 1: The relationship between the Group Plan and other documents, plans and legislation in Aotearoa New Zealand [Adapted from 'The guide to the National Civil Defence Emergency Management Plan 2015']

What we do

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

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

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

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

What is an emergency?

The following definition of an 'emergency' is from the Act.

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

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

Who we are

CDEM Group members

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

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

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

CDEM Group member responsibilities

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

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

² Ngāti Apa ki te Rā Tō, Ngāti Kōata, Ngāti Kuia, Ngāti Rārua, Ngāti Tama ki Te Tau Ihu, Ngāti Toa Rangatira, Rangitāne o Wairau, and Te Ātiawa o Te Waka-a-Māui.

³ Lifeline Utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy, and telecommunications.

The National Emergency Management Agency (NEMA)

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

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

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

Communities

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

This Group Plan adopts the following definition⁴ of community:

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

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

Iwi partnerships

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

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

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

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

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



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

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

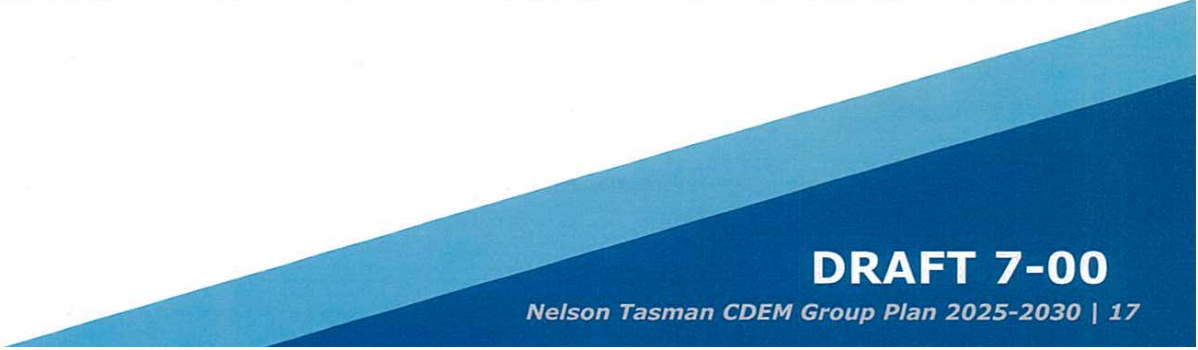
* The full version of Te Tiriti o Waitangi can be viewed [here](#).

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

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

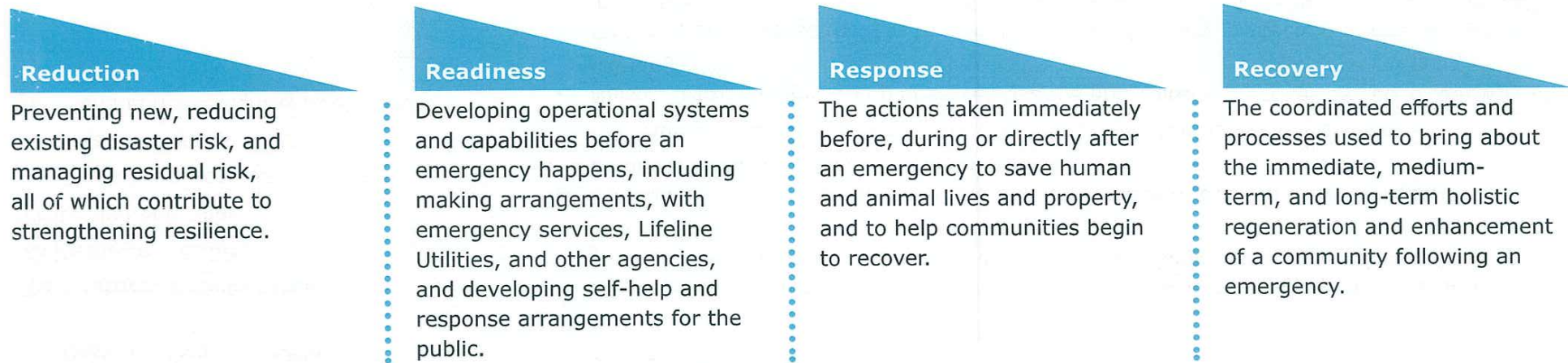


The 4Rs

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

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

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



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

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

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

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Our vision

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

Strategic objectives

We will achieve this vision through the following strategic objectives:

Objective 1: Managing risks

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

Objective 2: Effective response to and recovery from emergencies

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

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

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

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Our principles

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

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

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

Whanaungatanga, Kotahitanga | Nurturing positive relationships and partnerships.

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

Matauranga | Valuing knowledge and understanding

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

Mahi Tahi | Working together as one.

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

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Our structure

Governance

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

Joint Committee (JC)

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

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

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

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

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

Coordinating Executive Group (CEG)

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

The CEG does not hold an operational role.

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

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

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

- Nelson City Council (CEO)
- Tasman District Council (CEO)
- Te Whatu Ora / Health New Zealand – Nelson Marlborough
- Medical Officer of Health – National Public Health Service –Nelson Marlborough
- NZ Police
- Fire and Emergency NZ
- St John Ambulance
- Ministry of Social Development
- A representative of local iwi⁵ – subject to availability.

Individual CEG member responsibilities include:

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

CEG observers (speaking but no voting rights) include:

- Group Controllers (or Alternate)
- Group Recovery Managers (or Alternate)
- Group CDEM Office Manager (or delegate)
- Group Welfare Manager (or Alternate)
- Group Public Information Manager (or Alternate)
- CDEM Subsidiary Committee Chairs
- A National Emergency Management Agency (NEMA) representative
- Representatives from Canterbury, Marlborough, and West Coast CDEM Groups

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

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

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

CDEM subsidiary committees

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

The Nelson Tasman CDEM Group subsidiary committees are detailed below.

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

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

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

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

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

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

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Administering authority

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

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

Both NCC and TDC provide:

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

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

Key appointments

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

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

The CDEM Group office

The CDEM Group office coordinates and facilitates day-to-day planning and project work on behalf of the Nelson Tasman CDEM Group and CEG. The CDEM Group office is responsible to CEG for its CDEM work programme, and to the Nelson City Council (as administering authority) for corporate functions such as human resources, finance, IT support, etc. The costs of undertaking these services are met by the CDEM Group.

Functions of the CDEM Group office include:

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

Delegated roles

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

Group Controller

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

The Group Controller and alternates are delegated the authority to:

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

Local Controller

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

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

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

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



Other delegated roles

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

External support arrangements

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

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

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

Financial arrangements

Day-to-day activities

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

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

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

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

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

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

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

Expenditure in an emergency

Financial delegations

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

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

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

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

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

The Group is responsible for funding:

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

During an emergency event

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

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

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

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

Recovering costs

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

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

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

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

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

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

Recovery

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

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

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

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

Mayoral Disaster Relief Fund

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

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

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

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PART 2: REGIONAL CONTEXT

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



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The Nelson Tasman region

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

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

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

Key features of the Nelson Tasman region

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



Social

- Nelson City and Tasman District populations are projected to increase by up to **0.7%** and **1.2%** per annum respectively until 2048.
- The Nelson City has a population of **54,500**.
- The Tasman District has a population of **58,700**.
- By 2048 it is estimated people aged over 65 years old will make up more than a third of Tasman District's population.
- The diversity of Nelson Tasman's population **has increased from the 2006 to 2018 census** with notable increases in Māori, Pacific peoples and Asian ethnic groups.
- Respectively, **1.8%** and **2.5%** of the Nelson City and Tasman District population are Te reo Māori speakers.
- Iwi in Nelson Tasman include Ngāti Apa ki te Rā Tō, Ngāti Kōata, Ngāti Kuia, Ngāti Rārua, Ngāti Tama ki Te Tau Ihu, Ngāti Toa Rangatira, Rangitāne o Wairau, and Te Ātiawa o Te Waka-a-Māui.
- **87.1%** of residents in Nelson have access to the internet, and **92.8%** have access to a cellphone/mobile phone.
- **85.5%** of Tasman District residents have access to the internet, and **91.5%** have access to a cellphone/mobile phone.

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Built

- The roading network provides strategic links including a mixture of State Highways (60, 63, 65, 6) and district and council roads.
- Nelson is home to the Maitai and Roding water supply dams. ~~Tasman District has the Cobb dam (electrical supply).~~ *Add in Waimea dam*
- The Marlborough and West Coast economies rely on roading links to the Nelson Tasman region for exporting goods out of Port Nelson.
- Key transport links include Nelson airport, two aerodromes in Motueka and Takaka, and Port Nelson.
- The main hospital for Nelson Tasman is the Nelson Public Hospital (with an Emergency Department).
- 82 buildings are currently registered as earthquake prone in Nelson Tasman.



Natural

- The region contains three national parks: Kahurangi, Abel Tasman and Nelson Lakes National Park.
- There are eleven main river catchments in the Nelson Tasman region.
- The area is well exposed to weather systems moving onto the South Island from the north.
- Parts of the Tasman Mountains receive in excess of 6,000mm annual rainfall. Nelson and the Wimea Plain are the driest areas of the region where annual totals up to 1,000mm are recorded.

1. *Add in Waimea dam*
2. *11 main river catchments - this differs from the hazards section on pg 43. Should be consistent*
3. *sp. Waimea*



Economic

- The largest exports from the Nelson Tasman region (% of total) are fish (and other aquatic invertebrates); apples, pears, and other fruit; fresh kiwifruit and berries; and other wood products.
- Tourist spending has been increasing since the COVID-19 pandemic, with spending increasing by 2.6% to \$576m in 2022.

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Cross-boundary links

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

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

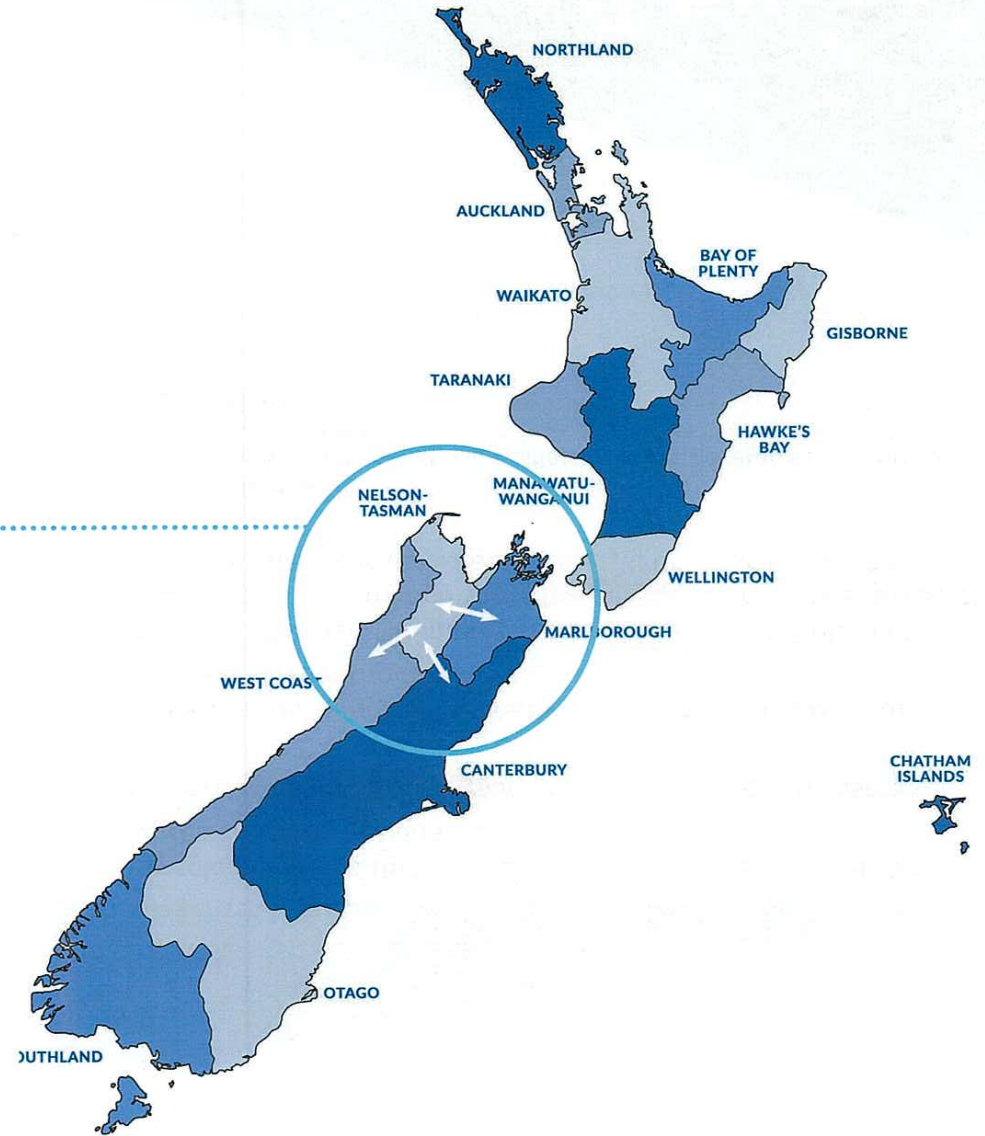
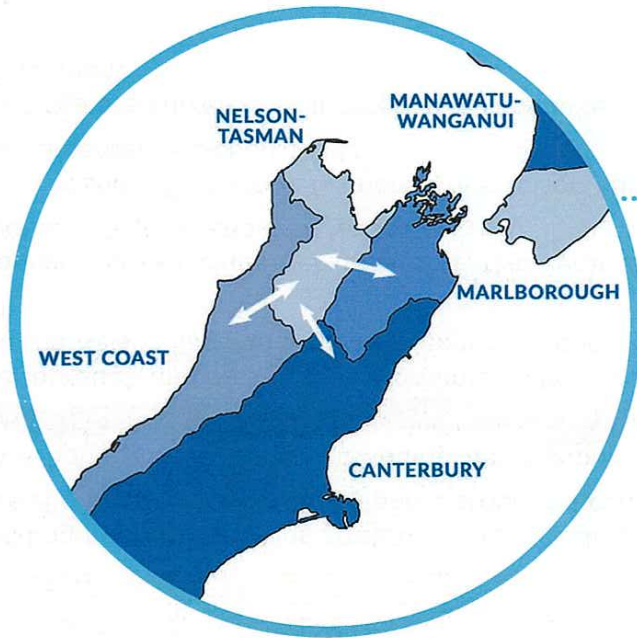


Figure 2: Nelson Tasman CDEM Group cross-boundary links with the West Coast and Marlborough CDEM Groups

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

People

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

Response partners

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



Economy

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

Infrastructure

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



Port Nelson

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

Hazards in the Nelson Tasman region

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

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

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

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

The risk assessment process

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

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

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

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

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

Determining the likelihood of occurrence

Each hazard is first categorised by its likelihood of occurrence. Using maximum credible scenarios means the likelihood is often lower for these scenarios. The likelihood is determined by the potential for occurrence as per the table below:

Likelihood classification	Likelihood description
Rare	Almost certainly not to occur but cannot be ruled out
Unlikely	Considered not likely to occur
Possible	Could occur, but is not expected to
Likely	A good chance that it may occur
Almost certain	Expected to occur if all conditions met

These likelihood levels are set within the [NEMA Risk Assessment Directors Guideline \[22/23\]](#).

Determining the consequences of our hazards

The potential consequences of a hazard scenario to the four environments is determined using a scale from insignificant (little to no consequence) to extreme (widespread, significant consequences). Each of the four environments is split into specific individual elements to enable a more detailed assessment of the potential consequence. A determination is made using descriptors to assist those making the assessment to identify the appropriate **level of consequence**.

★★★★ Catastrophic | ★★★ Major | ★★ Moderate | ★ Minor | Insignificant

Consequences have been assessed across all identified hazards from the Nelson Tasman CDEM Group Risk Assessment process (2022) to support the development of objectives and activities across the 4Rs in the Group Plan (refer to Figure 3), including prioritising specific planning in response and recovery for consequences that appear at high level across multiple hazards.

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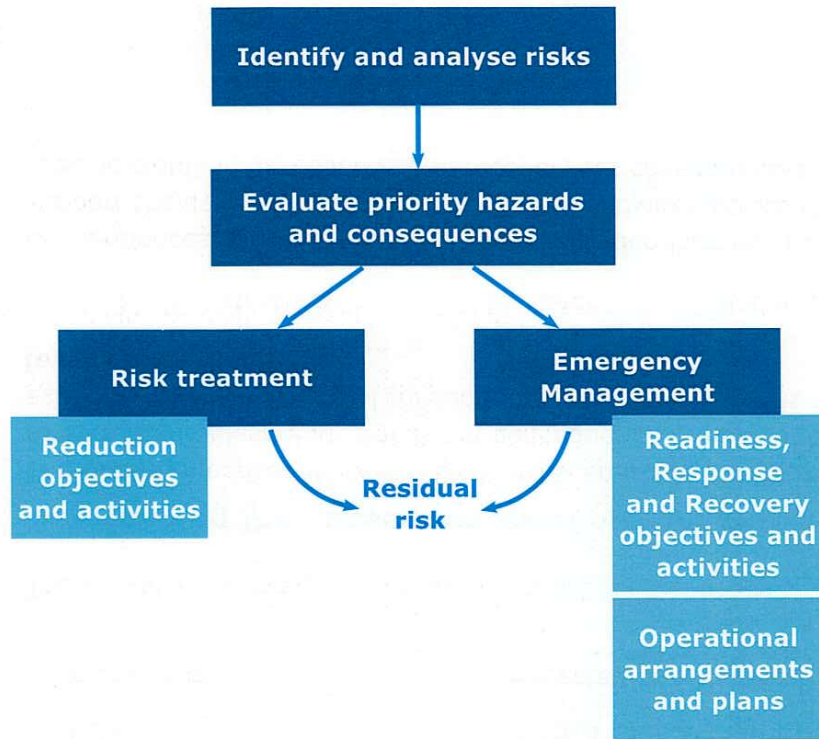


Figure 3: Risk-based approach to emergency management (Adapted from Figure 4 of NEMA CDEM Group Planning DGL [09/19])

Common consequences assessed by subject matter experts that contribute to risk across many of the hazards the region is exposed to are summarised below.

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

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

Assessed risk levels

Upon the completion of the process a hazard can have a risk level assigned to it based on the likelihood of occurrence and the consequence to the region across the four environments. The **risk levels** are shown below:

Extreme |
 Very high |
 High |
 Medium |
 Low

Limitations to the process

- The risk assessment process is conducted by representatives from all CDEM Group partners and supporting organisations. As such, the process is based on the knowledge of those representatives regarding the impacts a specific hazard may have. While this provides us with a degree of guidance in our regional hazards, their potential impacts and the risk they present, this is not a definitive risk assessment and may change with the advent of new research, events occurring or emergence of new hazards.

Our high-risk regional hazards

During the process no hazards were assessed to present an 'extreme' or 'very high' risk to the region. However, several hazards pose a high risk to our communities, infrastructure, economy or natural environment. High risks can occur from less frequent hazards with severe consequences or from more frequent hazards with lesser consequences. The risk assessment process helps to understand which hazards pose the highest risks to these environments and informs the prioritisation of work across the Nelson Tasman CDEM Group.

Our high-risk hazards include:

- Flooding
- Earthquake
- Tsunami
- Human pandemic
- **Wilfire** sp. Wildfire
- Landslides

Flooding Should be Northerly

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

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

The assessed risk to our region from **flooding** is shown below:

Likelihood	Consequence	Risk
Possible	★ ★	High

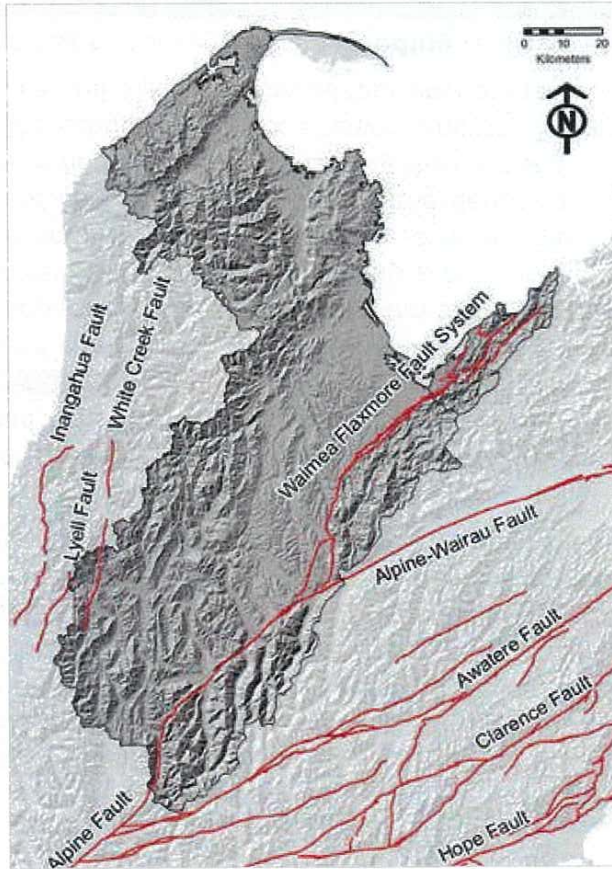
Flood hazard maps for the Nelson City Council area can be found [here](#).
 River catchments: Different to pg 35. And there is only 1 main catchment in Nelson?



SH6 by Brightwater Bridge - August 2022

Should include may cause loss of life

Earthquakes



Active faults in or near the Nelson Tasman region (from GNS Science active faults database)

Earthquakes are caused by ruptures along faults in the earth’s surface, resulting in shaking and ground acceleration as energy is released. In addition, earthquakes can also result in significant land deformation and liquefaction, along with other co-seismic events, such as landslides and tsunamis.

Our region contains a number of active faults that have the potential to cause significant impacts across the social, built, economic and natural environments. Some major faults extend across multiple regions, such as the Alpine Fault, and have the potential to significantly impact areas beyond our region.

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

Our local source earthquake risk

Within our region lie several active faults, including the Waimea-Flaxmore Fault System, the Wairau, the Eighty eight, Whangamoā, Kikiwa, White Creek and Lyell faults. These active faults have the potential to cause significant impacts, however they do not rupture very frequently, which reduces the risk they present to the region.

The Waimea-Flaxmore Fault System runs through the Nelson/Richmond urban area in close proximity to major residential and commercial areas. Whilst a rupture of this fault system is infrequent, it would result in widespread significant damage across all four environments and would require a major response.

The assessed risk from a **local source earthquake** is shown below:

Likelihood	Consequence	Risk
Rare	★ ★ ★	Medium

Our regional/national source earthquake risk

The South Island is intersected by a major plate boundary in the earth’s crust and presents a significant earthquake hazard. The Alpine Fault runs the length of the South Island and is the largest continuous fault, extending from Fiordland into the south of the region, before transitioning into the Marlborough Fault System, which includes the Wairau Fault.

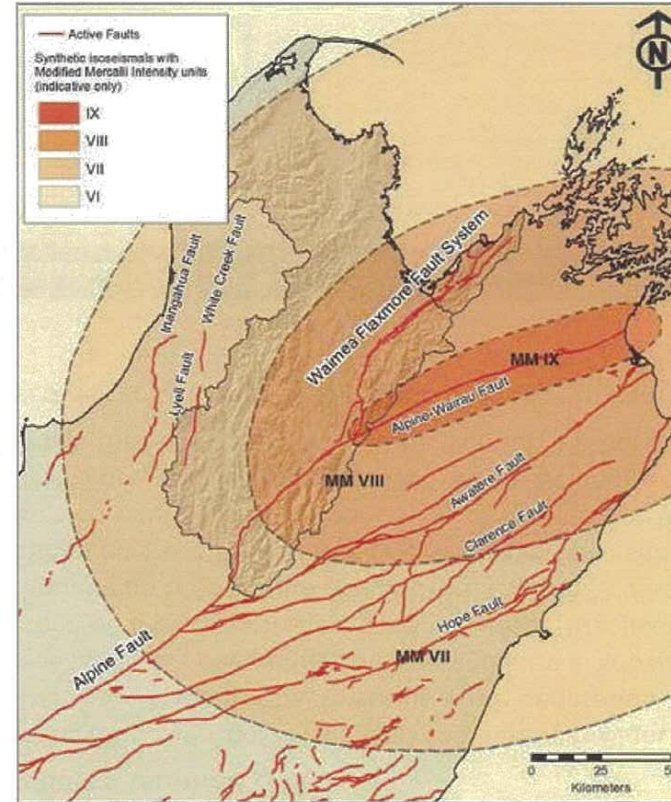
The Alpine Fault has been the subject of both national and regional planning due to the potential for a significant rupture to occur. Scientists estimate there is a 75% chance of a major earthquake occurring on the fault in the next 50 years (80% chance of a magnitude 8+ event occurring) and this would have significant impacts both regionally and nationally.

Many scenarios have been developed for an event on the Alpine Fault and these can have varying degrees of impact to our region. The maximum credible event scenario (rupture of the northern extent of the Alpine Fault) would expose the Nelson-Tasman region to damaging shaking – parts of the region could experience up to MMI 8 shaking. Co-seismic hazards such as landslides, rockfall, liquefaction (where shaking exceeds MMI 7) and lateral spreading are likely to be experienced throughout the region.

The assessed risk to our region from the rupture of the **Alpine Fault** is shown below:

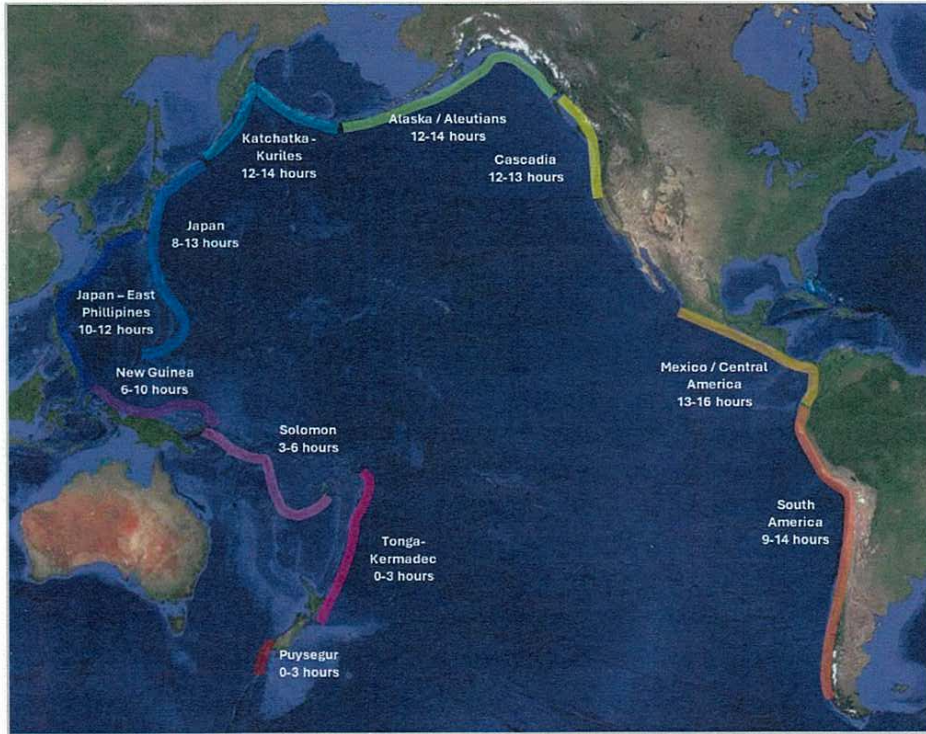
Likelihood	Consequence	Risk
Possible	★ ★	High

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



Synthetic isoseismals for a (M 7.5) earthquake on the Wairau section of the Alpine Fault

Tsunami



Tsunami origin locations

A tsunami is a series of ocean waves with very long wavelengths (typically hundreds of kilometres) caused by large-scale disturbances of the ocean. Most tsunami are generated by large magnitude, shallow earthquakes that rupture the sea floor. Tasman Bay and Golden Bay are subject to tsunami hazard from various local, regional, and distant sources.

Tsunami evacuation zones for the Nelson Tasman region can be found [here](#).

Our local source tsunami risk

Within Tasman Bay, the Cook Strait and the Taranaki Bight lie several fault lines that have the potential to result in the generation of tsunami. Many of these faults are deep under the sea and little is known regarding the full extent of the hazard they pose, however the likelihood of a major earthquake on these faults that rupture the sea floor is very rare. A tsunami sourced from these faults would arrive very soon after the initial quake and could result in inundation over much of the region's coastline. Therefore, we take the approach "Long, Strong, Get gone" for any earthquake that occurs, as it could be from an offshore fault.

The assessed risk to our region from **a local source tsunami** is shown below:

Likelihood	Consequence	Risk
Rare	★ ★ ★	Medium

Our regional/distant source tsunami risk

Nelson-Tasman is exposed to a number of regional and distant source tsunami, including from the Hikurangi Subduction zone, Puysegur Trench and the Western Pacific Islands.

A large earthquake off the Wairarapa coast in the southern portion of the Hikurangi subduction zone would impact a large part of Aotearoa New Zealand. The Nelson Tasman region would be exposed to severe shaking from the earthquake lasting several minutes. In addition to severe earthquake shaking, low-lying coastal settlements would potentially be significantly impacted by tsunami inundation. Co-seismic hazards such as landslides, rockfall, lateral spreading and liquefaction may also occur in parts of the region.

Tsunami generated from further afield, in places such as Papua New Guinea or the Solomon Islands may result in inundation to our coastal communities and widespread impacts to our infrastructure. Given the distance from New Zealand, it will be several hours after the earthquake has occurred before the tsunami arrives in New Zealand. This makes the use of warning systems important to ensure our communities are prepared and able to evacuate to safety.

The assessed risk to our region from a **regional/distant source tsunami** is shown below:

Hazard	Likelihood	Consequence	Risk
Hikurangi subduction zone earthquake and tsunami	Unlikely	★ ★ ★	High
Tsunami – Regional/Distant	Unlikely	★ ★ ★	High

Human pandemic

In the past 100 years there have been several significant pandemics that have affected New Zealand, with the most notable being Spanish Flu in 1918 and the recent COVID-19 pandemic. Both these events demonstrated the impact a major communicable disease can have upon our region and many unforeseen impacts were experienced during COVID. As a result, the risk assessment considered the impact of another human pandemic occurring in the region to a similar scale and its impacts to our region.

The assessed risk to our region from **a human pandemic** is shown below:

Likelihood	Consequence	Risk
Possible	★ ★	High

Wildfire



Our region has large areas of both native and production forest and during dry years there is the potential for wildfire, whether from natural, accidental or deliberate ignition. As a region we have experienced several large wildfires in our past, most recently the 2019 Tasman fires, that resulted in the evacuation of 3,000 residents. With our climate becoming drier, wildfire risk is likely to increase across the region.

Depending upon the location of the fire and the weather conditions at the time, these can have significant impact on nearby communities, our economy and the natural environment.

The assessed risk to our region from **wildfire** is shown below:

Likelihood	Consequence	Risk
Possible	★ ★	High

Landslide



The Nelson Tasman region has many areas prone to landslides. While these are usually triggered by significant weather events and earthquakes, landslides can occur at any time. Significant landslides can have a destructive impact at the immediate location but can also have wider impacts on our regional communities and infrastructure, as experienced with both the Takaka Hill closure and the 2022 severe weather event in Nelson.

The assessed risk to our region from **landslides** is shown below:

Likelihood	Consequence	Risk
Possible	★ ★	High

Lower risk hazards in our region

While we have several hazards that present a high risk to our region, there are also other hazards that can impact our communities, economy, infrastructure and natural environment. These include:

- **Drought** wondered if this should be higher (I explained our process)
 - Fuel supply failure
 - Plant pest/disease
 - Snow fall
 - Severe weather – Thunderstorms, tornado, flash flooding
 - Severe weather – High winds
 - Extreme temperatures
 - Maritime pollution incident
 - Mass fatality accident
 - Water supply failure/contamination
 - Animal disease
 - Coastal erosion/storm surge
 - Distant volcanic eruption (ash fall)
 - Urban fire
 - Civil unrest
 - Hazardous substance event
 - Dam break
 - Terrorism
- Space weather!
Comms failure
Electricity failure
Transport disruption

• Risk assessment is an on-going process

• *The assessment of risk from our regional hazards is a continuous process. While we have assessed the risk across the four environments for a number of our hazards, some have only been partially assessed and will undergo further assessment through the life of this Group Plan.*

Learning from past events

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

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

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Threats to disaster resilience

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

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

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

Disaster resilience is affected by various external factors, including the following which were considered when developing the vision and objectives of this Group Plan.

Cost of living increases

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

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

Increasing elderly population

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

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

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

Increasing technology reliance

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

Climate change

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

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

Climate change is anticipated to have the following impacts in the Nelson Tasman region in the future⁸:

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

⁸ [Climate change projections for the Nelson Tasman region | Ministry for the Environment](#)



PART 3: OUR STRATEGY (2025-2030)

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Introduction

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

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

Reduction – Working together to reduce risk

Introduction

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

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

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

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

Working in partnership

Engaging Māori and iwi in reduction

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

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

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

What we want to achieve – Reduction

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be by 2030
1. Advocate for CDEM partner agencies (including Local Government) to address gaps in regional risk reduction policy relating to regional hazards, with consideration to the impact of climate change on regional hazard risk.	a. Embed mechanisms and/or BAU processes which enable risk reduction conversations between CDEM partners.	Risk reduction policy takes into account the requirements for emergency response and exposure of people and communities to all hazards.
	b. CDEM Committee cycle c. Participate in the regional climate change adaptation project.	
2. Champion the inclusion of strategic objectives relating to disaster resilience in key regional plans and strategies.	a. CDEM Committee cycle b. Embed mechanisms and/or BAU processes which enable risk reduction conversations between CDEM partners including Local Authorities.	CDEM is involved in the development of regional plans and strategies to ensure the needs of emergency response and recovery are considered to reduce the risk to our people and communities.
	c. Participate in the regional climate change adaptation project.	
3. Work with CDEM partners to cultivate a collective impact approach to building community resilience, focusing on empowering community capacity, capability, and connectedness.	a. CDEM Committee cycle b. Participate in the regional climate change adaptation project.	Our CDEM Group partners work effectively on shared initiatives to build community resilience to all hazards.
	c. Community Emergency Preparedness Planning	
	d. Provide advice and support to enable delivery of activities within the Te Taihū o Te Waka ā-Māui Emergency Management Strategy.	

Who are these partners? List?

Strategic objective	Activities to support objective	Where we want to be by 2030
<p>4. Continue to identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision-making.</p>	<ul style="list-style-type: none"> a. Undertake a risk assessment workshop with hapū and iwi in the region to complete the risk assessment of all regional hazards. b. Ongoing regular review of hazards through risk assessment workshops with all partners. c. Promote the use of Nelson Tasman CDEM Group Risk assessment scenarios and results to businesses and response partners to assess their own risks and make informed decisions about hazard reduction and resilience initiatives. d. Increase partners awareness of hazards which can feed into BCPs. 	<p>Our CDEM Group partners, members and supporting organisations actively participate and seek opportunities to further understand the regional hazard scape and its impacts on the four environments to inform our planning and preparation for adverse events.</p>
<p>5. Further understanding of hazards in the Nelson Tasman region to inform targeted reduction activities.</p>	<ul style="list-style-type: none"> a. Undertake a gap analysis to identify and programme future hazard research initiatives. b. Research to gain information about potential hazards and their impacts. c. Research and promote the mitigation of the hazards and impacts. d. Promote hazard/impact information through CDEM Committee cycles. 	<p>The Nelson Tasman CDEM Group pro-actively identifies and partakes in hazard research initiatives that increase our understanding of our regional hazards and their impacts upon the region.</p>
<p>6. Ensure public information material is accessible and meets the needs of our communities</p>	<ul style="list-style-type: none"> a. Maintain and continue to develop the Nelson Tasman Group CDEM website. b. Support councils in the provision of CDEM information to communities through tools and platforms, e.g., the flood map portal. 	<p>Information is easily accessible to the public and has a measurable impact upon the preparedness of our communities to adverse events.</p>

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

Introduction

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

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

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



Exercise Rū Whenua 1st April 2021

Working in partnership

Engaging Māori and iwi in readiness and response

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

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

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

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

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

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What we want to achieve – Readiness

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be in 2030
1. Empower communities, the private sector, and not for profit organisations to respond and recover as they see fit, while ensuring they have connections into official channels to seek support and resources as needed.	a. Engage with the community, the private sector, and not for profit organisations.	Our communities, businesses are able to effectively respond to adverse events and have access to appropriate support in readiness, response and recovery to achieve this.
	b. Provide Public Education and Information on hazards, impacts and preparedness.	
	c. Promote use of all media channels during response for key messages and updates.	
	d. Promote the Community Emergency Preparedness Plan.	
2. Advance understanding of lifeline/ critical infrastructure vulnerabilities including interdependences, the impacts of infrastructure failure on society, and cascading effects, to ultimately inform response and recovery planning.	a. Refresh vulnerability study	The impacts to our regional infrastructure are understood and appropriately planned for to minimise disruption in major events.
	b. Participate in the regional climate change adaptation project	
	c. CDEM Committee cycle	
	d. Partake in national workstream.	

Strategic objective	Activities to support objective	Where we want to be in 2030
<p>3. Establish and maintain relationships with key partners to develop emergency management capability and capacity across the 4Rs.</p>	<ul style="list-style-type: none"> a. Exercises/Training b. Foster an inclusive culture of transparency and open sharing. c. Regular meetings/workshops/proactive engagement 	<p>Our key partners understand their roles and are able to effectively contribute across the 4Rs.</p>
<p>4. Continue to build the relationship between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of iwi/ Māori perspectives and tikanga in emergency management.</p>	<ul style="list-style-type: none"> a. Attend Rōpū Tautoko hui (Top of the South hui with iwi group managers and welfare managers) and support Te Taihū iwi to achieve the emergency management activities outlined in the Te Taihū o te Waka A Maui Strategy (2022-2027). b. Exercises/Training/IMT c. CDEM Committee cycles d. Regular meetings/workshops/proactive engagement e. Foster an inclusive culture of transparency and open sharing. 	<p>Our relationship with iwi within the region is strengthened and clear roles and responsibilities are established across the 4Rs.</p>



Strategic objective	Activities to support objective	Where we want to be in 2030
5. Develop incident management systems to enable the multi-agency management and coordination of emergencies.	<ul style="list-style-type: none"> a. Operational Readiness Improvements Programme (ORIP). b. Use suitable incident management tools. c. Development of GIS tools. d. Implementation of NTEM tenancy and ongoing support. 	The tools to support effective response are implemented and effectively utilised in response.
6. Build upon relationships with other CDEM groups.	<ul style="list-style-type: none"> a. Develop cross-boundary operational and coordination arrangements (MOUs) as required with other CDEM Groups e.g. West Coast, Canterbury and Marlborough CDEM Groups. b. An inclusive culture of transparency and open sharing. c. Regular meetings/workshops/proactive engagement. d. Collaborative project work. 	Requirements and arrangements for cross-boundary coordination are well understood and planned for.
7. Advance coordinated and integrated emergency preparedness planning that considers the outcomes of the CDEM Group’s risk assessment and national response planning (e.g., CAT PLAN).	<ul style="list-style-type: none"> a. AF8 Steering Group workstreams. b. National Exercise participation. c. Contribution to AF8 RPGs. d. Contribution to national groups (Tsunami, Welfare, Lifelines, etc.). 	Our role within the response to major events is understood and effectively planned for.

Also put in response??

8. Recognise, strengthen and support the partnership with council functions providing critical intelligence during severe weather events

a) culture of sharing

b) collaboration

etc

gain resources, training, etc.

I'd like to see this specifically mentioned. Hydro etc are such a key conduit of information and we need that recognition to continue to

Strategic objective	Activities to support objective	Where we want to be in 2030
<p>8. Take a collective approach to building the capability and capacity of the regional workforce including volunteers.</p>	<ul style="list-style-type: none"> a. Commitment from response partners to supply staff (including local authorities). b. Maintain and develop capability and capacity of the local authority staff. c. Build the capability and capacity of community volunteers. d. Maintain and develop capability and capacity of the regional response team (NZ-RT2) e. Release staff from Nelson City and Tasman District Councils to attend required training and undertake roles within the Group EOC for sustained periods during response. 	<p>The Nelson Tasman CDEM Group can operate an effective response for sustained periods without the requirement for extensive outside support.</p>
<p>9. Develop and maintain facilities, tools, plans, and platforms for duty staff and regional response personnel (including iwi partners, elected officials, and emergency management volunteers that support operational readiness for CDEM-led emergencies.</p>	<ul style="list-style-type: none"> a. Develop a regional communications strategy (that includes alternate communications). b. Processes are developed to understand natural environment consequences in response and recovery, recognising the regional and cultural value of the environment in Nelson Tasman. 	<p>The tools to support effective response are in place and their use well understood across key partners.</p>



Strategic objective	Activities to support objective	Where we want to be in 2030
<p>10. Embed tools and plans through training and exercising with duty staff and regional response personnel (including iwi partners, elected officials, and emergency management volunteers) to support operational readiness for CDEM-led emergencies.</p>	<ul style="list-style-type: none"> a. Training and exercise schedules/plans are identified and delivered to regional response personnel. b. Identify shared training/exercising opportunities across regional response partners including iwi partners. c. Engage senior leaders and elected officials in emergency management training and exercising. 	<p>The Nelson Tasman CDEM Group has an annual plan for training and exercising that includes all key partners, iwi, elected officials and volunteers.</p>
<p>11. Build risk awareness and literacy.</p>	<ul style="list-style-type: none"> a. PEPI committee b. Share national and regional specific hazard information from and with all partners through media platforms and public education opportunities. c. Public education initiatives targeted to communities, businesses and CDEM partners. d. Increasing accessibility to hazard information, including the development of visual products. 	<p>The Nelson Tasman community has a good understanding of their risk from hazards and access to appropriate information to inform effective risk decision making.</p>
<p>12. Enable and empower individuals, households, organisations, and businesses to build their resilience, paying particular attention to those people and groups who may be disproportionately affected by disasters.</p>	<ul style="list-style-type: none"> a. Social media campaigns b. Public education opportunities c. Community Emergency Preparedness Plans d. Working with partner agencies and other organisations to support vulnerable communities with emergency preparedness 	

Strategic objective	Activities to support objective	Where we want to be in 2030
<p>13. Understand the economic impact of disaster and disruption, and the need for investment in resilience; identify financial mechanisms that support resilience activities.</p>	<p>a. Work with NCC, TDC, and Nelson Regional Development Agency to understand the cost of disasters and disruption to the region, advocating financial reserves are proportional to the level of hazard risk.</p> <p>b. Work with NCC and TDC, to advocate financial processes and procedures are in place across the four Rs.</p>	<p>The cost of emergencies to the region is understood to inform funding requirements and recovery planning.</p>
<p>14. Continue to build relationships with and support the operational readiness and build resilience of Local EOCs and community groups in Nelson Tasman.</p>	<p>a. Build and maintain understanding of operational needs across all Local EOCs.</p> <p>b. Build and maintain resilience of Local EOCs.</p> <p>c. Maintain Community Engagement Programme and Local EOC exercise programmes.</p>	<p>Our Local EOCs are equipped and trained to enable self-sufficient response in major emergencies.</p>



What we want to achieve – Response

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be in 2030
1. All CDEM partners to provide leadership to achieve an effective, coordinated, and comprehensive response to emergency events.	a. Create and maintain an engaged, transparent, and collaborative emergency response culture.	Our leaders have a good understanding of our roles and responsibilities and have effective collaboration across the 4Rs.
	b. CDEM partners are responsible to provide appropriate representation throughout the emergency response.	
	c. CDEM partners understand their role and responsibilities for emergency response.	
2. The Nelson Tasman CDEM Group and partners ensure the safety and wellbeing of people are at the heart of the emergency management system.	a. Place the highest priority on the safety, needs and wellbeing of affected people and their animals.	Appropriate plans and arrangements are developed and practiced to ensure the welfare of those impacted by emergencies.
	b. Provision of welfare services in collaboration with partner agencies.	
	c. Provision of timely and effective hazard warnings.	Our response staff perform effectively in their roles with the necessary support in place to enable this to occur.
	d. Ensure partners, spokespeople and media get the right advice at the right time.	
	e. Resource Public Information Management functions to communicate effectively.	
	f. Promote a healthy, supportive, and inclusive work environment for response personnel.	

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Strategic objective	Activities to support objective	Where we want to be in 2030
<p>3. Ensure processes and procedures are in place to enable an effective and timely transition to recovery, while preparing to respond to further emergency events.</p>	<p>a. Build and maintain relationships and work collaboratively to:</p> <ul style="list-style-type: none"> • Design structures, processes, and procedures. • Implement and embed the processes and procedures through training. • Advocate for the development of Business Continuity Plans (BCPs) within partner agencies and organisations. 	<p>A clear recovery transition process is developed that enables effective transition to occur.</p> <p>All key partners have BCPs that are regularly tested and shared with other partners.</p>
<p>4. Learn from emergency events (as appropriate) across Aotearoa New Zealand to inform future CDEM activities across the 4Rs.</p>	<p>a. Maintain and deliver a Nelson Tasman lesson learnt process.</p> <p>b. Analyse and apply learnings (as appropriate) from emergency events within the Nelson Tasman region.</p> <p>c. Review learnings from emergency events across Aotearoa New Zealand.</p>	<p>A clear process for the review of events is implemented.</p>



Operational arrangements

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

Response structure

Facilities at the incident, local, regional and/or national levels provide for either the co-ordination, management, support, or delivery of response activities in the region. Generally, only large-scale incidents require all levels of response to be activated. Figure 6 (p.69) shows the different levels and the names of facilities relevant to the Nelson Tasman CDEM Group.

The response arrangement matrix (Figure 7, p.70-71) provides a high-level overview of how we respond to incidents and emergencies at different scales. Important features of this table are:

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

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

Pou a Iwi CIMS function

Based on the CIMS structure developed during the Pigeon Valley Fire event (2019), the Nelson Tasman CDEM Group established the Pou a Iwi CIMS function. This function represents iwi and whānau needs in an emergency. Figure 5 below outlines the four sub-groups that make up Pou a Iwi – more information about the function can be found in the [Nelson Tasman CDEM Group Welfare Plan \(2019\)](#).

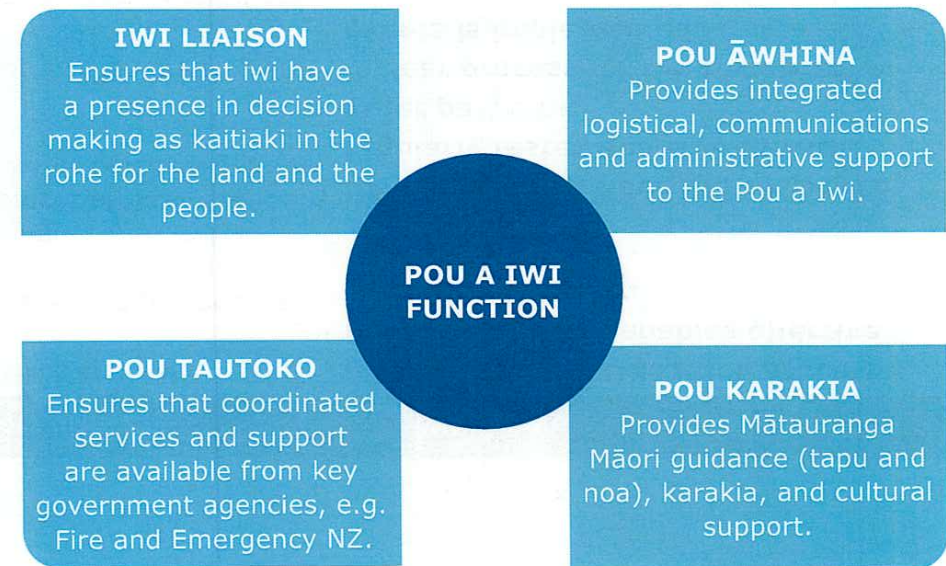


Figure 5: The Pou a Iwi CIMS Function

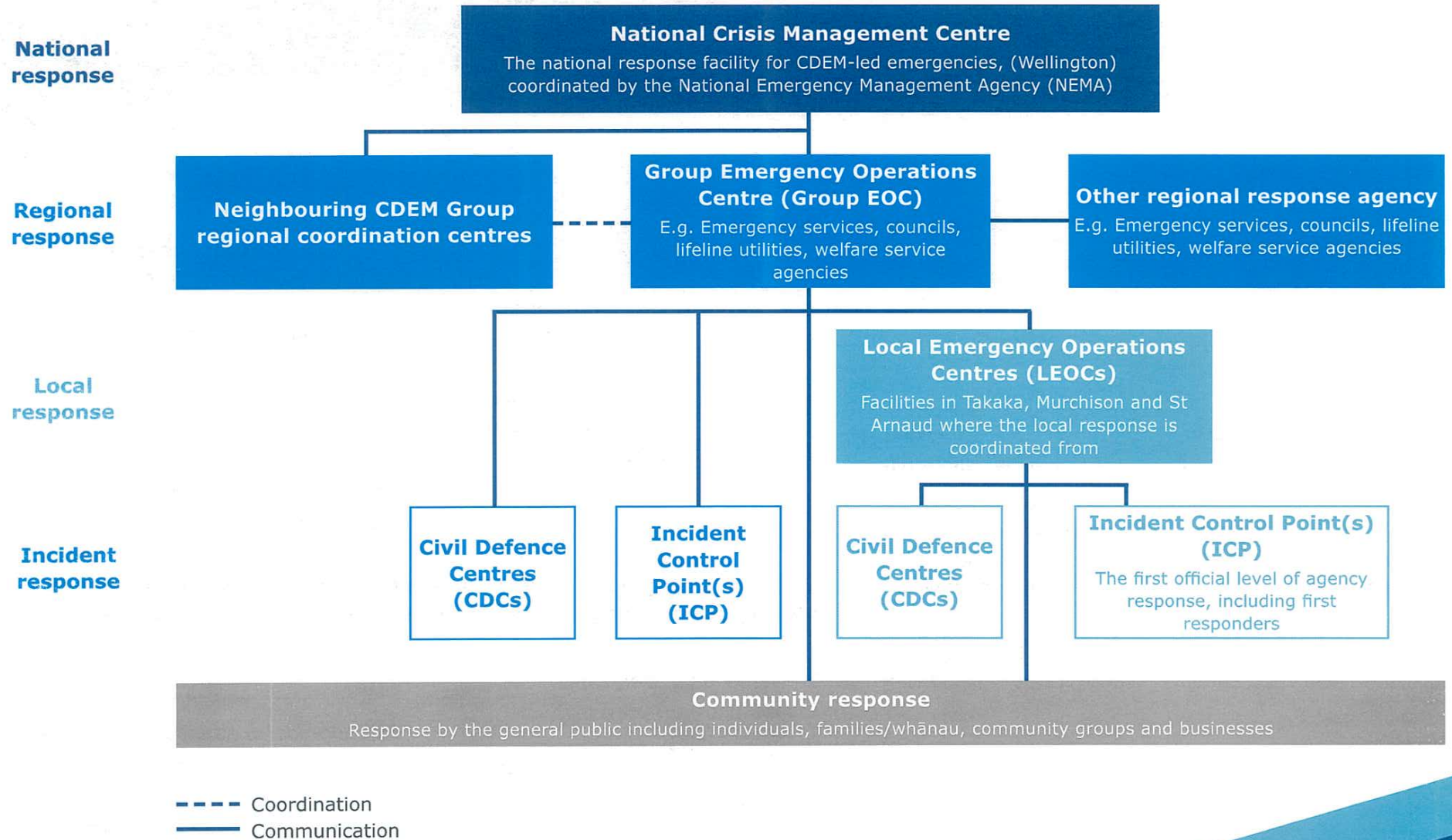


Figure 6: The structure of the Nelson Tasman CDEM Group for operational response* to a CDEM-led emergency.

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

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

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

Response principles

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

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

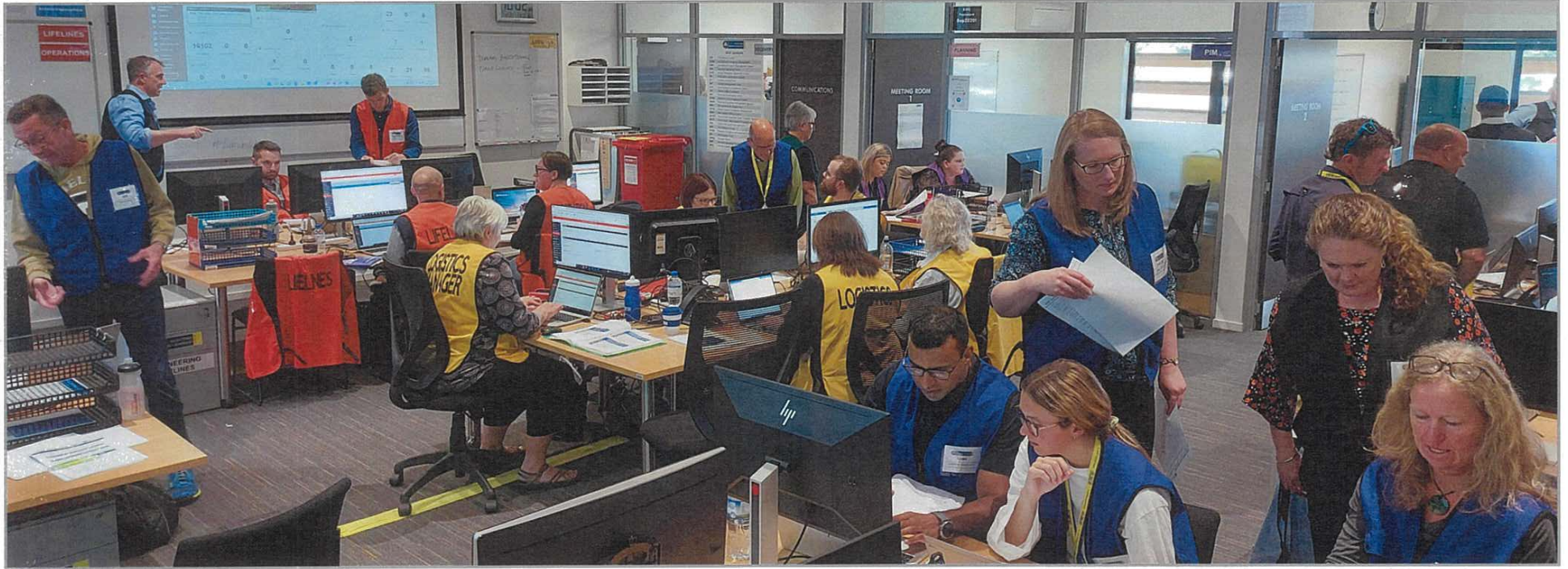
Nelson Tasman CDEM Response facility

The **Group Emergency Operations Centre (Group EOC)** is the main facility from which the response to a Group emergency will be coordinated.

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

Local Emergency Operations Centres

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



The Nelson Tasman Group EOC in operation.

Civil Defence Centres (CDCs)

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

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

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Response arrangements and plans

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

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

MARINE

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

Community Response Plans

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

Training and exercising

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

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

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

Volunteers

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

There are three types of volunteers in a CDEM context:

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



Warning and informing

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

Tasman website and hydrology alerts

Public Information Management (PIM)

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

PLEASE NOTE:

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

Emergency Mobile Alerts

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

National Warning System (NWS)

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

Alternate communication

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

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Declaring a state of local emergency

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

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

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

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

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

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

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

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

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

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

Event debrief and reporting

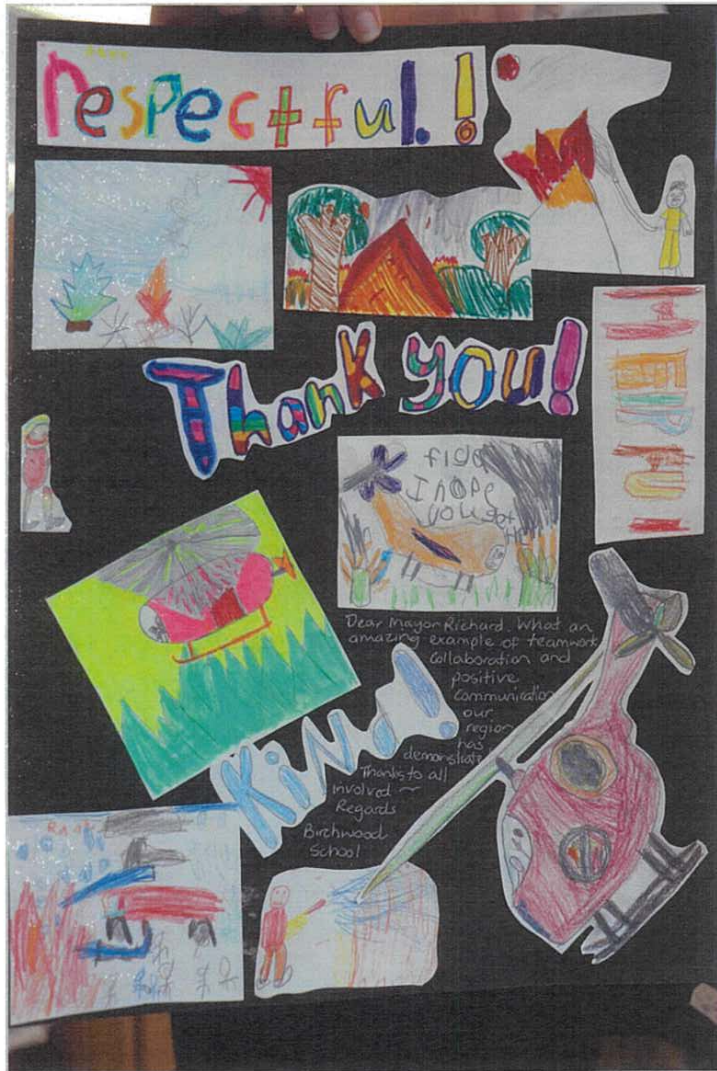
There will be a debrief at the conclusion of any event for which there has been an activation of the Group EOC.

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

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



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



Introduction

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

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

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

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The transition to recovery

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

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

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

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

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

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

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

Recovery principles

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

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

The Group Recovery Plan

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

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

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

The exit from recovery

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

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

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Working in partnership

Engaging Māori and iwi in recovery

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

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

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

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What we want to achieve – Recovery

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be by 2030
1. CDEM Partners to participate in a strategic, resilient approach to recovery planning integrated across 'Reduction', 'Readiness' and 'Response'.	a. Build and maintain key relationships and work collaboratively to: <ul style="list-style-type: none"> Understand roles and responsibilities. Maintain an engaged, transparent, and collaborative culture. Participate in meetings, workshops and proactively engage. 	A clear plan for the coordination of Recovery is in place and understood by all partners.
	b. Take account of regional hazards and risks, that considers the outcomes of the Group's risk assessment.	
	c. Recognise long-term priorities and opportunities to build back better.	
	d. Promote consideration of the impacts of climate change.	
	e. Recognise the importance of culture to resilience.	
	f. Ensure people and communities are at the centre of recovery processes.	
	g. Listen to the community voice.	
2. Deliver an effective recovery response.	a. Continue to build and maintain the capability and capacity of the CDEM and Council(s) recovery workforce.	The territorial authorities and key partners understand their role in leading recovery and have effective arrangements in place to support delivery of recovery activities to our communities following a major event.
	b. CDEM Partners are responsible for providing appropriate representation and staff throughout the response and recovery (including Councils).	
	c. Adhere to protocols and procedures including Te Tiriti o Waitangi for recovery.	

Should be Unitary

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Monitoring and evaluation

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

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

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

The main objectives of monitoring and evaluation are to:

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

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

Governance

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

CDEM Group Office

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



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APPENDICES



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Appendix A: Acronyms

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

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

Appendix B: Definitions

AF8

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

The Act

The Civil Defence Emergency Management Act 2002 (CDEM Act)

Emergency

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

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

Civil Defence Emergency Management

Civil Defence Emergency Management:

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

Civil Defence Emergency Management Group (CDEM Group)

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

Civil Defence Emergency Management Office

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

Coordinating Executive Group (CEG)

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

Co-ordinated Incident Management System (CIMS)

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

Emergency Services

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

Group Emergency Operations Centre (Group EOC)

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

Group Controller

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

Group Plan

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

Group Recovery Manager

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

Hazard

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

Hui

Meaning to gather, congregate, assemble or meet.

Incident Control Point (ICP)

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

Joint Committee (JC)

The Group established under **s12** of the CDEM Act 2002.

Lead Agency

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

Local Emergency Operations Centre (Local EOC)

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

Lifeline Utility

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

Local Controller

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

Mahi

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

Minister

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

National Coordination Centre

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

National Crisis Management Centre (NCMC)

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

National Welfare Coordination Group (NWCG)

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

Readiness

Means developing operational systems and capabilities before an emergency happens, including self-help and response programmes for the general public, and specific programmes for NEMA, CDEM Groups, local authorities, emergency services, lifeline utilities, and other agencies'.

Recovery

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

Recovery Manager

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

Recovery Taskforce

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

Reduction

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

Response

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

Risk

Means the likelihood and consequences of a hazard.

Standard Operating Procedure (SOP)

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

Transition Period

Means a national transition period or local transition period.

Welfare Coordination Group (WCG)

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

Whānau

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

4Rs

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

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Appendix C: References

[TBC when document is finalised]

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Nelson Tasman Group Plan - Consultation updates

Feedback incorporated

Section	Pg #	Old info	New Info	Feed fr
Plan development	10	It is directly informed by the requirements in s53 of the Act	Reworded It is directly informed by the requirements in s49(2) and 53 of the Act...	NEM.
Plan delivery	10	The Nelson CDEM Group Coordinating Executive Group (CEG) is responsible for overseeing the development, implementation, maintenance, monitoring and evaluation of the Group Plan. For more information...	New sentence added in The Nelson CDEM Group Coordinating Executive Group (CEG) is responsible for overseeing the development, implementation, maintenance, monitoring and evaluation of the Group Plan. The Joint Committee (JC) provides governance and strategic direction to the Group. For more information...	NEM.
Communities	13	We are all part of Civil Defence in the Nelson Tasman region. This includes communities of place and	New definition to replace old definition: We are all part of Civil Defence in the Nelson Tasman region. This Group Plan adopts the following definition ⁴ of community: A community is a group of people who: <ul style="list-style-type: none"> • Live in a particular area of place ('geographic' or 'place-based' community); 	NEM.

		<p>communities of interest.</p> <p>This Group Plan adopts the following definition⁴ of community: 'xxxxx'</p>	<ul style="list-style-type: none"> • Are similar in some way ('relational' or 'population-based' community); or • Have friendships, or a sense of having something in common ('community of interest'). <p>People can belong to more than one community, and communities can be any size. With increasing use of social media and digital technologies, communities can also be virtual.</p> <p><i>4-NEW REF FOR FOOTNOTE-</i> Definition from the National Disaster Resilience Strategy (2019)</p>	
The 4Rs	18	<p>The 4R's approach enables Nelson Tasman CDEM Group members and partners to:</p> <ul style="list-style-type: none"> • Support communities during emergencies 	<p><i>LAST PARAGRAPH, THIRD BULLET POINT AMENDMENT</i></p> <p>The 4R's approach enables Nelson Tasman CDEM Group members and partners to:</p> <ul style="list-style-type: none"> • Support individuals, communities and animals during emergencies. 	Wayr Ricke (MPI)
Strategic objectives	19	<p>Obj2 – '...the impacts of adverse events, caring for affected individuals...'</p>	<p><i>CHANGE IN LANGUAGE IN MIDDLE OF SENTENCE</i></p> <p>'...the impacts of adverse events, caring for affected individuals, communities and animals, and protecting...'</p>	Wayr Ricke (MPI)
	19	<p>Obj3 '...businesses, organisations, and communities are empowered...'</p>	<p><i>CHANGE IN LANGUAGE IN MIDDLE OF SENTENCE</i></p> <p>'...businesses, organisations, and communities (including animal owners) are empowered...'</p>	Wayr Ricke (MPI)
Joint Committee	21	<p>The Joint Committee (JC) is a committee</p>	<p><i>REWORDED</i></p>	NEM.

		of local authorities established under the Act.	The Joint Committee (JC) is a committee of the union of two Unitary Authorities established under the Act.	
Coordinating Executive Group (CEG)	21	The CEG does not hold an operational role	<i>REMOVE SENTENCE</i>	NEM.
	21	<ul style="list-style-type: none"> Recommends to the Joint Committee the appointment of any CDEM personnel including the Group and Local Controllers, Recovery Managers and persons who may declare a state of local emergency. 	<i>Addition to end of bullet point</i> <ul style="list-style-type: none"> Recommends to the Joint Committee the appointment of any CDEM personnel including the Group and Local Controllers, Recovery Managers and persons who may declare a state of local emergency and a local transition period. 	NEM.
	22	<ul style="list-style-type: none"> A representative of local iwi – subject to availability 	<i>Remove 'subject to availability'</i> <ul style="list-style-type: none"> A representative of local iwi 	NEM.
	22	In addition to organisations statutorily required	<i>REWORDED</i> In addition to organisations statutorily required to participate in CEG, other organisations and persons can be members. Other members	NEM.

		to participate in CEG, other organisations and persons can be represented. Other representatives must be approved under s20(1)(e) of the Act.	must be approved under s20(1)(e) of the Act.	
CDEM subsidiary committees	23	Iwi are welcome to attend any or all subsidiary committees, appreciating their availability constraints	<i>REMOVE LAST PART OF SENTENCE</i> Iwi are welcome to attend any or all subsidiary committees.	NEM.
Readiness and response committee	23	Iwi representatives sit on the committee subject to availability	<i>REMOVE SENTENCE</i>	NEM.
Welfare coordination group	23	Iwi are members of the WCG in Nelson Tasman and attend meetings subject to availability.	<i>REMOVE SENTENCE</i>	NEM.
Administering authority	24	-	<i>ADDITIONAL BULLET POINT</i> 'Both NCC and TDC provide: <ul style="list-style-type: none"> An intelligence function which supports activities across the 4Rs.' 	TDC Hydr (Mart Doyle
Local Controller	26	Local Controllers and their alternates are delegated powers under	<i>AMENDED PARAGRAPH</i> Local Controllers and their alternates are delegated powers under sections 17(1) (d), 18(2), 76, 78, 81, 85, 86, 87, 88, 89, 90, 91, 92 and 94,	NEM.

		sections 17(1) (d), 18(2), 76, 78, 81, 85, 86, 87, 88, 89, 90, 91 and 94 , of the Act and may only exercise those powers if the following circumstances...	of the Act and may only exercise those powers if the following circumstances...	
Other delegated roles	27	<ul style="list-style-type: none"> The specific powers available to the Recovery Manager can be found in Part 5B of the Act. Recovery Managers must... 	<p><i>AMENDED BULLET POINT</i></p> <ul style="list-style-type: none"> The Group can delegate specific powers to the Recovery Manager under s30A(2) or acquires the powers available to the Recovery Manager in Part 5B of the Act. Recovery Managers must... 	NEM.
Recovery	31	Upon termination of the response phase of an emergency event, the expenditure management regime established for the response phase must be closed off and recommenced for the recovery phase under the control of the Recovery Manager.	<p><i>NEW SENTENCE ADDED TO END OF PARAGRAPH</i></p> <p>Upon termination of the response phase of an emergency event, the expenditure management regime established for the response phase must be closed off and recommenced for the recovery phase under the control of the Recovery Manager. Delegations of the Recovery Manager role are determined by the relevant authority.</p>	NEM.

In the lead up to an emergency event (Level 2)	30	Heading 'In the lead up to an emergency event (Level 2)'	<i>AMENDED HEADING</i> Heading 'In the lead up to an emergency event (Level 2, refer pg70)'	NEM.
Built environment,	35	Nelson is home to the Maitai and Roding water supply dams. Tasman District has the Cobb dam (electrical supply).	<i>AMENDED SENTENCE</i> Nelson is home to the Maitai and Roding water supply dams. Tasman District has the Cobb and Waimea dams (electrical supply).	TDC Hydr (Mart Doyle
Natural environment	35	There are eleven main river catchments	<i>AMENDED SENTENCE</i> There are seventeen freshwater catchments in the Nelson Tasman region (Reference: LAWA).	TDC Hydr (Mart Doyle
Natural environment	35	Nelson and the Wimea Plain	<i>SPELLING</i> Nelson and the Waimea Plain	TDC Hydr (Mart Doyle
People	37	For communities located near regional boundaries	<i>AMENDED SECOND BULLET POINT</i> For communities (and their animals) located near...	Wayr Ricke (MPI)
Infrastructure	39	<ul style="list-style-type: none"> Should Port Nelson become inoperable in an emergency (e.g., in an Alpine Fault or Wellington Earthquake event), overland fuel transport 	<i>AMENDED BULLET POINT</i> <ul style="list-style-type: none"> Should Port Nelson become inoperable in an emergency (e.g., in an Alpine Fault or Wellington Earthquake event), overland fuel transport from Marlborough is the contingent fuel option for Nelson Tasman CDEM Group (contingent on SH1 and SH6 being accessible). 	NEM.

		from Marlborough is the contingent fuel option for Nelson Tasman CDEM Group.		
39		<ul style="list-style-type: none"> Two 110kV Transmission lines from Blenheim represent one source of back-up electricity for the Nelson Tasman region. Loss of this line could cause some reduction in security of supply. 	<p><i>AMENDED BULLET POINT</i></p> <ul style="list-style-type: none"> Most of Nelson’s electricity is brought into the region via two main routes from Christchurch. Loss of the Kikiwa to Stoke lines (220kV) would put the region on significantly reduced supply – these lines are regionally significant. Loss of the lines from Blenheim (110kV) would have minimal direct service impact but would cause some reduction in security of supply. 	NEM.
39		<ul style="list-style-type: none"> The Chorus network supplies the Nelson Tasman region via two main fibre routes that cross into the West Coast and Marlborough regions. The two connections provide alternate 	<p><i>AMENDED BULLET POINT</i></p> <ul style="list-style-type: none"> The Chorus network supplies the Nelson Tasman region via two main fibre routes that cross into the West Coast (via Cable Bay) and Marlborough regions (via Blenheim). The two connections provide alternate routes into the region if one or the other fails. 	NEM.

		routes into the region if one or the other fails.		
Hazards in the Nelson Tasman region	40	Risk, as defined in the Act, is the combination of the likelihood and consequence of a hazard occurring.	AMENDED SENTENCE Risk, as defined in the Act, means the likelihood and consequences of a hazard.	NEM.
Our high-risk regional hazards	43	Our high-risk hazards include: <ul style="list-style-type: none"> • Wilfire 	SPELLING Our high-risk hazards include: <ul style="list-style-type: none"> • Wildfire 	TDC Hydr (Mart Doyle)
Flooding	43	Sources of flooding can include large cyclones, southerly storms, and atmospheric rivers.	WORD CHANGE- NORTHERLY Sources of flooding can include large cyclones, northerly storms, and atmospheric rivers	TDC Hydr (Mart Doyle)
	43	There are five main river catchments in the Nelson City area and 13 catchments in the Tasman District.	AMENDED SENTENCE There are seventeen freshwater catchments in the Nelson Tasman region (Reference: LAWA).	TDC Hydr (Mart Doyle)
	43	Any high magnitude flood event is likely to cause significant damage...	AMENDED SENTENCE Any high magnitude flood event may cause loss of life and is likely to cause significant damage...	TDC Hydr (Mart Doyle)
Lower risk hazards in our region	49	-	NEW SENTENCE UNDER BULLET POINTS The consequence of infrastructure failure (e.g. loss of power, water and telecommunications) has been considered across all hazards in the risk	TDC Hydr

			assessment process. Please refer to ‘The risk assessment process’ section for more information.	(Mart Doyle NEM.
Threats to disaster resilience	50	Disaster resilience is defined by the National Disaster Resilience Strategy (NDRS) as “... the ability to anticipate and resist disruptive events, minimise adverse impacts, respond effectively, maintain or recover functionality, and adapt in a way that allows for learning and thriving.”	AMENDED DEFINITION Disaster resilience is defined by the National Disaster Resilience Strategy (NDRS) as “ the ability to anticipate and resist the effects of a disruptive event, minimise adverse impacts, respond effectively post-event, maintain or recover functionality, and adapt in a way that allows for learning and thriving.”	NEM.
Increasing elderly population	50	In Nelson, the number of people over 65 years of age, is projected to increase to 27% of the population by 2048 ⁷ . This changing demographic means there is likely to be an increased reliance upon public	MORE INFORMATION ADDED TO SECOND PARAGRAPH In Nelson, the number of people over 65 years of age is projected to increase to 27% of the population by 2048 ⁷ . There is a need to ensure readiness activities meet the needs of this increasing demographic, ensuring preparedness information is bespoke and accessible to their needs. This changing demographic means there is also likely to be an increasing reliance upon public services (including health services) for the everyday and response needs of this demographic. A larger elderly population may also contribute to a lack of workers to fill vacancies within the region, where labour shortages have already been	NEM.

		<p>services for the everyday needs of this demographic, including health services.</p> <p>A larger elderly population may also contribute to a lack of workers to fill vacancies within the region, where labour shortages have already been observed within key industries. Labour shortages could in the long term affect the speed of recovery from emergencies affecting the region.</p>	<p>observed within key industries. Labour shortages could in the long term affect the speed of recovery from emergencies affecting the region.</p>	
Te Tauhi o Te...	55	<p>The strategy adopts a waka framework with the focus of moea te poi, moe te taiaha, to be vigilant, and to be prepared.</p>	<p><i>SENTENCE CHANGED</i> The strategy adopts a waka framework with the focus of “moea to poi, moea to taiaha” – to be vigilant, and to be prepared.</p>	NEM.
Strategic objectives	56	<p>Obj1 – ‘ Advocate for CDEM Partner agencies....’</p>	<p><i>ADDITION OF FOOTNOTE AFTER ‘AGENCIES’</i> ‘Advocate for CDEM Partner agencies*’</p>	TDC Hydr

			<i>FOOTNOTE TO BE ADDED-</i> ‘Please refer to the section ‘Who we are’ for more information on partner agencies.	(Mart Doyle)
	56	Objective 3 – ‘Work with CDEM partners’	<i>SAME FOOTNOTE REFERENCE AS IN LINE ABOVE FOR OBJECTIVE ONE.</i> ‘Work with CDEM partners*’	TDC Hydr (Mart Doyle)
	61	-	<i>NEW ACTIVITY UNDER OBJECTIVE 3:</i> d) Strengthen and support the collaborative partnership between Council Intelligence functions and Nelson Tasman CDEM Group.	TDC Hydr (Mart Doyle)
Response arrangements and plans	74		<i>ADDITIONAL BULLET POINT:</i> <ul style="list-style-type: none"> TDC Flood manual 	TDC Hydr (Mart Doyle)
Spontaneous Volunteers	75	Spontaneous volunteers: Those who are members of the public (or groups) and who respond spontaneously to emergencies.	<i>AMENDED TEXT</i> Spontaneous volunteers: Those who are members of the public (or groups) and who respond spontaneously to emergencies. Follow the Nelson Tasman CDEM Group Facebook page to learn how you can best support your community during the next emergency.	NEM.
Warning and informing	76	There are a number of agencies involved in surveillance, monitoring and assessment of hazards, both at a national and Group level.	<i>AMENDMENT, ADDITIONAL INFORMATION AFTER SECOND SENTENCE:</i> There are a number of agencies involved in surveillance, monitoring and assessment of hazards, both at a national and Group level. This includes the Tasman District Council and Nelson City Council .	TDC Hydr (Mart Doyle)

Public Information Management (PIM)	76	-	<p><i>AMENDED PARAGRAPHS</i></p> <p>Public information management (PIM) is utilised across the 4Rs to convey important information to the public. For example, public education about hazards and emergency preparedness is a key activity used to build community readiness and resilience. In the response and recovery phases of an emergency, the public information management CIMS function is used to warn and inform the public.</p> <p>We use a range of platforms such as radio, television, cell broadcast, text-messaging, alerting apps, and social media to ensure messages have wide reach across our communities. The type of platform used depends on the needs and preferences of the community needing to be contacted and the reliability of communications technology.</p> <p>If the power goes out, a solar or battery powered radio (or your car radio) can help you keep up to date with the latest news. The list of local radio stations to use in an emergency can be found here.</p> <p>Please note: Sirens....</p>	NEM.
Alternate communication	76	Alternate forms of communication, such as a backup VHF/FM radio network and satellite phones, are maintained and available to the Nelson Tasman CDEM Group should....	<p><i>ADDITION OF WORK STARLINK IN PARAGRAPH</i></p> <p>Alternate forms of communication, such as a backup VHF/FM radio network, Starlink and satellite phones, are maintained and available to the Nelson Tasman CDEM Group should....</p>	NEM.
	77	When an emergency as defined by the Act	<p><i>FIRST TWO PARAGRAPHS AMENDED</i></p>	NEM.

<p>Declaring a state of local emergency</p>	<p>(s4) happens and extraordinary powers contained within the Act are required to effectively coordinate the response, a state of local emergency may be declared under s68 of the Act. A formal declaration of a state of emergency is not required in order for CDEM plans and resources to be activated in response to an escalating event. Not all emergency events require a declaration.</p> <p>Where possible, prior to the decision to declare an emergency, all impacted agencies and organisations will be consulted including emergency service, iwi and any</p>	<p>When an emergency* occurs and extraordinary powers from the Act are required to effectively coordinate the response, a state of local emergency may be declared (s68). A declaration is not required to activate CDEM plans and resources, and not all emergency events require a declaration.</p> <p>Where possible, prior to the decision to declare an emergency, consultation with NEMA through the Regional Emergency Management Advisor (REMA) occurs. Additionally, where possible, all impacted agencies and organisations are consulted including emergency services, iwi, and any impacted lifeline and welfare providers.</p> <p>The person (as specified in s25 of the Act) who makes a declaration must immediately give notice to the public...</p> <p>*As defined by the Act (s4)</p>	
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	<p>impacted lifeline and welfare providers.</p> <p>The person who makes a declaration must immediately give notice to the public...</p>		
77	<p>Before a state of emergency expires, a person authorized to make a declaration of local emergency for an area may, but declaration, extend the state of emergency as set out in the Act.</p>	<p><i>START OF SENTENCE REWORDED</i></p> <p>Before a state of emergency expires, a person authorised by s25 of the Act to make a declaration....</p>	NEM.
77	<p>The Minister for Emergency Management may also declare a state of local emergency under s69 of the Act and makes the decision to declare a state of national emergency. Under s69 the Minister will declare a state of</p>	<p><i>REWORDED</i></p> <p>The Minister for Emergency Management and Recovery may declare a state of local or national emergency under s69 of the Act. Under s69 the Minister can declare a state of local emergency for the period between the public notification of election results in the local authority elections and the swearing-in of new elected representatives.</p>	NEM.

		local emergency for the period between local authority elections and the swearing-in of new elected representatives.		
	77	If a state of national emergency is declared by the Minister for Emergency Management it may supersede any local declaration	<i>REWORDED- ADDITIONAL INFO TO PARAGRAPH</i> If a state of national emergency is declared by the Minister for Emergency Management and Recovery any other state of emergency, then in force in the area to which the State of National Emergency applies, ceases to have effect s16 (3). Under s66 of the Act the Minister for Emergency Management and Recovery may declare a state of national emergency exists over the whole of New Zealand or any area or district. Transition periods are covered in the 'Recovery' section of this document.	NEM.
Introduction	79	-	<i>NEW PARAGRAPH AT END OF SECTION</i> This section of the Nelson Tasman CDEM Group Plan provides a high-level overview of recovery planning. The Nelson Tasman CDEM Group Recovery Plan (2021) provides more detail on this planning and the actions that need to occur after a significant emergency event so that recovery can be established quickly and effectively.	NEM.
The transition to recovery	80	The transition from response to recovery starts when the response phase of an emergency ends. The purpose of a transition period is to aid recovery by providing the Recovery Manager	<i>REWORDED</i> The transition from response to recovery starts when the response phase moves more towards recovery than response. The purpose of a transition period is to aid recovery by providing the Recovery Manager powers to manage, coordinate, or direct recovery activities. The Act (s94B) provides for CDEM Groups to give notice of a transition period following an emergency, where a state of local emergency has been declared. Notice is given by a person authorised by s25(1)(b) to do so. Where a transition period is required following a non-declared emergency an application to the Minister for Emergency Management and Recovery is	NEM.

		<p>powers to manage, coordinate, or direct recovery activities.</p> <p>The Act (s94) provides for CDEM Groups to give notice of a transition period following an emergency, whether a state of local emergency has been declared or not. The Minister for Emergency Management may also give notice of a local or national transition period. Guidance for CDEM Groups on requirements relating to local transition periods can be found here.</p>	<p>required. The Minister for Emergency Management and Recovery can also give notice of a local or national transition period. Guidance for CDEM Groups on requirements relating to local transition periods can be found here.</p>	
The transition to recovery	80	<p>Local transition periods have a maximum duration of 28 days. They may be extended (for up to another 28 days) or</p>	<p>AMENDED WORDING Local transition periods have a maximum duration of 28 days. They may be extended one or more times (for a further 28 days) or terminated at any time. If a local transition period is extended three or more times, the person who has extended the period must give the Minister a copy of the</p>	NEM.

		terminated at any time. A transition notice can apply to one or more districts within the Nelson Tasman CDEM Group area.	Notice at the same time notifying the public. A transition notice can apply to one or more districts within the Nelson Tasman CDEM Group area.	
Where we want to be by 2030 (objective 2, Where we want to be)	83	The territorial authorities and key partners understand their	<i>AMENDED WORDING</i> Unitary authorities and key partners...	TDC Hydr (Mart Doyle

Statistic updates

Section	Old stat	New stat
Social Social		<i>ADDED SOURCE</i> (Source: Census 2018 and Census 2023 if marked *).
	Nelson City has a population of 54,500.	Nelson City has a usually resident population of 52,584*.
	The Tasman District has a population of 58,700	The Tasman District has a usually resident population of 57,807*.
	The diversity of Nelson Tasman’s population has increased from the 2006 to 2018 census with notable increases in Māori, Pacific peoples and Asian ethnic groups.	The diversity of Nelson Tasman’s population has increased from the 2018 to 2023 census with notable increases in Māori, Pacific peoples and Asian ethnic groups.
Built	82 buildings are currently registered as earthquake prone in Nelson Tasman.	88 buildings are currently registered as earthquake prone (excluding remediated buildings) in Nelson Tasman.

Feedback NOT incorporated

Section	Feedback	Reason for not incorporating	Feedback from
Lower risk hazards in our region	Suggestion that ‘drought’ is noted as a high-risk hazard (currently noted as a lower risk hazard in the region)	A robust risk assessment process has been followed to identify high and lower risk hazards in the region.	TDC Hydrology (Martin)
	Include the following hazards in the list of ‘lower hazards in the region’ <ul style="list-style-type: none"> - Space weather - Comms failure - Electricity failure - Transport disruption 	‘Space weather’ was not included as a hazard as part of the Group’s risk assessment and is therefore not included in this list. The Group may consider its inclusion in future iterations of the risk assessment process. Infrastructure failure is a consequence considered across <i>all</i> hazards assessed in the risk assessment process. The failure of individual lifeline utilities, such as electricity, are therefore not listed as individual hazards.	TDC Hydrology (Martin)
Readiness	<u>Public submission:</u> I would like to advocate for greater attention to the Readiness aspect of the plan. Given the recent experiences in the North Island, and the likelihood of increased frequency and severity of risks, it seems clear that simply responding to an event is not likely to be the optimal way of protecting people. CDEM resources can be easily overwhelmed, leaving communities to fend for themselves. Hence, the more prepared communities are the less damage will	More emphasis has been placed on how the community can prepare and respond to emergencies in the region based on other feedback received in the consultation period. A number of strategic objectives relate to enabling and empowering communities to build resilience and prepare for emergencies.	Submissions

	<p>occur when an event occurs. I appreciate the past efforts made to engage communities, and the difficulties involved.</p>		
<p>Readiness/ Response sections</p>	<p><u>Public submission:</u> Readiness should not be combined with Response as they are entirely different activities and occur at significantly different times. Readiness occurs long before an event, while Response occurs after the event. New ideas as needed to engage communities to prepare for the inevitable events that will interrupt normal activities, and challenges families’ capabilities of meeting their basic needs. While some preparation at the family level is desirable, it alone is not sufficient. Preparation at the community level is also essential to minimizing harm from disruptive events. Both Nelson and Tasman District Councils should devote time and resources to engaging community groups to participate much more actively in Readiness preparation. We are approaching a time of increased risks from climate change alone which will challenge the traditional focus on Response activities. Readiness will become increasingly important to save lives. I suggest approaching the Nelson</p>	<p>More emphasis has been placed on how the community can prepare and respond to emergencies in the region based on other feedback received in the consultation period.</p> <p>A number of strategic objectives relate to enabling and empowering communities to build resilience and prepare for emergencies.</p> <p>The submission suggesting combining the response and readiness sections has been considered, but as they are strongly linked the project team felt it was better to keep it together in the group plan.</p>	

	Tasman Climate Forum and other community groups for assistance with this important and under-resourced task.		
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**NELSON TASMAN
EMERGENCY MANAGEMENT**

GROUP

DRAFT 9-00

A photograph of a coastal landscape featuring two prominent rock formations in the ocean. The larger formation on the right has a natural archway. The sky is clear and blue, and the water is calm with some white foam from waves. The foreground shows a sandy beach with shallow water reflections.

Nelson Tasman Civil Defence Emergency Management Group Plan 2025-2030

Foreword

With the Tasman Sea at our northern and western borders and mountain ranges to the south and east, the Nelson Tasman region is no stranger to natural disasters and events. While past events have differed in scale and impact depending on their source and location, they have all provided the national and local bodies charged with managing the associated risks with valuable experience and learnings.

This plan, recognising our unique position and the inherent risks within our landscape, is built on the lessons attained from the experience of managing pre, during and post events in our past and provides us with a platform for the future.

We cannot predict the severity or occurrence of events, natural or man-made, however we can certainly be prepared. This preparation is delivered through the recognition of systems, roles and resources, education and partnerships across agencies and communities.

Despite being one of the largest regions, history has shown that our greatest strength is in our distinct communities. Parochial and defiant during peacetime, when events occur there is nothing quicker than the support delivered to those communities in need by their neighbours.

As our events become more prevalent and, it seems, more violent we need to prepare and support our communities to help themselves in the likely event they will be cut off from essential services and immediate assistance.

By building on and developing the current shared relationships within the region this plan looks to formalise the preparation and training of key people within and the communities themselves. We can never be too prepared and using the '4Rs' - Readiness, Reduction Response and Recovery – as a guide we will continue to plan for the best outcome from situations we often have little or no control over.

This plan is a crucial tool in directing those efforts across all agencies, councils, and communities as we look to reinforce our resilience and preparedness.



Nick Smith, Mayor of Nelson



Tim King, Mayor of Tasman

Mihi

Tēnā koutou katoa,

I raro i te korowai o te kotahitanga me te mahi tahi, ka tuku atu nei ngā mihi mahana o Ngā Iwi o Te Tauihu ki a koutou katoa e whai pānga ana ki ngā Mahere Raru ohotata o te rohe o Wairau me Te Tai o Aorere. Ko tō tātou kaha kei roto i te mahi tahi ki te tiaki i ō tātou hapori me te whenua.

E mihi ana ki ngā kaitiaki tīpuna o tēnei whenua, ngā maunga, awa, me ngā moana e whāngai nei i a tātou. Ka mihi atu ki te hunga kua riro, ka whakanuia tō rātou mōhio hei arahi i a tātou.

I a tātou e huihui ana ki te whakatau i te ora me te oranga o ō tātou tāngata, me maumahara tātou ki ngā uara e hono nei i a tātou – te whakaute, te manawaroa, me te haepapa. Ka ū mātou ki te tautoko i ēnei mahere me te mātauranga me ngā tikanga o tō mātou iwi, kia pai ai te whakarite mō ngā wero kei mua i a tātou.

Kia tū kaha ai tātou katoa, hei kotahi, ki te tiaki i ō tātou kāinga me ngā whānau.

Ngā mihi nui,

Shane Graham
Te Kotahi o Te Tauihu Charitable Trust

In the spirit of unity and collaboration, we, the iwi of Te Tauihu o Te Waka-ā-Māui, extend our warmest greetings to everyone involved in the Marlborough and Nelson Tasman Emergency Plans. Our collective strength lies in our ability to work together to protect our communities and whenua.

We acknowledge the ancestral guardians of this land, the mountains, rivers, and seas that sustain us. We pay homage to those who have come before us and recognise their wisdom in guiding us forward.

As we come together to ensure the safety and well-being of our people, let us remember the values that unite us – respect, resilience, and responsibility. We commit to supporting these plans with the knowledge and traditions of our iwi, ensuring that we are prepared for any challenges that may come our way.

May we all stand strong, as one, to safeguard our homes and loved ones.



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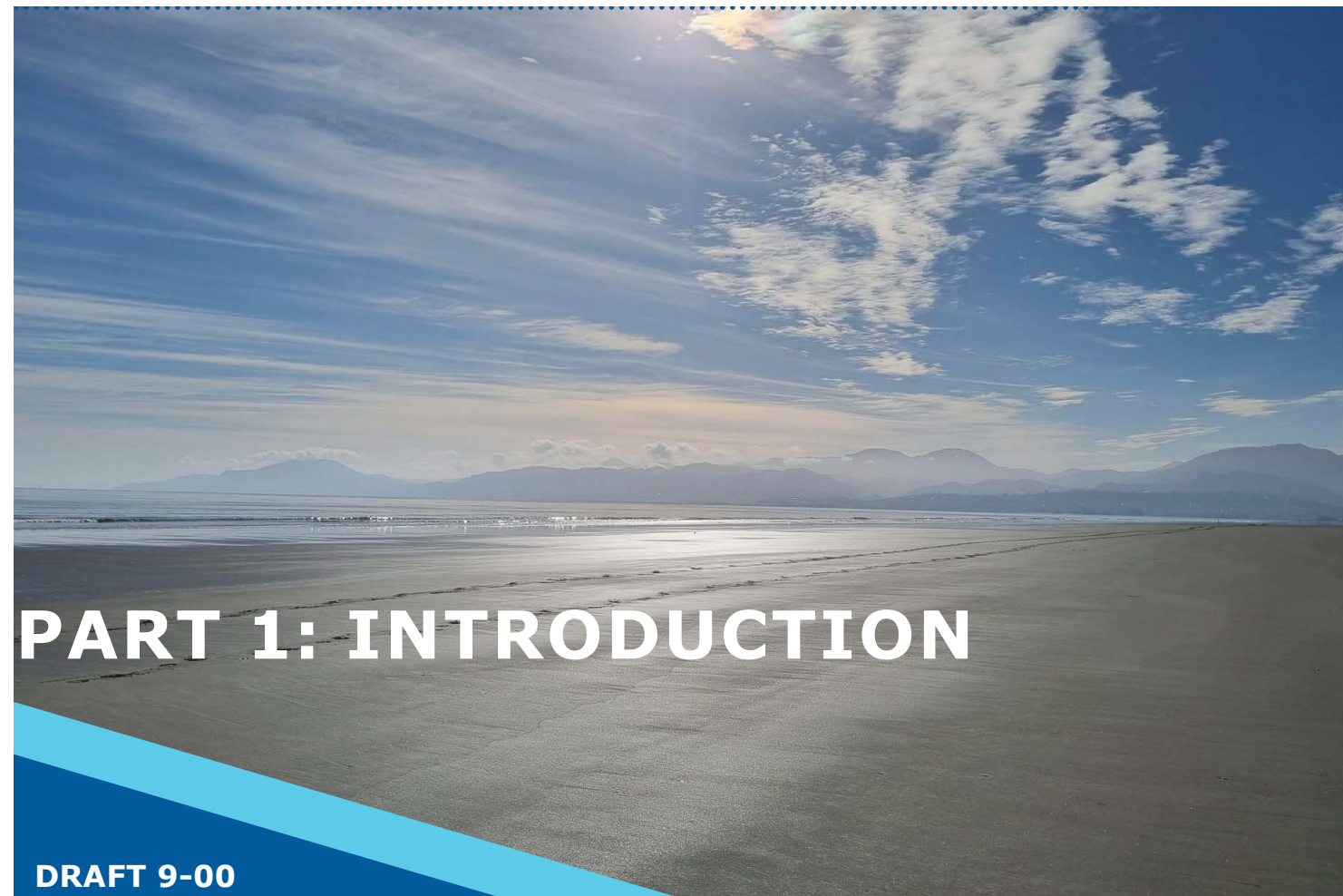
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He waka eke noa

We are all in this together





PART 1: INTRODUCTION

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Purpose of the plan

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

Audience

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

About the Group Plan

The Group Plan, an operational document for the next five years (2025-2030), outlines how the Group will meet the requirements of the [Civil Defence and Emergency Management Act \(2002\)](#) (herein referred to as 'the Act'). The Act requires local authorities to provide for CDEM within their districts and places a requirement on them, and the agencies involved, to support the coordinated effort of CDEM so as to be able to function to the fullest extent to respond to and recover from an emergency. The relationship between the Group Plan to other documents, plans, and legislation is shown in Figure 1.

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

Aotearoa New Zealand adopts a '4R's' approach to emergency management consisting of 'Reduction', 'Readiness', 'Response' and 'Recovery'. This approach has been used to structure part 3 of the Group Plan which outlines how the Nelson Tasman CDEM Group will work to meet the vision and strategic objectives for the 2025-2030 period. Although the vision and strategic objectives cover a five-year period, long-term risks and trends including climate change and population dynamics have been considered when developing the Group Plan (refer to Part 2).

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

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

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Plan development

This Group Plan has been developed using the guidance contained within the National Emergency Management Agency (NEMA) Director’s Guideline (DGL) 23/22 [Risk Assessment Guidance for CDEM Group Planning](#) and NEMA DGL 09/18 [CDEM Group Planning](#). It is directly informed by the requirements in **s49(2) and 53** of [the Act](#), the [National Disaster Resilience Strategy \(2019\)](#) (NDRS), and the [National CDEM Plan Order \(2015\)](#).

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

Plan delivery

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

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

Linkages to regional plans and policies

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

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

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

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

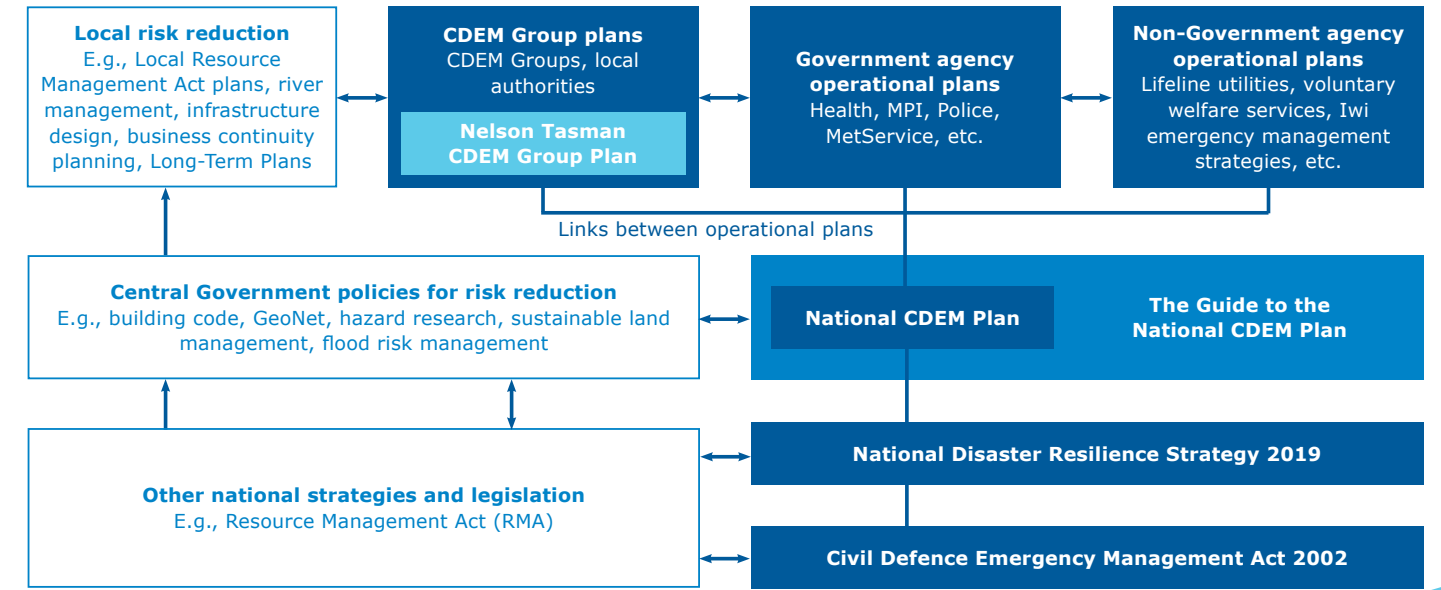


Figure 1: The relationship between the Group Plan and other documents, plans and legislation in Aotearoa New Zealand [Adapted from 'The guide to the National Civil Defence Emergency Management Plan 2015']

What we do

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

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

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

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

What is an emergency?

The following definition of an 'emergency' is from the Act.

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

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

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Who we are

CDEM Group members

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

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

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

CDEM Group member responsibilities

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

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

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

The National Emergency Management Agency (NEMA)

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

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

Communities

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

This Group Plan adopts the following definition of community:

A community is a group of people who:

- Live in a particular area of place ('geographic' or 'place-based' community);
Are similar in some way ('relational' or 'population-based' community); or
Have friendships, or a sense of having something in common ('community of interest').

People can belong to more than one community, and communities can be any size. With increasing use of social media and digital technologies, communities can also be virtual.

4 Definition from the National Disaster Resilience Strategy (2019)

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Iwi partnerships

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

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

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

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

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



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

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

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



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

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



The 4Rs

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

This approach has been used to structure part 3 of the Group Plan, which outlines the Nelson Tasman CDEM Group objectives and activities for 2025-2030. Objectives in the Group Plan are based on the National Disaster Resilience Strategy (2019) vision and span across the 4Rs.

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

<p>Reduction</p> <p>Preventing new, reducing existing disaster risk, and managing residual risk, all of which contribute to strengthening resilience.</p>	<p>Readiness</p> <ul style="list-style-type: none"> • Developing operational systems and capabilities before an emergency happens, including making arrangements, with emergency services, Lifeline Utilities, and other agencies, and developing self-help and response arrangements for the public. 	<p>Response</p> <ul style="list-style-type: none"> • The actions taken immediately before, during or directly after an emergency to save human and animal lives and property, and to help communities begin to recover. 	<p>Recovery</p> <ul style="list-style-type: none"> • 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.
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The 4Rs approach enables Nelson Tasman CDEM Group members and partners to:

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

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

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Our vision

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

Strategic objectives

We will achieve this vision through the following strategic objectives:

- Objective 1: Managing risks**
Where we want to be: Nelson Tasman is a risk-aware region that takes all practicable steps to identify, prioritise, and manage risks that could impact the wellbeing and prosperity of all those who live, work, or visit here.
- Objective 2: Effective response to and recovery from emergencies**
Where we want to be: Nelson Tasman has a seamless end-to-end emergency management system that supports effective response to, and recovery from, emergencies, the impacts of adverse events, caring for affected individuals, 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 that means 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.

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Our principles

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

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

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

Whanaungatanga, Kotahitanga | Nurturing positive relationships and partnerships.

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

Matauranga | Valuing knowledge and understanding

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

Mahi Tahī | Working together as one.

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

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Our structure

Governance

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

Joint Committee (JC)

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

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

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

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

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

Coordinating Executive Group (CEG)

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

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

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

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

- Nelson City Council (CEO)
- Tasman District Council (CEO)
- Te Whatu Ora / Health New Zealand – Nelson Marlborough
- Medical Officer of Health – National Public Health Service –Nelson Marlborough
- NZ Police
- Fire and Emergency NZ
- St John Ambulance
- Ministry of Social Development
- A representative of local iwi⁵.

Individual CEG member responsibilities include:

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

CEG observers (speaking but no voting rights) include:

- Group Controllers (or Alternate)
- Group Recovery Managers (or Alternate)
- Group CDEM Office Manager (or delegate)
- Group Welfare Manager (or Alternate)
- Group Public Information Manager (or Alternate)
- CDEM Subsidiary Committee Chairs
- A National Emergency Management Agency (NEMA) representative
- Representatives from Canterbury, Marlborough, and West Coast CDEM Groups

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

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

CDEM subsidiary committees

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

The Nelson Tasman CDEM Group subsidiary committees are detailed below.

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

The **Readiness and Response Committee**'s role is to ensure that readiness and response planning across the Nelson Tasman CDEM Group is co-ordinated, and consistent with the Group Plan. More information about the committee including membership is available in the committee's Terms of Reference.

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

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

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

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

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

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Administering authority

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

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

Both NCC and TDC provide:

- A secretariat for the Nelson Tasman CDEM Group, CEG and Committees.
- Venues for Nelson Tasman CDEM Group meetings.
- A publication of the Nelson Tasman CDEM Group work programme, budget, and performance in both council's Annual Plans.
- IT support.
- An intelligence function which supports activities across the 4Rs.

The costs of undertaking the above services are met by the Nelson Tasman CDEM Group.

Key appointments

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

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

The CDEM Group office

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

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

Functions of the CDEM Group office include:

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

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Delegated roles

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

Group Controller

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

The Group Controller and alternates are delegated the authority to:

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

Local Controller

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

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

Local Controllers and their alternates are delegated powers under **sections 17(1)(d), 18(2), 76, 78, 81, 85, 86, 87, 88, 89, 90, 91, 92** and **94**, of the Act and may only exercise those powers in the following circumstances:

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



Other delegated roles

- The **Group Recovery Manager** (or their Alternate) is responsible for coordinating the recovery and/or transition period activities for the Nelson Tasman CDEM Group area. The Nelson Tasman CDEM Group has the practice of permanently appointing a Group Recovery Manager and three Alternate Group Recovery Managers to fulfill this requirement.

The Group can delegate specific powers to the Recovery Manager under **s30A(2)** or acquires the powers available to the Recovery Manager in **Part 5B** of the Act. Recovery Managers must report on the use of these powers to the Director of NEMA and the Nelson Tasman CDEM Group Joint Committee. The Nelson Tasman CDEM Group Joint Committee has overall responsibility for governance and oversight of the recovery.

- The **Group Welfare Manager** (or their Alternate) is responsible for the strategic coordination of welfare services (including Civil Defence Centres), supporting the local welfare response, and liaison with welfare service agencies. The Welfare Coordination Group is chaired by the Group Welfare Manager.
- The **Public Information Manager (PIM)** is responsible for managing the PIM team and its functions. These functions include (but are not limited to) working with and monitoring the media, issuing public information to the community and managing community relations, collaborating with PIM personnel from other agencies, working closely with CDEM spokespeople and managing VIP and media site visits. The PIM team works with a range of internal and external partners during readiness, response, and recovery.

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External support arrangements

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

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

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

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Financial arrangements

Day-to-day activities

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

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

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

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

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

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

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

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Expenditure in an emergency

Financial delegations

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

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

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

In the lead up to an emergency event (Level 2, refer pg70)

The Group is responsible for funding:

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

During an emergency event

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

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

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

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

Recovering costs

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

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

Clear and accurate records of expenditure are required as per the [Logistics in CDEM Directors Guideline \[DGL 17/15\]](#) for the recovery of specified costs as noted in **s33** of the [Guide to the National CDEM Plan \(2015\)](#). Reimbursement of the Nelson Tasman CDEM Group expenditure by central government will be distributed back to constituent councils in proportion to the amount of expenditure in each area.

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

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

Recovery

Upon termination of the response phase of an emergency event, the expenditure management regime established for the response phase must be closed off and recommenced for the recovery phase under the control of the Recovery Manager. Delegations of the Recovery Manager role are determined by the relevant authority.

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

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

Sources of funding for recovery are listed in the Nelson Tasman CDEM Group Recovery Plan (2021).

Mayoral Disaster Relief Fund

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

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

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

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



The Nelson Tasman region

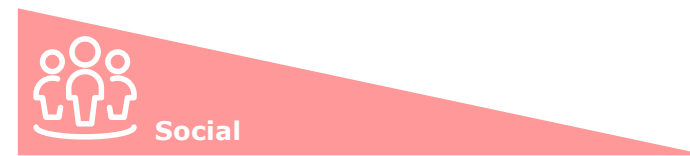
The unique social, cultural, economic, and natural features of the region are considered when conducting activities across the 4Rs in the Nelson Tasman CDEM Group area. For example, the region's national parks and natural environment attracts many tourists; our regional demographic has high numbers of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

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

The Nelson Tasman CDEM Group undertook a project in 2016 to better understand the interdependencies between its hazards and the region's critical infrastructure. The Nelson Tasman Lifelines Project Vulnerability Assessment report summarising the outcomes of this work is available on request.

Key features of the Nelson Tasman region

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



- Nelson City and Tasman District populations are projected to increase by up to 0.7% and 1.2% per annum respectively until 2048.
- The Nelson City has a usually resident population of 52,584*.
- The Tasman District has a usually resident population of 57,807*.
- By 2048 it is estimated people aged over 65 years old will make up more than a third of Tasman District's population.
- The diversity of Nelson Tasman's population has increased from the 2018 to 2023 census with notable increases in Māori, Pacific peoples and Asian ethnic groups.
- Respectively, 1.8% and 2.5% of the Nelson City and Tasman District population are Te reo Māori speakers.
- Iwi in Nelson Tasman include Ngāti Apa ki te Rā Tō, Ngāti Kōata, Ngāti Kuia, Ngāti Rārua, Ngāti Tama ki Te Tau Ihu, Ngāti Toa Rangatira, Rangitāne o Wairau, and Te Ātiawa o Te Waka-a-Māui.
- 87.1% of residents in Nelson have access to the internet, and 92.8% have access to a cellphone/mobile phone.
- 85.5% of Tasman District residents have access to the internet, and 91.5% have access to a cellphone/mobile phone.

(Source: Census 2018 and Census 2023 if marked *)



- The roading network provides strategic links including a mixture of State Highways (60, 63, 65, 6) and district and council roads.
- Nelson is home to the Maitai and Roding water supply dams. Tasman District has the Cobb and Waimea dam (electrical supply).
- The Marlborough and West Coast economies rely on roading links to the Nelson Tasman region for exporting goods out of Port Nelson.
- Key transport links include Nelson airport, two aerodromes in Motueka and Takaka, and Port Nelson.
- The main hospital for Nelson Tasman is the Nelson Public Hospital (with an Emergency Department).
- 88 buildings are currently registered as earthquake prone (excluding remediated buildings) in Nelson Tasman.



- The largest exports from the Nelson Tasman region (% of total) are fish (and other aquatic invertebrates); apples, pears, and other fruit; fresh kiwifruit and berries; and other wood products.
- Tourist spending has been increasing since the COVID-19 pandemic, with spending increasing by 2.6% to \$576m in 2022.



- The region contains three national parks: Kahurangi, Abel Tasman and Nelson Lakes National Park.
- There are seventeen freshwater catchments in the Nelson Tasman region (Reference: [LAWA](#)).
- The area is well exposed to weather systems moving onto the South Island from the north.
- Parts of the Tasman Mountains receive in excess of 6,000mm annual rainfall. Nelson and the Waimea Plain are the driest areas of the region where annual totals up to 1,000mm are recorded.

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Cross-boundary links

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

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

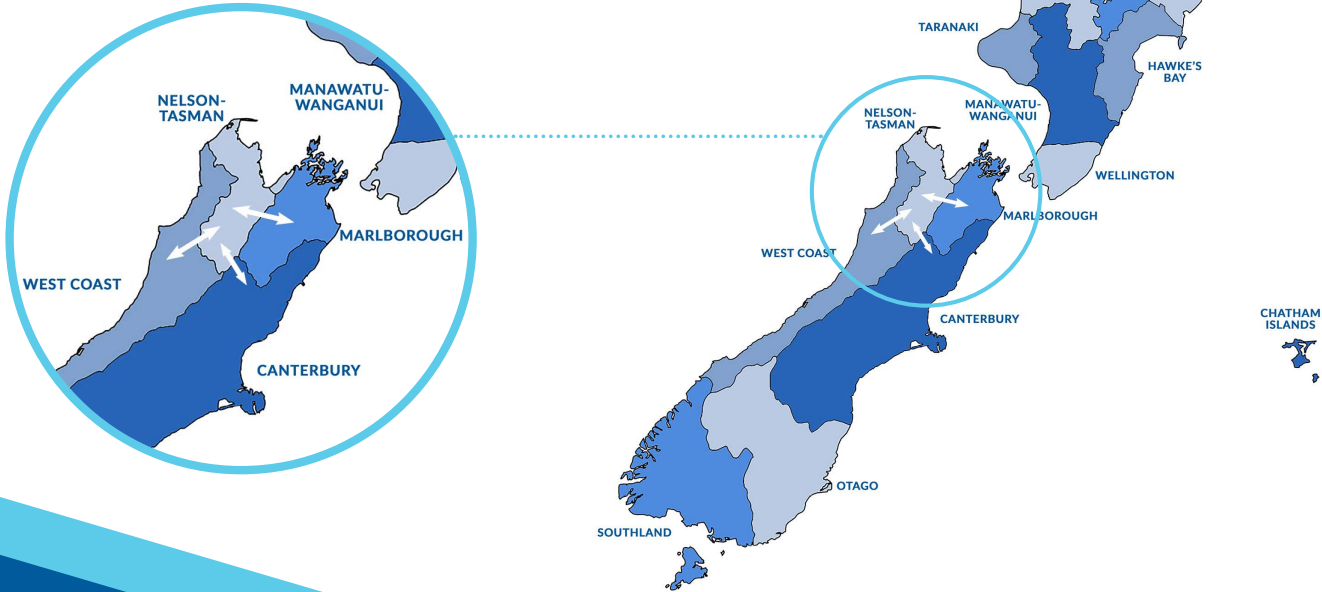


Figure 2: Nelson Tasman CDEM Group cross-boundary links with the West Coast and Marlborough CDEM Groups

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

People

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

Response partners

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



Economy

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

Infrastructure

- Fuel is shipped into and stored at the Port of Nelson supplying Nelson-Tasman, Marlborough, and the West Coast.
- Should Port Nelson become inoperable in an emergency (e.g., in an Alpine Fault or Wellington Earthquake event), overland fuel transport from Marlborough is the contingent fuel option for Nelson Tasman CDEM Group (contingent on SH1 and SH6 being accessible).
- SH6 to the West Coast is noted in the [AF8 SAFER Framework](#) as a key route for access in and out of the West Coast following a large Alpine Fault earthquake.
- Most of Nelson's electricity is brought into the region via two main routes from Christchurch. Loss of the Kikiwa to Stoke lines (220kV) would put the region on significantly reduced supply – these lines are regionally significant. Loss of the lines from Blenheim (110kV) would have minimal direct service impact but would cause some reduction in security of supply.
- The Chorus network supplies the Nelson Tasman region via two main fibre routes that cross into the West Coast (via Cable Bay) and Marlborough regions (via Blenheim). The two connections provide alternate routes into the region if one or the other fails.
- One of Kordia's two most critical broadcasting sites in the Nelson Tasman region provides bi-directional Digital Microwave Radio (DMR) linking of television, radio services and maritime communications to the West Coast region.



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

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Hazards in the Nelson Tasman region

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

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

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

⋮ **Risk**, as defined in the Act, means the likelihood and consequences of a hazard.

The risk assessment process

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

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

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

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

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

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Determining the likelihood of occurrence

Each hazard is first categorised by its likelihood of occurrence. Using maximum credible scenarios means the likelihood is often lower for these scenarios. The likelihood is determined by the potential for occurrence as per the table below:

Likelihood classification	Likelihood description
Rare	Almost certainly not to occur but cannot be ruled out
Unlikely	Considered not likely to occur
Possible	Could occur, but is not expected to
Likely	A good chance that it may occur
Almost certain	Expected to occur if all conditions met

These likelihood levels are set within the [NEMA Risk Assessment Directors Guideline \[22/23\]](#).

Determining the consequences of our hazards

The potential consequences of a hazard scenario to the four environments is determined using a scale from insignificant (little to no consequence) to extreme (widespread, significant consequences). Each of the four environments is split into specific individual elements to enable a more detailed assessment of the potential consequence. A determination is made using descriptors to assist those making the assessment to identify the appropriate **level of consequence**.

★★★★ Catastrophic | ★★★ Major | ★★ Moderate | ★ Minor | Insignificant

Consequences have been assessed across all identified hazards from the Nelson Tasman CDEM Group Risk Assessment process (2022) to support the development of objectives and activities across the 4Rs in the Group Plan (refer to Figure 3), including prioritising specific planning in response and recovery for consequences that appear at high level across multiple hazards.

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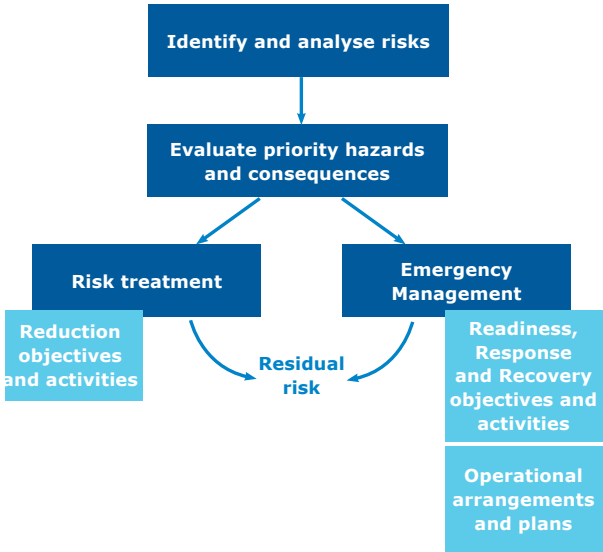


Figure 3: Risk-based approach to emergency management (Adapted from Figure 4 of NEMA CDEM Group Planning DGL [09/19])

Common consequences assessed by subject matter experts that contribute to risk across many of the hazards the region is exposed to are summarised below.

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

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

Assessed risk levels

Upon the completion of the process a hazard can have a risk level assigned to it based on the likelihood of occurrence and the consequence to the region across the four environments. The **risk levels** are shown below:

- Extreme | Very high | High | Medium | Low

Limitations to the process

The risk assessment process is conducted by representatives from all CDEM Group partners and supporting organisations. As such, the process is based on the knowledge of those representatives regarding the impacts a specific hazard may have. While this provides us with a degree of guidance in our regional hazards, their potential impacts and the risk they present, this is not a definitive risk assessment and may change with the advent of new research, events occurring or emergence of new hazards.

Our high-risk regional hazards

During the process no hazards were assessed to present an 'extreme' or 'very high' risk to the region. However, several hazards pose a high risk to our communities, infrastructure, economy or natural environment. High risks can occur from less frequent hazards with severe consequences or from more frequent hazards with lesser consequences. The risk assessment process helps to understand which hazards pose the highest risks to these environments and informs the prioritisation of work across the Nelson Tasman CDEM Group.

Our high-risk hazards include:

- Flooding
- Earthquake
- Tsunami
- Human pandemic
- Wildfire
- Landslides

Flooding

Flooding occurs when storms and heavy rain make rivers overflow their banks or drainage systems overflow, often into the streets. Flooding is the most commonly occurring major natural hazard in the region. Sources of flooding can include large cyclones, northerly storms, and atmospheric rivers. There are seventeen freshwater catchments in the Nelson Tasman region (Reference: LAWA). Rivers in these catchments have varying degrees of management along their lengths. Some rivers, when in flood, have the potential to impact large urban areas.

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

The assessed risk to our region from **flooding** is shown below:

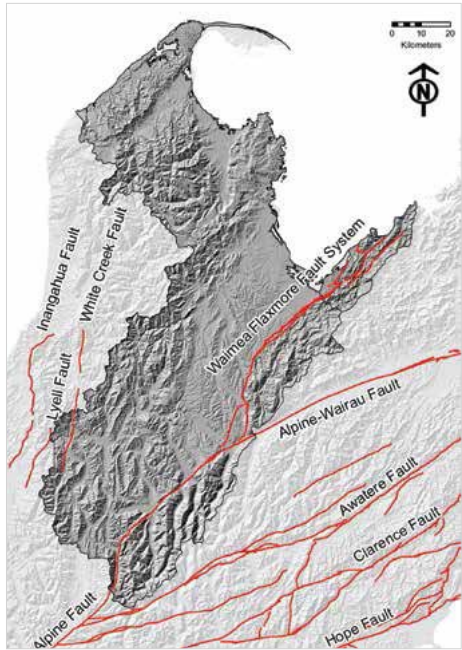
Likelihood	Consequence	Risk
Possible	★ ★	High

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



SH6 by Brightwater Bridge - August 2022

Earthquakes



Active faults in or near the Nelson Tasman region (from GNS Science active faults database)

Earthquakes are caused by ruptures along faults in the earth’s surface, resulting in shaking and ground acceleration as energy is released. In addition, earthquakes can also result in significant land deformation and liquefaction, along with other co-seismic events, such as landslides and tsunami.

Our region contains a number of active faults that have the potential to cause significant impacts across the social, built, economic and natural environments. Some major faults extend across multiple regions, such as the Alpine Fault, and have the potential to significantly impact areas beyond our region.

Learn more about our fault lines on the [Nelson City Council](#) and [Tasman District Council](#) websites.

Our local source earthquake risk

Within our region lie several active faults, including the Waimea-Flaxmore Fault System, the Wairau, the Eighty eight, Whangamoia, Kikiwa, White Creek and Lyell faults. These active faults have the potential to cause significant impacts, however they do not rupture very frequently, which reduces the risk they present to the region.

The Waimea-Flaxmore Fault System runs through the Nelson/Richmond urban area in close proximity to major residential and commercial areas. Whilst a rupture of this fault system is infrequent, it would result in widespread significant damage across all four environments and would require a major response.

The assessed risk from a local source earthquake is shown below:

Likelihood	Consequence	Risk
Rare	★ ★ ★	Medium

Our regional/national source earthquake risk

The South Island is intersected by a major plate boundary in the earth’s crust and presents a significant earthquake hazard. The Alpine Fault runs the length of the South Island and is the largest continuous fault, extending from Fiordland into the south of the region, before transitioning into the Marlborough Fault System, which includes the Wairau Fault.

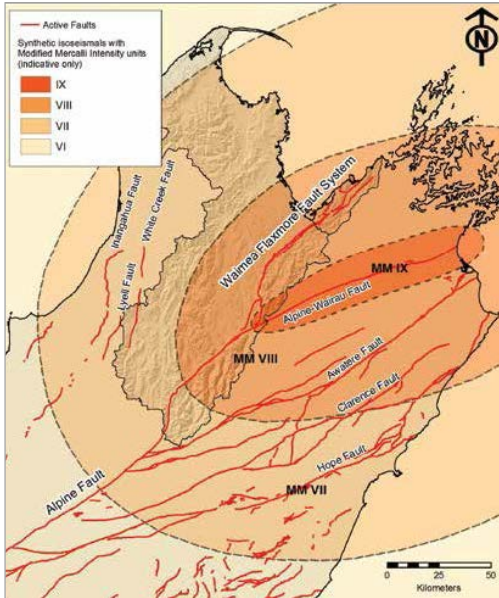
The Alpine Fault has been the subject of both national and regional planning due to the potential for a significant rupture to occur. Scientists estimate there is a 75% chance of a major earthquake occurring on the fault in the next 50 years (80% chance of a magnitude 8+ event occurring) and this would have significant impacts both regionally and nationally.

Many scenarios have been developed for an event on the Alpine Fault and these can have varying degrees of impact to our region. The maximum credible event scenario (rupture of the northern extent of the Alpine Fault) would expose the Nelson-Tasman region to damaging shaking – parts of the region could experience up to MMI 8 shaking. Co-seismic hazards such as landslides, rockfall, liquefaction (where shaking exceeds MMI 7) and lateral spreading are likely to be experienced throughout the region.

The assessed risk to our region from the rupture of the **Alpine Fault** is shown below:

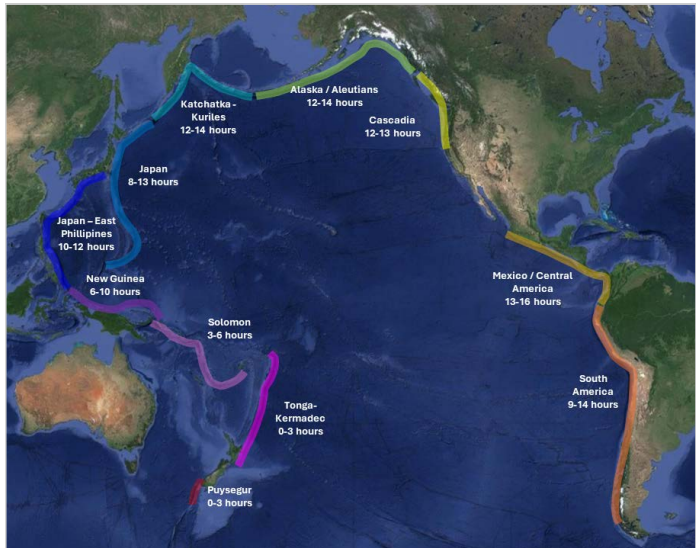
Likelihood	Consequence	Risk
Possible	★ ★	High

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



Synthetic isoseismals for a (M 7.5) earthquake on the Wairau section of the Alpine Fault

Tsunami



Tsunami origin locations

A tsunami is a series of ocean waves with very long wavelengths (typically hundreds of kilometres) caused by large-scale disturbances of the ocean. Most tsunami are generated by large magnitude, shallow earthquakes that rupture the sea floor. Tasman Bay and Golden Bay are subject to tsunami hazard from various local, regional, and distant sources.

Tsunami evacuation zones for the Nelson Tasman region can be found [here](#).

Our local source tsunami risk

Within Tasman Bay, the Cook Strait and the Taranaki Bight lie several fault lines that have the potential to result in the generation of tsunami. Many of these faults are deep under the sea and little is known regarding the full extent of the hazard they pose, however the likelihood of a major earthquake on these faults that rupture the sea floor is very rare. A tsunami sourced from these faults would arrive very soon after the initial quake and could result in inundation over much of the region's coastline. Therefore, we take the approach "Long, Strong, Get gone" for any earthquake that occurs, as it could be from an offshore fault.

The assessed risk to our region from **a local source tsunami** is shown below:

Likelihood	Consequence	Risk
Rare	★ ★ ★	Medium

Our regional/distant source tsunami risk

Nelson-Tasman is exposed to a number of regional and distant source tsunami, including from the Hikurangi Subduction zone, Puysegur Trench and the Western Pacific Islands.

A large earthquake off the Wairarapa coast in the southern portion of the Hikurangi subduction zone would impact a large part of Aotearoa New Zealand. The Nelson Tasman region would be exposed to severe shaking from the earthquake lasting several minutes. In addition to severe earthquake shaking, low-lying coastal settlements would potentially be significantly impacted by tsunami inundation. Co-seismic hazards such as landslides, rockfall, lateral spreading and liquefaction may also occur in parts of the region.

Tsunami generated from further afield, in places such as Papua New Guinea or the Solomon Islands may result in inundation to our coastal communities and widespread impacts to our infrastructure. Given the distance from New Zealand, it will be several hours after the earthquake has occurred before the tsunami arrives in New Zealand. This makes the use of warning systems important to ensure our communities are prepared and able to evacuate to safety.

The assessed risk to our region from a **regional/distant source tsunami** is shown below:

Hazard	Likelihood	Consequence	Risk
Hikurangi subduction zone earthquake and tsunami	Unlikely	★ ★ ★	High
Tsunami – Regional/Distant	Unlikely	★ ★ ★	High

Human pandemic

In the past 100 years there have been several significant pandemics that have affected New Zealand, with the most notable being Spanish Flu in 1918 and the recent COVID-19 pandemic. Both these events demonstrated the impact a major communicable disease can have upon our region and many unforeseen impacts were experienced during COVID. As a result, the risk assessment considered the impact of another human pandemic occurring in the region to a similar scale and its impacts to our region.

The assessed risk to our region from **a human pandemic** is shown below:

Likelihood	Consequence	Risk
Possible	★ ★	High



Wildfire



Our region has large areas of both native and production forest and during dry years there is the potential for wildfire, whether from natural, accidental or deliberate ignition. As a region we have experienced several large wildfires in our past, most recently the 2019 Tasman fires, that resulted in the evacuation of 3,000 residents. With our climate becoming drier, wildfire risk is likely to increase across the region.

Depending upon the location of the fire and the weather conditions at the time, these can have significant impact on nearby communities, our economy and the natural environment.

The assessed risk to our region from **wildfire** is shown below:

Likelihood	Consequence	Risk
Possible	★ ★	High

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Landslide



The Nelson Tasman region has many areas prone to landslides. While these are usually triggered by significant weather events and earthquakes, landslides can occur at any time. Significant landslides can have a destructive impact at the immediate location but can also have wider impacts on our regional communities and infrastructure, as experienced with both the Takaka Hill closure and the 2022 severe weather event in Nelson.

The assessed risk to our region from **landslides** is shown below:

Likelihood	Consequence	Risk
Possible	★ ★	High

Lower risk hazards in our region

While we have several hazards that present a high risk to our region, there are also other hazards that can impact our communities, economy, infrastructure and natural environment. These include:

- Drought
- Fuel supply failure
- Plant pest/disease
- Snow fall
- Severe weather – Thunderstorms, tornado, flash flooding
- Severe weather – High winds
- Extreme temperatures
- Maritime pollution incident
- Mass fatality accident
- Water supply failure/contamination
- Animal disease
- Coastal erosion/storm surge
- Distant volcanic eruption (ash fall)
- Urban fire
- Civil unrest
- Hazardous substance event
- Dam break
- Terrorism

The consequence of infrastructure failure (e.g. loss of power, water and telecommunications) has been considered across all hazards in the risk assessment process. Please refer to 'The risk assessment process' section for more information.

- **Risk assessment is an on-going process**
- *The assessment of risk from our regional hazards is a continuous process. While we have assessed the risk across the four environments for a number of our hazards, some have only been partially assessed and will undergo further assessment through the life of this Group Plan.*

Learning from past events

At the national level, learnings from major disasters have influenced recent moves to introduce a new Emergency Management Bill, alongside considering system improvements using existing mechanisms in the Civil Defence Emergency Management Act 2002 and non-legislative levers.

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

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Threats to disaster resilience

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

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

Further to this definition, the NDRS (2019) notes that resilience can be viewed across environments or capitals (social, cultural, economic, built, and natural) and at individual, community, and societal levels. Disaster resilience is affected by various external factors, including the following which were considered when developing the vision and objectives of this Group Plan.

Cost of living increases

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

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

Increasing elderly population

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

There is a need to ensure readiness activities meet the needs of this increasing demographic, ensuring preparedness information is bespoke and accessible to their needs. This changing demographic means there is also likely to be an increasing reliance upon public services (including health services) for the everyday and response needs of this demographic.

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

Increasing technology reliance

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

⁷ NCC: Nelson's ageing population

Climate change

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

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

Climate change is anticipated to have the following impacts in the Nelson Tasman region⁸:

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

⁸ [Climate change projections for the Nelson Tasman region | Ministry for the Environment](#)

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PART 3: OUR STRATEGY (2025-2030)

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Introduction

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

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



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Reduction – Working together to reduce risk

Introduction

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

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

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

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

Working with communities

How you can get involved

We are all part of Civil Defence in the Nelson Tasman region. Individuals and communities play a key role in reducing the risk of hazards in our region. To reduce risk, you can:

- Learn about local hazards which could affect you, your whanāu, and your business. Read the 'Hazards in the Nelson Tasman region' section of this plan to learn about our hazards and discover interactive maps. Follow the [AF8 Project on Facebook](#) to see when public science talks relating to the Alpine Fault are taking place.
- Take practical measures to reduce how much an emergency will affect your property or business. The [Nelson Tasman CDEM Facebook page](#) is a useful resource for tips and tricks along with our partners, the Natural Hazards Commission (formerly EQC) – visit [this link](#) to learn how to quake safe your home.
- Submit on local authority risk reduction plans and policies to champion building disaster resilience in your neighbourhood. Learn more in the 'Linkages to regional plans and policies' section of this plan.

Working in partnership

Engaging Māori and iwi in reduction

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

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

The strategy adopts a waka framework with the focus of "moea to poi, moea to taiaha" – to be vigilant, and to be prepared. At this time, the strategy has focussed on the '3Rs' (Readiness, Response and Recovery) as there is much work to do to establish a strong emergency response foundation. Reduction activities will be considered for inclusion in 2027.

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What we want to achieve – Reduction

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be by 2030
1. Advocate for CDEM partner agencies¹ (including Local Government) to address gaps in regional risk reduction policy relating to regional hazards, with consideration to the impact of climate change on regional hazard risk.	a. Embed mechanisms and/or BAU processes which enable risk reduction conversations between CDEM partners.	Risk reduction policy takes into account the requirements for emergency response and exposure of people and communities to all hazards.
	b. CDEM Committee cycle	
	c. Participate in the regional climate change adaptation project.	
2. Champion the inclusion of strategic objectives relating to disaster resilience in key regional plans and strategies.	a. CDEM Committee cycle	CDEM is involved in the development of regional plans and strategies to ensure the needs of emergency response and recovery are considered to reduce the risk to our people and communities.
	b. Embed mechanisms and/or BAU processes which enable risk reduction conversations between CDEM partners including Local Authorities.	
	c. Participate in the regional climate change adaptation project.	
3. Work with CDEM partners¹ to cultivate a collective impact approach to building community resilience, focusing on empowering community capacity, capability, and connectedness.	a. CDEM Committee cycle	Our CDEM Group partners work effectively on shared initiatives to build community resilience to all hazards.
	b. Participate in the regional climate change adaptation project.	
	c. Community Emergency Preparedness Planning	
	d. Provide advice and support to enable delivery of activities within the Te Tauihu o Te Waka ā-Māui Emergency Management Strategy.	

¹ Please refer to the section 'Who we are' for more information on partner agencies.

Strategic objective	Activities to support objective	Where we want to be by 2030
4. Continue to identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision-making.	a. Undertake a risk assessment workshop with hapū and iwi in the region to complete the risk assessment of all regional hazards.	Our CDEM Group partners, members and supporting organisations actively participate and seek opportunities to further understand the regional hazard scape and its impacts on the four environments to inform our planning and preparation for adverse events.
	b. Ongoing regular review of hazards through risk assessment workshops with all partners.	
	c. Promote the use of Nelson Tasman CDEM Group Risk assessment scenarios and results to businesses and response partners to assess their own risks and make informed decisions about hazard reduction and resilience initiatives.	
	d. Increase partners awareness of hazards which can feed into BCPs.	
5. Further understanding of hazards in the Nelson Tasman region to inform targeted reduction activities.	a. Undertake a gap analysis to identify and programme future hazard research initiatives.	The Nelson Tasman CDEM Group pro-actively identifies and partakes in hazard research initiatives that increase our understanding of our regional hazards and their impacts upon the region.
	b. Research to gain information about potential hazards and their impacts.	
	c. Research and promote the mitigation of the hazards and impacts.	
	d. Promote hazard/impact information through CDEM Committee cycles.	
6. Ensure public information material is accessible and meets the needs of our communities	a. Maintain and continue to develop the Nelson Tasman Group CDEM website.	Information is easily accessible to the public and has a measurable impact upon the preparedness of our communities to adverse events.
	b. Support councils in the provision of CDEM information to communities through tools and platforms, e.g., the flood map portal.	

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

Introduction

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

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

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

Working with communities

Working together

The Nelson Tasman CDEM Group works closely with community organisations during readiness and response. The Nelson Tasman CDEM Group actively encourages the participation of community organisations in CDEM activities across the 4Rs, recognising the many benefits which come from working collaboratively.

How you can get involved

We are all part of Civil Defence in the Nelson Tasman region. Individuals and communities play a key role in being ready for and responding to emergencies. You can:

- Participate in the development of Community Emergency Preparedness Plans. Follow the [Nelson Tasman CDEM Facebook page](#) to be notified about upcoming meetings. Visit the 'Community Response Plans' section of this plan to learn more – your area may already have a plan in place.
- Get involved in your community and know your neighbours, join a community Facebook page or [Neighbourhood Support](#).
- Become a volunteer to support your community through the next event. Read the 'Volunteers' section of this plan to learn more about how you can get involved. Apply [here](#) to join the Nelson Tasman Emergency Response Team (NZ-RT2).
- Consider how as an individual, whanāu or business how you will get through the next event. Make a plan today. Visit the '[Get Ready](#)' website or, if you're a business, visit [business.govt.nz](#) to learn more about becoming resilient.
- Don't leave it until it's too late – regularly practice DROP, COVER, HOLD and evacuation routes to safety. Participate in the annual [Tsunami Hikoi](#) week to practice your tsunami evacuation route.

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Working in partnership

Engaging Māori and iwi in readiness and response

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

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

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

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

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

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What we want to achieve – Readiness

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be in 2030
1. Empower communities, the private sector, and not for profit organisations to respond and recover as they see fit, while ensuring they have connections into official channels to seek support and resources as needed.	a. Engage with the community, the private sector, and not for profit organisations.	Our communities, businesses are able to effectively respond to adverse events and have access to appropriate support in readiness, response and recovery to achieve this.
	b. Provide Public Education and Information on hazards, impacts and preparedness.	
	c. Promote use of all media channels during response for key messages and updates.	
	d. Promote the Community Emergency Preparedness Plan.	
2. Advance understanding of lifeline/critical infrastructure vulnerabilities including interdependences, the impacts of infrastructure failure on society, and cascading effects, to ultimately inform response and recovery planning.	a. Refresh vulnerability study	The impacts to our regional infrastructure are understood and appropriately planned for to minimise disruption in major events.
	b. Participate in the regional climate change adaptation project	
	c. CDEM Committee cycle	
	d. Partake in national workstream.	

Strategic objective	Activities to support objective	Where we want to be in 2030
3. Establish and maintain relationships with key partners to develop emergency management capability and capacity across the 4Rs.	a. Exercises/Training	Our key partners understand their roles and are able to effectively contribute across the 4Rs.
	b. Foster an inclusive culture of transparency and open sharing.	
	c. Regular meetings/workshops/proactive engagement	
	d. Strengthen and support the collaborative partnership between Council Intelligence functions and Nelson Tasman CDEM Group.	
4. Continue to build the relationship between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of iwi/ Māori perspectives and tikanga in emergency management.	a. Attend Rōpū Tautoko hui (Top of the South hui with iwi group managers and welfare managers) and support Te Taihū iwi to achieve the emergency management activities outlined in the Te Taihū o te Waka A Maui Strategy (2022-2027).	Our relationship with iwi within the region is strengthened and clear roles and responsibilities are established across the 4Rs.
	b. Exercises/Training/IMT	
	c. CDEM Committee cycles	
	d. Regular meetings/workshops/proactive engagement	
	e. Foster an inclusive culture of transparency and open sharing.	

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Strategic objective	Activities to support objective	Where we want to be in 2030
5. Develop incident management systems to enable the multi-agency management and coordination of emergencies.	<ul style="list-style-type: none"> a. Operational Readiness Improvements Programme (ORIP). b. Use suitable incident management tools. c. Development of GIS tools. d. Implementation of NTEM tenancy and ongoing support. 	The tools to support effective response are implemented and effectively utilised in response.
6. Build upon relationships with other CDEM groups.	<ul style="list-style-type: none"> a. Develop cross-boundary operational and coordination arrangements (MOUs) as required with other CDEM Groups e.g. West Coast, Canterbury and Marlborough CDEM Groups. b. An inclusive culture of transparency and open sharing. c. Regular meetings/workshops/proactive engagement. d. Collaborative project work. 	Requirements and arrangements for cross-boundary coordination are well understood and planned for.
7. Advance coordinated and integrated emergency preparedness planning that considers the outcomes of the CDEM Group’s risk assessment and national response planning (e.g., CAT PLAN).	<ul style="list-style-type: none"> a. AF8 Steering Group workstreams. b. National Exercise participation. c. Contribution to AF8 RPGs. d. Contribution to national groups (Tsunami, Welfare, Lifelines, etc.). 	Our role within the response to major events is understood and effectively planned for.

Strategic objective	Activities to support objective	Where we want to be in 2030
8. Take a collective approach to building the capability and capacity of the regional workforce including volunteers.	<ul style="list-style-type: none"> a. Commitment from response partners to supply staff (including local authorities). b. Maintain and develop capability and capacity of the local authority staff. c. Build the capability and capacity of community volunteers. d. Maintain and develop capability and capacity of the regional response team (NZ-RT2) e. Release staff from Nelson City and Tasman District Councils to attend required training and undertake roles within the Group EOC for sustained periods during response. 	The Nelson Tasman CDEM Group can operate an effective response for sustained periods without the requirement for extensive outside support.
9. Develop and maintain facilities, tools, plans, and platforms for duty staff and regional response personnel (including iwi partners, elected officials, and emergency management volunteers that support operational readiness for CDEM-led emergencies).	<ul style="list-style-type: none"> a. Develop a regional communications strategy (that includes alternate communications). b. Processes are developed to understand natural environment consequences in response and recovery, recognising the regional and cultural value of the environment in Nelson Tasman. 	The tools to support effective response are in place and their use well understood across key partners.

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Strategic objective	Activities to support objective	Where we want to be in 2030
10. Embed tools and plans through training and exercising with duty staff and regional response personnel (including iwi partners, elected officials, and emergency management volunteers) to support operational readiness for CDEM-led emergencies.	<ul style="list-style-type: none"> a. Training and exercise schedules/plans are identified and delivered to regional response personnel. b. Identify shared training/exercising opportunities across regional response partners including iwi partners. c. Engage senior leaders and elected officials in emergency management training and exercising. 	The Nelson Tasman CDEM Group has an annual plan for training and exercising that includes all key partners, iwi, elected officials and volunteers.
11. Build risk awareness and literacy.	<ul style="list-style-type: none"> a. PEPI committee b. Share national and regional specific hazard information from and with all partners through media platforms and public education opportunities. c. Public education initiatives targeted to communities, businesses and CDEM partners. d. Increasing accessibility to hazard information, including the development of visual products. 	The Nelson Tasman community has a good understanding of their risk from hazards and access to appropriate information to inform effective risk decision making.
12. Enable and empower individuals, households, organisations, and businesses to build their resilience, paying particular attention to those people and groups who may be disproportionately affected by disasters.	<ul style="list-style-type: none"> a. Social media campaigns b. Public education opportunities c. Community Emergency Preparedness Plans d. Working with partner agencies and other organisations to support vulnerable communities with emergency preparedness 	

Strategic objective	Activities to support objective	Where we want to be in 2030
13. Understand the economic impact of disaster and disruption, and the need for investment in resilience; identify financial mechanisms that support resilience activities.	<ul style="list-style-type: none"> a. Work with NCC, TDC, and Nelson Regional Development Agency to understand the cost of disasters and disruption to the region, advocating financial reserves are proportional to the level of hazard risk. b. Work with NCC and TDC, to advocate financial processes and procedures are in place across the four Rs. 	The cost of emergencies to the region is understood to inform funding requirements and recovery planning.
14. Continue to build relationships with and support the operational readiness and build resilience of Local EOCs and community groups in Nelson Tasman.	<ul style="list-style-type: none"> a. Build and maintain understanding of operational needs across all Local EOCs. b. Build and maintain resilience of Local EOCs. c. Maintain Community Engagement Programme and Local EOC exercise programmes. 	Our Local EOCs are equipped and trained to enable self-sufficient response in major emergencies.



Exercise Rū Whenua 1st April 2021

What we want to achieve – Response

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be in 2030
1. All CDEM partners to provide leadership to achieve an effective, coordinated, and comprehensive response to emergency events.	a. Create and maintain an engaged, transparent, and collaborative emergency response culture.	Our leaders have a good understanding of our roles and responsibilities and have effective collaboration across the 4Rs.
	b. CDEM partners are responsible to provide appropriate representation throughout the emergency response.	
	c. CDEM partners understand their role and responsibilities for emergency response.	
2. The Nelson Tasman CDEM Group and partners ensure the safety and wellbeing of people are at the heart of the emergency management system.	a. Place the highest priority on the safety, needs and wellbeing of affected people and their animals.	Appropriate plans and arrangements are developed and practiced to ensure the welfare of those impacted by emergencies.
	b. Provision of welfare services in collaboration with partner agencies.	
	c. Provision of timely and effective hazard warnings.	Our response staff perform effectively in their roles with the necessary support in place to enable this to occur.
	d. Ensure partners, spokespeople and media get the right advice at the right time.	
	e. Resource Public Information Management functions to communicate effectively.	
	f. Promote a healthy, supportive, and inclusive work environment for response personnel.	

Strategic objective	Activities to support objective	Where we want to be in 2030
3. Ensure processes and procedures are in place to enable an effective and timely transition to recovery, while preparing to respond to further emergency events.	a. Build and maintain relationships and work collaboratively to: <ul style="list-style-type: none"> • Design structures, processes, and procedures. • Implement and embed the processes and procedures through training. • Advocate for the development of Business Continuity Plans (BCPs) within partner agencies and organisations. 	A clear recovery transition process is developed that enables effective transition to occur.
	4. Learn from emergency events (as appropriate) across Aotearoa New Zealand to inform future CDEM activities across the 4Rs.	a. Maintain and deliver a Nelson Tasman lesson learnt process. b. Analyse and apply learnings (as appropriate) from emergency events within the Nelson Tasman region. c. Review learnings from emergency events across Aotearoa New Zealand.

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Operational arrangements

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

Response structure

Facilities at the incident, local, regional and/or national levels provide for either the co-ordination, management, support, or delivery of response activities in the region. Generally, only large-scale incidents require all levels of response to be activated. Figure 5 (p.69) shows the different levels and the names of facilities relevant to the Nelson Tasman CDEM Group.

The response arrangement matrix (Figure 6, p.70-71) provides a high-level overview of how we respond to incidents and emergencies at different scales. Important features of this table are:

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

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

Pou a Iwi CIMS function

Based on the CIMS structure developed during the Pigeon Valley Fire event (2019), the Nelson Tasman CDEM Group established the Pou a Iwi CIMS function. This function represents iwi and whānau needs in an emergency. Figure 4 below outlines the four sub-groups that make up Pou a Iwi – more information about the function can be found in the Nelson Tasman CDEM Group Welfare Plan (2019).

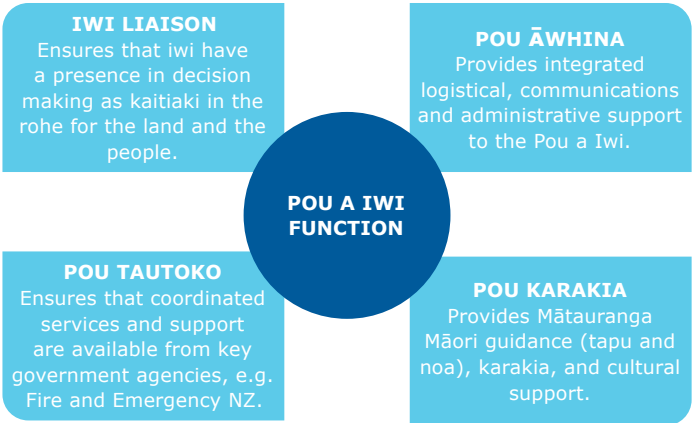


Figure 4: The Pou a Iwi CIMS Function

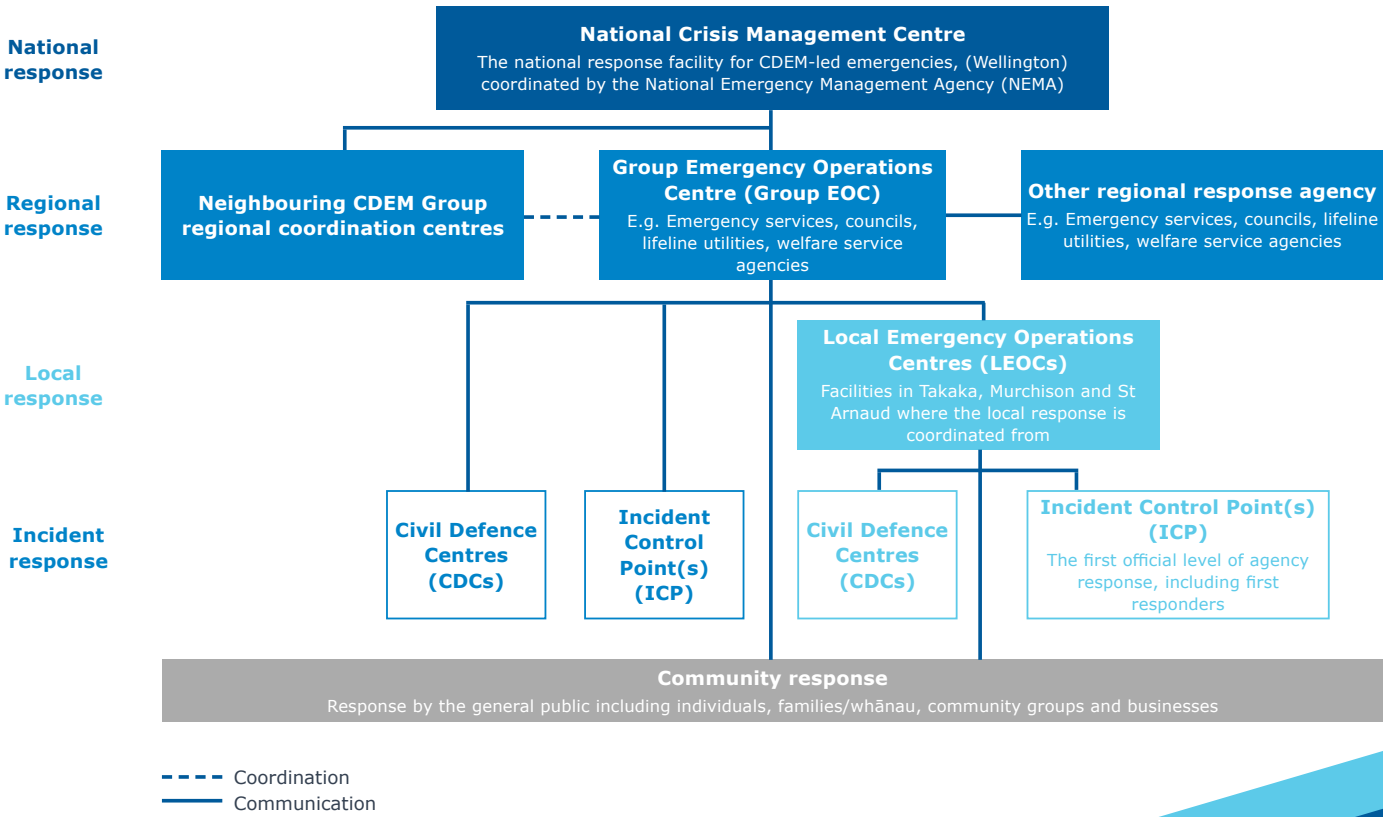


Figure 5: The structure of the Nelson Tasman CDEM Group for operational response* to a CDEM-led emergency.

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

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

Figure 6: Response arrangement matrix in the Nelson Tasman CDEM Group, adapted from Section 3 Part 7 of the Guide to the National CDEM Plan (2015).

Response principles

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

- Agencies will respond to an emergency by coordinating with the lead agency and activating their own plans and procedures in alignment with their roles and responsibilities.
- The lead agency will be the organisation mandated by legislation or with the best expertise and resources to manage the emergency. Other agencies (including the Nelson Tasman CDEM Group) may operate as support agencies.
- To ensure an effective response, agencies will use the Coordinated Incident Management System (CIMS) framework with enhancements and adjustments to reflect the operating business model.
- The response will escalate to the level required to manage the emergency.
- Recovery measures should be planned for in readiness and implemented (with necessary modifications) from the first day of the response (or as soon as practicable). Recovery measures must be coordinated and integrated with response actions.

Nelson Tasman CDEM Response facility

The **Group Emergency Operations Centre (Group EOC)** is the main facility from which the response to a Group emergency will be coordinated.

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

Local Emergency Operations Centres

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



The Nelson Tasman Group EOC in operation.

Civil Defence Centres (CDCs)

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

More information about CDCs can be found within the Nelson Tasman CDEM Group Welfare Plan (2019).

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Response arrangements and plans

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

- Response SOPs [internal]
- Nelson Tasman Duty Officer Handbook [internal]
- Nelson Tasman CDEM Group Welfare Plan (2019)
- Nelson Tasman CDEM Group Recovery Plan (2021)
- Community Response Plans / Community Emergency Preparedness Plans
- Nelson Tasman Fuel Study
- Nelson Tasman Lifelines Project Vulnerability Assessment (2016)
- TDC Flood manual

MARINE

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

Community Response Plans

Smaller population centres often have local civil defence arrangements including locations that are designated for the purposes of coordinating response and providing welfare services.

In many rural areas and smaller centres, readiness and response at the local level is supported by **Community Response Plans (CRPs)**. These CRPs include information about local hazards, key resources, community leadership, Civil Defence Centres (for emergency welfare services), emergency communications and sources of public information.

As part of the new Group Plan cycle, a new workstream of developing Community Emergency Preparedness Plans will replace the development of Community Response Plans.

Training and exercising

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

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

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

Volunteers

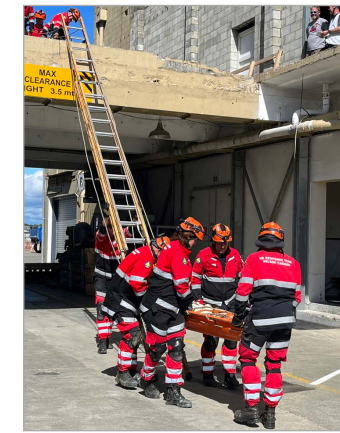
Volunteers play a significant role in any response and recovery operation, particularly after large-scale disasters. The health and safety of volunteers (and their animals, such as search dogs) needs to comply with legislation and organisational requirements.

There are three types of volunteers in a CDEM context:

- **CDEM trained volunteers:** Those who have undergone official CDEM training, provided or facilitated by CDEM organisations e.g., members of the Nelson Tasman Emergency Response Team (NZ-RT2), Māori Wardens, or Welfare volunteers.

NZ-RT2 is a nationally accredited team that is trained in light Urban Search and Rescue techniques and other facets of CDEM including response to storms and flooding. The team is qualified for out of region deployments and is managed and administered by the Nelson Tasman CDEM Group office and funded jointly by Nelson City and Tasman District Councils.

- **Affiliated volunteers:** Those who are members of a specific organisation, such as the Red Cross or Salvation Army, and are trained by and accountable to that organisation.
- **Spontaneous volunteers:** Those who are members of the public (or groups) and who respond spontaneously to emergencies. Follow the [Nelson Tasman CDEM Group Facebook page](#) to learn how you can best support your community during the next emergency.



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Warning and informing

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

Public Information Management (PIM)

Public information management (PIM) is utilised across the 4Rs to convey important information to the public. For example, public education about hazards and emergency preparedness is a key activity used to build community readiness and resilience. In the response and recovery phases of an emergency, the public information management CIMS function is used to warn and inform the public.

We use a range of platforms such as radio, television, cell broadcast, text-messaging, alerting apps, and social media to ensure messages have wide reach across our communities. The type of platform used depends on the needs and preferences of the community needing to be contacted and the reliability of communications technology. If the power goes out, a solar or battery powered radio (or your car radio) can help you keep up to date with the latest news. The list of local radio stations to use in an emergency can be found [here](#).

PLEASE NOTE:

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

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Emergency Mobile Alerts

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

National Warning System (NWS)

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

Alternate communication

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

Declaring a state of local emergency

When an emergency⁹ occurs and extraordinary powers from the Act are required to effectively coordinate the response, a state of local emergency may be declared (**s68**). AA declaration is not required to activate CDEM plans and resources, and not all emergency events require a declaration.

Where possible, prior to the decision to declare an emergency, consultation with NEMA through the Regional Emergency Management Advisor (REMA) occurs. Additionally, where possible, all impacted agencies and organisations are consulted including emergency services, iwi, and any impacted lifeline and welfare providers.

The person (as specified in **s25** of the Act) who makes a declaration must immediately give notice to the public by any means of communication that is reasonably practicable in the circumstances and must ensure that the declaration is also published in the [Gazette](#) (the official Government newspaper) as soon as practicable.

A state of emergency comes into force at the time and date that a declaration is made and expires seven days after coming into force unless terminated prior. Before a state of emergency expires, a person authorised by **s25** of the Act to make a declaration of local emergency for an area may, by declaration, extend the state of emergency as set out in the Act.

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

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

⁹ As defined by the Act (**s4**)

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

The Minister for Emergency Management and Recovery may declare a state of local or national emergency under **s69** of the Act. Under **s69** the Minister can declare a state of local emergency for the period between the public notification of election results in the local authority elections and the swearing-in of new elected representatives.

If a state of national emergency is declared by the Minister for Emergency Management and Recovery any other state of emergency, then in force in the area to which the State of National Emergency applies, ceases to have effect **s16 (3)**. Under **s66** of the Act the Minister for Emergency Management and Recovery may declare a state of national emergency exists over the whole of New Zealand or any area or district. Transition periods are covered in the 'Recovery' section of this document.

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

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Event debrief and reporting

There will be a debrief at the conclusion of any event for which there has been an activation of the Group EOC. The debrief process will be managed by the Group office on behalf of the Coordinating Executive Group, who will report the findings to the Nelson Tasman CDEM Group. A copy of the findings will be communicated to all relevant agencies involved in the event. Findings will be incorporated into the Nelson Tasman CDEM Group corrective action plan as appropriate.



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Recovery – Supporting communities to rebuild and increase their disaster resilience



Introduction

Recovery is the coordinated efforts and processes to bring about the immediate, medium- and long-term holistic regeneration and enhancement of a community following an emergency. Recovery is not just about what happens after an emergency. How well we recover from events will depend on how well we have prepared to recover. Depending on the nature, scale and complexity of the emergency, recovery may take a short time or many years, possible decades. Recovery not only needs to be holistic (considering the four pou – social, economic, natural, and built environments), it must also address the long-term. The role of the Nelson Tasman CDEM Group is to plan for and carry out recovery activities including the coordination of, and collaboration with, partners for effectiveness. This section of the Nelson Tasman CDEM Group Plan provides a high-level overview of recovery planning. The Nelson Tasman CDEM Group Recovery Plan (2021) provides more detail on this planning and the actions that need to occur after a significant emergency event so that recovery can be established quickly and effectively.

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The transition to recovery

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

The Act (**s94B**) provides for CDEM Groups to give notice of a transition period following an emergency, where a state of local emergency has been declared. Notice is given by a person authorised by **s25(1)(b)** to do so. Where a transition period is required following a non-declared emergency an application to the Minister for Emergency Management and Recovery is required. The Minister for Emergency Management and Recovery can also give notice of a local or national transition period. Guidance for CDEM Groups on requirements relating to local transition periods can be found [here](#).

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

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

Local transition periods have a maximum duration of 28 days. They may be extended one or more times (for a further 28 days) or terminated at any time. If a local transition period is extended three or more times, the person who has extended the period must give the Minister a copy of the Notice at the same time notifying the public. A transition notice can apply to one or more districts within the Nelson Tasman CDEM Group area.

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

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

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Recovery principles

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

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

The Group Recovery Plan

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

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

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

The exit from recovery

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

More information about the transition to business as usual and exit strategy can be found within the Nelson Tasman CDEM Group Recovery Plan (2021).

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Working in partnership

Engaging Māori and iwi in recovery

Iwi and marae have a critical role in supporting the welfare of hapū and whānau during and following an emergency. For information about the role of Tangata Whenua in recovery, please refer to the Nelson Tasman CDEM Group Recovery Plan (2021).

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

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

What we want to achieve – Recovery

The following objectives outline what the Nelson Tasman CDEM Group would like to achieve over the course of 2025-2030. The ability to achieve these objectives is dependent on available resources and the frequency, size, and duration of emergency events impacting the Nelson Tasman region.

Strategic objective	Activities to support objective	Where we want to be by 2030
1. CDEM Partners to participate in a strategic, resilient approach to recovery planning integrated across 'Reduction', 'Readiness' and 'Response'.	a. Build and maintain key relationships and work collaboratively to: <ul style="list-style-type: none"> • Understand roles and responsibilities. • Maintain an engaged, transparent, and collaborative culture. • Participate in meetings, workshops and proactively engage. 	A clear plan for the coordination of Recovery is in place and understood by all partners.
	b. Take account of regional hazards and risks, that considers the outcomes of the Group's risk assessment.	
	c. Recognise long-term priorities and opportunities to build back better.	
	d. Promote consideration of the impacts of climate change.	
	e. Recognise the importance of culture to resilience.	
	f. Ensure people and communities are at the centre of recovery processes.	
	g. Listen to the community voice.	
2. Deliver an effective recovery response.	a. Continue to build and maintain the capability and capacity of the CDEM and Council(s) recovery workforce.	Unitary authorities and key partners understand their role in leading recovery and have effective arrangements in place to support delivery of recovery activities to our communities following a major event.
	b. CDEM Partners are responsible for providing appropriate representation and staff throughout the response and recovery (including Councils).	
	c. Adhere to protocols and procedures including Te Tiriti o Waitangi for recovery.	



Monitoring and evaluation

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

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

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

The main objectives of monitoring and evaluation are to:

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

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

Governance

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

CDEM Group Office

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

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APPENDICES



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Appendix A: Acronyms

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

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

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Appendix B: Definitions

AF8

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

The Act

The Civil Defence Emergency Management Act 2002 (CDEM Act)

Emergency

As per the CDEM Act (2002) Part 1(4) means a situation that:

- Is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and
- Causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in Aotearoa New Zealand or any part of Aotearoa New Zealand; and
- Cannot be dealt with by emergency services, or otherwise requires a significant and coordinated response under the Act.

Civil Defence Emergency Management

Civil Defence Emergency Management:

- Is the application of knowledge, measures, and practices that are necessary or desirable for the safety of the public or property; and
- Is designed to guard against, prevent, reduce, recover from, or overcome any hazard or harm or loss that may be associated with any emergency; and
- Includes, without limitation, the planning, organisation, coordination and implementation of those measures, knowledge, and practices.

Civil Defence Emergency Management Group (CDEM Group)

A joint committee (JC) of the Nelson City and Tasman District Councils, established in accordance with s12 the Act 2002. The CDEM Group sets the vision, goals and high level arrangements for the Civil Defence Emergency Management Group Plan.

Civil Defence Emergency Management Office

Carries out such functions as are assigned to it by the CDEM Group.

Coordinating Executive Group (CEG)

The Co-ordinating Executive Group, established under s20 of the Act. Comprised of representatives from Nelson and Tasman councils and emergency groups. Functions include providing advice to the CDEM Group and any sub-groups of the CDEM Group; co-ordinating and overseeing as appropriate the implementation of decisions of the Group by the Group CDEM Office or by individual members; and overseeing the development, implementation, maintenance, monitoring, and evaluation of this Plan.

Co-ordinated Incident Management System (CIMS)

The framework to assist in effective, efficient and consistent response to an incident / emergency management.

Emergency Services

The New Zealand Police, Fire and Emergency New Zealand, and providers of health and disability services.

Group Emergency Operations Centre (Group EOC)

Means the established facility where the response to an event may be managed and supported.

Group Controller

The person appointed Group Controller under s26 of the Act with those functions set out in s28 of the Act. The Group Controller must, during a state of emergency for the area for which the Group Controller is appointed, direct and coordinate the use of personnel, materials, information, services, and other resources made available by other departments, CDEM Groups, and other persons.

Group Plan

Means a plan prepared and approved under s48 of the Act.

Group Recovery Manager

The person appointed as a Group Recovery Manager under s29 of the Act.

Hazard

Means something that may cause, or contribute substantially to the cause of, an emergency.

Hui

Meaning to gather, congregate, assemble or meet.

Incident Control Point (ICP)

The facility where site response to an incident is managed and controlled.

Joint Committee (JC)

The Group established under s12 of the CDEM Act 2002.

Lead Agency

Means the organisation with the current responsibility for managing an emergency as per the National CDEM Plan.

Local Emergency Operations Centre (Local EOC)

The facility where local coordination of an event or emergency may be managed from.

Lifeline Utility

Means an entity named or described in Part A of Schedule 1, or that carries on a business described in Part B of Schedule 1.

Local Controller

Is the person appointed local controller under s27 of the Act and with the delegations listed in Part 5.

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Mahi

Meaning to work, do, perform, make, accomplish, practise, raise (money).

Minister

Means, subject to any enactment, the Minister of the Crown who, with the authority of the Prime Minister, is for the time being responsible for administration of the Act.

National Coordination Centre

Based in Wellington and staffed by members of NEMA who generally work from the NCMC. Other agencies will have their own NCC's staffed by their own staff.

National Crisis Management Centre (NCMC)

A secure, all-of-government coordination centre used by agencies to monitor, support or manage a response at the national level.

National Welfare Coordination Group (NWCG)

Provides strategic oversight for the planning and development of integrated welfare services. The NWCG provides coordination at the national level, and support to CDEM Groups at the regional level.

Readiness

Means developing operational systems and capabilities before an emergency happens, including self-help and response programmes for the general public, and specific programmes for NEMA, CDEM Groups, local authorities, emergency services, lifeline utilities, and other agencies'.

Recovery

Means the coordinated efforts and processes used to bring about the short, medium, and long-term holistic regeneration and enhancement of a community after a civil defence emergency.

Recovery Manager

Means the National Recovery Manager, a Group Recovery Manager, or a local Recovery Manager, and includes any person acting under the authority of the National Recovery Manager, a Group Recovery Manager, or a Local Recovery Manager

Recovery Taskforce

Leads the regional recovery activity under this Plan and comprises of approximately 6 personnel, chaired by the Recovery Manager.

Reduction

Means identifying and analysing risks to life and property from hazards, taking steps to eliminate those risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an acceptable level.

Response

Means the actions taken immediately before, during, or directly after a civil defence emergency to save lives and property, and to help communities recover.

Risk

Means the likelihood and consequences of a hazard.

Standard Operating Procedure (SOP)

Refers to a document describing a formally established set of operational procedures that are the commonly accepted method for performing certain emergency management tasks.

Transition Period

Means a national transition period or local transition period.

Welfare Coordination Group (WCG)

A collective of welfare services agencies that provides a mechanism for collaboration and coordination between agencies to plan for and establish arrangements for the effective delivery of welfare services and develops work programmes.

Whānau

Meaning extended family, family group, a familiar term of address to a number of people - the primary economic unit of traditional Māori society. In the modern context the term is sometimes used to include friends who may not have any kinship ties to other members.

4Rs

Means the Aotearoa New Zealand approach to emergency management: Reduction, Readiness, Response, and Recovery.



Appendix C: References

Available online

AF8 SAFER (South Island/Te Waipounamu Alpine Fault Earthquake Response) Framework

<https://af8.org.nz/media/tmkaaiwe/af8-safer-framework-2018-lr.pdf>

AF8 [Alpine Fault magnitude 8] website

<https://af8.org.nz/>

CDEM Group Planning [DGL 09/18]

<https://www.civildefence.govt.nz/cdem-sector/guidelines>

Civil Defence Emergency Management Act (2002)

<https://www.legislation.govt.nz/act/public/2002/0033/51.0/DLM149789.html>

Coordinated Incident Management System (CIMS): Third Edition

<https://www.civildefence.govt.nz/assets/Uploads/documents/cims/CIMS-3rd-edition-FINAL-Aug-2019.pdf>

Logistics in CDEM [DGL 17/15]

<https://www.civildefence.govt.nz/cdem-sector/guidelines/logistics-in-cdem>

National Civil Defence Emergency Management Plan Order (2015)

<https://www.legislation.govt.nz/regulation/public/2015/0140/latest/DLM6486453.html?src=qs%20>

National Disaster Resilience Strategy (2019)

<https://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-disaster-resilience-strategy>

Nelson City Council: Fault lines

<http://www.nelson.govt.nz/environment/nelson-plan/natural-hazards/faults-line/>

NEMA Recovery framework and guidance

<https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery/recovery-framework-and-guidance>

Risk Assessment: Guidance for CDEM Group Planning [DGL 23/22]

<https://www.civildefence.govt.nz/cdem-sector/guidelines>

Strategic Planning for Recovery [DGL 20/17]

<https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guidelines/directors-guidelines/20/17-strategic-planning-recovery/Strategic-Planning-for-Recovery-DGL-20-17.pdf>

Tasman District Council: Earthquake faults

<https://www.tasman.govt.nz/my-region/environment/environmental-management/natural-hazards/earthquake-faults/>

Te Taihū Intergenerational Strategy

<https://www.tetauihu.nz/#mihi-welcome>

Te Tiriti o Waitangi | The Treaty of Waitangi

<https://www.tepapa.govt.nz/discover-collections/read-watch-play/maori/treaty-waitangi/treaty-close/full-text-te-tiriti-o>

The Guide to the National Civil Defence Emergency Management Plan (2015)

<https://www.civildefence.govt.nz/assets/Uploads/documents/publications/guide-to-the-national-cdem-plan/Guide-to-the-National-CDEM-Plan-2015.pdf>

The New Zealand Gazette

<https://gazette.govt.nz/>

Tsunami evacuation zones

<https://www.nelsontasmancivildefence.co.nz/tsunami-evacuation-maps/tsunami-maps/>

Nelson Tasman CDEM Group:

- Website: <https://www.nelsontasmancivildefence.co.nz/>
- Facebook page: <https://www.facebook.com/nelsontasmancivildefenceandemergencymanagement>

Available on request

Nelson Tasman CDEM Group:

- Reduction Committee Terms of Reference
- Readiness and Response Committee Terms of Reference
- Recovery Committee Terms of Reference
- Public Education and Public Information Committee Terms of Reference
- Welfare Coordination Group Terms of Reference
- Lifelines Committee Terms of Reference
- Welfare Plan (2019)
- Recovery Plan (2021)
- Hazard Summaries
- Lifelines Project Vulnerability Assessment
- Fuel study
- Community Response Plans
- Annual work programme

NEMA Partnership Charter

Te Taihū o Te Waka a-Māui Emergency Strategy (2022-2027)

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6.2 PRESENTATION: NATIONAL EMERGENCY MANAGEMENT AGENCY

Report To: Nelson Tasman Civil Defence Emergency Management Group
Meeting Date: 27 November 2024
Report Author: Joe Kennedy, Manager Emergency Management
Report Authorisers: Joe Kennedy, Manager Emergency Management
Report Number: REMC24-11-1

1. Presentation / Whakatakotoranga

An update presentation will be provided by the National Emergency Management Agency. Supporting documentation is attached to this report (**Attachment 1**).

2. Attachments / Tuhinga tāpiri

1. [↓](#) NEMA supporting documentation

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National Emergency Management Update

Nelson Tasman CDEM Group Joint Committee Meeting
27 November 2024

Government's Response to the Recommendations in the NISWE Inquiry

On the 10th October the Government released its [long-term vision to strengthen New Zealand's emergency management system](#), in response to the recommendations in the Government Inquiry into the Response to the North Island Severe Weather Events (NISWE). Key points to note are:

- Early next year, the Government will make further decisions on how it will give effect to its long-term vision. Many teams across NEMA will be working to provide advice, particularly on scoping for these decisions.
- This is an ongoing work programme, and a lot of detail is yet to come out.
- NEMA has already made progress in many areas, including starting work on a new Bill, increasing our response capability and broadening our National Controller cohort.
- NEMA looks forward to supporting the Government as it implements its changes to the system. After many reviews and inquiries, we now have an overall direction of travel.

Consultation on the updated Tsunami Evacuation Zones Director's Guideline

NEMA has invited external stakeholders to review and provide feedback on the draft Tsunami Evacuation Zones Director's Guideline (DGL). This Director's Guideline outlines the new national approach for tsunami evacuation zones – this is using one blue tsunami evacuation zone for public facing maps. This direction was previously communicated by the Director of Civil Defence Emergency Management and is available on NEMA's [website](#).

The guideline covers a range of issues including:

- how to develop one tsunami evacuation zone and how to use it during an event.
- what tsunami evacuation routes are and how to create them.
- what to include on maps to communicate tsunami evacuation zones effectively.
- and how to undertake community engagement for tsunami evacuation.

Feedback is required by 20 December 2024.

Review of Reviews

- NEMA has published [NEMA's Review of Reviews: 2023 North Island Severe Weather Events Report](#). The Review of Reviews identifies common themes based on a range of reports on the emergency management response to the January 2023 Auckland Flooding Event and/or Cyclone Gabrielle.
- NEMA undertook this work to identify common themes from the various reviews into these events and inform the Government response to the Government Inquiry into the Response to the North Island Severe Weather Events. This work also provided an opportunity to pilot the processes used to conduct any future review of reviews projects, and identify a common theme set that could be considered as a national theme set.
- The main findings are:
 - There were no surprises that emerged as the reports were analysed. The findings reflect those of the Report of the Government Inquiry into the Response to the North Island Severe Weather Events.



- There were six main themes identified. These are: Communities; command, control and coordination; operations; resources; capability development; and corporate governance.
- Without a mechanism to share lessons and consistent application of themes the process for drawing out a common set of themes from such a varied set of reports was challenging.
- NEMA will work with stakeholders to develop lessons management guidance, a set of national themes and develop a process to share and collate lessons from across agencies.

National Fuel Plan

- The recently updated (August 2024) National Fuel Plan has been published on the NEMA website [National Fuel Plan » National Emergency Management Agency \(civildefence.govt.nz\)](https://civildefence.govt.nz/national-fuel-plan)
- Some major updates include the introduction of Minimum Stockholding Obligations in the fuel industry (Improving Fuel Resilience) Amendment Act 2023 and, an aviation specific section has also been added.

Directors Guidelines for Emergency Management Sector Deployments

- The new Director's Guideline for Emergency Management Sector Deployments has been released and published on the NEMA website [EM Sector Deployments DGL](#)
- This guideline provides a consistent approach to the deployment of CDEM Sector Surge staff from local and regional councils, NEMA, and other agencies to CDEM coordination centres. It provides best practice guidance around deployments, taking into account the health, wellbeing, and fatigue management of deployed staff.

Space Weather

- The NEMA Space Weather Programme Team is currently working on the delivery of a National Space Weather Response Plan which will replace the [Interim Response Plan](#).
- The Plan is a national level hazard-specific planning product which coordinates the actions of response agencies and key stakeholders immediately after receiving an alert of a space weather event, specifically if it is earth-directed and there is a realistic expectation there will be disruptions to critical infrastructure. It does this by:
 - clarifying roles and responsibilities of key agencies and stakeholders,
 - presenting operational phases for immediate response,
 - providing a structure for information sharing, and
 - providing content for public information management.
- The team is also supporting the concurrent system wide activities, including the meetings of the National Hazards Board.

Starlink

- NEMA is currently finalising an agreement to offer high-speed satellite communication services powered by Starlink. This service will enable NEMA to operate as authorised users of Starlink services, with plans to extend access to various central and local government agencies across New Zealand.
- NEMA recognises the critical need for resilient and reliable communication during emergency situations. The new Starlink service will significantly enhance New Zealand's emergency communications capabilities.



- NEMA is taking a phased approach to ensure all legal and operational requirements are met, allowing for a smooth rollout of Starlink services to government partners.
 - **Phase 1:** NEMA are collaborating with FENZ, NZTA, and Canterbury CDEM to conduct thorough testing of the service platform before wider deployment (October / November 2024).
 - **Phase 2:** Upon successful completion of Phase 1, NEMA will extend the service to all CDEM groups, aiming for a rollout by the end of November 2024 and continue over the course of 12 months. As this progresses the time required for each group may reduce significantly.
 - **Phase 3:** By the end of 2024, and based on the success of earlier phases, NEMA plan to extend the service to select central government partners, offering early testing and onboarding opportunities to those involved. This is likely to proceed concurrently with the CDEM roll out however, dependant on the success of Phase 1 and the early stages of Phase 2.

NEMA Staffing Changes

- Wendy Wright, National Controller has been appointed to the role of Manager, National Operations as a secondment for 18 months. She will continue the role of National Controller.
- Magnus Latta has been appointed to the role Manager, Regional Partnerships and commenced work on 26 August. Replacing Kathrine Biggs who has been in an acting role for the last 12 months. Magnus joins NEMA from the Ministry of Business Innovation and Employment where he was the programme lead for the Mass Arrivals Response Plan Review.
- Dwain Hindriksen has been appointed as Manager, Planning & Sector Partnerships. Dwain joins us from Ministry for Primary Industries. In addition to his day job, he has been appointed the lead for the Space Weather Programme at NEMA.

Shake Out 2024 (Thursday 24 October)

- ShakeOut provides us with an opportunity to think about preparedness in our homes, workplaces, schools, and the places in our communities that are important to us.
- We encourage you to engage communities, schools, workplaces and whānau in your regions to get involved or host your own Shakeout Day event.
- For more information and to register, visit <https://getready.govt.nz/involved/shakeout>.

Mike Gillooly | Senior Regional Engagement Advisor
National Emergency Management Agency Te Rākau Whakamarumarū

6.3 NELSON TASMAN EMERGENCY MANAGEMENT OFFICE STATUS UPDATE

Report To:	Nelson Tasman Civil Defence Emergency Management Group
Meeting Date:	27 November 2024
Report Author:	Joe Kennedy, Manager Emergency Management
Report Authorisers:	Joe Kennedy, Manager Emergency Management
Report Number:	REMC24-11-5

1. Purpose of Report

- 1.1 To receive a status update from the Nelson Tasman Civil Defence Emergency Management Office.
- 1.2 A full report (**Attachment 1**) and relevant documents (**Attachment 2**) are attached to this report.

2. Recommendation

That the Nelson Tasman Civil Defence Emergency Management Group

- 1. receives the Nelson Tasman Emergency Management Office status update report.**

3. Attachments

1. ↓	Status update report	281
2. ↓	Supporting documentation	296

Status update - Nelson Tasman Emergency Management (NTEM) Office Work Programme

Nelson Tasman CDEM Group Joint Committee Meeting – November 2024

This NTEM work programme status update has been prepared for the Nelson Tasman CDEM Group meeting on Wednesday 27 November. It includes a high level summary of key current NTEM activities being undertaken to achieve the goals detailed in the NTCDEM Group Plan.

GOAL 1: BUILD STRONG, SAFE, RESILIENT COMMUNITIES

Individuals and communities are ultimately responsible for their own safety and the security of their livelihoods. They must also be prepared to look after themselves and their immediate neighbours after an emergency depending on the size and nature of the hazard event. This will require the community to:

- Understand the risks they face and have taken practical steps to reduce them
- Be prepared, know what to do and have the confidence to help themselves and others in an emergency
- Be well informed prior to and during events to enable decision making
- Organise and participate in Community Response and Recovery Planning

GOAL 2: REDUCE THE RISK OF HAZARDS

Reducing the impacts of hazards is an important first step towards realising a resilient Nelson Tasman region. Many impacts can be reduced through measures such as:

- Building controls and/or land use planning through the use of various plans and legislation such as the Resource Management Act, Long Term Plan, District Plans, Regional Plans, Regional Policy Statements
- Central government policy and implementation e.g. managing the effects of climate change and options such as managed retreat
- Resilient critical infrastructure
- Careful and secure location of critical services and infrastructure

GOAL 3: ENHANCE RESPONSE AND RECOVERY CAPABILITY

Notwithstanding the effort that has gone into reducing the impacts and improving the self-reliance of the community, emergencies will occur and the region needs to be in a position to be able to respond to and recover from them. An effective response and recovery capability is one in which coordination is timely and efficient such that the community is supported and is able to recover in the best way possible.

This requires:

- Integrated planning by all agencies with a role to play in responding to and recovering from emergencies
- A high level of cooperation and information sharing between responding agencies
- A clear understanding of respective roles and responsibilities during and after an emergency
- Recognition of the increased importance attached to strategic recovery planning

Overarching documents:

- Civil Defence Emergency Management Act 2002 [HERE](#)
- Nelson Tasman Emergency Management Group Plan 2018 [HERE](#)
- Nelson Tasman Emergency Management Work Programme [ATTACHED](#)

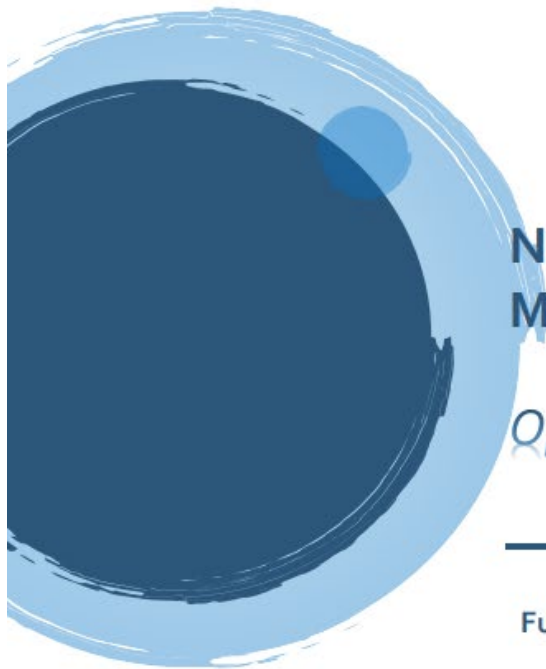
Key current work programme activities

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Goal #2 – Reduce the risk of hazards	6
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Workplan activity status update scale:

On track	Minor delays	Ongoing delays	No progress	Completed
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Operations at a glance



Nelson Tasman Emergency Management

Operations at a glance



Yes



No

Full complement of staff

Comment – Nil.



On track with work programme

Comment – Nil.



Predicted out-turn on budget

Comment – Unbudgeted expenditure has occurred though this is tracking to be accommodated for within existing budget lines



Number of council trained Group EOC personnel (NCC and TDC)

265



Goal #1 – Build strong, safe, resilient communities

Activity / Project	Starts	Due	Status
CDEM Group Plan 2018 update	July 2023	November 2024	Minor delays
Description	Notes on status		
The Nelson Tasman CDEM Group Plan is required to be reviewed and updated every five years as per the requirements placed upon CDEM Groups within the CDEM Act 2002. The plan was last reviewed in 2018.	Public consultation has occurred and submissions are being collated ahead of a meeting of the NTCDEM Group Joint Committee on 27 November.		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> Hearings and Deliberations – 27 November 2024 Plan circulated to the Minister for Emergency Management and Recovery - between November 2024 – April 2025 Adoption - April 2025 	<ol style="list-style-type: none"> Preparations to facilitate informed Hearing and Deliberation discussions scheduled for 27 November 2024 		
Output(s)			
An updated Nelson Tasman CDEM Group Plan is adopted.			
Potential risk(s)	Mitigation		
The capacity for partners to provide contributions in time to meet project deadlines.	Regular communication with partners to ensure delays and issues can be resolved in a timely manner.		
Recommendation(s)			
Nil.			
Author / Contact: Jim Tetlow (Toa Consulting) / Joe Kennedy			

Activity / Project	Starts	Due	Status
Community Emergency Preparedness Planning	April 2023	May 2024	On track
Description	Notes on status		
The design, development and socialisation of a Community Emergency Preparedness Plan (CEPP) template and accompanying 'How to' guide to empower and enable communities to prepare their own plan to support their community in the preparation for, and response to, emergency events. They will also serve to provide NTEM with valuable response information.	<p>The template and guide have been developed with a 'soft launch' undertaken in late 2023.</p> <p>Widespread promotion of the CEPP is underway with the following communities currently actively working on the development of a plan:</p> <ul style="list-style-type: none"> Tapawera Wakefield Mapua Murchison Collingwood Ligar Bay Onekaka 		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> 1. Continue to coordinate and support community leads with CEPP development 2. Continue to advocate and identify new community locations 3. Explore additional opportunities to promote CEPP 4. Undertake a social media campaign 5. Support communities who show interest in developing a plan 	<ol style="list-style-type: none"> 1. Community buy in and resource to put towards CEPP development and oversight 		
Output(s)			
Community Emergency Preparedness Plans are being widely used by communities across Nelson Tasman.			
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> 1. Limited uptake of the plans by communities 2. Lack of agency/partner buy in 3. Lack of EM Office capacity to support demand 	<p>Regular marketing across multiple platforms to address differing demographics</p> <p>Regular communication and engagement with partners</p>		
Recommendation(s)			
Nil.			
Author / Contact: Kathy King			

Goal #2 – Reduce the risk of hazards

Activity / Project	Starts	Due	Status
Hazard risk assessments	March 2022	June 2027	Minor delays
Description	Notes on status		
Following the release of guidelines for undertaking risk assessments by the National Emergency Management Agency, NTEM is in the process of re-assessing our regional risk profile by undertaking a series of workshops to assess regional risk of key hazards.	<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"> Secure budget and engage contractor Develop, in partnership with iwi, a workshop agenda Send out workshop placeholders Undertake workshop Collate information and populate the Risk Analysis and Summary Tool Disseminate information to partners and stakeholders Incorporate information in Group Plan 2030 	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"> Stakeholder and partner buy in, availability and capacity EM staff capacity Project prioritisation against other 'high profile' projects 	<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			

Goal #3 – Enhance response and recovery capability

Activity / Project	Starts	Due	Status
Regional Exercise December 2024	July 2024	December 2024	On track
Description	Notes on status		
<p>The Nelson-Tasman Emergency Management Group is conducting a Group-wide functional exercise in early December to facilitate wider understanding of response requirements for a major cyclone and flooding event.</p> <p>The exercise will be delivered utilising injects to prompt multi-agency coordination and response planning activities. The outputs from the exercise will be utilised to inform future planning for cyclone events that occur within the region.</p>	<p>The regional exercise was endorsed by CEG at its meeting on 3 July. Exercise scoping has been completed with further exercise development work well underway.</p>		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> 1. Identification of Exercise ‘players’ 2. Development of the detailed scenario 3. Creation of Exercise Injects 4. Development of Key Performance Indicators (KPI’s) 5. Creation of exercise documentation (Exercise Coordination Instruction, Observer Packs etc) 6. Preparation of systems and materials to run exercise 7. Briefing of exercise control staff 8. Coordination of exercise play 9. Undertake Exercise debrief activities 	<p>Communication and understanding of Exercise roles, responsibilities and expectations amongst Exercise participants</p>		
Output(s)	<p>Nelson Tasman CDEM Group members and Group Emergency Operations Centre personnel are familiar with the requirements for cyclone response within the region.</p>		
Potential risk(s)	Mitigation		
<p>NTEMs capacity to undertake exercise planning and response objectives.</p> <p>Regional partner and agency capacity to accommodate Exercise objectives.</p>	<p>Regular communication to minimise issues and facilitate resolution in a timely manner.</p>		
Recommendation(s)	<p>Nil.</p>		
<p>Author / Contact: Kay Anderson</p>			

Activity / Project	Starts	Due	Status
IT Improvements Project	July 2021	February 2025	On track
Description	Notes on status		
The IT improvements project serves to achieve a fit for purpose NTEM technology solution to meet the demands of business as usual and response activities.	The 'go live' date of 12 August 2024 was achieved, with a new NTEM tenancy solution now in place. Devices have been deployed and training provided.		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> Further development and integration of components for the NTEM tenancy Determine ongoing support model 	Continued overarching project management and project momentum		
Output(s)	A fit for purpose NTEM technology solution is in place with appropriate support mechanisms.		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> Project stakeholder buy in, availability and capacity EM staff capacity Project prioritisation against other 'high profile' projects 	<ol style="list-style-type: none"> Regular communication with project stakeholders. Continued advocacy and sound project management practices Robust EM Office work programming Continued advocacy and sound project management practices 		
Recommendation(s)	Nil.		
Author / Contact: Luci Swatton			

Activity / Project	Starts	Due	Status
Emergency Response Coordinated Source of Truth	Not yet started	N/A	Ongoing delays
Description	Notes on status		
To develop and implement a system to coordinate the data that multiple partners hold in their own systems. This will serve to provide a regional understanding of the impacts and needs and would track impacted residents' journeys through 'the system'.	Lack of resourcing amongst stakeholders has attributed to project delays. A basic Project Proposal has been completed. Nelson City Council resource has been assigned and stakeholder discussions have commenced. Internal NCC supporting systems (GIS) are under development.		
Upcoming Task(s)	Critical Components		
TBC	TBC		
Output(s)	A secure and trusted tool to coordinate and consolidate electronic data streams has been developed and successfully integrated, implemented and utilised across response partners and agencies.		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> 1. Project stakeholder buy in, availability and capacity 2. EM staff capacity 3. Project prioritisation against other 'high profile' projects 4. Availability of budget 	<ol style="list-style-type: none"> 1. Regular communication with project stakeholders. Continued advocacy and sound project management practices 2. Robust EM Office work programming 3. Continued advocacy and sound project management practices 		
Recommendation(s)	Nil.		
Author / Contact: Luci Swatton			

Activity / Project	Starts	Due	Status
NTEM Group Response Personnel Capability	Ongoing	N/A	On track
Description	Notes on status		
In accordance with the Guide to Group Emergency Operations Centre (GEOC) staffing, enhance and maintain the number of trained staff from Nelson City Council (NCC) and Tasman District Council (TDC).	<p>At the time of writing 120 NCC (up from 115) and 145 TDC (up from 136) staff and 32 non-council staff have had a minimum of ITF intermediate training or equivalent and would therefore be eligible to fill Group EOC roles during response.</p> <p>D4H training has been delivered to 255 trainees this calendar year, with 285 personnel receiving a video recording of the training. Additionally, two iwi D4H in-person training sessions have been delivered to approximately 15 people.</p>		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> ITF Intermediate (27/28 and 29/30 August) Public Information Management function specific (10 September) Planning and Intelligence function specific (24 September) Operations function specific (25 September) Welfare function specific (26 September) Logistics function specific (27 September) 	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"> Availability of staff to attend courses Access to NEMA approved trainers Access to budget Staff turnover 	<ol style="list-style-type: none"> Continued liaison and advocacy with Council management Identify alternate trainers Continue to advocate to the Tertiary Education Commission fund via NEMA for an increase in our funding allocation 		
Recommendation(s)			
Nil.			
Author / Contact: Kathy Solly			

Activity / Project	Starts	Due	Status
Cordon Management	July 2023	December 2023	Ongoing delays
Description	Notes on status		
Strategic/operational guidance is needed to assist response and recovery decision making regarding the implementation, management and disestablishment of cordons.	This is a joint NTCDEM and Canterbury CDEM project. A 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"> Await the completion of the Canterbury based multi-agency working group review Amend draft Cordon Management SOP for the Nelson Tasman region Arrange and facilitate an Emergency Service workshop hui (inc. MPI) Socialise SOP amongst relevant stakeholders and partners for comment Review comments, amend and finalise SOP Socialise SOP with operational personnel Test, exercise and review the SOP 	Stakeholder engagement		
Output(s)	A Cordon Management SOP has been developed, socialised and implemented.		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> Project scope creep Disparate approach to cordon management amongst partners and agencies Availability of human resources 	Regular communication with partners to ensure delays and issues can be resolved in a timely manner. Work programme prioritisation Clear project parameters		
Recommendation(s)	Nil.		
Author / Contact: Kay Anderson			

Activity / Project	Starts	Due	Status
Engagement of Professional Services during Emergency Response	July 2024	June 2025	On track
Description	Notes on status		
NTEM in partnership with Stantec are collaborating on a project supported through the NEMA resilience fund to produce an effective and coordinated professional service delivery of engineering during a CDEM response. The project will also equip the engineering profession with knowledge, and experience in emergency management to better support councils, lifelines and communities.	The project is underway, in line with the NEMA Resilience Fund timeframes. Recently presented the draft framework to the emergency management sector and lifeline utilities to socialise and receive feedback. Will shortly be reporting to NEMA on progress and developing procurement structures.		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> 1. Refinement of the draft framework 2. Socialisation of the framework with partners 3. Development of Procurement Structure for Professional Services Panel 4. Establishment of response and recovery operating policies and procedures 5. Engagement with Engineering NZ 6. Development of training package in alignment with CDEM. 7. Exercise planning and implementation 	Partner and stakeholder buy in/support Willingness from commercial entities to engage with the project NEMA resilience funding Availability of Stantec resources		
Output(s)	A standardised structure/framework through the Response Specialist Panel and Committee to deliver a coordinated professional services response for large scale emergency events.		
Potential risk(s)	Mitigation		
The capacity for partners and stakeholders to provide contributions in time to meet project deadlines. Project scope creep.	Regular communication with partners to ensure delays and issues can be resolved in a timely manner. Regular checks and reporting to ensure staying within project scope.		
Recommendation(s)	Nil.		
Author / Contact: Luci Swatton			

Emergency Management Office administration

Activity / Project	Starts	Due	Status
Emergency Management Office Financial Reporting	July 2024	June 2025	On track

Notes on status

Annual accounts for the year ended 30 June 2024 are attached. Expenses were \$26,844 under budget. Following the renewal of the building lease rental dropped due to the initial term recovering some fit out costs which are now fully paid.

The financial report to September 2024 is attached. The report shows a surplus of \$86,372 which is principally due to timing of operating expenditure, in particular Controllers fees, Satellite communications, Training, and delays in obtaining additional office accommodation.

The Nelson Tasman Emergency Management Annual Plan 2025/26 budget is also attached. Income and Expenditure have been inflated by the rate used by Nelson City Council in their LTP. Capital Expenditure has been adjusted for carry overs from 2024, Inflation for 2025/26 and a correction as a result of a spreadsheet formula error in the LTP summary of \$6,000 for the replacement of five laptops.

Potential risk(s)	Mitigation
The need to respond to and recover from emergency events exceeds budget (we do not budget for response costs), and detracts the ability of the EM Office to deliver other workstream activities and associated expenditure.	N/A

Recommendation(s)

Approves the Nelson Tasman Civil Defence Emergency Management annual accounts June 2024 for presentation to Nelson City Council and Tasman District Council; and

Receives the Nelson Tasman Civil Defence Emergency Management accounts to September 2024; and

Approves the draft Annual Plan 2025/26 budget of the Emergency Management Office for presentation to the Nelson City Council and the Tasman District Council for review and provision of feedback.

Author / Contact: Joe Kennedy

Activity / Project	Starts	Due	Status
independent assessment of Nelson Tasman CDEM Group emergency management capability	2024	2024	On track
Description	Notes on status		
<p>The Ministry of Civil Defence & Emergency Management (now the National Emergency Management Agency) last undertook a capability assessment of the Nelson Tasman Emergency Management Group in 2015. Since this review, professionalism of the CDEM sector has increased, driven by more regular events that are increasingly in the public eye; resultant ministerial enquiries; and subsequent increased expectation, scrutiny, and consequence at national, regional, and local levels. Numerous areas for improvement have been identified across the sector. While the NTCDEM Group undertakes regular debriefs following regional and local responses, the Group has not recently holistically reviewed emergency management performance and business practices across activities before, during, and after emergency events. Debriefs were held following the August 2022 floods, but this was more focused on response capability, and not on wider emergency management workstreams (including reduction, readiness, and recovery).</p> <p>Additionally, work has been completed in recent years to ensure NTCDEM is both people and process led (i.e. not just relying on the right people being in the right place at the right time), but regional and local responses continue to hold 'key person' risks where processes are not documented and there is a reliance on individual experience and knowledge. While response and council business-as-usual practices have worked well historically, these may not be sufficient in future emergencies where impacts could be more severe and widespread. An independent assessment of emergency management capability could provide a comprehensive gap analysis and assist in validating whether emergency management efforts and resources are being prioritised where they are most needed.</p>	<p>Internal council management support has been attained (NCC and TDC) and potential budget identified.</p> <p>A high-level analysis of recent emergency management reviews has been completed and is in final draft.</p> <p>The independent review of the Nelson Tasman CDEM Group emergency management capability is progressing well with regional interviews concluded and a subsequent draft capability assessment report developed.</p>		
Output(s)			
<p>An independent assessment of Nelson Tasman CDEM Group emergency management capability is completed comprising of:</p> <ol style="list-style-type: none"> 1. An independent review of the Nelson Tasman CDEM Group emergency management capability aligned with the National Disaster Resilience Strategy, rather than the previous CDEM Capability Assessment tool. 2. A high level analysis of recent emergency management reviews in order to provide reflections on the emergency management capability of the NTCDEM Group against key themes from these reviews. 3. Support the NTCDEM Group with the development of a Strategic Road Map to integrate existing work programmes with findings/recommendations from the Capability Assessment and high-level findings from recent reviews. 			
Recommendation(s)			
<p>Nil.</p>			
Author / Contact: Joe Kennedy			

Recommendation(s)

That the Nelson Tasman CDEM Group

Receives the Report of the Nelson Tasman Emergency Management Office and its attachments

Nelson Tasman Emergency Management Work Programme July 2024 - June 2025

Vision - A Resilient Nelson Tasman Community

Goal 1 - Build strong safe resilient communities, Goal 2 - Reduce the risk of hazards, Goal 3 - Enhance response and recovery capability

Key

Green – on track for completion in current financial year or as per specified timeframe

Blue - completed this financial year

Amber - the deliverables of the project are at risk of not being completed this financial year or as per specified timeframe

Purple – not programmed

Red – not going to be completed in current financial year or a specified timeframe

Asterisk (*) denotes unscheduled projects of significance. These could have political, operational or reputational risk, significant items resulting from debriefs, national directives (e.g. Directors Guidelines, reviews) or has significant response implications.

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments	Colour Index	Alignment to Goal	
<p>Risk Reduction involves identifying and analysing long-term risks to life and property from hazards, taking steps to eliminate those risks if practicable, and, if not, Readiness is the preparation of operational systems and capabilities prior to an event, to reduce the potential impact or suffering the event may cause and assist with an effective response to, and recovery from, the event or emergency.</p> <p>Response involves actions taken immediately before, during or directly after an emergency to save lives and property and to help communities begin to recover. Response ends when the response objectives have been met or a transition to recovery has occurred.</p>	Hazard Risk Assessment Matrix	Liaise with Councils Climate Adaptation Strategy work	Kay			Ongoing		G		
		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	G		
	Reduction Committee		Lead the planning and facilitation of the Reduction Committee, including the TOR and work programme	Kay	Ros		September 24 February 25 May 25		G	
			Improve, develop and maintain key connections within the reduction space	Kay			Ongoing		G	
	Duty officer competence		Maintain the Duty Officer training register	Luci			Quarterly updates		G	
			Facilitate the running of Duty Officer training sessions	Luci			Ongoing (bi-weekly)		G	
	Duty officer readiness		Review and update the Duty Officer Handbook	Luci			May 25		G	
			Maintain the currency of the Duty Officer handbook including the updating of team members memory sticks when the handbook is updated	Luci			Ongoing		G	
			Ensure correct Duty Contacts are maintained (FENZ, Police, etc.)	Luci			Ongoing		G	
	Operational Readiness Improvements Programme (ORIP)		<ul style="list-style-type: none"> 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		G	
			<ul style="list-style-type: none"> BAU workstreams supporting ORIP - Identification cards - Investigate, develop and implement an identification card system for response personnel including: - Core EM Team - NZ-RT2 Team - Controller's - Duty PIM 	Luci	Kathy		December 24		G	
	Operational Readiness of the GEOC		<ul style="list-style-type: none"> Maintain the Group EOC to ensure its readiness for emergency events, including: - Infrastructure - IT - Systems and Processes 	Luci	Kay		Ongoing		G	
			<ul style="list-style-type: none"> Ensure Group EOC function drawers are kept up to date Set-up GEOC cell phones with D4H, Teams, key contacts, notifications, etc. 	Luci	EM Team		Ongoing		G	
			<ul style="list-style-type: none"> Group EOC staffing Enter into D4H staff training records including contact information and maintain the records 	Kathy	Luci		Ongoing - after each training		G	
	Group EOC in preparation for a response		<ul style="list-style-type: none"> Identify volunteers who are eligible for NEMA Long Service Awards. Complete nominations, get signed off by NCC CD and submit to NEMA for approval. Arrange for presentation of awards. Develop pool of Response Managers 	Kathy			Annually		G	
			<ul style="list-style-type: none"> Support the smooth running of the Group EOC during a response including: - Catering (dehydrated food on site) - Cleaning - H&S Considerations - Resourcing 	Ros	Luci		Ongoing		G	
			<ul style="list-style-type: none"> Prepare for summer shut down period - Availability of response personnel - Readiness of GEOC 	Luci	Ros/Helene		Ongoing		G	
	Group EOC functions		Oversee and coordinate the Safety function catch ups	Ros/Helene			Ongoing		G	
			Oversee and coordinate the Logistics Function catch ups	Kathy			Ongoing		G	
			Oversee and coordinate the Welfare Function catch ups	K2			Ongoing		G	
Oversee and coordinate the Planning Function catch ups			Luci			Ongoing		G		
Professional Services in response		Review methodology for engaging technical experts during an event, eg. Geotechs	Luci	Joe		July 25		G		
Exercising		Manage the overall Nelson Tasman CDEM exercise programme	Kay	Luci		Ongoing		G		
Debriefing		Post exercise or event, carry out hot and cold debriefs	Luci			Ongoing		G		
Corrective Action Plan		Transfer debrief material into a Corrective Action Plan (CAP) and maintain currency	Luci	Joe		Ongoing		G		
		Ensure that the tasks in the CAP are prioritised	Luci			Ongoing		G		
Communications		Work with the Manager, Emergency Management to ensure that the tasks are woven in to the NTEM Work Programme	Luci	Joe		Ongoing		G		
		GEOC Starlink system upgrade to commercial unit - investigated and installed.	Luci			April 25		G		

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Significant Project	Timeframe	Comments	Colour Index	Alignment to Goal
		Maintain an effective contingency communications framework is in place e.g. VHF and sat phone	Luci			Ongoing		G	
		Purchase deployable satellite communications with Starlinks for LEOCs and RT2	Luci			April 25		G	
		Develop and maintain a multi-agency satellite phone testing schedule	Luci			Ongoing (twice yearly)		G	
		Radio Network Maintenance Project - with Andrew and Barry	Luci/Joe	Andrew/Barry (externals)		Ongoing		G	
		Radio Network Improvements Project - determine solutions for improved resilience of repeaters and coverage across the region - implement new solution	Luci			Start date December 24	Completion date TBC	G	
	PIM in response	Develop a check list covering off key actions for PIM to undertake in a response	Paul	Kathy		TBC		G	
		Develop templates for public messaging fliers for several different scenarios		PEPI		TBC		G	
		Develop processes for public messaging into LEOCs from the GEOC (i.e. sharable specific content for local area)		PEPI		TBC		G	
		Develop process for holding inter-agency PIM meetings		PEPI		TBC		G	
		Develop guidelines and templates on running a community meeting		PEPI		TBC		G	
		Review distribution lists for key messages - customer services both councils - Local EOCs - Council hubs		PEPI		TBC		G	
	Local EOCs	Ensure that the Local EOC - Golden Bay is supported in their operational readiness e.g. - Kit/equipment - SOPs - Command and Control Structure - Regular testing of equipment (generators, satphones, radios etc.) - Teams/email accounts	Luci	Kathy/Kay		Ongoing		G	
		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		G	
		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		G	
		Develop and implement the orange contact page and key location model for LEOCs and other community locations and incorporate into Duty Officer documentation.	Kathy	Luci		Ongoing		G	
		Community Frameworks - Generate and implement an annual local IMT engagement including - Local IMT meetings x 2, Local controller catch ups x 2. Facilitate the implementation of Local IMT meeting actions.	Kathy	EM Team		November 2024 February 2025 May 2025		G	
	Deployable EOC (Cyril)	Manage the use of the multipurpose habitation unit, including: - Transport - Storage - Training	Luci			Ongoing		G	
	NEMA working groups	Represent Nelson Tasman EM on Tsunami Reference Group	Luci			As per date set		G	
		Represent Nelson Tasman EM on the National Exercise Programme Governance Group	Kay			As per date set		G	
		Represent Nelson Tasman EM on the Operational Readiness Managers Group	Luci			As per date set		G	
		Represent Nelson Tasman EM on the Emergency Mobile Alert User Group meeting	Luci			As per date set		G	
		Represent Nelson Tasman EM on the CDEM Intelligence Community of Practice	Kay			As per date set		G	
	Cordon management	Participate as a member of the Canterbury CDEM Group cordon project (as required)	Kay			Ongoing		G	
		Develop a clear planning process and approach for the establishment and running of cordons during the response and recovery phases of an event	Canterbury CDEM	Kay		TBC		G	
		Gain inter-agency agreement	Kay	Joe		TBC		G	
		Develop a plan to ensure that a permeable cordon is both safe and benefits the needs of the affected community	Canterbury CDEM	Kay		TBC		G	
	Training	Manage the development and implementation of CDEM training including the CDEM Training Fund Allocations	Kathy			November 24 Annually		G	
		Conduct police checks (where relevant e.g. community and response teams)	Helene	Kathy		Ongoing		G	
		Facilitate IMT sessions including developing the agenda	Kathy	Kay/Luci		4x/year		G	
		Maintain helicopter view of supplementary training and where appropriate organise the training (e.g. PFA, CDC and first aid)	Kathy	Ros/K2		As required		G	
		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)		G	
	R&R Committee	Facilitate the Readiness and Response Committee, including TORs and work programme	Luci	Ros		September 24 February 25 May 25		G	
		Improve, develop and maintain key connections within the readiness and response space	Luci			Ongoing		G	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments	Colour Index	Alignment to Goal
IT & GIS systems and processes	Mass evacuation planning	Organise and facilitate the multi-agency end of year team building exercise half day	Luci/Kathy			Planning for December 25		G	
		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		G	
		Evacuations – who, how, and what changes with different lead agencies - investigate who is responsible for data collection, storing the data, communicating with residents, etc.	Luci/Joe			February 25		G	
	NZ-RT2	Advocate for NZ-RT2 – provide financial, administrative and information sharing liaison	Kathy			Ongoing		G	
		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		G	
		Undertake RT2 Recruitment	Kathy			2 yearly		G	
	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)		G	
		Organise and facilitate annual training with both Council building teams to cover intro to CDEM and EOC.	Luci			December 24		G	
	IT Improvements Project (subject to NCC & TDC IT Project Progress)	Regular catch-up's with infrastructure teams across both Councils	Luci	Ros		Ongoing (six monthly)		G	
		Further build and develop the NTEM tenancy alongside technical experts	Luci			June 25		G	
		Ensure support model for NTEM tenancy is embedded for BAU and response	Luci			January 25		G	
	D4H	Develop Templates for Operations Centre	Luci			Ongoing		G	
		Deliver training across both platforms (Incident Management and Personnel & Training) - EM Team as Administrators - EOC Personnel - Agencies/Partners	Luci			Ongoing		G	
		Online training sessions for Operations Centre platform for all response personnel - inc. recording sessions	Luci			August 24 November 24 June 25		G	
		Attend South Island D4H Group meetings	Luci			As per date set		G	
		Maintain D4H software - updates to templates - user accounts - improvements	Luci			Ongoing		G	
	Information systems in Group and Local EOCs	Maintain oversight of the IT system third party supported projects for GEOC/LEOC	Luci			Ongoing		G	
		Liaise with NCC to assist with set up of NCC Flood chat	NCC	Luci		Driven by NCC		G	
		Purchase of IT Hardware for LEOCs - laptops, phones and Starlinks	Luci	TDC		February 25		G	
		Purchase of IT Hardware for RT2 - laptops, phones and Starlinks	Luci	TDC		February 25		G	
		Develop system for digital collection of data in the field - consider accurate addressing to provide geo-location for GIS plotting	Luci			Awaiting Project Timelines (NCC/TDC IT)		G	
	Data Management	Assist in the development of a Data Management system - Data management of photos/video post response - Develop system for post-event archiving of data and Teams sites - Review information/data collection, display and storage	Luci			Awaiting Project Timelines (NCC/TDC IT)		G	
		Maintain and train the Overarching Response Data tool (whilst the coordinated source of truth is being built)	Luci			Ongoing		G	
		Create system to hold a coordinated source of truth dataset for response - including building data, welfare data, impact assessments, USAR, Geotech, etc.	Luci	Joe		Awaiting Project Timelines (NCC IT)		G	
	GIS and digital technology	Facilitate the bi-monthly IT/IS CDEM meetings	Luci			Ongoing		G	
		Facilitate bi-monthly GIS CDEM meetings	Luci			Ongoing		G	
Attend GEMA meetings as required		Luci			Ongoing		G		
Attend South Island GIS Intel Group meetings		Luci			Ongoing		G		
Access to GIS information in response to those not in the GEOC (situation maps, displays)		Luci	Kay		TBC	Dependent on GIS AGOL Tenancy moving to NTEM.	G		
Catastrophic Events	CDC Data to be updated on EM GIS platform	Luci	TDC		Awaiting Project Timelines (NCC/TDC IT)		G		
	Separate Nelson Tasman region into 'zones' to assist planning and response (see Marlborough CDEM Group 'sector maps' example)	Kay	Joe		June 25		G		
	Develop a software system/process for initial damage impact assessment including devices and training required	Luci			Awaiting Project Timelines (NCC/TDC IT)		G		
	Alpine Fault Rupture (AF8)	Act as liaison with the AF8 project	Joe		Ongoing		G		
	Take part in the AF8 welfare project	K2			Ongoing		G		
Recovery is the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.	Recovery Committee	Maintain membership, set the agenda and maintain the Terms of Reference and work programme for the Recovery Committee	K2	Ros		September 24 February 25 May 25		G	
		Seek councils executive support to identify staff to fulfil roles in a recovery	K2			June 25		G	
	Participate in sector wide Recovery forums to improve, develop and maintain key connections within the recovery space	K2			Ongoing		G		
	Identify potential Recovery function staff to ensure staffing for response is available for the same shift patterns as GEOC including outside normal BAU hours	K2	Kathy		December 24		G		
	Visit and build relationships with local CDEM groups	K2			Ongoing		G		

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Significant Project	Timeframe	Comments	Colour Index	Alignment to Goal	
Welfare is responsible for coordinating and delivering emergency welfare services and resources to affected individuals, families/whānau, and communities.	Civil Defence Centres	Work with Recovery Pou leads to understand job descriptions	K2			June 25		G		
		Develop guidance and templates for transition to recovery planning	NEMA			Ongoing	Draft templates developed. Now awaiting national sector wide review	G		
		Ensure Recovery processes and systems are embedded into the Recovery function, documents are current and accessible in TEAMs	K2			Ongoing		G		
		Lead a Recovery function workshop to familiarise Recovery Function staff with documentation and processes	K2			May 25		G		
		Provide Recovery managers access to webinars, Recovery forums and research	K2			Ongoing		G		
		Build awareness of social recovery with WCG, WOT and Local Welfare Managers to ensure that social recovery functions are understood and planned for	K2			Ongoing		G		
		Maintain currency of resources in CDC boxes	K2			Ongoing		G		
		Maintain up to date data base of facilities and contacts	K2			Ongoing	Annual review November	G		
		Ensure location of CDC flags and Welfare boxes is known by the community and recorded in the asset register	K2			Ongoing	Annual review November	G		
		Maintain currency of Welfare documentation in CDC welfare boxes	K2			Ongoing		G		
	Seek options for filling gaps in the CDC network	K2			Ongoing		G			
	Deliver CDC and a basic needs assessment training for volunteers-Richmond/Nelson	K2	Kathy		February 25		G			
	Deliver CDC and a basic needs assessment training to council staff	K2	Kathy		March 25		G			
	From CDC training sessions identify CDC Supervisors	K2			September 25		G			
	Explore supervisor training options	K2			Ongoing		G			
	Deliver CDC supervisor training Nelson/Richmond	K2			October 24		G			
	Deliver CDC supervisor training Nelson/Richmond	K2			June 25		G			
	Ensure all CDC volunteers are police vetted and information captured on CDC staffing data base	K2	Kathy		Ongoing		G			
	Identify the need and explore options for psychological first aid training for volunteers	K2	Kathy		December 24		G			
Identify the need and explore options for workplace refresher first aid training for volunteers	K2	Kathy		December 24		G				
Sub functions	Develop clear understanding of Needs Assessment purpose, process and develop a strategy for Needs Assessment training	K2				January 25		G		
	Review and update current Needs Assessment SOPs	K2				March 25		G		
	Lead 3.5 sub function clusters (Registration/Needs Assessment, Household goods & services, Emergency accommodation)	K2				Ongoing		G		
	Identify potential Needs Assessment partners and facilitate and lead a Registration and Needs Assessment Subcluster workshop	K2				December 24		G		
EOC welfare team	Continue to encourage the setting up of clusters and writing plans for the remaining 5.5 sub functions	K2				3x/year at WCG committee		G		
	Ensure the operational readiness of the EOC welfare team	K2				Ongoing		G		
Local Welfare Managers	Work with Local Welfare Managers to increase their understanding of their roles and responsibilities.	K2				Ongoing		G		
	Lead the strategic welfare direction for the Nelson Tasman CDEM Group	K2				Ongoing		G		
	Engage with Local Welfare Managers a minimum of four times per annum (Once a quarter)	K2				Ongoing		G		
	Ensure local welfare managers maintain a current volunteer data base	K2				Ongoing		G		
	Support local welfare managers to maintain and grow their local welfare groups	K2				Ongoing		G		
Welfare Committees	Chair and facilitate the Welfare Coordination Group including Terms of Reference and work programme	K2				September 24 February 25 May 25		G		
	Chair and facilitate the Welfare Operational Team	K2				September 24 May 25		G		
	Improve, develop and maintain key connections within the welfare space	K2				Ongoing		G		
Rural Advisory Group (RAG)	Provide a CDEM representative on the RAG	K2				Ongoing		G		
	Provide secretarial support to the RAG	K2				Ongoing		G		
Group Welfare Managers Forum	Attend Group Welfare Managers forum	K2				Ongoing		G		
Local IMTs	Follow up on action points after community visits	Kathy	Joe			Ongoing		G		
Volunteer Management	Identify and build relationships with existing community groups	K2	Kathy			Ongoing		G		
	Ensure CDEM community volunteers feel valued and part of the CDEM team by offering training opportunities as they arise	K2				Ongoing		G		
Additional Items	Lead NTEM office's activity in the welfare space for national and regional engagement	K2				Ongoing		G		
	Regularly attend Community Whanau meetings	K2				Ongoing		G		
	Seek opportunity to speak at Community and Whanau meeting	K2				February 25		G		
	Seek opportunities to promote the development of CEPPs across the region	K2				Ongoing		G		
Community Resilience	Produce a poster to use for promotional purposes	K2				January 25		G		
	Create clear processes for tracking CEPP plans	K2				October 25		G		
	Maintain a data base of CEPP contacts of both complete and incomplete plans	K2				Ongoing		G		
Iwi/Māori Partnership	Relationship/partnership	Increase links with NCC and TDC Kaihāutu	Joe			Ongoing		G		
		Develop and maintain relationships with the 8 iwi General Managers of Te Tau Ihu	Joe	K2		Ongoing		G		
		Explore ways to develop partnership with Te Kotahi o Te Taihū Charitable Trust in CDC training	K2				October 24		G	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments	Colour Index	Alignment to Goal	
Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services.		Visit and build relationships with the four marae of Te Tau Ihu	Joe			April 25		G		
	Committees	Maintain iwi representation on CEG/WCG/CDEM Group	Joe	K2		As per dates set		G		
	Hui	Facilitate and attend Rōpū Tautoko	K2	Joe		Ongoing		G		
	EOC/response	Continue to work with iwi to define the roles and responsibilities within the iwi function	Lorr/Rebecca (external)	Luci		TBC		G		
	Culture	Ensure that the EM Team are culturally aware (via training and presentations)	Ros	Joe		Ongoing		G		
	Lifelines framework	Maintain an effective lifelines framework to meet BAU and response requirements (local and group level needs) and develop liaison with other CIMS functions	Luci			Ongoing		G		
		Embed supplementary Lifeline Utility Coordinators	Luci			Ongoing		G		
	Lifelines committee	Maintain effective group of Lifeline Utility Coordinators	Luci			Ongoing		G		
		Chair and facilitate the Lifelines Committee including Terms of Reference, work programme, agendas and membership	Luci			September 24 February 25 May 25		G		
	Response Handbook/Protocols	Improve, develop and maintain key connections within the lifelines space	Luci			Ongoing		G		
		Maintain a Lifelines Key Contacts List for all stakeholders	Luci			Ongoing		G		
	Public Information	Response Handbook/Protocols	Create a handbook for NTEM Lifelines Utility Coordinator (LUC), including: - SOPs - Command and control structure - Communication/reporting lines	Luci			December 25		G	
		Vulnerability Study	Conduct a review and if required refreshment of the 2016 Nelson Tasman Vulnerability Study	Luci	Contractor/GIS		June 25	Dependent on GIS resources and contractor	O	
		Public education presentations	Facilitate the office's involvement in Public Education talks	Kathy	EM Team		As requested		G	
		Public education videos	Facilitate the PEPI public education videos	Kathy	Helene		Ongoing		G	
Clued Up Kids		Facilitate and organise annual week long Clued Up Kids programme	Kathy	EM Team		Annually - October		G		
AFB Public Education		Assist with facilitating and attend AFB school visits and public meetings with Alice Lake-Hammond	Kathy			June 2025		G		
Shakeout		Facilitate regional Shakeout activities	Kathy	EM Team		Annually - October		G		
PEPI Committee		Lead the planning and facilitation of the PEPI Committee, including the TOR and work programme	Kathy	Paul		September 24 February 25 May 25		G		
		Improve, develop and maintain key connections within the public education and public information space	Kathy			Ongoing		G		
		Facilitate the PEPI campaign calendar	Kathy	Helene		Ongoing		G		
		Develop PEPI Terms of Reference	Kathy			February 25		G		
NPERG		Represent Nelson Tasman on the National Public Education Reference Group (NPERG)	Kathy			Monthly		G		
Health and Safety		Office health and safety	Lead the CDEM Office work in relation to health and safety planning and risk identification - including H&S toolbox talks	Ros	Helene		Monthly		G	
			Represent the EM office on the NCC H&S committee	Ros/Helene			As per dates set		G	
			Develop, maintain and oversee the actioning of the health and safety activity plan, linking it to the Annual Calendar	Ros	Helene		Annually		G	
	Vehicles	Maintaining the (monthly) vehicle checklist	Ros/Helene			Monthly		G		
	Vehicles	Manage the fleet of EM vehicles	Ros/Helene			As required		G		
	Wellbeing	Consider team wellbeing innovation requirements	Ros/Helene			Ongoing		G		
	Workplace Representative election	Liaise with NCC H&S Advisors on the election of a CDEM workplace H&S representative	Helene	Ros		January 25		G		
	Admin support	Provide general administration support	Ros/Helene			Ongoing		G		
	Administration	Committees	Liaise with Minute Secretaries - incl GEG & Group Governance & EA support personnel - and Intepeople	Ros	Helene		As per dates set		G	
			Schedule and calendar the annual committee meeting dates	Helene	Ros		Ongoing - October/December		G	
		Office activity calendar	Create the office activity calendar	Helene	Ros		Ongoing - October/December		G	
			Transfer items from the office activity calendar into EM Admin/team calendars	Helene	Ros		As required		G	
			Oversee the maintenance and actioning of the calendar	Helene	Ros		Ongoing		G	
		Social media	Weekly updates on the Nelson Tasman CDEM Facebook page	Ros/Helene			Weekly		G	
		Continual professional development (CPD)	In consultation with the EM Team, maintain and oversee annual CPD programme for the 2024/25FY	Ros/Helene			June 25		G	
Style guide		Design and facilitate the implementation of an EM Office style guide	Helene	Ros		April 25	Project rescoped to incorporate an 'Office Document Guide'	G		
Promapp		Explore the need for, and if need be maintain updates of Promapp for the EM Office	Helene			Dec 24, as required		G		
Asset register		Review and update the EM office asset register	Ros/Helene			Upon purchase of new equipment		G		
Controller and Recovery Managers breakfast	Schedule and facilitate Controller and Recovery Managers breakfast	Ros	Helene		3 x per annum		G			
	Maintain the Group Controllers Duty calendar	Ros	Helene		Ongoing		G			
	Maintain Controller Documentation - Job Description and other information pack documents used to engage and train Controllers	Ros	Helene		As required		G			

Supporting Rationale	Work Stream	Description / Accountabilities	responsibility (LEAD)	responsibility (SUPPORT)	Significant Project	Timeframe	Comments	Colour Index	Alignment to Goal	
		Schedule annual stipend payments to Controllers prior to EOFY (confirming tax status and issuing p/o for their invoices)	Ros	Helene		April - June 2025		G		
	Council engagement	Conduct bi-annual Council engagement sessions	Ros	Helene		Twice per annum		G		
	EM news for council distribution	Facilitate the provision of four EM items per annum to councils	Ros	Helene		Four times per annum		G		
	Operations room	Set up the GEOC Operations room daily for day to day operations	Ros/Helene			Daily		G		
	Team stand-ups	Facilitate daily EM team stand-ups	Ros/Helene			Daily		G		
	Office contracts	Maintain oversight of EM office contracts (cleaning, generator servicing, fire extinguisher testing etc.) and undertake activity as required	Ros	Helene		Annual check/As required		G		
	Contacts register	Review the contacts register	Luci	EM Team		Ongoing		G		
	Asset Register - development	Work with Finance to review the format of the asset register	Helene			March 25		G		
	Review huis	Training Budget meeting: Establish 6 monthly reviews of budgets incl 1) EMO staff training 2) Travel & Conference 3) Continuing Prof. Development	Ros	Helene		Ongoing		G		
	Snapper and Bee travel card control	Maintain travel cards, topping up as required	Ros/Helene			Ongoing		G		
	Keeping U Save	Initiate and Facilitate Keeping you Safe videos	Helene			Ongoing		G		
	Marketing	Facilitate Marketing on Back of Bus and associated media	Helene	Joe		Ongoing		G		
Business Unit Management	Strategy	Determine the focus and direction of the business unit for the next 12 months, with a look to 3-5 years incorporating the potential repercussions of legislative changes	Joe			June 24		G		
		Develop work programme matrix to assess and prioritise line items	Joe			December 24		G		
		Strengthen relationships with key regional and national partners.	Joe	All		Ongoing		G		
		Oversee the appointment of an iwi representative to the CDEM Joint Committee and continue to work to embed iwi related response structures and remuneration methodologies into CDEM structures inc. the consideration/liaison regarding a permanent iwi FTE.	Joe				December 24/Ongoing		G	
		Maintain and present a consolidated business unit work programme and annual delivery framework that demonstrates alignment with regional and national policy	Joe				3x/annum		G	
		Undertake an independant review of the NTEM Group	Joe				April 25		G	
		Lead work to build a happy high performing team that has an enjoyable, appropriate and productive workplace culture, and is well regarded	Joe	All			Ongoing with bi-annual reviews		G	
	Budgets/finance	Oversee and lead business unit activities at strategic, policy and operational levels in accordance with the vision, purpose and values of the business unit and wider organisation	Joe				Ongoing		G	
		Further develop the business unit and wider response arenas so that they are structured and resourced (both people and assets) in such a way that they are fit for purpose and on track to meet future demand.	Joe				Ongoing with bi-annual reviews		G	
		Ensure that budgets are utilised in a manner that enables the business unit to operate in a fiscally prudent and viable manner	Joe	All			Ongoing with bi-annual reviews		G	
		Arrange a NEMA led finance briefing for Council/CDEM	Joe				Subject to NEMA availability		G	
	Planning	Continue to advocate for, and express the importance of mass evacuation planning by NZ Police	Joe				Ongoing		G	
		Oversee the smooth running of the Nelson Tasman Group committee and reporting cycle	Joe	All			As per dates set		G	
		Produce EM office report for, and support the successful facilitation of CEG	Joe	All			3x/annum		G	
	Policies	Oversee and lead business unit activities at strategic, policy and operational levels in accordance with the vision, purpose and values of the business unit and wider organisation.	Joe				Ongoing		G	
		Oversee the NTCDEM Group Plan refresh project	Joe				May 25		G	
		Undertake a Controller annual review process	Joe				1x/annum		G	
	National	Represent Nelson Tasman on the National Emergency Management Leadership Group (EMLG)	Joe				4x/annum		G	
		Maintain oversight of EM response and recovery reviews and incorporate relevant actions and recommendations in the office work programme	Joe				Ongoing		G	
		Review the recommendations arising from Monitoring and Evaluation reports and incorporate relevant actions and recommendations in the office work programme	Joe				February 25		G	
		Review the National Disaster Resilience Strategy recommendations and incorporate relevant actions in the office work programme	Joe				January 25		G	
		Attend National Controllers forums	Joe				As per date set		G	
	Controllers	Manage and support Local Controllers	Joe				Ongoing		G	
		Conduct an annual CDEM Group and Local Controller review process	Joe/Ros	Helene			May 25		G	
Document Controller and IMT financial delegations for use during reponse to emergency events		Joe				May 25	Controller delgations in place. IMT delgations TBC	G		
Arrange PI/PL cover for externally appointed Controllers		Joe				December 24		G		
Identify and appoint Alternate Controller for St Arnaud		Joe				March 25		G		
Identify and appoint Alternate Controller for Golden Bay		Joe				December 24		G		

Nelson Tasman Emergency Management Work Programme July 2024 - June 2025

Vision - A Resilient Nelson Tasman Community									
Goal 1 - Build strong safe resilient communities, Goal 2 - Reduce the risk of hazards, Goal 3 - Enhance response and recovery capability									
Key									
Green – on track for completion in current financial year or as per specified timeframe					Blue - completed this financial year				
Amber - the deliverables of the project are at risk of not being completed this financial year or as per specified timeframe					Purple – not programmed				
Red – not going to be completed in current financial year or a specified timeframe					Asterisk (*) denotes unscheduled projects of significance. These could have political, operational or reputational risk, significant items resulting from debriefs, national directives (e.g. Directors Guidelines, reviews) or has significant response implications.				
Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments	Colour Index	Alignment to Goal
<p>Risk Reduction involves identifying and analysing long-term risks to life and property from hazards, taking steps to eliminate those risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an</p> <p>Readiness is the preparation of operational systems and capabilities prior to an event, to reduce the potential impact or suffering the event may cause and assist with an effective response to, and recovery from, the event or emergency.</p> <p>Response involves actions taken immediately before, during or directly after an emergency to save lives and property and to help communities begin to recover. Response ends when the response objectives have been met or a transition to recovery has occurred.</p>	Hazard Risk Assessment Matrix	Lead project to update the Nelson Tasman CDEM Hazard Risk Assessment Matrix Undertake further workshops to complete the full assessment of regional hazards						P	
	Tsunami signage	Explore the installation of educational coastal tsunami signs						P	
	Generators	Explore and potentially advocate budget provision for CDC permanent generators			*			P	
	Post earthquake Engineering Checks	Create centralised coordinated post-earthquake engineering building check system across emergency response agencies. - Compile a list of contact details for engineering consultants - Check with engineering consultants across the region on potential availability - Prioritisation of buildings and contingency planning - MOUs with engineering consultants			*			P	
	Duty officer readiness	Get the Duty Officer handbook formatted, graphically designed and printed Explore Duty Controller phones Develop duty officer guidelines for role responsibilities in response						P	
	GEOC Space requirement project	Determine layouts/fitout of both response and BAU spaces with use of upstairs - consider breakout spaces for quiet taskings (writing action plan/sit rep) - consider storage of personnel belongings - consider space for hot debriefs at end of shift Determine if the current BAU layout of desks is making best use of space						P	
	BAU workstreams supporting ORIP	Develop user guide on 0800 number for incoming calls during response Develop communications processes between the GEOC and customer services teams Develop EOC main phone line protocol for response and call routing within functions						P	
	Operational Readiness of the GEOC	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			*			P	
	Group EOC staffing	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			*			P	
	Group EOC in preparation for a response	Develop a process to manage VIPs visiting the Group EOC and affected areas. [Ensure in the process visits are not a distraction to EOC staff and there is a dedicated staff member to manage visits] Develop a process to brief Mayors, CEOs and other key parties Develop catering agreements with providers Establish agreements with local suppliers for access to resources in outlying communities Investigate the ergonomics of the GEOC set-up Develop guidelines to define parameters for expenditure for key activities (e.g. helicopter flights) between CDEM and partnering agencies					PEPI Committee - Paul	P	
						PEPI Committee - Paul	P		
							P		
							P		
							P		
							P		

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Significant Project	Timeframe	Comments	Colour Index	Alignment to Goal
		Installation of cover over generator and external power plugs					No budget provision within the first triennium of LTP	P	
		Investigate a family space for staff during an event						P	
	Group EOC functions	Oversee and coordinate the Recovery, Intelligence, PIM, and Operations Function catch ups						P	
	Alternate Group EOC	Identify potential alternate Group EOC locations			*			P	
		Establish Group EOC overflow arrangements			*			P	
		Develop plans for alternate GEOC locations			*			P	
	Exercising	Develop an Alternate Group EOC Activation Plan and MOUs with facilities			*			P	
		Develop a programme of exercising for Local Emergency Operation Centres						P	
	Debriefing	Run basic systems/processes exercises with partnering agencies						P	
		- test the basics like printing						P	
		- IT familiarisation						P	
	Event planning	Develop a programme of exercising for lifelines plans and protocols						P	
		Create a plan for 'safe' hot debriefs at the end of each shifts						P	
	Communications	Develop post event report template						P	
		Develop Large event (non-emergency) protocols						P	
		Develop an EM team readiness contingency mobilisation plan (AF8 level event)				*		P	
		Develop and run a radio comms exercise						P	
		Develop a communications strategy/plan						P	
		Stocktake of sat phones/internet (Starlink) across all partner agencies						P	
		Develop a satellite phone and VHF list for all partners, partnering agencies and key stakeholders						P	
		Explore HF network with Marlborough and West Coast						P	
	PIM in response	Facilitate radio schedule between Marlborough, Nelson Tasman and West Coast						P	
		Develop processes/checklists and distribution lists for communications to Local EOCs and Council hubs in response						P	
		Develop community thank you messaging templates for post response community engagement						P	
	Local EOCs	Explore use of e-text services to impacted residents in an emergency						P	
		Purchase and distribute laptops to LEOCs (if budget is granted)						P	
	Deployable EOC (Cyril)	Ensure that the Local Community Groups are supported in their operational readiness e.g.			*		Occurring on an ad-hoc basis as resources allow.	P	
		- Kit/equipment						P	
		- SOPs						P	
		- Command and Control Structure						P	
		- Regular testing of equipment (generators, radios etc.)						P	
		- Teams/email accounts						P	
	Business continuity planning	Identify an alternate Local EOC for Murchison						P	
		Identify an alternate Local EOC for Nelson Lakes						P	
		Collate CIM5 structure details for Local EOCs						P	
		Re-review the need for a Local EOC in Motueka			*			P	
	Capability Assessment Report (NEMA)	Manage the deployment planning and development of:					Draft SOP in place.	P	
		- Processes						P	
	Business continuity planning	- Templates						P	
		Build a deployable EOC Kit for Cyril Deployable Multi-Habitation Unit						P	
		- Satellite communications						P	
		- Kit/Equipment						P	
		- Floor plan						P	
		Set up and facilitate a scenario-based workshop for businesses on BCP						P	
		Progress the recommendations of the NEMA Capability Assessment Report May 2015				*		P	
		Goal one: To increase community awareness, understanding, preparedness and participation in CDEM						P	
	Improvements:				*		P		
	- Social capital is invested in as a method of enhancing community resilience						P		
	- Community resilience and related programmes are monitored and reviewed						P		
	- Volunteer participation in CDEM is supported and encouraged						P		
	Goal two: To reduce the risk from hazards to New Zealand						P		
	Improvements:				*		P		
	- Implementation of risk reduction programmes is inclusive and coordinated						P		
	- Viable risk reduction options are identified, evaluated and used to inform planning						P		
	Goal three: To enhance New Zealand's capability to manage emergencies						P		
	Improvements:				*		P		
	- Critical resources can be sourced rapidly in response to an emergency						P		
	- Lifeline utilities are coordinated in a response						P		
	Goal four: To enhance New Zealand's capability to recover from emergencies						P		
	Improvements:				*		P		
	- Recovery planning is integrated with risk reduction and other community planning						P		
	- Impact assessments are conducted before, after and during events to inform recovery planning and management						P		
	- The community is an integral part of recovery planning and management						P		

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments	Colour Index	Alignment to Goal	
IT & GIS systems and processes	Training	Enabler two: Organisational resilience supports effective crisis management Improvements: - Adaptive capacity is fostered through active learning and capability development			*			P		
		Review council inductions - drop in sessions						P		
		Develop a training package for Alternate Group Welfare Managers						P		
		Develop a training package for Local Welfare Managers						P		
		Develop a training package for the Safety function						P		
		Develop a training package for non CDEM response Council staff (building inspectors) to build greater understanding of processes and systems.						P		
		Ensure emergency response personnel are trained in processes around building assessments, USAR processes, Geotech, etc.						P		
		Create a partnering agency GEOC operating cheat sheet and train relevant people on the instructions. (induction to facility and basic operations).						P		
		Undertake training on the AF8 SAFER Framework with response personnel						P		
		Police EOC Training for familiarisation, D4H and expectations in response						P	Waiting for Police to advise dates.	
	Volunteers	Nelson 4WD Club involvement with NTEM and NZ-RT2 - SOP for response - H&S - Training - Police Checking							P	
		Develop process for dealing with donated goods							P	
		Organise an annual event to recognise CDEM volunteers							P	
	Joint agency community resilience	Progress and scope multi agency approach to community engagement and community resilience planning							P	
	Pandemic planning	Refresh current pandemic plan			*			P	Plan reviewed in early stages of Covid-19 event, needs to be refreshed with latest thinking post update of the NZIPAP	
	Emergency accommodation	Develop a list of pet friendly accommodation for Nelson Tasman							P	
		Investigate the details and application of the Airbnb MOU							P	Paused as being worked on by NEMA
		Investigate potential and suitable accommodation options for surge staff							P	
	Murchison Response Framework	Explore the need for an enhanced response framework for Murchison with agency representation and volunteers. Plan for the recruitment and induction of suitable volunteers.			*				P	
	Roles & Responsibilities	Explore on-call arrangements with Council Environment teams							P	
		Gain understanding of who is responsible for remediating temporary fire breaks							P	
		Consider placing a GEOC liaison into FENZ (or equivalent) for gaining situational awareness							P	
	IT Improvements Project (subject to NCC & D4H)	Develop understanding of roles between EM and Council BAU structures.							P	
		Headsets required for phones in GEOC							P	
		Develop SOP/User Guides for Team Manager							P	
	Common Operating Picture	Development of Welfare Needs assessment data into D4H taskings via Power BI							P	
		Develop a multi-agency response Common Operating Picture Liaise with NEMA and other parties re COP (Common Operating Picture) and determine next steps			*				P	
	Information systems in Group and Local EOCs	Develop system between Welfare Needs assessment data and other agencies data like the RST Survey 123 data							P	
		Transfer of Welfare Needs Assessment tool into Survey 123							P	Dependent on GIS resources
	CDEM website	Lead the maintenance of the CDEM website							P	
Update of the CDEM website								P		
Investigate the options for additional functions of the Nelson Tasman CDEM website during activation								P	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								P		
Planning Development and the Planning Function	Plans requiring development	AF8 Planning			*			P		
		Develop an LEOC Activation Plan template and associated plans						P		
		Hazard specific Planning e.g. Tsunami Response Plan			*			P		
		Lifelines study planning			*			P		
		Business Continuity Planning			*			P		
		Fuel Planning			*			P		
		Priority Routes planning			*			P		
		Mass evacuation planning							P	
		- Takaka township							P	
		- Nelson Lakes				*			P	
		- Wai-iti Dam							P	
		- Festival/events planning (Bay Dreams, Kapa Haka competitions)							P	
		Recovery planning							P	
Navigator planning							P			
Cordon planning				*			P			

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Significant Project	Timeframe	Comments	Colour Index	Alignment to Goal		
		Golden Bay activation planning						P			
		Space weather planning			*			P			
		Tahunanui slump evacuation planning			*			P			
		Alternative Group Emergency Operations Centre planning			*			P			
Catastrophic Events	Alpine Fault Rupture (AF8)	Develop Initial Action Plan for days 1 to 3 for AF8			*			P			
		Develop Initial Action Plan for days 4 to 7 for AF8			*			P			
		Develop an overarching response plan for Alpine Fault rupture			*			P			
		Alpine Fault Lifeline Utilities pre-planning			*			P			
		Build (in association with NEMA) an internal training pathway for all levels of recovery							P		
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. Welfare is responsible for coordinating and delivering emergency welfare services and resources to affected individuals, families/whānau, and communities.	Civil Defence Centres Sub functions EOC welfare team Local Welfare Managers Welfare Committees Local IMTs Additional items	Development of Recovery pre-determined consequence matrix for regional hazards for region and per community						P			
		Alpine Fault pre-planning			*			P			
		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.			*				P		
		Arrange back-up power for CDCs			*				P		
		Deliver CDC supervisor training Golden Bay							P		
		Develop Household Goods and Services sub-function plan							P		
		Facilitate and lead a Household Goods and Services Subcluster workshop							P		
		Build familiarisation for welfare function team members with local facilities by undertaking site visits to CDCs and meet the local welfare managers/volunteers.							P		
		Support local welfare managers to appoint Alternate Local Welfare Managers for GB, Murchison and Nelson Lakes			*				P		
		Develop an induction pack for WCG members							P		
		Support the establishment of a community response group in Nelson North							P		
		Explore the establishment of mobile welfare trailers						https://www.govt.nz/en/news-releases/2022/nelson-tasman-civil-defence-emergency-subcluster-out/	P		
		Hold a biennial Regional Welfare Forum							P		
		Identify, liaise with and plan Cultural Awareness hui with presenting panel							P		
		Facilitate Cultural Awareness hui for EM staff, IMT and Welfare function team.							P		
		Develop CDC volunteer packs (joint project)							P		
		Develop and produce CDC volunteer IDs (joint project)							P		
		Local exercise (CDC)							P		
		Develop ideas on how to support and inform the vulnerable communities who require additional assistance in response.							P		
		Explore options for reduce risk to vulnerable communities							P		
		Refresh community volunteer welfare agreements							P		
		Develop processes and understanding with support agencies on roles in response to build consistency around items like welfare support when visiting damaged properties							P		
		Develop processes for response on: - call backs - needs assessment - inbox sorting							P		
		Iwi/Māori Partnership	Hui EOC/response	Facilitate and attend the Marae Working Group						P	
				Investigate the option of a stipend payment for non-government employed Iwi Liaison Officers			*			P	
			Culture	Develop a set of principles to create a culturally aware EOC Arrange for a cultural review of Nelson Tasman CDEM						P	
		Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services.	Response Handbook/Protocols	Build a strong and robust Lifelines function, with an operating framework and clear processes and procedures.						P	
				Create protocols for lifelines utilities during an emergency and develop liaison with other CIMS functions - consider feed of information between Lifelines and Intelligence						P	
Fuel			Identify and maintain database of critical customers and priority fuel retail outlets.			*			P		
			Further develop and maintain fuel register (including GIS mapping) of fuel suppliers and critical customer requirements and limitations						P		
			Engage with critical customers around their fuel requirements						P		
			Encourage/assist Lifeline Utilities to achieve their own responsibilities						P		
			Encourage critical customers to develop relevant business continuity plans and to work through three fuel shortage scenarios						P		
			Promote development of MOUs between suppliers and critical customers to ensure priority supply to critical customers						P		
			Engage with priority retail outlet owners						P		
			Encourage fuel suppliers/retail outlet owners to develop relevant BCPs and to work through three fuel shortage scenarios.			*				P	
			Undertake planning to support the allocation of prioritised fuel to critical customers			*				P	
			Develop understanding of response responsibilities in connection to fuel distribution in an emergency event							P	
			Plans	Develop a Regional Power Outage Plan			*			P	

Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unprogrammed Significant Project	Timeframe	Comments	Colour Index	Alignment to Goal	
	Vulnerability Study	Develop Regional Generator Plan						P		
		Develop protocols around the coordination of aerial reconnaissance and produce an Air Reconnaissance Operations Plan			*			P		
		Request, collate and report on lifeline utility vulnerabilities, mitigation measures, and restoration times to CEG and JC			*			P		
	Critical operating supplies in the Group EOC	Assess the robustness of the Group EOC water tank							P	
		Assess the robustness of the Group EOC UPS system							P	
		Develop a user guide for the GEOC water tank system							P	
	Critical lifelines investigation/understanding	In the event of a significant lifelines failure, improve the understanding of the vulnerability of FMCGs and other critical community support mechanisms				*			P	
		Research study regarding alternate evacuation routes							P	
		Develop protocols around use/access along priority road routes and alternate routes (including consideration of rapid creation of alternative routes and Railway Reserve)							P	
		Investigate cross-boundary lifelines vulnerabilities						Outcome of Lifelines Committee + Fuel Plan	P	
Lead the investigation into water storage tanks in Nelson Tasman. Promote the use of private water tanks.								P		
Public Information	Awareness of CDEM	Lead a project to explore the awareness and understanding of CDEM within our councils						P		
	Community preparedness guides	Develop information sheets for the community (See WENIRP example)						P		
Health and Safety	Events	Compile a list of possible events and make an assessment of the hazards and risks						P		
Administration	Policies	Develop an 'After hours work' policy (including food provision etc)						P		
	Privacy	Ensure the requirements of the Privacy Act are understood and implemented in response			*			P		
	Post-Event Thank yous	eg. Cyril Function at Saxton Field						P		
	Container Project	St Arnaud Shipping container acquisition						P		
	Distribute an annual stakeholder Xmas card/newsletter							P		
Business Unit Management	Budgets/finance	Financial delegation in response, need processes and limitations recorded - GEOC - Local EOCs						P		
		Formalise and document finance and procurement process in response, including support from Council finance teams						P		
	Planning	Produce Terms of Reference for CEG						P		
Controllers	Controllers	Implement casual meetings with Mayors, CEs and Controllers to build relationships in BAU times						P		
		Identify and appoint Alternate Controller for Murchison						P		

Operational Readiness Improvements Programme 2024 - 2025				
Key	Green – on track for completion in current financial year or as per specified timeframe	Blue - completed this financial year		
	Amber - the deliverables of the project are at risk of not being completed this financial year or as per specified timeframe	Purple – not programmed		
No.	Topic	Description	Status	Comments
1	EOC Locations	GEOC		
		Alternate GEOC Options		
		Alternate GEOC - MOUs		
		Agencies allocated space in GEOC		
		Deployable Items (Lift & Shift)	Complete	
		Deployable (Cyril)	Complete	
		Operating Plans for each GEOC		
	Oxford St GEOC			
	Alternate GEOCs			
	Cyril	Complete		
	GEOC floor plans for layouts			
2	Induction	Security - processes, building access and companies		Two parts: a) Processes - BAU and Response b) Hostile element (threat) - Lockdown procedures for BAU and Response
		EOC Induction Process / Pack - area familiarisation document, induction form,	In Progress	-Add a personal welcome to induction -Someone at door greeting people
		Confidentiality statement incl. use of social media		Include K2 for CDC volunteers
		ID Cards - Photo for known response personnel and generic for visitors		Include Kathy for this one Work out some costs and designs, talk to Jason and Canterbury
3	EOC Activation	Activation Levels - threshold		
		EOC Readiness Checklist	Complete	
		Activation procedure/checklist	Complete	Through Event Life Cycle and GEOC Activation checklist
		Response personnel availability procedure	Complete	Forms Distribution Lists E-text
		Initial Situational Awareness - GIS Dashboard, List of relevant information sources	In Progress	
		Initial Action Plan - template first steps (general)	In Progress	Change mission and objectives
		Initial Governance Briefing Sheet	Complete	
		Lead Agency meeting (discussion)	Complete	Added to Event Life Cycle
		Instructions on bringing own device into GEOC		Internet connections, logging into O365, incognito mode
		Event Log - guidelines/process document	In Progress	
		Plan for CEG/JC members mustering for meetings/discussions with no comms		
4	Declaration	Checklist	Complete	
		Template	Complete	
		Extension and Termination	Complete	
5	EOC Deactivation	Deactivation procedure		
		End of response report to Recovery		
		Communication		
		Document management/archiving		
		Email accounts - out of office		
		Wellbeing considerations post-event	In Progress	
		Teams template site		
6	EOC Personnel	Availability process	Complete	Needs to be written up, include holiday breaks for availability in advance, e-text system for activation of staff
		Registration (sign-in)	In Progress	
		External personnel deployment process (into Nelson-Tasman)		inc. Request for surge staff (see template) - see CAP line 40 for details - factsheet on Nelson Tasman region
		Deployment guidance for deploying out of region		NEMA surge staff requests - checklist of what to take on deployment - post deployment support (EAP) - buddy system from EM Team - clear function roles deploying into (staying in lane)
		Rosters	Complete	Add Duty Officer to rostering chart - re response Duty, look at text system for reminder of shift
		Explore role of 2IC for each function		Add to Roster template and train logisticians
		Develop role of Risk/Legal Advisor and add to roster		
		Stand-down process		
		Check-in - wellbeing		
		Non-council personnel working in EOC process and guidelines		eg. pre-registered, finances, police checks
		End of event Thank-you template	In Progress	Consider response personnel, external agencies, volunteers and community (lin 88 in CAP)
7	Debriefs	Hot Debrief	Complete	Powerpoint template prepared (Stop, Start, Keep)
		Cold Debrief	Complete	Microsoft Form Survey template
		Online Survey	Complete	
8	Functions and Roles	Controller Role - CIMS Role Card	Complete	
		Controller EA Role	Complete	
		Response Manager Role	Complete	
	Response	Response Advisor Role Card	Complete	
		Response Manager pool of people - who could be in the pool?		With Joe to contact potential people
	Safety	Safety Role	Complete	
		Intelligence Role	Complete	
	Intelligence	Intelligence Collection		
		Status Reports and SitReps		
		Situational Awareness SOP		
	Planning	Planning Role	Complete	
		Action Planning		
		Contingency Planning		
		Long-term Planning		
	Operations	Transition Planning		
		Operations Role	Complete	
		Movement Control/Cordons		Break down into 1 pager and larger project
	Lifelines	Volunteer Coordination		
		Lifelines Role		
	Logistics	LUC pool of people - who could be in the pool?		Luici to sort out
		Logistics Role	Complete	
Welfare	Rostering SOP	Complete		
	Procurement SOP			
	Accommodation Agreement		See example from Auckland EM.	
	Offers of Assistance guideline			
	Facilities Administrator Role	Complete		
	Welfare Role	Complete		

		CDCs Information	Complete	
		Needs Assessment		
		Sub functions		
	Iwi	Iwi Liaison Role		
		Iwi Liaison SOP		
	PIM	PIM Role	Complete	
		Media Stand-up SOP	In Progress	
		Inter-agency PIM meetings		
	Recovery	Recovery Role	Complete	
		Transition to Recovery		
9	Operational Tools	Event Life Cycle	In Progress	
		Room Briefing Agenda	Complete	
		IMT Meeting Agenda	Complete	
		WCG Meeting Agenda	Complete	
		Daily Schedule	Complete	
		EOC Objectives/Mission/Values	In Progress	Create a list of Objectives to pick from in an event.
		Contacts Distribution Lists	In Progress	
		Status report template	Complete	
		Sit Rep template	Complete	
		Action Plan template	Complete	
		Information collection plan		
		Shift Handover template and process	Complete	
		Controller Handover pack		
		Controller Decision log/record system		
		Karakia sheets	Complete	
		Function trays to L-shaped file holders		
		Resource requests	Complete	
10	Processes/How to Guides	Using MS Teams (file structure/templates)		Wait on IT Project
		Emergency Mobile Alerting	In Progress	
		Field teams (Building, Geotech, RT2, FENZ, Police, Red Cross) assembly SOP and Briefing for response	Complete	
		Operating GEOC multi-media/casting	Complete	
		Contact and Distribution Lists		
		Computer Log-ins	Complete	
		Email Accounts		Wait on IT Project
		Printing from EOC	Complete	
		Generic phone contacts in response - always answered in response		
		Fatigue management plan		eg. travel after shift
		Spontaneous volunteer management guidelines		see line 91 on CAP for ideas, has this been completed by work K2 did?
		Managing VIP visits		see line 85 on CAP for ideas
		Catering template		Consider night shift, dietary requirements, location of food in GEOC, externals from GEOC (hydro, information hubs, field teams)
		Radio communications information flow		
		Information flow		D4H
11	Equipment	Function Identification (vests, signs)	Complete	
		Water switch over	In Progress	
		Generator switch over	Complete	
		Food stores		
		Satellite phones	Complete	
		Satellite internet		Paragraph needed in handbook
		Starlink internet	Complete	
		BGANs		
		Radios		Radio scoping project ongoing, wait for new set-up
		Displays (whiteboards)		
		Function Drawers		Contents page required for each function drawer
12	Additional Information	EOC Definitions/Acronmyns	Complete	
		Financial Delegations	In Progress	Joe has spoken with Pat and Leonie, need to progress with further detail
		LEOC information flow to GEOC	Complete	
		LEOC vs GEOC Responsibilities	Complete	
		Distribution centres		Pre identify locations, develop systems and processes
		Process for use of credit cards in response		
		Legal queries added to appropriate SOPs		
		AF8 Initial Action Plans		Detail on 24, 48 and 72 hour plans
		Example Action Plans	In Progress	
		Example SitRep	In Progress	
		Example End of event report	In Progress	Need to pull out examples from events put into library
		Example Contingency plans (escalation and concurrent event)	In Progress	

NELSON TASMAN CIVIL DEFENCE AND EMERGENCY MANAGEMENT GROUP
(formerly known as Nelson Tasman Combined Civil Defence Organisation)

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

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Entity Information

**Nelson Tasman Civil Defence and Emergency Management Group
As at 30 June 2024**

Legal Name

Nelson Tasman Civil Defence and Emergency Management Group (the CDEM Group)
formerly known as Nelson Tasman Combined Civil Defence Organisation.

Type of entity and legal basis

The Nelson Tasman Civil Defence Emergency and Management Group was created under the Civil Defence Emergency Management (CDEM) Act 2002 and has the status of a Joint Standing Committee of the Nelson City Council and Tasman District Council (the two Councils) under the Local Government Act 2002.

The entity's purpose and outputs

The vision of the CDEM Group is a resilient Nelson Tasman community. We assist families and businesses to understand their risks, and to prepare for and recover from emergency events. We make plans, conduct training and provide education, so that our community and the agencies we work with are ready for the unexpected.

Structure of the entity's operations

The group is governed by the Co-ordinating Executive Group appointed by the two Councils. Nelson City Council is the Administering Authority of the CDEM group. The CDEM Group works in partnership with key partner agencies through the Civil Defence Emergency Management Co-ordinating Executive Group. The group employs 6 staff and has a voluntary specialist Civil Defence response team (also know as NZRT2).

Main Sources of the entity's cash and resources

Operating grants received from the two Councils are the primary source of funding for the CDEM Group. If a major event occurs then grants from the National Emergency Management Agency may be received.

1. Accounting Period

The financial statements are for the year to 30 June 2024. The financial statements were authorised for issue by the Nelson Tasman Civil Defence and Emergency Management Coordinating Executive Group on 30th October 2024

2. Other Information

Bankers - Nelson City Council.

These accounts have not been audited. Assurance will be attained under the Nelson City Council Audit.

Nelson Tasman Civil Defence and Emergency Management Group
Statement of Financial Performance
For the year ended 30 June 2024

2023 Actual \$	Note	2024 Actual \$	2024 Budget \$
Revenue			
966,000		1,058,000	1,058,000
170,590	5	3,287	0
1,576		1,472	4,000
<hr/>			
1,138,166		1,062,759	1,062,000
Expenses			
608,588		645,150	662,000
793,697		440,695	437,400
65,383	2	58,710	72,000
<hr/>			
1,467,669		1,144,556	1,171,400
<hr/>			
(329,503) Net Surplus / (deficit)		(81,797)	(109,400)

Nelson Tasman Civil Defence and Emergency Management Group
Statement of Changes in Equity
For the year ended 30 June 2024

2023 \$	2024 \$
589,251	259,747
(329,503)	(81,797)
<hr/>	
259,747	177,951

The Statement of Accounting Policies and Notes form an integral part of, and should be read in conjunction with, these financial statements.

Explanations of major variances against budget are provided in note 9.

Nelson Tasman Civil Defence and Emergency Management Group
Statement of Financial Position
As at 30 June 2024

2023	Note	2024
\$		\$
Assets		
Current Assets		
1,383	7	0
6,670		6,937
5,601		10,138
<u>13,655</u>		<u>17,076</u>
Non Current Assets		
243,093	3	278,297
3,000	4	1,500
<u>246,093</u>		<u>279,797</u>
259,747		296,873
Current Liabilities		
0	7	118,922
0		0
0		118,922
259,747		177,951
Equity		
259,747		177,951
259,747		177,951

N Philpott
Chief Executive

The Statement of Accounting Policies and Notes form an integral part of, and should be read in conjunction with, these financial statements.

Nelson Tasman Civil Defence and Emergency Management Group
Statement of Cash Flows
For the year ended 30 June 2024

2023 \$	Note	2024 \$
	Cash flows from operating activities	
1,136,590	Levies, Fees & Charges, Subsidies	1,058,887
1,576	Interest Received	1,472
(1,397,632)	Payments to Suppliers and Employees	(1,088,250)
(259,466)	<i>Net cash from operating activities</i>	(27,891)
	Cash flows from investing activities	
(16,701)	Payments to acquire property, plant and equipment	(92,415)
0	Receipts from sale of property, plant and equipment	0
(16,701)	<i>Net cash from investing activities</i>	(92,415)
(276,167)	Net increase in cash held for year	(120,305)
277,550	Add opening cash balance brought forward	1,383
1,383	Closing cash balance for the year	(118,922)
	Represented By:	
1,383	NCC Current Account	(118,922)
1,383	Balance for the year	(118,922)

The Statement of Accounting Policies and Notes form an integral part of, and should be read in conjunction with, these financial statements.

Statement of accounting policies for the year ended 30 June 2024

Basis of Preparation

These financial statements have been prepared in accordance with PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting - Accrual (Public Sector) on the basis that the entity does not have public accountability (as defined) and has total annual expenses of less than \$2 million.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

The financial statements have been prepared on the basis of historical cost.

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements have been prepared in New Zealand dollars and all values are rounded to the nearest dollar. The functional currency of the entity is New Zealand dollars.

The financial statements are prepared on the assumption that the Organisation will continue to operate in the foreseeable future.

Goods and services tax (GST)

All amounts in the financial statements are recorded exclusive of GST except for debtors and creditors, which are stated inclusive of GST.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Income Tax

The committee's operations are a non-taxable activity for each Council and therefore exempt from Income tax.

Significant accounting policies

Revenue

Levies and grants

Council, government and non-government levies and grants are recognised as revenue when they become receivable unless there is an obligation to return the funds if conditions of the grants are not met. If there is such an obligation the grants are initially recorded as grants received in advance, and recognised as revenue when conditions of the grant are satisfied.

Interest

Interest revenue is recorded as it is earned during the year.

Lease expense

Lease payments are recognised as an expense on a straight-line basis over the lease term.

Financial instruments

The Group is party to financial instruments as part of its normal operations. These financial instruments include cash and cash equivalents, trade and other receivables and trade and other payables.

All financial instruments are recognised in the Statement of Financial Position and all revenues and expenses in relation to financial instruments are recognised in the surplus and deficit.

Bank accounts and cash

Bank accounts and cash include the current account with Nelson City Council. It is measured at the amount held.

Debtors

Debtors are initially measured at the amount owed.

A provision for impairment is recognised when there is objective evidence that the entity will not be able to collect all amounts due according to the original terms of the receivables.

Creditors and accruals

Creditors and accrued expenses are measured at the amount owed.

Property, plant and equipment

Property, plant and equipment are recorded at cost, less accumulated depreciation and impairment losses.

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.

For an asset to be used by the entity, the asset is impaired if the value to the Organisation in using the asset falls below its carrying amount of the asset.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential will flow to the entity and the cost of the item can be measured reliably.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposal are included in the surplus and deficit.

Depreciation

Depreciation is provided on a straight line basis at rates that will write off the cost of the assets over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Plant, office furniture and equipment - 4% - 25%
Building improvements - 10%
Motor vehicles - 20% - 30%

The residual value and useful life of an asset are reviewed, and adjusted if applicable, at the end of each financial year.

Intangible Assets

The cost associated with the website development of the CDEM Group is recognised as an intangible asset.

The useful life of the website development is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is expensed in the surplus or deficit.

The useful life of the website has been estimated at 10 years (10%).

Budget figures

The budget figures are those approved by the Joint Committee. The budget figures have been prepared in accordance with Tier 3 standards, using accounting policies that are consistent with those adopted by the entity in preparing these financial statements.

Notes to the Financial Statements

Note 1. Related Party Transactions

Related party transactions have occurred with related parties Nelson City Council and Tasman District Council and the total value of these transactions during the year amounted to :

- (i) \$529,000 Levies paid by Nelson City Council. Previous year \$483,000
- (ii) \$529,000 Levies paid by Tasman District Council. Previous year \$483,000
- (iii) \$26,000 Administration Charges paid to Nelson City Council. Previous year \$23,608
- (iv) \$86,400 Computer Equipment Rental paid to Nelson City Council. Previous year \$81,349
- (v) \$1,472 Interest received from Nelson City Council. Previous year \$1,576

Note 2. Expenditure

The following disclosures are made -

Depreciation is detailed as follows -

	=(Fixed Assets\!CU3 24+notes\!G 49/2	2024	2023
Building Improvements		14,944	14,626
Motor Vehicles		10,352	16,128
Plant and Equipment		15,295	13,879
Office Furniture and Equipment		16,619	19,251
Intangible Assets		1,500	1,500
		<u>58,710</u>	<u>65,383</u>

Note 3. Property, plant and equipment

Fixed Assets	Building Improvement	Motor Vehicle	Plant & Equipment	Office Furniture & Equipment	Total
Carrying amount at 1 July 2022	80,297	81,677	55,004	73,297	290,275
Additions	6,050	0	10,482	169	16,701
Sales	0	0	0	0	0
Depreciation recovered	0	0	0	0	0
Depreciation Expense	(14,626)	(16,128)	(13,879)	(19,251)	(63,883)
Carrying amount at 30 June 2023	71,720	65,549	51,608	54,216	243,092
Carrying amount at 1 July 2023	71,720	65,549	51,608	54,216	243,092
Additions	16,661	15,000	44,007	16,746	92,415
Sales	0	0	0	0	0
Depreciation recovered	0	0	0	0	0
Depreciation Expense	(14,944)	(10,352)	(15,295)	(16,619)	(57,210)
Carrying amount at 30 June 2024	73,438	70,197	80,320	54,342	278,297

Note 4. Intangible Assets

Intangible Assets	Intangibles
Carrying amount at 1 July 2022	4,500
Additions	0
Disposals	0
Amortisation	-1,500
Carrying amount at 30 June 2023	3,000
Carrying amount at 1 July 2023	3,000
Additions	0
Disposals	0
Amortisation	-1,500
Carrying amount at 30 June 2024	1,500

Note 5. Other Grants

	2024	2023
The group recognised grants from National Emergency Management Agency as follows		
February 24 Lee Valley Fire Welfare claim	3,287	0
August 2022 Weather event Welfare claim	0	157,367
Various training costs	0	8,668
	<u>3,287</u>	<u>166,035</u>

Note 6. Statement of Commitments and Contingent Liabilities

Commitments at 30 June 2024 - Lease rental of Emergency Operation Centre building at 28 Oxford Street,

Renewal period is December 2033. The total lease commitment is \$671,650 (previous year \$37,126).

Contingent Liabilities at 30 June 2024 - Nil. Previous year Nil

Note 7. NCC Current Account

The organisation does not operate a separate bank account, all expenditure and income is processed and recorded through a current account with the Nelson City Council.

Note 8. Events after balance date

There are no post balance date events that have occurred which would affect the balances disclosed in the financial statements.

Note 9. Explanations of major variances against budget

Expenses were \$26,844 under budget. Following the renewal of the building lease rental dropped due to the initial term recovering some fit out costs which are now fully paid.

Note 10. Statement of Contingent Assets

Contingent Assets at 30 June 2023 - Nil.

Contingent Assets at 30 June 2024 - Nil.

Nelson Tasman Emergency Management
Statement of Income and Expenditure

For Period to September-24

	Current Month		Year to Date		Variance	Full Year Budget
	Actual	Budget	Actual	Budget		
Income						
Levies	116,833	116,834	350,500	350,500	(0)	1,402,000
Other Income	-	-	-	-	0	-
Interest	-	-	546	-	546	-
	<u>116,833</u>	<u>116,834</u>	<u>351,046</u>	<u>350,500</u>	<u>(546)</u>	<u>1,402,000</u>
Less Expenditure						
Staffing Costs	51,175	55,338	153,136	166,013	12,877	664,050
Operational Costs	13,473	27,550	46,280	82,650	36,370	330,600
Maintenance	63	5,454	7,061	16,363	9,302	65,450
Public Engagement	-	1,133	-	3,400	3,400	13,600
Consultancy	-	4,583	15,328	13,750	(1,578)	55,000
Fixed Overheads	7,913	11,083	23,100	33,250	10,150	133,000
Depreciation	6,276	6,750	16,788	20,250	3,462	81,000
NZRT-2	185	4,666	2,982	14,000	11,018	56,000
Event Costs	0	275	-	825	825	3,300
Total Expenses	<u>79,085</u>	<u>116,832</u>	<u>264,674</u>	<u>350,501</u>	<u>85,827</u>	<u>1,402,000</u>
Net Income (Deficit)	<u>37,749</u>	<u>2</u>	<u>86,372</u>	<u>(1)</u>	<u>86,373</u>	<u>0</u>

Statement of Financial Position

As At	Sep-24	Aug-24	Jun-24
Opening Equity	177,951	183,951	259,747
Plus YTD Surplus (deficit)	<u>86,372</u>	<u>48,624</u>	<u>(81,797)</u>
Equity	<u>264,323</u>	<u>232,575</u>	<u>177,951</u>
Which was invested as follows -			
Assets			
Prepayments	7,820	7,820	6,937
Accounts Receivable	7,738	7,738	7,738
Accrued Income (TDC & Welfare)	2,400	-	2,400
Fixed Assets	264,895	254,153	278,297
Intangibles	1,125	1,250	1,500
NCC Reserve Account	<u>(19,655)</u>	<u>20,030</u>	<u>- 118,922</u>
	<u>264,323</u>	<u>290,991</u>	<u>177,951</u>
Liabilities			
Income in Advance	-	58,417	-
	<u>0</u>	<u>58,417</u>	<u>0</u>
	<u>264,323</u>	<u>232,575</u>	<u>177,951</u>

Capital Expenditure Summary	September-24	YTD Actuals	Full Year Budget
EOC and Office		2,828	46,000
Vehicles		-	45,000
Communications		-	22,372
NZRT2		182	26,600
Generators		-	5,600
Tsunami info/signage project		-	10,000
		<u>3,010</u>	<u>155,572</u>

Nelson Tasman Emergency Management Office
Annual Plan Budget 2025-26

Uninflated Inflated 2.2%

	<u>2023/24</u>	<u>2024/25</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2025/26</u>
	Actual	LTP	Forecast	LTP	Annual Plan
Total Levy each Council	\$ 529,000	\$ 701,000	\$ 701,000	\$ 694,000	\$ 709,268

Income					
Levies	1,058,000	1,402,000	1,402,000	1,388,000	1,418,536
Interest and other income	4,759	-	-	-	-
Total Income	1,062,759	1,402,000	1,402,000	1,388,000	1,418,536

Less Expenditure					
Staffing Costs	645,150	664,050	664,050	665,650	680,295
Operational Costs	245,343	333,900	333,900	323,300	330,412
Maintenance	26,859	65,450	65,450	65,450	66,891
Public Engagement	3,002	13,600	13,600	13,600	13,899
Consultancy	26,478	55,000	55,000	60,000	61,320
Fixed Overheads	98,670	133,000	133,000	121,000	123,662
Depreciation	58,710	81,000	81,000	83,000	84,826
NZRT-2	36,871	56,000	56,000	56,000	57,231
Event Costs	3,473	-	-	-	-
Total Expenses	1,144,556	1,402,000	1,402,000	1,388,000	1,418,536

Net Income (Deficit)	(81,797)	0	0	0	0
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Capital Expenditure					
Plant, Furniture and Equipment	54,022	29,100	77,800	22,000	28,617
Communication Equipment	1,791	6,200	22,372	42,400	43,333
NZTR2 (including vehicles)	21,602	14,600	46,600	14,600	14,921
Vehicles (net)	15,000	25,000	25,000	-	-
Total Capital expenditure	92,415	74,900	171,772	79,000	86,871

6.4 JULY 2024 NELSON TASMAN CIVIL DEFENCE EMERGENCY MANAGEMENT JOINT COMMITTEE DOCUMENTATION AND DECISIONS

Report To:	Nelson Tasman Civil Defence Emergency Management Group
Meeting Date:	27 November 2024
Report Author:	Joe Kennedy, Manager Emergency Management
Report Authorisers:	Joe Kennedy, Manager Emergency Management
Report Number:	REMC24-11-6

1. Purpose of Report

1.1 To receive the July 2024 Joint Committee meeting agenda and its contents.

2. Report Summary

2.1 The July 2024 meeting of the Joint Committee was unable to take place due to member availability.

2.2 The scheduled 27 November 2024 Joint Committee meeting provides an opportunity to review the matters contained in the agenda from July 2024.

3. Recommendation

That the Nelson Tasman Civil Defence Emergency Management Group

- 1. receives the July 2024 Nelson Tasman Civil Defence Emergency Management Joint Committee documentation and decisions report; and**
- 2. receives the report of the Nelson Tasman Emergency Management Office; and**
- 3. receives the Nelson Tasman Emergency Management Civil Defence Emergency Management Accounts to April 2024; and**
- 4. notes draft minutes of CDEM Coordinating Executive Group 3 July 2024.**

4. Attachments

1. ↓	Unconfirmed CDEM Minutes - 10 April 2024	323
2. ↓	July 2024 CDEM meeting agenda pack	327



**NELSON TASMAN
EMERGENCY MANAGEMENT**

GROUP

MINUTES

of the

NELSON TASMAN CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP MEETING

Komiti Whakahaerenga Tiwhikete Whakawhanaunga

held

2:37pm, Wednesday, 10 April 2024

at

Emergency Operations Centre, , 28 Oxford Street, Richmond

Present: **Tasman District Council:** Mayor T King, Deputy Mayor S Bryant
Nelson City Council: Mayor N Smith, Deputy Mayor R O'Neill-Stevens

In Attendance: **Tasman District Council:** Democracy Services Advisor (K McLean)
Nelson City Council: Group Manager Corporate Services (N Harrison)
NEMA: Regional Emergency Management Advisor (M Gilloly)
Emergency Management: (J Kennedy), (K Anderson), (K Solly), (L Swatton),
(R Gibson) and (K King)
Toa Consulting: Consultant (J Tetlow)

1 OPENING, WELCOME

The meeting was opened with karakia.

2 APOLOGIES AND LEAVE OF ABSENCE

**Moved Deputy Mayor Bryant/Mayor Smith
EMC24-04-1**

**That the apologies be accepted from Deputy Mayor O'Neill-Stevens for absence and
Mayor King for lateness.**

CARRIED

3 DECLARATIONS OF INTEREST

Nil

4 LATE ITEMS

Nil

5 CONFIRMATION OF MINUTES

**Moved Mayor Smith/Deputy Mayor Bryant
EMC24-04-2**

That the minutes of the Nelson Tasman Civil Defence Emergency Management Group meeting held on Tuesday, 28 November 2023, be confirmed as a true and correct record of the meeting.

CARRIED

**Moved Mayor Smith/Deputy Mayor Bryant
EMC24-04-3**

That the confidential minutes of the Nelson Tasman Civil Defence Emergency Management Group meeting held on Tuesday, 28 November 2023, be confirmed as a true and correct record of the meeting.

CARRIED

6 PRESENTATIONS AND VERBAL UPDATES

6.1 Update from the National Emergency Management Agency

Regional Emergency Management Advisor, Mike Gillooly, took the update as read and noted one amendment regarding the Emergency Bill and noted that the Minister had written to the relevant Committee and Parliament to withdraw the Bill. He confirmed that the intention was for the Minister to introduce a new Bill this term that was fit for purpose.

Action: Mr Gillooly to follow up regarding the Government Fast Track Bill whether NEMA has knowledge regarding tools for Councils and joint management to consent emergency works.

Mayor King joined the meeting via Zoom at 2:48pm.

6.2 Overview of CDEM Response from the Lee Valley Fire Event

Manager Emergency Management, Joe Kennedy, provided an update and answered questions, noting that the learnings from the Lee Valley Event would feed into the work programme accordingly.

Action: An agenda item be added to the next CDEM Group agenda to report back on the post FENZ review of the event.

6.3 Update on the Review of the NTCDEM Group Plan

Mr Kennedy introduced Jim Tetlow who managed the project. Mr Tetlow presented a PowerPoint presentation, which is available on Councils website, in the Minute Attachments

Document. Mr Kennedy and Mr Tetlow answered questions around the project timeline, iwi engagement, NEMA engagement/review, consultation timeline, staffing/resourcing, risks assessment and key changes.

7 REPORTS

7.1 Report of the Nelson Tasman Emergency Management Office

Mr Kennedy took the report as read and questions on the Group Plan were dealt with under agenda item 6.3 - update on the review of the Nelson Tasman Civil Defence Emergency Management Group Plan.

Discussion was held around geotechnical advice regarding greatest risks and it was agreed that additional wording 'subject to the receipt of additional information from the Institute of Geological Nuclear Sciences Limited regarding tsunami and seismic risks, as noted in the minutes' be added to clause 3.

Action: Mr Tetlow to confirm with GNS Science that the risks on agenda pages 42 and 43 were correct.

Mr Kennedy provided an update on the upcoming weather event, noting that rainfall was expected to peak early Thursday morning through till midnight.

Moved Mayor Smith/Mayor King
EMC24-04-4

That the Nelson Tasman Civil Defence Emergency Management Group

- 1. receives the Report of the Nelson Tasman Emergency Management Office report REMC24-04-1 and its attachments; and**
- 2. receives the draft Nelson Tasman Civil Defence Emergency Management Group Plan 2024; and**
- 3. approves the release of the draft Nelson Tasman Civil Defence Emergency Management Group Plan for public consultation, subject to the receipt of additional information from the Institute of Geological Nuclear Sciences Limited regarding tsunami and seismic risks, as noted in the minutes; and**
- 4. notes the final draft Nelson Tasman Civil Defence Emergency Management Group Plan document will be circulated to Elected Members prior to consultation taking place; and**
- 5. delegates approval of the final draft Nelson Tasman Civil Defence Emergency Management Group Plan consultation document to the Nelson City and Tasman District Council Mayors prior to the release of the draft consultation document for public consultation; and**
- 6. notes the draft minutes of Civil Defence Emergency Management Coordinating Executive Group 13 March 2024.**

CARRIED

6 CONFIDENTIAL SESSION

Nil

The meeting concluded at 4:45pm

Confirmed as a correct record of proceedings by resolution on Enter date .

Unconfirmed



Notice is given that an ordinary meeting of the Nelson Tasman Civil Defence Emergency Management will be held on:

Date: Tuesday 23 July 2024
Time: 9:00 am
Meeting Room: Emergency Operations Centre,
Venue: 28 Oxford Street, Richmond
Microsoft Teams link: [Link here](#)
Meeting ID: 463 766 757 329
Meeting Passcode: PrbB7C

**Nelson Tasman Civil Defence Emergency
Management Group**

Komiti Whakahaerenga Tiwhikete Whakawhanaunga

AGENDA

MEMBERSHIP

(Quorum 2 members)

Contact Telephone: 03 543 8444
Email: councildemocracy@tasman.govt.nz
Website: www.tasman.govt.nz

Note: The reports contained within this agenda are for consideration and should not be construed as Council policy

AGENDA

1 OPENING, WELCOME, KARAKIA

2 APOLOGIES AND LEAVE OF ABSENCE

An apology has been received from Deputy Mayor R O'Neill-Stevens.

Recommendation

That an apology be accepted from Deputy Mayor R O'Neill-Stevens.

3 DECLARATIONS OF INTEREST

4 LATE ITEMS

5 CONFIRMATION OF [MINUTES](#)

That the minutes of the Nelson Tasman Civil Defence Emergency Management Group meeting held on Wednesday, 10 April 2024, be confirmed as a true and correct record of the meeting.

6 PRESENTATIONS AND VERBAL UPDATES

6.1 National Emergency Management Agency Update 6

6.2 Government enquiry into the response to the North Island Severe Weather Events

7 REPORTS

7.1 Report of the Nelson Tasman Emergency Management Office..... 10

8 CLOSING KARAKIA

6 REPORTS

6.1 NATIONAL EMERGENCY MANAGEMENT AGENCY UPDATE

Report To:	Nelson Tasman Civil Defence Emergency Management Group
Meeting Date:	23 July 2024
Report Author:	Mike Gillooly, Senior Regional Emergency Management Advisor, Regional Engagement
Report Number:	REMC24-07-2

1. Presentation/Update

Mike Gillooly will provide an update regarding National Emergency Management Agency Activity to the Nelson Tasman Civil Defence Emergency Management Group.

2. Attachments / Tuhinga tāpiri

1. NEMA Update

7



National Emergency Management Update

Nelson Tasman CDEM Group Joint Committee

23 July 2024

Budget 2024

- The Government announced its 2024/25 budget on 30 May 2024. There were a number of items relevant to NEMA and emergency management.
- NEMA is not subject to the 6.5% public sector funding cuts.
- NEMA will be investing in an assurance function. The Chief Executive has indicated that he intends to advertise soon for this at the Deputy Chief Executive level.
- NEMA staff numbers will grow in areas according to the Govt's priorities (which includes what comes out of the Govt's response to the Govt Inquiry into the NISWE). NEMA currently has approximately 160 staff and will grow to roughly 180.
- The Government is investing \$1 Billion in cyclone relief, resilience and emergency preparedness. Of that \$10.5M has been set aside for the new National Emergency Management Facility in Wellington. (Info on NEMF \$\$\$ is half way down this press release <https://www.beehive.govt.nz/release/more-1-billion-cyclone-relief-resilience-and-emergency-preparedness>)

Emergency Management Reform

- Submissions on the Emergency Management Bill and insights from last year's severe weather events made it clear that the bill would not deliver the integrated, fit-for-purpose emergency management framework that New Zealand needs.
- The Government therefore discharged the bill. The Government intends to introduce a new bill by the end of 2025.
- The Government will be looking at recommendations of the Report of the Government Inquiry into the North Island Severe Weather Events, other reviews of last year's weather events, and submissions on the previous bill, and work through what improvements need to be made.
- Advice will be presented to Cabinet in September 2024 seeking decisions on actions for improving New Zealand's resilience to natural disasters and other emergencies.
- Those decisions will inform the scope, scale, and speed of change in response to the Government Inquiry, including the scope of any future Emergency Management Bill.

CDEM Directors Statement for Tsunami Evacuation Zones

- As a result of the sector-wide desire to have a nationally consistent tsunami evacuation zones, NEMA has worked with CDEM Groups and scientists to develop a more effective national approach that will be included in updated guidance documents.
- NEMA is now recommending one blue tsunami evacuation zone for public facing tsunami evacuation zones. This approach is an evidence-based approach and aligns with best practice. The new approach was announced to CDEM Groups on 15 April 2024, as a statement of intent from the Director, ahead of the formal guideline being updated and published at the end of 2024. This will allow CDEM Groups to progress their work and work planning with the certainty of national direction.
- The Director's Statement can be viewed here: <https://www.civildefence.govt.nz/resources/publications>.



NEMA Internal Operational Lessons Report

- NEMA has published its internal review report of its operational response to the North Island Severe Weather Events of early 2023.
- NEMA's review was internally focused on the functional capacity of the systems, processes, internal policies, people capability and infrastructure used and/or directed by NEMA during the response.
- Some of the key lessons include:
 - Science, intelligence and geospatial capability and capacity need to be enhanced to build situational awareness and support decision making during emergencies.
 - There continues to be a need for a shared, system-wide "single source of the truth" (Common Operating Picture).
 - The NCC/NCMC facility is not fit for purpose especially for a response of this scale. NEMA and NCC/NCMC IT was not reliable.
 - Deployment of emergency management professionals into the regions was vital to support emergency response operations at local and regional levels.
 - NEMA should build on the selection, training and exercising for emergency management sector deployments to grow capability and capacity to meet future demand.
 - NEMA's well-established relationships across the all-of-government network, and internationally, served us well in our lead agency capacity.
- Full report is publicly available online:
<https://www.civildefence.govt.nz/assets/Uploads/documents/publications/May-2024-NISWE-NEMA-Internal-Operational-Lessons-Report-FINAL.pdf>

Review of Reviews

- Review of reviews - NEMA Chief Executive has commissioned the NEMA Continuous Improvement Unit to conduct a review across reports into the emergency management response to the 2023 North Island Severe Weather Events.
- It is expected this will confirm the themes the inquiry has identified. If there are additional themes identified through this work, that will be really good to know as the Government is considering its response to the Government Inquiry.
- This project is expected to deliver an aggregated view of how frequently the same themes have been raised, how many agencies are working to address the same or similar recommendations and enable a comparison with reports on responses to other significant events.
- It is known there are agencies who are wanting to consider learnings from others that may apply to them. Having an aggregated view of these reports will make it easier.
- This work will be a snapshot of reports finalised by the end of April/early May. NEMA intends to engage with agencies in early to mid-May with the next steps in mind.

Exercise Rū Whenua 2024

- Day 2 of the exercise will take place on 26 June, this is a table-top exercise aimed at CE level where possible, across Central and Local Government, iwi Māori, NGOs, industries bodies and commercial businesses. The number of people and organisations that could be invited were restrained by venue capacity.



- Day 3 of Rū Whenua is a tabletop exercise being held on 10 July, focusing on the transition to recovery.

CDEM Resilience Fund

- Internal assessment of applications is complete, NEMA was not able to make any decisions until the release of the Budget.
- It has now been confirmed that there are no changes to the 2024/25 Resilience Fund, and NEMA is in the process of finalising these Resilience Fund assessments.
- All applicants will be advised of the outcomes as soon as practicable to enable successful projects to start in July 2024.

Mike Gillooly | Senior Regional Emergency Management Advisor, Regional Engagement
National Emergency Management Agency Te Rākau Whakamarumaru

7.1 REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE**Information Only - No Decision Required**

Report To:	Nelson Tasman Civil Defence Emergency Management Group
Meeting Date:	23 July 2024
Report Author:	Joe Kennedy, Manager Emergency Management
Report Number:	REMC24-07-1

1. Purpose of the Report

- 1.1 To provide an update from the Emergency Management (EM) Office on activity since the last meeting of the Nelson Tasman Civil Defence Emergency Management (CDEM) Group

2. Recommendation/s / Ngā Tūtohunga

That the Nelson Tasman Civil Defence Emergency Management Group

- 1. receives the report of the Nelson Tasman Emergency Management Office; and**
- 2. receives the Nelson Tasman Emergency Management Civil Defence Emergency Management Accounts to April 2024 (Attachment 1); and**
- 3. notes draft minutes of CDEM Coordinating Executive Group 3 July 2024.**

3. Attachments / Tuhinga tāpiri

1. Report of the Nelson Tasman Emergency Office	11
2. Attachment 1 - Civil Defence Ledger and Report 2023-24 - April 24	25
3. DRAFT - Coordinating Executive Group minutes	26

Overarching documents:

- Civil Defence Emergency Management Act 2002 [HERE](#)
- Nelson Tasman Emergency Management Group Plan 2018 [HERE](#)



Status update - Nelson Tasman Emergency Management (NTEM) Office Work Programme

Coordinating Executive Group Meeting – July 2024

This NTEM work programme status update has been prepared for the Nelson Tasman CDEM Group meeting on Tuesday 23 July. It includes a high level summary of key current NTEM activities being undertaken to achieve the goals detailed in the NTCDEM Group Plan.

GOAL 1: BUILD STRONG, SAFE, RESILIENT COMMUNITIES

Individuals and communities are ultimately responsible for their own safety and the security of their livelihoods. They must also be prepared to look after themselves and their immediate neighbours after an emergency depending on the size and nature of the hazard event. This will require the community to:

- Understand the risks they face and have taken practical steps to reduce them
- Be prepared, know what to do and have the confidence to help themselves and others in an emergency
- Be well informed prior to and during events to enable decision making
- Organise and participate in Community Response and Recovery Planning

GOAL 2: REDUCE THE RISK OF HAZARDS

Reducing the impacts of hazards is an important first step towards realising a resilient Nelson Tasman region. Many impacts can be reduced through measures such as:

- Building controls and/or land use planning through the use of various plans and legislation such as the Resource Management Act, Long Term Plan, District Plans, Regional Plans, Regional Policy Statements
- Central government policy and implementation e.g. managing the effects of climate change and options such as managed retreat
- Resilient critical infrastructure
- Careful and secure location of critical services and infrastructure

GOAL 3: ENHANCE RESPONSE AND RECOVERY CAPABILITY

Notwithstanding the effort that has gone into reducing the impacts and improving the self-reliance of the community, emergencies will occur and the region needs to be in a position to be able to respond to and recover from them. An effective response and recovery capability is one in which coordination is timely and efficient such that the community is supported and is able to recover in the best way possible.

This requires:

- Integrated planning by all agencies with a role to play in responding to and recovering from emergencies
- A high level of cooperation and information sharing between responding agencies
- A clear understanding of respective roles and responsibilities during and after an emergency
- Recognition of the increased importance attached to strategic recovery planning

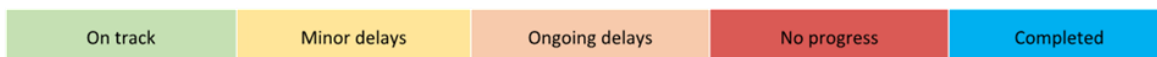
Overarching documents:

- Civil Defence Emergency Management Act 2002 [HERE](#)
- Nelson Tasman Emergency Management Group Plan 2018 [HERE](#)

Key current work programme activities

Goal #1 – Build strong, safe, resilient communities	3
CDEM Group Plan 2018 update	3
Community Emergency Preparedness Planning	4
Goal #2 – Reduce the risk of hazards	5
Refresh of Lifelines Vulnerability Study 2016.....	5
Hazard risk assessments.....	6
Goal #3 – Enhance response and recovery capability	7
Support National Exercise Rū Whenua 2024 (Jun-Jul 2024)	7
IT Improvements Project.....	8
Emergency Response Coordinated Source of Truth.....	9
NTEM Group Response Personnel Capability	10
Cordon Management	11
Emergency Management Office administration	12
Emergency Management Office Financial Reporting.....	12
independent assessment of Nelson Tasman CDEM Group emergency management capability	13
Recommendations	14

Workplan activity status update scale:



Goal #1 – Build strong, safe, resilient communities

Activity / Project	Starts	Due	Status
CDEM Group Plan 2018 update	July 2023	November 2024	Minor delays
Description	Notes on status		
The Nelson Tasman CDEM Group Plan is required to be reviewed and updated every five years as per the requirements placed upon CDEM Groups within the CDEM Act 2002. The plan was last reviewed in 2018.	Collation and development of the Plan content has occurred. NTCDEM Group Joint Committee feedback has been incorporated and, at the time of writing, the Plan has been distributed to Mayors for review prior to being released for public consultation.		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> Final draft sent to NCC/TDC Mayors - 1 July 2024 Final draft circulated to elected members for awareness – 22 July 2024 Final draft provided to Communications team – 22 July 2024 Public consultation commences - 5 August 2024 Public consultation closes – 2 September 2024 Hearings – 27 November 2024 Deliberations - March 2025 Plan circulated to the Minister for Emergency Management and Recovery - between March 2025 – July 2025 Adoption - July 2025 	<ol style="list-style-type: none"> Wider CDEM Group and partner review and feedback Plan consultation 		
Output(s)	An updated Nelson Tasman CDEM Group Plan is adopted.		
Potential risk(s)	Mitigation		
The capacity for partners to provide contributions in time to meet project deadlines.	Regular communication with partners to ensure delays and issues can be resolved in a timely manner.		
Recommendation(s)	Nil.		
Author / Contact: Jim Tetlow (Toa Consulting) / Joe Kennedy			

Activity / Project	Starts	Due	Status
Community Emergency Preparedness Planning	April 2023	May 2024	Completed
Description	Notes on status		
The design, development and socialisation of a Community Emergency Preparedness Plan (CEPP) template and accompanying 'How to' guide to empower and enable communities to prepare their own plan to support their community in the preparation for, and response to, emergency events. They will also serve to provide NTEM with valuable response information.	The template and guide have been developed with a 'soft launch' undertaken in late 2023. Widespread promotion of the CEPP is underway including TDC Newline and NCC Our Nelson.		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> 1. Preparing articles for community newspapers 2. Social media campaign 3. Supporting communities who show interest in developing a plan 	<ol style="list-style-type: none"> 1. Budget to support advertising campaigns 		
Output(s)			
A Community Emergency Preparedness Plan is being widely use by communities across Nelson Tasman.			
Potential risk(s)		Mitigation	
<ol style="list-style-type: none"> 1. Limited uptake of the plans by communities 2. Lack of agency/partner buy in 3. Lack of EM Office capacity to support demand 		Regular marketing across multiple platforms to address differing demographics Regular communication and egagement with partners	
Recommendation(s)			
Nil.			
Author / Contact: Kathy King			

Goal #2 – Reduce the risk of hazards

Activity / Project	Starts	Due	Status
Refresh of Lifelines Vulnerability Study 2016	July 2023	June 2024	Ongoing delays
Description	Notes on status		
A Lifelines Vulnerability Study was undertaken in 2016. Since that time infrastructure upgrades have occurred, and additional hazard impact data created. As a result, and to align with national standards, the Vulnerability study is due a refresh.	<p>As previously reported, NTEM were exploring if efficiencies (financial and resource) could be achieved by partnering with the Nelson Tasman Climate Change Risk Assessment Project.</p> <p>Having explored this option a decision has been made not to amalgamate the two projects.</p> <p>As a result, council GIS resource has been approached to assist with the refresh of the Lifelines Vulnerability Study as a standalone project.</p>		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> 1. Data collection process 2. Refresh of GIS platform 3. Arrange and hold key vulnerability workshops 4. Compile a draft report/study 5. Approve refreshed Lifelines Vulnerability Study 	<p>Provision of Council GIS resource</p> <p>Partner and stakeholder buy in</p>		
Output(s)	A refreshed Lifelines Vulnerability Study is completed		
Potential risk(s)	Mitigation		
<p>The capacity for partners and stakeholders to provide contributions in time to meet project deadlines.</p> <p>Availability of GIS resource</p> <p>Project scope creep and associated availability of budget</p>	<p>Regular communication with partners to ensure delays and issues can be resolved in a timely manner.</p> <p>Involvement of GIS personnel in project planning (Project Plan completed in July 2023)</p>		
Recommendation(s)	Nil.		
Author / Contact: Luci Swatton			

Activity / Project	Starts	Due	Status
Hazard risk assessments	March 2022	June 2027	Minor delays
Description	Notes on status		
Following the release of guidelines for undertaking risk assessments by the National Emergency Management Agency, NTEM is in the process of re-assessing our regional risk profile by undertaking a series of workshops to assess regional risk of key hazards.	Top seven hazards have been 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.		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> 1. Secure budget and engage contractor 2. Develop a workshop schedule 3. Send out workshop placeholders 4. Undertake workshops 5. Collate information and populate the Risk Analysis and Summary Tool 6. Disseminate information to partners and stakeholders 7. Incorporate information in Group Plan 2029 	Ensure the opportunity for iwi māori engagement exists throughout the process.		
Output(s)	Comprehensive risk assessments have been completed for all of the region's hazard. Please note: Once completed a cyclic review will be required to check and maintain the currency of the information gathered.		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> 1. Stakeholder and partner buy in, availability and capacity 2. EM staff capacity 3. Project prioritisation against other 'high profile' projects 	Regular communication with partners and stakeholders Robust EM Office work programming Development of a 'workshop rhythm'		
Recommendation(s)	Nil.		
Author / Contact: Kay Anderson			

Goal #3 – Enhance response and recovery capability

Activity / Project	Starts	Due	Status
Support National Exercise Rū Whenua 2024 (Jun-Jul 2024)	July 2023	July 2024	On track
Description	Notes on status		
To support the National Emergency Management Agency (NEMA) in conducting Exercise Rū Whenua over three dates in 2024 (12 June, 26 June and 10 July 2024). The aim of Exercise Rū Whenua 2024 is to test New Zealand's arrangements for responding to and recovering from a significant Alpine Fault earthquake.	<p>Nelson Tasman CDEM held a multi-agency and partner workshop on 10 June and operated a 'EOC light' model on 12 June. At the end of the workshop, participants indicated that they would like follow up workshops to further progress regional planning and preparedness.</p> <p>In the spirit of exercising, at a regional level, a date to exercise a fully staffed and resourced Group Emergency Operations Centre has been set for 4 December 2024.</p> <p>Additionally, a local incident management team exercise has been successfully held in St Arnaud.</p>		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> 1. Participate in Exercise debrief activities 2. Develop a plan to progress regional planning and preparedness via Exercise Rū Whenua activities 	Communication of Exercise debrief dates and expectations amongst Exercise players		
Output(s)	The Nelson Tasman CDEM Group adequately supports Exercise Rū Whenua.		
Potential risk(s)	Mitigation		
<p>NEMAs capacity to undertake exercise planning and response objectives.</p> <p>NTEMs, regional partner and agency capacity to 'flex' to accommodate NEMA's Exercise objectives.</p>	Regular communication to minimise issues and facilitate resolution in a timely manner.		
Recommendation(s)	Nil.		
Author / Contact: Kay Anderson			

Activity / Project	Starts	Due	Status
IT Improvements Project	July 2021	March 2024	Ongoing delays
Description	Notes on status		
The IT improvements project serves to achieve a fit for purpose NTEM technology solution to meet the demands of business as usual and response activities.	Lack of resourcing and alignment between project stakeholders, and the ability to source appropriate 'solution' providers has attributed to project delays. However, since the last meeting of the Coordinating Executive Group a 'go live' date has been set for 12 August 2024.		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> 1. Set up and deployment of devices 2. Further development and integration of components for the NTEM tenancy 3. Determine ongoing support model 4. Train NTEM team on new tenancy 5. Implement the NTEM tenancy 	Continued overarching project management and project momentum		
Output(s)	A fit for purpose NTEM technology solution is in place with appropriate support mechanisms.		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> 1. Project stakeholder buy in, availability and capacity 2. EM staff capacity 3. Project prioritisation against other 'high profile' projects 	<ol style="list-style-type: none"> 1. Regular communication with project stakeholders. Continued advocacy and sound project management practices 2. Robust EM Office work programming 3. Continued advocacy and sound project management practices 		
Recommendation(s)	Nil.		
Author / Contact: Luci Swatton			

Activity / Project	Starts	Due	Status
Emergency Response Coordinated Source of Truth	Not yet started	N/A	Ongoing delays
Description	Notes on status		
To develop and implement a system to coordinate the data that multiple partners hold in their own systems. This will serve to provide a regional understanding of the impacts and needs and would track impacted residents journeys through 'the system'.	Lack of resourcing amongst stakeholders has attributed to project delays. A basic Project Proposal has been completed. Nelson City Council resource has been assigned and stakeholder discussions have commenced.		
Upcoming Task(s)	Critical Components		
TBC	TBC		
Output(s)	A secure and trusted tool to coordinate and consolidate electronic data streams has been developed and successfully integrated, implemented and utilised across response partners and agencies.		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> 1. Project stakeholder buy in, availability and capacity 2. EM staff capacity 3. Project prioritisation against other 'high profile' projects 4. Availability of budget 	<ol style="list-style-type: none"> 1. Regular communication with project stakeholders. Continued advocacy and sound project management practices 2. Robust EM Office work programming 3. Continued advocacy and sound project management practices 		
Recommendation(s)	Nil.		
Author / Contact: Luci Swatton			

Activity / Project	Starts	Due	Status
NTEM Group Response Personnel Capability	Ongoing	N/A	On track
Description	Notes on status		
In accordance with the Guide to Group Emergency Operations Centre (GEOC) staffing, enhance and maintain the number of trained staff from Nelson City Council (NCC) and Tasman District Council (TDC).	At the time of writing 115 NCC (down from 119) and 136 TDC (up from 133) staff and 32 non-council staff have had a minimum of ITF intermediate training or equivalent and would therefore be eligible to fill Group EOC roles during response. Additionally, D4H training has been delivered to 190 trainees this calendar year, with 260 personnel receiving a video recording of the training.		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> ITF Intermediate (27/28 and 29/30 August) Public Information Management function specific (10 September) Planning and Intelligence function specific (24 September) Operations function specific (25 September) Welfare function specific (26 September) Logistics function specific (27 September) 	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"> Availability of staff to attend courses Access to NEMA approved trainers Access to budget Staff turnover 	<ol style="list-style-type: none"> Continued liaison and advocacy with Council management Identify alternate trainers Continue to advocate to the Tertiary Education Commission fund via NEMA for an increase in our funding allocation 		
Recommendation(s)	Nil.		
Author / Contact: Kathy Solly			

Activity / Project	Starts	Due	Status
Cordon Management	July 2023	December 2023	Ongoing delays
Description	Notes on status		
Strategic/operational guidance is needed to assist response and recovery decision making regarding the implementation, management and disestablishment of cordons.	This is a joint NTCDEM and Canterbury CDEM project. A draft is nearing completion, though due to resourcing constraints in both CDEM Groups the project is experiencing ongoing delays.		
Upcoming Task(s)	Critical Components		
<ol style="list-style-type: none"> 1. Complete draft Cordon Management SOP 2. Arrange and facilitate an Emergency Service workshop hui (inc. MPI) 3. Socialise SOP amongst relevant stakeholders and partners for comment 4. Review comments, amend and finalise SOP 5. Socialise SOP with operational personnel 6. Test, exercise and review the SOP 	Stakeholder engagement		
Output(s)	A Cordon Management SOP has been developed, socialised and implemented.		
Potential risk(s)	Mitigation		
<ol style="list-style-type: none"> 1. Project scope creep 2. Disparate approach to cordon management amongst partners and agencies 3. Availability of human resources 	Regular communication with partners to ensure delays and issues can be resolved in a timely manner. Work programme prioritisation Clear project parameters		
Recommendation(s)	Nil.		
Author / Contact: Kay Anderson			

Emergency Management Office administration

Activity / Project	Starts	Due	Status
Emergency Management Office Financial Reporting	July 2023	June 2024	On track
Notes on status			
<p>The financial report to April 2024 is attached as Attachment 1. Income is in line with budget while operating expenditure is \$65,069 less than the budgeted deficit, largely due to the timing of some expenditure e.g. Controller fees.</p> <p>In terms of CAPEX, a number of factors has resulted in funds being unable to be fully spent this financial year. As a result, the Emergency Management Office is seeking to carry \$55,501 over into the 2024/25 financial year. This is comprised of \$1,429 (Equipment and Office furniture), \$1,606 (generators) \$2,900 (Laptops), \$1,572 (radio equipment) \$17,994 (air conditioning), \$20,000 (Response Team vehicle fitout), \$10,000 tsunami signage.</p>			
Potential risk(s)		Mitigation	
<p>A) OPEX forecasting indicates that expenditure will be very close to budget by end of the financial year, 30 June 2024.</p> <p>B) OPEX spend relating to unbudgeted travel requests to attend spontaneous hui pertaining to emergency management reforms.</p> <p>C) 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.</p>		<p>A) Upcoming OPEX spend associated with projects and/or activity that is not already underway has been put on hold. Additional mechanisms for achieving savings are being explored.</p> <p>B) The 'value add' of requests is being considered and prioritised against existing scheduled travel. Virtual attendance is being requested where appropriate.</p> <p>C) N/A</p>	
Recommendation(s)			
Nil			
Author / Contact: Joe Kennedy			

Activity / Project	Starts	Due	Status
independent assessment of Nelson Tasman CDEM Group emergency management capability	2024	2024	On track
Description	Notes on status		
<p>The Ministry of Civil Defence & Emergency Management (now the National Emergency Management Agency) last undertook a capability assessment of the Nelson Tasman Emergency Management Group in 2015. Since this review, professionalism of the CDEM sector has increased, driven by more regular events that are increasingly in the public eye; resultant ministerial enquiries; and subsequent increased expectation, scrutiny, and consequence at national, regional, and local levels. Numerous areas for improvement have been identified across the sector. While the NTCDEM Group undertakes regular debriefs following regional and local responses, the Group has not recently holistically reviewed emergency management performance and business practices across activities before, during, and after emergency events. Debriefs were held following the August 2022 floods, but this was more focused on response capability, and not on wider emergency management workstreams (including reduction, readiness, and recovery).</p> <p>Additionally, work has been completed in recent years to ensure NTCDEM is both people and process led (i.e. not just relying on the right people being in the right place at the right time), but regional and local responses continue to hold 'key person' risks where processes are not documented and there is a reliance on individual experience and knowledge. While response and council business-as-usual practices have worked well historically, these may not be sufficient in future emergencies where impacts could be more severe and widespread. An independent assessment of emergency management capability could provide a comprehensive gap analysis and assist in validating whether emergency management efforts and resources are being prioritised where they are most needed.</p>	<p>Internal council management support has been attained (NCC and TDC) and the project has been endorsed by the Nelson Tasman CDEM Coordinating Executive Group.</p>		
Output(s)	<p>An independent assessment of Nelson Tasman CDEM Group emergency management capability is completed comprising of:</p> <ol style="list-style-type: none"> 1. An independent review of the Nelson Tasman CDEM Group emergency management capability aligned with the National Disaster Resilience Strategy, rather than the previous CDEM Capability Assessment tool. 2. A high level analysis of recent emergency management reviews in order to provide reflections on the emergency management capability of the NTCDEM Group against key themes from these reviews. 3. Support the NTCDEM Group with the development of a Strategic Road Map to integrate existing work programmes with findings/recommendations from the Capability Assessment and high-level findings from recent reviews. 		
Recommendation(s)	<p>Nil.</p>		
Author / Contact: Joe Kennedy			

Recommendation(s)

That the Nelson Tasman CDEM Coordinating Executive Group

Receives the Report of the Nelson Tasman Emergency Management Office and its attachments; and

Receives the Nelson Tasman Emergency Management Civil Defence Emergency Management Accounts to April 2024 (Attachment 1)

Nelson Tasman Emergency Management

Statement of Income and Expenditure

For Period to

April-24

	Current Month		Year to Date		Variance	Full Year Budget
	Actual	Budget	Actual	Budget		
Income						
Levies	88,167	88,166	881,667	881,666	(1)	1,058,000
Other Income	-	-	3,287	-	(3,287)	-
Interest	123	333	1,227	3,333	2,106	4,000
	<u>88,289</u>	<u>88,499</u>	<u>886,181</u>	<u>884,999</u>	<u>(1,182)</u>	<u>1,062,000</u>
Less Expenditure						
Staffing Costs	53,793	53,826	540,948	538,251	(2,697)	645,900
Operational Costs	23,773	21,084	174,244	210,834	36,590	253,000
Maintenance	1,021	533	13,314	5,333	(7,981)	6,400
Public Engagement	-	1,083	1,367	10,833	9,466	13,000
Consultancy	1,938	1,833	22,705	18,333	(4,372)	22,000
Fixed Overheads	734	9,658	76,795	96,583	19,788	115,900
Depreciation	5,012	6,000	48,954	60,000	11,046	72,000
NZRT-2	2,016	3,333	30,653	33,333	2,680	40,000
Event Costs	0	267	3,301	2,667	(634)	3,200
Total Expenses	<u>88,286</u>	<u>97,617</u>	<u>912,280</u>	<u>976,167</u>	<u>63,887</u>	<u>1,171,400</u>
Net Income (Deficit)	<u>3</u>	<u>(9,118)</u>	<u>(26,099)</u>	<u>(91,168)</u>	<u>65,069</u>	<u>(109,400)</u>

Statement of Financial Position

As At

Apr-24

Mar-24

Jun-23

Opening Equity	259,747	259,747	589,251
Plus YTD Surplus (deficit)	<u>(26,099)</u>	<u>(26,102)</u>	<u>(329,503)</u>
Equity	<u>233,648</u>	<u>233,645</u>	<u>259,747</u>
Which was invested as follows -			
Assets			
Prepayments	27,062	20,095	6,670
Accounts Receivable	-	-	5,601
Accrued Income (TDC & Welfare)	-	-	-
Fixed Assets	208,273	213,036	243,093
Intangibles	500	750	3,000
NCC Reserve Account	<u>85,980</u>	<u>(235)</u>	<u>1,383</u>
	<u>321,815</u>	<u>233,645</u>	<u>259,747</u>
Liabilities			
NCC Current Account	-	-	-
Income in Advance	88,167	-	-
Sundry Creditors	-	-	-
	<u>88,167</u>	<u>0</u>	<u>0</u>
	<u>233,648</u>	<u>233,645</u>	<u>259,747</u>

Capital Expenditure Summary

April-24

YTD Actuals

Full Year Budget

EOC and Office	358	70,900
Vehicles	-	58,800
Communications	1,528.75	5,900
NZRT2	9,443	14,000
Generators	-	5,400
Tsunami info/signage project	-	10,000
	<u>11,330</u>	<u>165,000</u>



MINUTES
of the
**NELSON TASMAN CDEM COORDINATING EXECUTIVE
GROUP MEETING**

held
2.00 pm, Wednesday, 3 July 2024
at
Emergency Operations Centre, 28 Oxford Street, Richmond

Present: Leonie Rae, Richard Kirby, Rob Smith, Gabby Drummond (Tasman District Council), Joe Kennedy, Kathy Solly, Kathy King, Luci Swatton (Nelson Tasman Civil Defence Emergency Management), Mike Gillooly (NEMA), Rebecca Mason (Iwi Rep), Steven Collins (Police), Anne Maree Harris (Hato Hone St John), Craig Churchill, Ronnie Gibson (MSD), Paul Shattock, Jane McLeod, Maggie McGill (Nelson City Council), Andrew Lindsay, Pete Kara (Health NZ), Grant Haywood (FENZ),

1 OPENING, WELCOME

Joe Kennedy offered the opening karakia.

2 APOLOGIES AND LEAVE OF ABSENCE

**Moved Churchill/Kara
CEG24-07-1**

That apologies from Alec Louverdis, Nigel Philpott, Lexie O'Shea, Kay Anderson and Nikki Harrison be accepted.

CARRIED

3 DECLARATIONS OF INTEREST

4 CONFIRMATION OF MINUTES

**Moved Churchill/Kara
CEG24-07-2**

That the minutes of the Nelson Tasman CDEM Coordinating Executive Group meeting held on Wednesday, 13 March 2024, be confirmed as a true and correct record of the meeting.

CARRIED

5 PRESENTATIONS AND VERBAL UPDATES

5.1 National Emergency Management Agency Update

Mike Gillooly took his update as read and answered questions.

5.2 Whānau, Hapū, Iwi Update

Rebecca Mason updated the group on

- Te Kotahi o Te Tauihu Charitable Trust is in the process of hiring two full-time fixed-term employees to look into emergency preparedness plans for whanau registered and those in remote locations.
- Te Pūtahitanga emergency boxes are being placed at sites in remote locations with resources.
- Formed a Disaster Recovery Iwi leaders group at a National Level working with the Department of the Prime Minister and Cabinet on all of the policy and legislative developments.

5.3 Government Inquiry into the Response to the NISWE (North Island Severe Weather Event)

Joe Kennedy spoke to his PowerPoint presentation.

6 REPORTS

6.2 Report of the Nelson Tasman Emergency Management Office

Joe Kennedy took his report as read, discussion included:

- The Nelson Tasman Group Plan is developed and in the final draft state, currently with Nelson and Tasman Mayors for approval to go live with Public Consultation in August.
- Rū Whenua – Nelson Tasman CDEM held a multiagency and partner workshop on 10 June, which was well received and is looking to hold a fully activated event on 4 December 2024.
- IT improvements now have a date locked in for an upgrade, 12 August 2024.
- Congratulated the team on all their hard work and moving things forward.
- Independent Assessment, it was suggested to add CEG and its structure into the review and look at how the three top of the South CDEM groups work together (Nelson Tasman/Marlborough and West Coast).

Moved Lindsay/Harris

CEG24-07-3

That the Nelson Tasman CDEM Coordinating Executive Group

1. receives the Report of the Nelson Tasman Emergency Management Office and its attachments; and
2. receives the Nelson Tasman Emergency Management Civil Defence Emergency Management Accounts to April 2024 (Attachment 2); and
3. approves unspent Nelson Tasman Civil Defence Emergency Management Capital Expenditure budget of \$55,501 from 2023/24 be carried forward to the 2024/25 financial year; and
4. endorses a regional exercise date of 4 December to exercise a fully staffed and resourced Group Emergency Operations Centre; and
5. endorses an independent assessment of Nelson Tasman CDEM Group emergency management capability be completed.

CARRIED

6.3 Report of the Nelson Tasman Civil Defence Emergency Management Subsidiary Committees

The following update reports were received and taken as read:

- PEPI Committee
- Readiness and Response Committee
- Reduction Committee
- Welfare Coordination Group
- Recovery Committee
- Lifelines Committee

**Moved Rae/Collins
CEG24-07-4**

That the Nelson Tasman CDEM Coordinating Executive Group receives the Report of the Nelson Tasman Civil Defence Emergency Management Subsidiary Committees

CARRIED

Agency and Partner updates

Ministry of Social Development

Rural assistance payments went live on 17 June.

Hato Hone St John

Monday to Friday partially paid ambulance service now in Golden Bay.

Health NZ

Fire at Kensington Court Resthome, Pete passed on his thanks to FENZ and NZRT2 for all their work, everyone was safely evacuated and there were no injuries.

6 CONFIDENTIAL SESSION

Nil

Paul Shattock offered the closing karakia.

The meeting concluded at 3.51 pm

Confirmed as a correct record of proceedings by resolution on Enter date .

Unconfirmed

7 CONFIDENTIAL SESSION

7.1 Procedural motion to exclude the public

The following motion is submitted for consideration:

That the public be excluded from the following part(s) of the proceedings of this meeting. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

7.2 Appointment of Local Controllers

Reason for passing this resolution in relation to each matter	Particular interest(s) protected (where applicable)	Ground(s) under section 48(1) for the passing of this resolution
The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.