

Civil Defence and Emergency Management Joint Committee Meeting 12 June 2025



**Emergency
Management Otago**
Te Rākau Whakamarumarū Ōtākou

Meeting conducted in the Council Chamber
Level 2, Philip Laing House
144 Rattray St, Dunedin

Members:

Cr Gretchen Robertson (Otago Regional Council Chairperson)
Mayor Bryan Cadogan (Clutha District Council)
Mayor Gary Kircher (Waitaki District Council)
Mayor Tamah Alley (Central Otago District Council)
Mayor Jules Radich (Dunedin City Council)
Mayor Glyn Lewers (Queenstown Lakes District Council)

Meeting Support: Cara Jordan, Governance Support Officer, Otago Regional Council

12 June 2025 03:00 PM - 05:00 PM

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8. NEXT MEETING

The next meeting is on Friday 5 September 2025 from 1:00 pm to 3:00 pm.

9. [KARAKIA WHAKAMUTUNGA - CLOSING](#)

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Emergency
Management Otago
Te Rākau Whakamarumaru Ōtākou

KARAKIA TIMATANGA

WHEN TO USE IT >> To start the day • To open a meeting

**Tuia ki runga
Tuia ki raro
Tuia ki waho
Tuia ki roto
Tuia ki te here tangata
Ka rongo te pō
Ka rongo te ao
Haumi e, hui e
Tāiki e!**

**Unite above
Unite below
Unite without
Unite within
Unite as one
Listen to the night
Listen to the world of light
We can now come together
as one!**



Otago
Regional
Council



**Otago Civil Defence and Emergency Management Joint Committee
MINUTES**

**Minutes of an ordinary meeting of the Otago Civil Defence and Emergency Management
Joint Committee held in the Council Chamber, Level 2 Philip Laing House, 144 Rattray Street,
Dunedin on Thursday 27 March 2025, commencing at 3.00pm.**

PRESENT

Cr Gretchen Robertson	<i>(Chair)</i>
Mayor Bryan Cadogan	
Mayor Gary Kircher	
Mayor Tamah Alley	
Mayor Jules Radich	

1. WELCOME

Chair Robertson welcomed Mayors, members of the public and staff to the meeting at 3.10pm with a karakia. Attendees included Mayor Bryan Cadogan (Clutha District Council), Mayor Gary Kircher (Waitaki District Council), Mayor Tamah Alley (Central Otago District Council) and Mayor Jules Radich (Dunedin City Council). Attending online were Alex Parmley (Chief Executive Waitaki District Council), Sandy Graham from 4.24pm (Chief Executive Dunedin City Council), Suzanne Ellison (Rūnaka Manager at Kāti Huirapa Rūnaka ki Puketeraki), Mauriri Kimura McGlinchey (Araiteuru Emergency Facilitator at Kāti Huirapa Rūnaka ki Puketeraki) and Mike Gillooly (Senior Regional Emergency Management Advisor NEMA). Staff present included Richard Saunders (Chief Executive), Glenn Mitchell (Team Leader Group Office CDEM), Paul Allen (Resilience Advisor CDEM) and Cara Jordan (Governance Support Officer). CDEM staff attending online were Chris Booker, Claire Charleton, Courtenay Jamieson, Jason Michie, John Mawhinny, Taylor Hendl, Mary Ferguson, Andy Everitt and Mel Banks.

2. CONFIRMATION OF AGENDA

An amendment to the Community Resilience Groups Work Plan was circulated in the meeting. The agenda was then confirmed as published.

3. APOLOGIES

Resolution: Cr Robertson Moved, Mayor Jules Radich Seconded:

That the apologies for Mayor Glyn Lewers, Mike Theleen, Peter Kelly, David Ward, Matt Alley and Alex Parmley (for lateness) and Sandy Graham (for lateness) be accepted.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

A minor amendment was made to the minutes of the last meeting.

Resolution: Mayor Tamah Alley Moved, Mayor Jules Radich Seconded

That the minutes of the Otago Civil Defence and Emergency Management Joint Committee meeting held on 12 December 2024 be confirmed as a true and accurate record.

MOTION CARRIED

5. OPEN ACTIONS FROM RESOLUTIONS OF THE COMMITTEE

There are currently no open actions for this committee.

Cr Robertson left the meeting at 3:21 pm.

Cr Robertson returned to the meeting at 3:21 pm.

6. MATTERS FOR CONSIDERATION

6.1. Manger's Report

[YouTube 5.17] This paper updated the Otago CDEM Group Joint Committee on work activity completed for the year to date. David Grimes was welcomed to the Queenstown team as an Emergency Management Advisor. The final after action report from the October 2024 severe weather events will be available in April 2025. The Joint Committee requested an opportunity to provide feedback on any submission to the Emergency Management Bill. Current and emerging civil defence risks were reviewed. Glenn Mitchell was available for questions.

Resolution CDEM25-101: Mayor Gary Kircher Moved, Mayor Bryan Cadogan Seconded

That the Committee:

1. **Receives** this report.
2. **Notes** the work plan update.

MOTION CARRIED

6.2. Finance Update

[YouTube 24.58] The paper provided an update on year-to-date financial activity as it related to the Otago CDEM Group. Glenn Mitchell was available for questions.

Resolution CDEM25-102: Mayor Tamah Alley Moved, Mayor Jules Radich Seconded

That the Committee:

1. **Receives** this report

MOTION CARRIED

6.3. Coastal Otago New Zealand Response Team Proposal

[YouTube 26.40] The report informed the Joint Committee of a proposal to establish a coastal Otago New Zealand Response Team and sought the committee's endorsement of the proposal. There is currently no New Zealand response team south of Canterbury with the local Red Cross team filling the gap. The proposal is to form an incorporated society with charity status to operate the Otago team as a stand-alone unit which will be self-funded. Council support would include access to the CDEM team for emergencies and assistance with training facilities and community engagement. Glenn Mitchell was available for questions.

Resolution CDEM25-103: Mayor Tamah Alley Moved, Mayor Gary Kircher Seconded

That the Committee:

1. **Receive** and accept this report.
2. **Request** Emergency Management Otago to assess the proposed establishment of a Coastal Otago Response Team and provide a full report for the May 2025 CEG meeting.

MOTION CARRIED

6.4. Lifelines Update

[YouTube 44.14] The report informed the Joint Committee of activity undertaken at the Otago Lifeline Utilities Group meeting on 19 February 2025. An updated work plan including a risk matrix was presented. Councils were requested to nominate an alternative representative if their delegate cannot attend a Lifeline meeting. Mel Banks was available for questions.

Resolution CDEM25-104: Mayor Tamah Alley Moved, Cr Robertson Seconded

That the Committee:

1. **Receives** the report.
2. **Notes** the updates from the Otago Lifeline Utilities Group minutes.

MOTION CARRIED

6.5. Mana Whenua / Iwi Facilitator Update

[YouTube 48.55] The report informed the Joint Committee of the ongoing restructuring at Te Rūnanga o Ngāi Tahu and the potential implications for iwi engagement and whānau emergency response roles across the Otago region, including the Araiteuru Emergency Facilitator. Mauriri Kimura-McGlinchey was available to answer questions.

Resolution CDEM25-105: Mayor Bryan Cadogan Moved, Mayor Tamah Alley Seconded

That the Committee:

1. **Receives** the report.
2. **Notes** the restructuring at Te Rūnanga o Ngāi Tahu and the potential impacts on iwi engagement and whānau emergency-related roles, including the Araiteuru Emergency Facilitator.

MOTION CARRIED**6.6. Group Plan Update**

[YouTube 52.35] The report informed the Joint Committee of the progress made in the development of the Otago Civil Defence and Emergency Management Group Plan 2025-2035. A working draft of the plan is targeted for 3 October 2025, followed by a technical review from NEMA and ministerial review in February 2026. Andy Everitt was available to answer questions.

Resolution CDEM25-106: Cr Robertson Moved, Mayor Jules Radich Seconded

That the Committee:

1. **Receive** and accept this report.

MOTION CARRIED**6.7. National Emergency Management Agency (NEMA) Update**

[YouTube 58.35] The report from NEMA provided an update on the government's response to the recommendations in the NISWE inquiry and the Emergency Management Bill. The link between risk reduction, the Long-Term Plan and the Group Plan was discussed. Mike Gillooly from NEMA was available for questions. The Joint Committee noted the report.

6.8. CDEM Work Plan Update

[YouTube 1.18.14] The CDEM work plan appendix report provided an update on progress achieved against focus areas. The Committee noted the report on Exercise Ohotata 24 as part of the CDEM work plan update. Mayor Tamah Alley thanked the team for the Exercise Ohotata 24 event and noted that the on-the-ground practice was very worthwhile.

7. NEXT MEETING

The next meeting was confirmed as 12 June 2025 from 3.00-5.00pm.

8. CLOSING

There was no further business and Chair Robertson declared the meeting closed at 4.27pm with a karakia.

Chair

Date



Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

Otago Civil Defence and Emergency Management Group – Joint Committee

TERMS OF REFERENCE

(Created August 2023)

The Otago Civil Defence Emergency Management (CDEM) Group Committee, a joint committee which comprises elected representatives of local authorities within the region, was formed under the Local Government Act 2002 pursuant to section 12 of the CDEM Act 2002.

Members of the Group Joint Committee are the mayor or chairperson (or delegated councillor) from Waitaki District, Queenstown Lakes District, Central Otago District, Clutha District, Dunedin City and the Otago Regional Council. Although Waitaki District falls within the boundaries of both Canterbury and Otago Regional Councils, the Waitaki District Council has elected under section 14(2) of the CDEM Act to be a member of the Otago CDEM Group. The Otago CDEM Group may invite observers to attend its meetings. The CDEM group exercises governance and determines CDEM policy for member authorities in relation to risk analysis, reduction, readiness, response and recovery from emergencies.

The powers and obligations of members of the Otago CDEM Group are set out in section 16 of the CDEM Act.

The functions of the CDEM group and its members, as detailed in section 17 of the CDEM Act, are to:

- identify, manage and reduce relevant risks and hazards.
- ensure suitably trained and competent personnel for all CDEM Group roles are available.
- organise resources, services and information for the Otago CDEM Group
- respond to and manage the effects of emergencies.
- carry out recovery activities.
- when requested, assist other CDEM groups if practicable.
- promote and educate the public on CDEM and its purpose.
- monitor and report on compliance with the CDEM Act
- develop, implement, monitor and regularly review the Otago CDEM Group Plan
- participate in the development of the National CDEM Strategy and the National CDEM Plan, and
- promote all aspects of CDEM in the Otago region.

The Group will:

- provide strategic direction through the Otago CDEM Group Plan
- approve the Otago CDEM Group budget.
- approve and monitor the Otago CDEM Group annual work programmes.
- appoint Controllers and delegate powers as required,
- appoint a Recovery Coordinator

The CDEM Group should meet each quarter or as required. Procedure for the conduct of meetings will be in accordance with the Local Government Act.

Meetings are held in public.

A quorum will consist of three members.

A chair and a deputy will be elected, usually following local body elections.

Should the chair or deputy chair resign or otherwise not be available, a replacement will be elected at the next Otago CDEM Group meeting.

The Group will not be discharged by a local body election (section 12 of the CDEM Act).

Following a local body election, any previous delegations made by a local authority under section 13(4) of the CDEM Act must be renewed or rescinded.

In accordance with local government procedures, decisions made by the Otago CDEM Group are binding on all members.

In accordance with section 18(1) of the CDEM Act, the Otago CDEM Group may delegate any of its functions to a member of the Group, the Group Controller or other person. These delegations are made by a resolution at a CDEM Group meeting.

Common Civil Defence and Emergency Management Acronyms

CDEM	Civil Defence Emergency Management
CEG	Coordinating Executive Group
CIMS	Coordinated Incident Management System
COP	Common Operating Picture
D4H	Emergency Operations Platform
DIA	Department of Internal Affairs
ECC	Emergency Coordination Centre
GEM	Group Emergency Manager
EMA	Emergency Management Advisors
EOC	Emergency Operations Centre
FENZ	Fire and Emergency New Zealand
GIS	Geographic Information System
IMT	Incident Management Team
JC	Joint Committee
TLA	Territorial Local Authority
LUC	Lifelines Utility Coordination Group
MPI	Ministry of Primary Industries
MSD	Ministry of Social Development
NCC	National Coordination Centre
NCCMC	National Crisis Management Centre
NEMA	National Emergency Management Agency
NEMDG	National Emergency Management Development Group
NZ - EMAT	NZ Emergency Management Assistance Team
RAG	Rural Advisor Group
R & R	Readiness and Response Group
SIG	CDEM Special Interest Group
WCG	Welfare Coordination Group
4Rs	Reduction, Readiness, Response and Recovery

7.1. Coordinating Executive Group (CEG) Chair Report

Prepared for: Civil Defence and Emergency Management - Joint Committee

Report No. CDEM2538

Activity: Civil Defence and Emergency Management

Author: Matt Alley, Group Manager Emergency Management

Endorsed by: Steve Hill, Coordinating Executive Group Chair

Date: 12 June 2025

PURPOSE

- [1] This report provides an update to the Joint Committee on the key activities and developments of the Otago Civil Defence Emergency Management (CDEM) Group since the last update in December 2024. It reflects progress across readiness, response, welfare coordination, critical infrastructure resilience, training capacity, and national legislative engagement.

EXECUTIVE SUMMARY

- [2] The Otago CDEM Group continues to enhance regional readiness and resilience. Since December 2024, we have:

- Progressed wildfire hazard planning and flood response modelling.
- Implemented VHF radio upgrades to improve inter-regional communications.
- Endorsed the proposal for a Coastal Otago New Zealand Response Team to boost surge capacity.
- Reviewed the 2024 Severe Weather After Action Report and requested an impact assessment on the corrective actions.
- Advanced engagement in national legislative reform processes.
- Strengthened community preparedness with new Marae partnerships and improved communications.

Key areas of activity include ongoing upskilling of EOC/GECC teams, coordination of Lifelines utilities, welfare plan updates, and member agency contributions to public health, fire response, and psychosocial resilience.

RECOMMENDATION

That the Joint Committee:

- 1) *Receives* this report.**

DISCUSSION**Readiness and Response Committee Update**

- [3] A focus has been placed on strengthening flood response capabilities through updated modelling. Wildfire hazard roles have been reviewed with a workshop scheduled for June. A VHF radio upgrade is in progress, enhancing inter-regional emergency
-

communication. Ongoing volunteer shortages in rural fire brigades continue to pose response challenges.

Welfare Coordination Group Update

- [4] The Group Welfare Plan has undergone a recent review. A smaller welfare forum was convened to refine key components. There is continued emphasis on automation, inter-agency cooperation, and welfare support capabilities, particularly following recent flooding impacts.

Otago Lifelines Update

- [5] The Lifelines Utilities Group held a meeting in February 2025. A new Lifelines Action Report has been produced. Challenges remain with attendance and engagement, highlighting the need for renewed commitment. Queenstown Lakes District Council is leading a campaign around the implications of remote road access during emergencies.

Coastal Otago NZ Response Team Proposal

- [6] The CEG endorsed in principle the establishment of a Dunedin-based New Zealand Response Team to provide regional surge capacity and support to standard emergency services. Implementation planning is underway, with clear PCBU responsibilities to be defined.

After Action Review – October 2024 Severe Weather Event

- [7] The CEG endorsed the After-Action Review report and has requested an internal impact assessment to understand the resource and operational implications of the proposed corrective actions.

Group Manager and Financial Updates

- [8] The Group Manager provided an update on year-to-date work activity, including GECC/EOC team training levels. The CEG requested this be emphasised to the Joint Committee. Financially, the Group continues to manage budget impacts from the October 2024 event, despite system delays in financial reporting.

NEMA and Legislative Update

- [9] CEG received updates from the National Emergency Management Agency (NEMA) including EMSIP developments. The Group has also submitted feedback via the CDEM Special Interest Group on the Emergency Management Bill discussion document.

MEMBER UPDATES

- [10] **Te Whatu Ora Southern:** Preparing for winter health pressures; conducted mass casualty exercises; progressing psychosocial response initiatives and emergency messaging consistency.
- [11] **FENZ:** Completed national fire response exercises and is supporting flood response overseas. Seeking integration of training efforts across emergency disciplines.

- [12] **Kāti Huirapa Rūnaka ki Puketeraki:** Strengthening Marae readiness with USAR support and mapping of future engagement.
- [13] **Hato Hone St John:** Preparing for winter demand; planning expanded CIMS training.
- [14] **Ministry of Social Development:** Emphasising emergency preparedness in business continuity initiatives; reviewing emergency legislation impacts.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [15] No new matters arising.

Financial Considerations

- [16] Ongoing monitoring of budget impacts from severe weather events.

Significance and Engagement

- [17] No new matters arising.

Legislative and Risk Considerations

- [18] Ongoing involvement in Emergency Management Bill development.

Climate Change Considerations

- [19] No new matters arising.

Communications Considerations

- [20] Focus on community preparedness and internal coordination across partners.

ATTACHMENTS

1. Draft Minutes CEG Meeting 23 May 2025 [7.1.1 - 6 pages]



**Otago Civil Defence and Emergency Management
Coordinating Executive Group
MINUTES**

**Minutes of an ordinary meeting of the Otago Civil Defence and Emergency Management
Coordinating Executive Group held in the Clyde Museum County Council Chamber
on Friday 23 May 2025, commencing at 1:00 PM.**

MEMBERSHIP

Steve Hill (Chair)	Clutha District Council
Peter Kelly	Central Otago District Council
Sandy Graham	Dunedin City Council
Richard Saunders	Otago Regional Council
Mike Theelen	Queenstown Lakes District Council
Alex Parmley	Waitaki District Council
Matt Scoles	New Zealand Police
Phil Marsh (Deputy Chair)	Fire & Emergency New Zealand
Andrew Cunningham	Te Whatu Ora Southern
Victoria Campbell	Te Rūnanga o Moeraki
Nadia Wesley-Smith	Te Rūnanga o Ōtakau
Suzanne Ellison	Kati Huirapa Rūnaka Puketeraki
Steph Voight	Ministry of Social Development
Simon Chambers	National Emergency Management Agency
Doug Third	St John
Matt Alley	Emergency Management Otago

1. KARAKIA TĪMATANGA - OPENING

Chair Steve Hill welcomed Committee members and staff to the meeting with a karakia at 1:00pm. Attendees included Alex Parmley (Waitaki District Council), Peter Kelly (Central Otago District Council), Mike Theelen (Queenstown Lakes District Council), Matt Alley (Civil Defence and Emergency Management Otago (CDEM)), Tom Dyer (Otago Regional Council), Glenn Mitchell (CDEM) and John Mawhinney (CDEM). Attending online were Phil Marsh (Fire and Emergency New Zealand), Andrew Cunningham (Te Whatu Ora Southern), David Milne (Hato Hone St John), Lisa Little (Ministry of Social Development), Matthew Bramhall (National Emergency Management Agency), Mike Gillooly (National Emergency Management Agency), Suzanne Ellison (Kāti Huirapa Rūnaka ki Puketeraki), Mauriri Kimura McGlinchey (Kāti Huirapa Rūnaka ki Puketeraki), Chris Booker (CDEM), Claire Charleton (CDEM), Courtenay Jamieson (CDEM), Erica Andrews (CDEM), Mary Ferguson (CDEM), Paul Allen (CDEM) and Cara Jordan (Governance Support Otago Regional Council).

2. APOLOGIES

Resolution: Steve Hill Moved, Alex Parmley Seconded:

That the apologies for Sandy Graham, Steph Voight, Richard Saunders and Mel Banks be accepted.

MOTION CARRIED

3. CONFIRMATION OF AGENDA

The agenda was confirmed as published.

4. MINUTES

Resolution: Steve Hill Moved, Peter Kelly Seconded

That the minutes of the Coordinating Executive Group meeting held on 15 November 2024 be received and confirmed as a true and accurate record.

MOTION CARRIED

5. COMMITTEE TERMS OF REFERENCE

The Committee Terms of Reference were noted.

6. ACTION ITEMS

Open actions from resolutions of the Committee were reviewed. All outstanding actions have been completed.

7. REPORT ITEMS

7.1. Group Manager Update

This report updated the Coordinating Executive Group on work activity completed for the year-to-date 2025. The Emergency Management System Improvement Programme was reviewed. Discussion was held on training parameters to upskill GECC/ECC team capabilities. The Coordinating Executive Group requested that the graph of GECC/EOC Qualified versus Total Teams be highlighted to the CDEM Joint Committee. Matt Alley was available for questions.

Resolution: Peter Kelly Moved, Alex Parmley Seconded

That the Coordinating Executive Group:

- 1) **Receives** this report.
- 2) **Notes** the work plan update.

MOTION CARRIED

7.2. Finance Report

This report provided an overview of the financial performance of the Emergency Management Group for the period ending March 2025. It highlighted year-to-date (YTD) actuals against budget and identified key variances. It was noted that there are currently some challenges receiving YTD tracking information due to a finance system update. Unbudgeted expenditure due to the October 2024 severe weather event has been absorbed into the existing budget. Matt Alley was available for questions.

Resolution: Steve Hill Moved, Peter Kelly Seconded

That the Coordinating Executive Group:

- 1) **Notes** this report.

MOTION CARRIED

7.3. Readiness and Response Committee Update

This report outlined activity undertaken at the Readiness and Response Committee meeting on 9 May 2025. Roles and responsibilities for wildfire hazards have been reviewed and a workshop is planned for June 2025. Modelling activity is being undertaken to improve flood response methodologies. Rural fire brigades are facing volunteer shortages impacting emergency response capabilities. A VHF radio upgrade will occur in the next few weeks to improve inter-regional communication. Glenn Mitchell was available for questions.

Resolution: Mike Theelen Moved, Alex Parmley Seconded

That the Coordinating Executive Group:

- 1) **Notes** this report.

MOTION CARRIED

7.4. Welfare Coordination Group Update

This report informed the Coordinating Executive Group of activity undertaken at the Welfare Coordination Group meeting on 30 January 2025. A small welfare forum was held last week to review the Group Welfare Plan update. Paul Allen was available for questions.

Resolution: Mike Theelen Moved, Peter Kelly Seconded

That the Coordinating Executive Group:

- 1) **Notes** this report.

MOTION CARRIED

7.5. Otago Lifelines Update

This report updated the Coordinating Executive Group of the activity undertaken at the Otago Lifeline Utilities Group meeting on 19 February 2025. There is a new Lifelines Action report available. There have been some challenges with member attendance and participation. Queenstown Lakes District Council has been operating a communication campaign on remote roads and emergency implications. The Coordinating Executive Group noted the lack of Council representation at the meeting and agreed to follow up on attendance. Matt Alley was available for questions.

Resolution: Steve Hill Moved, Peter Kelly Seconded

That the Coordinating Executive Group:

- 1) **Receives** this report.
- 2) **Notes** the updates from the Otago Lifeline Utilities Group Minutes 19 February 2025.

MOTION CARRIED

7.6. Coastal Otago New Zealand Response Team Proposal

This report outlined a proposal to establish an accredited Coastal Otago Response Team and sought the committee's endorsement of the proposal. The New Zealand Response Team programme is comprehensive with a stringent audit process. The proposal is to establish a Dunedin based team, but they could be deployed anywhere in the country if needed. It was noted that the PCBU for the Group would need to be made clear. Continuity of the group once established was also noted. Discussion was held on how the group would work with existing emergency services with FENZ requesting input into the coordination of the different groups. Glenn Mitchell and Matt Alley were available for questions.

Resolution: Alex Parmley Moved, Mike Theelen Seconded

That the Coordinating Executive Group:

- 1) **Notes** this report.
- 2) **Recognises** that the gap in existing capability would be improved with a New Zealand Response Team.
- 3) **Recognises** that a New Zealand Response Team will meaningfully support existing resources and normal response arrangements.
- 4) **Recognises** that a New Zealand Response Team would provide surge capacity during an emergency where normal response arrangements are overwhelmed or otherwise require additional support.
- 5) **Endorses** option 2 in principle for the establishment of a New Zealand Response Team in Otago, with Emergency Management Otago to develop a plan for the implementation of support for the team.

MOTION CARRIED

Glenn Mitchell left the meeting at 2:05 pm.

7.7. NEMA Update

This report updated the Coordinating Executive Group with the latest activity and matters that the National Emergency Management Agency is working on. Mike Gillooly was available for questions.

Resolution: Steve Hill Moved, Alex Parmley Seconded

That the Coordinating Executive Group:

- 1) **Notes** this report.

MOTION CARRIED

7.8. After Action Review 2024 - Severe Weather Event

This paper informed the Coordinating Executive Group of the findings, conclusions and recommendations from the After-Action Review of the October 2024 Severe Weather Event. The paper sought the Coordinating Executive Group's endorsement of the report's recommendations and requested direction for an in-house impact assessment on implementing the accepted corrective actions. Matt Alley was available for questions.

Resolution: Peter Kelly Moved, Alex Parmley Seconded

That the Coordinating Executive Group:

- 1) **Endorses** this report.
- 2) **Requests** an impact assessment on implementing the proposed corrective actions.

MOTION CARRIED

7.9. CDEM Special Interest Group Submission on: Discussion Document: Strengthening New Zealand's Emergency Management Legislation

This report briefed the Coordinating Executive Group on the key points, implications and recommendations outlined in the Civil Defence Emergency Management Special Interest Group submission in response to the National Emergency Management Agency's discussion document on the proposed Emergency Management Bill. The time frame for the submission has been challenging. Matt Alley was available for questions.

Resolution: Steve Hill Moved, Mike Theelen Seconded

That the Coordinating Executive Group:

- 1) **Notes** the Special Interest Group collective submission.

MOTION CARRIED

8. MEMBER UPDATES

Fire and Emergency New Zealand (FENZ)

Phil Marsh updated the Coordinating Executive Group on internal staff movements. FENZ has just completed a national exercise focussed on a major fire event including standing up the national coordination centre. Phil Marsh thanked CDEM for their participation. FENZ has been asked to deploy to New South Wales to aid with the current flooding. Dunedin and Invercargill teams have completed Train the Trainer courses.

Kāti Huirapa Rūnaka ki Puketeraki

Suzanne Ellison updated the Coordinating Executive Group on changes in support for emergency management from their central office. Consultation planned with Matt Alley to map the remainder of the year. Mauriri Kimura-McGlinchey confirmed USAR training from Canterbury FENZ for Otago maraes.

Te Whatu Ora Southern

Andrew Cunningham updated the Coordinating Executive Group on internal staff movements. Dunedin Hospital conducted a major exercise in February to test its mass casualty plan. Lakes District Hospital is finalising their mass casualty plan. Moving into the winter period an increased presentation of influenza and other illnesses is expected. The recent case of measles in Auckland is being taken seriously. The national pertussis (Whooping Cough) epidemic is ongoing. There has been a recent budget commitment of \$164m over four years to expand urgent and after-hours healthcare services. A new primary care facility is being opened in July 2025 in Invercargill. There is work underway nationally to get consistency in how psychosocial support is delivered as well as collateral to support rapid messaging in emergencies.

Ministry of Social Development (MSD)

Lisa Little noted that MSD has been reviewing the Emergency Management Bill discussion document and has made a national submission. Business Continuity Week has links to emergency preparedness on their site. This will be included in the MSD operations newsletter. Note was made of the potential uses of AI in emergency management.

Hato Hone St John

David Milne reported on behalf of Hato Hone St John. Preparation for winter is under way with a key focus on rosters and staffing levels. Hato Hone St John is looking to incorporate more CIMS training for personnel.

9. KARAKIA WHAKAMUTUNGA - CLOSING

There was no further business and Chair Hill declared the meeting closed with a karakia at 2:35pm.

Chairperson

Date

DRAFT

7.2. Group Manager Update

Prepared for: Civil Defence and Emergency Management - Joint Committee

Report No. CDEM2536

Activity: Civil Defence and Emergency Management

Author: Matt Alley, Group Manager Emergency Management

Endorsed by: Matt Alley, Group Manager Emergency Management

Date: 12 June 2025

PURPOSE

- [1] To update the Otago CDEM Joint Committee (JC) on work activity completed for the year-to-date 2025.

RECOMMENDATION

That the Joint Committee:

- 1) **Receives** this report.
- 2) **Notes** the work plan update.

Staffing:

- [2] I am pleased to update you that our one outstanding vacancy has been filled. Dave Grimes joins the team as an Emergency Management Advisor based in Queenstown.
- [3] Dave comes to the team from the Queenstown Lake District Council and has extensive emergency management experience from his time with the NZ Police.

Emergency Management System Improvement Programme (EMSIP)

- [4] The Emergency Management System Improvement Programme (EMSIP) is the programme to implement change in the emergency management system after the Government Inquiry into the Response to the North Island Severe Weather Events.
- [5] The initial phase (Phase 1) of EMSIP was led by DPMC and produced the Government response to the Report of the Government Inquiry into the Response to the North Island Severe Weather Events. The Government response outlined the direction for a five-year work programme, to strengthen the emergency management system.
- [6] After Phase 1, Cabinet has invited the Minister for Emergency Management and Recovery to report back early in 2025 with a high-level implementation and investment roadmap; NEMA is now leading this phase of work (Phase 2). Phase 2 is scoping what is needed to make a difference. Importantly, Phase 2 is not seeking funding; the proposed approach is to seek agreement from Cabinet on a preferred implementation pathway over a number of years, signposting funding decisions for future budgets. Business cases and detailed design of initiatives will follow, once Cabinet has made decisions on the next steps.
- [7] NEMA has engaged with several key stakeholders on the roadmap, to identify gaps, risks and opportunities, and to identify the actions to deliver the biggest impact. The EMLG
-

engagement on 13 February 2025 contributed to this piece of work and will support the development of the final version of the roadmap. The roadmap is currently due to be presented to the Economic Cabinet Committee on 9 April 2025, and then to Cabinet on 14 April 2025.

Emergency Management Bill

- [8] At the end of November 2024, Cabinet agreed to progress with the development of a new Emergency Management Bill. The Cabinet paper is now publicly available along with other information on NEMA's website: Emergency Management Bill.
- [9] The new Bill is an opportunity to make sure our legislative settings enable the improvements identified through the NISWE Inquiry and other reviews. The new Bill will also incorporate lessons and recommendations from submissions on the previous (discharged) Bill.
- [10] The Emergency Management Leadership Group (EMLG), (a group that comprises all CDEM Group Managers and NEMA), was provided draft policy documents to discuss at a workshop on 12 February 2025, with discussion focusing on high-level policy issues and options. The feedback provided by EMLG will be taken into consideration as the NEMA Policy team drafts the public discussion document.
- [11] The public discussion document is currently due to be presented to the Economic Cabinet Committee on 9 April 2025, and then to Cabinet on 14 April 2025. This timeline has shifted to align with EMSIP and will enable the Bill to be introduced and passed before the next election.
- [12] NEMA are planning for the public discussion document on EM Bill proposals to be released for public consultation, following Cabinet approval, from mid-April. Submissions will be open for 4 weeks.

National Web response page

- [13] During the North Island Severe Weather Event, a gap was identified in technical knowledge and access to individual CDEM Group websites. As each CDEM Group's website is different, surge staff need to be trained to use the local website, which takes precious time away from local staff during an emergency.
- [14] The Government's response to the North Island severe weather event recommends that we "enable the different parts of the system to work better together," including progressing work to enable interoperability.
- [15] With at least five CDEM Groups (Otago, Southland, Canterbury, Taranaki, and Auckland) using the same website provider, there was an opportunity for these CDEM Groups to work together to design a consistent process for displaying emergency information on their websites during an emergency. Other CDEM Groups were invited and participated in this project including Wellington, Bay of Plenty & Northland providing valuable insights into the process.
- [16] A consistent process would allow aligned groups to have the knowledge and experience needed to update each other's website if surge capacity is required.
- [17] By July 2025 we aim to:

- Co-design and test a consistent website emergency banner / mode that could be integrated into any CDEM website.
- Develop self-delivered training module for CDEM PIMs.
- Create a technical best practice guide for resilience and accessibility.
- Create guidance and a design library for any CDEM Group wishing to align their website emergency banner / mode process.

[18] Significant progress has been made with stakeholder interviews, user testing, and designs nearly finalised, with guides and library documentation in progress.

[19] The outcome should enable interoperability and benefit any CDEM Group wanting to participate now or in the future.

Nationwide Emergency Mobile Alert test

[20] NEMA have confirmed that the Nationwide Emergency Mobile Alert test will be held on Sunday 25 May 2025 between 6pm -7pm.

[21] Emergency Mobile Alerts are messages about emergencies sent by authorised emergency agencies to capable mobile phones.















[22] The Emergency Mobile Alert is a way of receiving information about emergencies in your area.

[23] NEMA need to routinely test to make sure the system is working well.

[24] Find out more about the Emergency Mobile Alert at getready.govt.nz/ema

Group Plan Risk Review

[25] The table below is representative of risks that have been identified as part of our Group Plan review process.

Risk	Rating	Trend
Minimal Local Recovery frameworks in place		
Viability of EOC's / ECC's including alternatives		
Minimal Hazard-Specific Planning		
Minimal Resources to Operate in Civil Defence Centres		
Limited Engagement by Lifeline Utility Providers		
Limited Visibility of Council Risk Reduction Activity		
Lack of Group Plan – LTP Alignment		



Low residual risk



Moderate Risk



Acute Risk

ATTACHMENTS

1. EMO Workplan Report June 2025 [7.2.1 - 25 pages]



Emergency Management Otago

Te Rākau Whakamarumarū Ōtākou

MAY 2025

Work Plan Report



Clutha
District Council



DUNEDIN
CITY COUNCIL | kaunihera
a-rohe o
ōtepoti



Otago
Regional
Council



QUEENSTOWN
LAKES DISTRICT
COUNCIL



Waitaki
DISTRICT COUNCIL
TE KAUNIHERA A ROHE O WAITAKI

Who we are

Emergency Management Otago (EMO) is the dedicated body responsible for managing and coordinating responses to natural disasters, emergencies, and significant events across the Otago region. Our mission is to ensure the safety, resilience, and well-being of our communities, minimizing risks and enhancing preparedness, response, and recovery efforts.

- **Our Mission:**

To lead the region in emergency management by providing effective coordination, proactive planning, and community-focused support during emergencies. Through collaboration, education, and innovation, we ensure that Otago remains a safe, prepared, and resilient place for everyone.

- **Our Vision:**

To make Otago the most resilient and well-prepared region in New Zealand, where communities, local government, and emergency services work together to manage risks and respond effectively to any crisis.

- **What We Do:**

Emergency Management Otago (EMO) oversees all aspects of emergency preparedness and response within the Otago region. Our work is guided by the principles of the Emergency Management Act 2017 and aligned with national frameworks such as the National Civil Defence Emergency Management (CDEM) Plan.

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2024-2025 Work Plan Tasks

Workstream Areas of Focus



Managing Risks



Effective Response to and Recovery from Emergencies



Enabling, Empowering, and Supporting Community Resilience

Otago Emergency Management Team

Group Office Team

Matt Alley - Group Manager

Glenn Mitchell - Group Office Team Leader

Andy MacKenzie Everitt - Projects and Planning Advisor

Erica Andrews - Stakeholder Engagement Advisor

John Mawhinney - Readiness and Response Advisor

Mel Banks - Lifelines Program Lead

Mary K. Ferguson - Emergency Management Support Coordinator

Paul Allen - Resilience Advisor

Inland Team

Courtenay Jamieson - Inland Team Leader

Craig Gibson - Emergency Management Advisor Queenstown

Dave Grimes - Emergency Management Advisor Queenstown

Derek Shaw - Emergency Management Advisor Central Otago

Jacqui Lambeth - Emergency Management Advisor Upper Clutha

Coastal Team

Paula Cathie - Coastal Team Leader

Chris Brooker - Emergency Management Advisor Dunedin

Claire Charleton - Emergency Management Advisor Dunedin

Danny Fountaine - Emergency Management Advisor Waitaki

Jason Michie - Emergency Management Advisor Clutha

Taylor Hendl - Emergency Management Advisor Dunedin

Our Values



Collaboration:

We work closely with local government, emergency services, businesses, and community groups to build a more resilient Otago.



Integrity:

We act with transparency, accountability, and honesty in all our actions.



Readiness:

We emphasize the importance of planning ahead to minimize the impact of emergencies.



Compassion:

We prioritize the welfare of our communities, supporting them before, during, and after emergencies.



Innovation:

We strive to continuously improve our emergency management practices, using the latest technologies and methodologies to stay ahead of emerging risks.



Managing Risks

Hazard Research

Activity	Tracking	Progress Update
Otago Vulnerability Assessment (Q1-Q2)		The report is complete and circulated in late 2024.
AF8 Project (Q1-Q4)		Ongoing membership in the project steering group by the Group Manager.
Integrated Flood Modelling		Modelling of the Leith/Lindsay Catchment. Work is currently underway by the ORC Natural Hazards team, working with Chris Brooker from the Dunedin Emergency Management Otago team. A multi-agency response mapping workshop was held on the 8 th May.

LEGEND

COMPLETED



IN PROGRESS






NOT STARTED



UNLIKELY TO COMPLETE

Local Government Risk Reduction Support

Activity	Tracking	Progress Update
ORC Climate Action Plan (Q4)		Emergency Management Otago activity is reported to the Climate Strategy Implementation team and will contribute to scoping the next Otago Climate Change Risk Assessment (OCCRA).
Lifelines Projects and Support (Q1-Q4)		See the separate Lifelines report paper.
Rural Advisory Group (Q1-Q4)		<p>The Terms of Reference and membership is currently being reviewed (lead is MPI) to ensure that the RAG is continuing to provide appropriate advice in readiness, response, and recovery. This is also to ensure that membership is current and appropriate.</p> <p>The RAG had significant involvement in the October heavy rainfall event in response and in particular a big role in the recovery</p>

LEGEND



COMPLETED



IN PROGRESS



NOT STARTED








UNLIKELY TO COMPLETE



Effective Response to and Recovery from Emergencies

Operating Systems

Activity	Tracking	Progress Update
Alternative Communications (Q1)		Operational PACE plans and testing. Ongoing engagement with amateur radio (AREC)
D4H Live Contacts Update (Q1-Q4)		Maintain the regional emergency contact register in D4H a quarterly task.
Welfare Needs Assessment (Q3)		Development, Implementation and testing of an automated AGOL/D4H solution has started with the ORC GIS team. An internal review of the Needs Assessment process, questions, purpose, and appropriateness will be undertaken in Q4.
Regional Warning System (Q1)		The Regional Warning and Alerting System is now live on the D4H platform. Development of the D4H app will allow for the ability to send alerts overriding phone do-not-disturb settings.
Common Operating Picture (Q4)		Development, Refinement, Implementation and testing of the Group GIS Portal is ongoing. A GIS for CDEM Strategy is being developed to ensure work in this space is focussed on priorities.

LEGEND



COMPLETED



IN PROGRESS



NOT STARTED



UNLIKELY TO COMPLETE

Common Operating Platform - D4H

(Q2)



Ongoing testing, development and refinement of the operating platform to support council planning and exercises.

Operational Workforce Capability

Activity	Tracking	Progress Update
Training and Capability Strategy (Q1-Q4)		Staff are continuing to deliver training for Council staff in line with the Training and Capability Strategy. See Appendix 1.
Training and Capability Strategy (Q1-Q4)		EM Otago – Workforce Development Capability framework (testing regime) is a focus for Q3.
Tier 3 - Exercise – All Otago Councils		QLDC completed 19/09/24 CODC completed 06/11/24 WDC completed 21/11/24 ORC completed 28/11/24 CDC and DCC postponed/cancelled due to a Severe Weather Event in early October.

LEGEND

COMPLETED



IN PROGRESS



NOT STARTED



UNLIKELY TO COMPLETE



Enabling, Empowering, and Supporting Community Resilience

Community Resilience Strategy

Activity	Tracking	Progress Update
Community Resilience Strategy (Q1-Q4)		A total of 32 updated Community Resilience Guides are now online. The aim is that the rest will be completed by the end of Q4 with 2 Resilience Guides planned to be completed weekly. See Appendices 2 & 3.
Annual PIM, Lifelines and WCG Forum Q4)		The next Welfare Coordination Group is being planned as an in-person forum (May) with the agenda to be confirmed. The PIM Forum is planned for June.
Website development		Website upgrade completed. On-call Group duty staff trained in updating live warnings on the website. Otago Group is leading a national project to have a standard event "Incident" webpage with a target completion of June 2025.
Clued Up Kids		Every District has completed a Clued-Up Kids activity this year.
Social Media Growth		Campaign to increase social media connection, timed to response activity. Facebook followers from March 2025 – May 2025 has grown from 16874 to 17083

LEGEND



COMPLETED



IN PROGRESS



NOT STARTED



UNLIKELY TO COMPLETE



Governance and Management

Partnering with Māori

Activity	Tracking	Progress Update
Partnering with Māori (Q1-Q4)		Two-year Mana Whenua EM Facilitator Project, activity update (paper) included in agenda.

Group Plan

Activity	Tracking	Progress Update
Group Plan Review (Q2)		Work has started on this project with a target date for the draft available for consultation in November 2025.

Monitoring and Evaluation

Activity	Tracking	Progress Update
Group Assurance Framework (Q4)		Creation of CDEM Group Assurance Framework, utilising the MCDEM (NEMA) Capability Assessment Tool.

LEGEND



COMPLETED



IN PROGRESS



NOT STARTED



UNLIKELY TO COMPLETE

Appendix 1

Training Overview

Summary:

This report provides an update on the ongoing strategic repositioning of emergency management training data to align with the established training strategic pathway. Significant progress has been made this quarter, including the completion of training for Emergency Management Otago staff on the new data management processes. This initiative is fundamentally changing how training progression and capability levels of both Group Emergency Coordination Centre (GECC) and Emergency Operation Centre (ECC) teams are recorded and reported. Consequently, reported figures for 'Qualified' GECC/ECC staff will reflect a more rigorous and standardized assessment, resulting in a temporary but necessary decrease compared to previous reports. This recalibration is essential for achieving regional consistency, establishing clear capability benchmarks, eliminating subjectivity, and ensuring greater accuracy in training data and capability reporting.

1. Strategic Alignment of Training Data:

Significant work has been undertaken to ensure that the management and recording of training data are strategically aligned with the defined training pathway for Emergency Management Otago. This alignment is crucial for providing a clear and consistent framework for developing and tracking the capabilities of our GECC/ECC personnel.

2. Implementation and Staff Training:

During the reporting quarter, training on the new data management processes has been successfully completed with Emergency Management Otago staff. This training equips staff with the necessary skills to accurately record and maintain training data in accordance with the revised strategic pathway.

3. Rebuilding and Standardizing Training Databases:

Emergency Management Advisors have been actively engaged in the process of rebuilding their training databases to reflect the new structure and requirements of the training pathway. This includes a fundamental shift in how the training progression of council GECC/ECC teams is recorded. This process is being managed in staged phases.

4. Impact on Reported 'Qualified' Staff Figures:

The alignment of training records with the new training pathway will result in a noticeable decrease in the reported figures for 'Qualified' GECC/ECC staff compared to previous reporting periods. This is a direct consequence of the new, more stringent qualification criteria:

- **Universal Baseline:** All members across all GECC/ECC teams, irrespective of prior experience or perceived capability, are now initially classified as 'unqualified'.
- **Pathway Completion Requirement:** Qualification is contingent upon the successful completion of the new, role-specific training pathway.
- **Role-Based Pathways:** The required training pathway is differentiated based on the specific role of the team member, categorized into three levels: Team Member, Function Lead, and Control.

5. Rationale for the Revised Approach:

The strategic decision to implement this revised approach is underpinned by the following key objectives:

- **Regional Consistency:** To establish a uniform standard for the level of training and capability across all GECC/ECC teams within the region.
- **Clear Capability Benchmarks:** To provide transparent and measurable benchmarks against which individual and team capabilities can be objectively assessed.
- **Elimination of Subjectivity:** To minimize the influence of subjective assessments in determining an individual's level of training and capability, ensuring a more objective and defensible evaluation process.
- **Enhanced Accuracy:** To significantly improve the accuracy and reliability of training data recording and the reporting of overall capability levels.

Conclusion:

The strategic repositioning of emergency management training data represents a critical investment in ensuring a consistent, measurable, and accurate understanding of our GECC/ECC team capabilities. While this transition will result in a temporary decrease in reported 'Qualified' staff figures, it is a necessary step towards achieving greater regional consistency, establishing clear benchmarks, eliminating subjectivity, and ultimately enhancing the overall effectiveness and preparedness of our emergency response teams. The Governance Group is asked to note this change in

reporting methodology and the rationale behind it. Future reports will reflect progress against the new framework.

Exercise Ohotata 2024

In alignment with our strategic commitment to conduct a minimum of one multi-agency exercise annually, Exercise Ohotata was successfully executed across four of the six Otago council districts in the latter part of 2024. This initiative underscores our proactive approach to enhancing regional emergency preparedness and response capabilities.

Exercise Ohotata was a four-hour simulation predicated on a Day 5 scenario following an 8.2 magnitude earthquake on the Alpine Fault. The exercise aimed to test inter-agency coordination and response protocols under a significant regional emergency.

While the majority of Otago council districts participated in Exercise Ohotata, Dunedin City Council and Clutha District Council were unable to proceed with their planned exercises. This deviation was a direct consequence of a significant rain weather event that impacted parts of coastal Otago during October. Notably, the Emergency Operations Centres (EOCs) of both Dunedin City Council and Clutha District Council were activated and effectively managed the response to this real-time weather event.

A comprehensive review of Exercise Ohotata has been conducted following the completion of exercises across the participating districts. The findings of this review, along with actionable recommendations for further strengthening our regional response capabilities, are detailed in the "Exercise Ohotata 24 Evaluation Report." This report provides valuable insights into areas of strength and opportunities for improvement identified through the exercise.

The recommendations detailed within both the "Exercise Ohotata 24 Evaluation Report" and the "October 2024 Weather Event After Action Review" are currently undergoing careful consideration. These recommendations are being synthesized into a comprehensive report that will be presented to this Governance Committee by Matt Alley for review and approval.

The approved recommendations will be strategically integrated into our existing emergency management plans and frameworks. This proactive approach will ensure that the lessons learned from both the simulated exercise and the real-world weather event directly inform and enhance our strategic direction.

The integration of these recommendations is expected to yield the following key benefits:

- **Continuous Improvement:** Fostering a culture of continuous improvement within our regional emergency response framework.
- **Enhanced Capabilities:** Strengthening our collective ability to effectively manage and respond to future emergency events, both simulated and real-world.
- **Strategic Alignment:** Ensuring that our operational plans and procedures are aligned with best practices and lessons learned.




Conclusion:

Exercise Ohotata represents a significant component of our strategic commitment to developing a high level of regional emergency preparedness. The insights gained from the exercise, as detailed in the evaluation report, will be instrumental in further refining our multi-agency response capabilities. The unforeseen weather event, while preventing full participation, provided a real-world demonstration of the operational readiness of the Dunedin City Council and Clutha District Council EOCs. We remain committed to the annual multi-agency exercise program as a vital tool for continuous improvement and regional resilience.

Appendix 2

Community Engagement Activities

District	Activity	Aware	Connect	Enable	Capable
Waitaki	Omarama AF8 Roadshow				
Dunedin City	Saddle Hill community expo				
	Dunedin Street Festival				
	Tahura Otago Museum				
	Blueskin Bay A & P Show				
	FENZ Conference				
	Youth SAR				
	People First NZ				
	Otago University Med Students				
Clutha	Clutha Valley Community Support Group				
	Wise Owls				
Central Otago	Alexandra AF8 Roadshow				
	Clued Up Kids				

District	Activity	Aware	Connect	Enable	Capable
Queenstown Lakes	Wānaka A & P Show				
	Queenstown AF8 Roadshow				
	Wakatipu Senior Citizens				
	Clued Up Kids				
	Arrowtown CRG Public meeting				

Community engagement activities (1 March 2025 – 1 May 2025)

Central Otago District (Total Attendees: 523)

Central Otago had a variety of events focused on hazard awareness and preparedness. The Alexandra AF8 Roadshow was a large event and well attended at both the public and school sessions. Clued up Kids is a collaborative interactive safety programme designed to instil confidence and life skills and many partner agencies joined EMO for the day.

Clutha District (Total Attendees: 32)

The Clutha District engaged smaller groups in discussions on hazard awareness and preparedness.

Dunedin City (Total Attendees: 1,228)

Dunedin City supported a community expo in conjunction with the Saddle Hill Community Board & Community Resilience Group. Other initiatives included preparedness talks with disabled persons, a stall at the FENZ Conference & various community A & P shows.

Queenstown-Lakes District (Total Attendees: 20,398)

Queenstown-Lakes District attended the Wanaka A & P show where over 20,000 people were in attendance. The AF8 Roadshow saw nearly 300 people attend the public talk with many school children participating in the school session. Clued Up Kids saw a large number of Queenstown School children learn about preparedness and other safety activities. A preparedness session was held with the Wakatipu Senior Citizens.

Waitaki District (Total Attendees: 118)

Waitaki District hosted the AF8 Roadshow in Omarama with a large turnout from the community and active participation in the school sessions.

Appendix 3

Community Resilience Groups

District	Activity	Aware	Connect	Enable	Capable
Central Otago	Millers Flat				
Clutha District	Clinton Waipahi				
	Owaka				
Queenstown Lakes	Arrowtown				
	Arthurs Point				
Waitaki	Omarama				
	Ohau				

Community Resilience Group activities (1 March 2025 to 1 May 2025)

Equipment Delivery and Communication Establishment

A Tait VHF radio and two handheld units were delivered to Millers Flat Community Resilience Group. Following the delivery of the equipment, training was conducted to ensure proficiency in the operation and maintenance of the Tait VHF radio and handheld units. Communication was established between Millers Flat and Wanaka, confirming the successful deployment of the equipment and the effectiveness of the training provided.

Community Meeting – Expressions of Interest

A planning meeting was held with a representative of the Clinton community to discuss the organization of a community meeting. The purpose of this meeting is to gather expressions of interest from community members regarding the development of a Community Resilience Group in Clinton. The community meeting is scheduled for 20 May 2025 at 7:00 PM.

CRG Training and Presentation Planning

A meeting was held with a representative from Owaka to coordinate Community Response Group (CRG) training activities and to prepare for upcoming presentations. This coordination aims to ensure the CRG is well-prepared and that training and presentations are effectively delivered.

Omarama CRG/Community Hall – Generator Celebration

A celebration was held at the Omarama CRG/Community Hall to mark the installation of a new 40kVA generator. Speeches were given to congratulate and express ongoing interest and support from the Waitaki District Council (WDC). A Community Hub kit and a First Aid kit were presented to the Omarama CRG, enhancing their capacity to support the community.

Ohau Village Engagement

The Ohau Village Rate Payers and Residents Association has joined the Omarama CRG Hub. An initial meeting was held with representatives from the Ohau Village Rate Payers and Residents Association. The objectives of this meeting were to:

- Gauge community interest and address local concerns.
- Provide a presentation on the Alpine Fault magnitude 8 (AF8) earthquake and its potential impact on the community.
- Discuss preparedness measures and the unique roles of Ohau residents in emergency response.

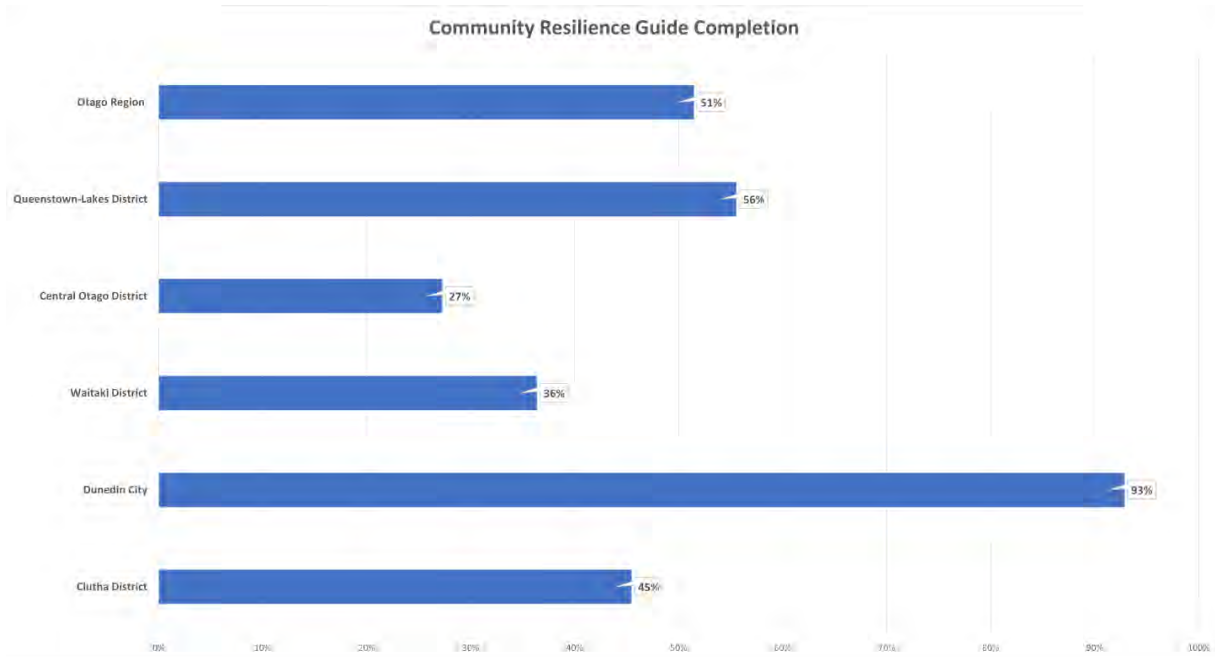
Conclusion

The activities detailed in this report demonstrate a range of initiatives aimed at enhancing community preparedness and resilience. These activities include improving communication capabilities, facilitating community engagement, strengthening CRG

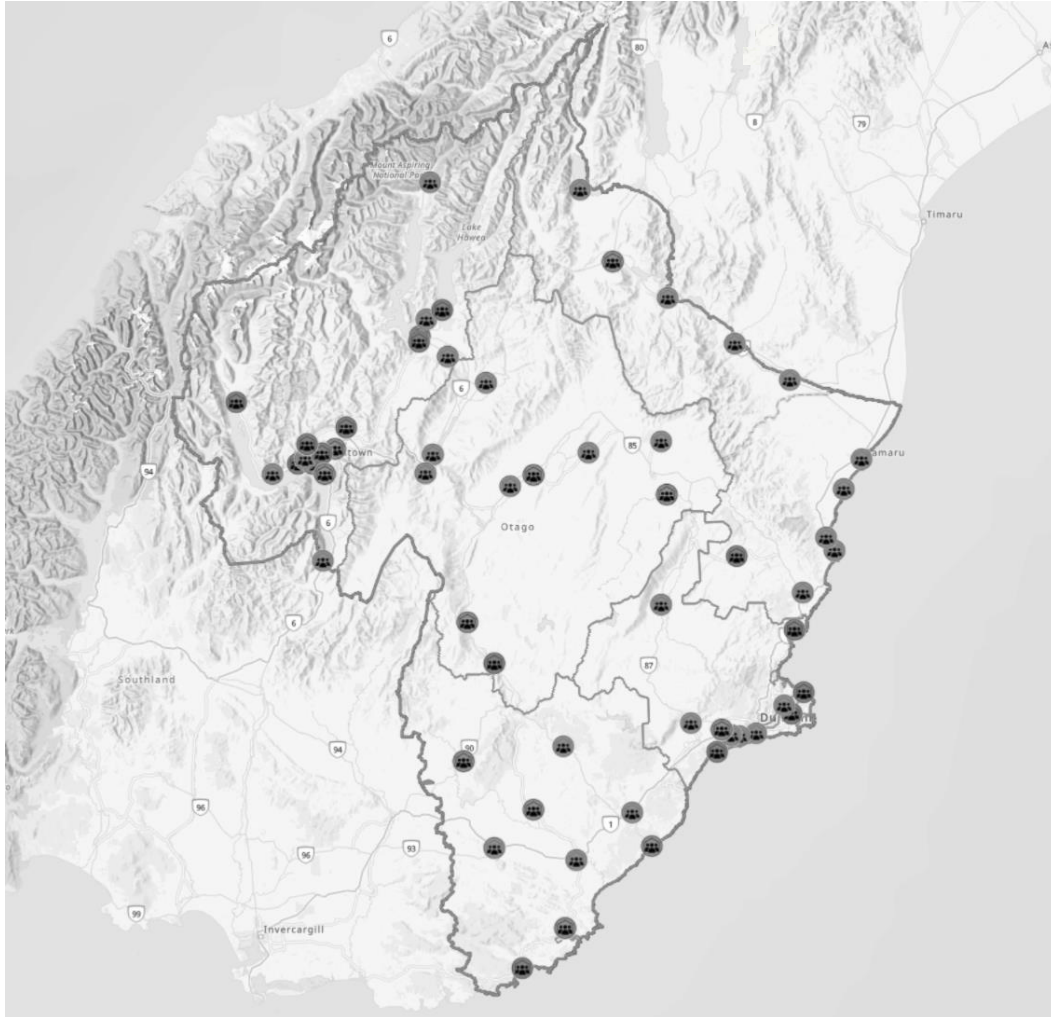
capacity, celebrating infrastructure enhancements, and expanding the CRG Hub network.

Community Resilience Guides

Two Community Resilience Guides are being completed per week so ensure the ongoing delivery of this project. The following chart provides an update of how each district is tracking.



Community Resilience Groups in Otago



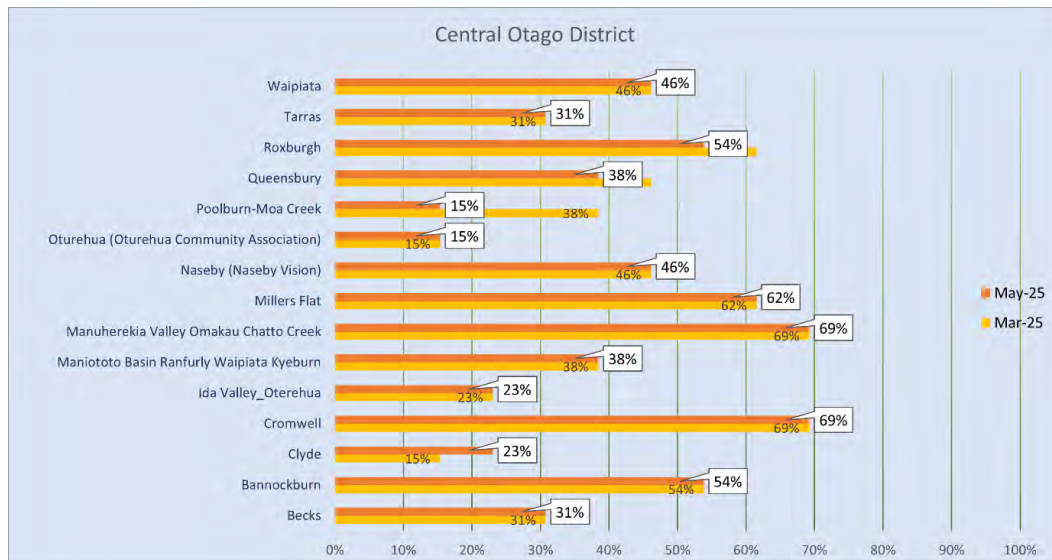
Community Resilience Groups in Otago – Operational Capacity (%)

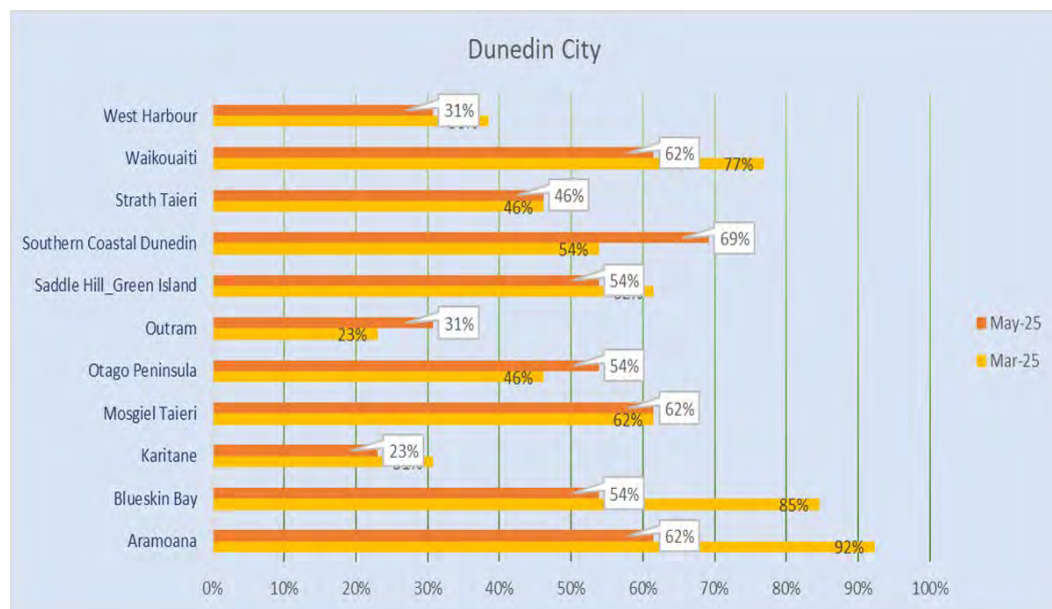
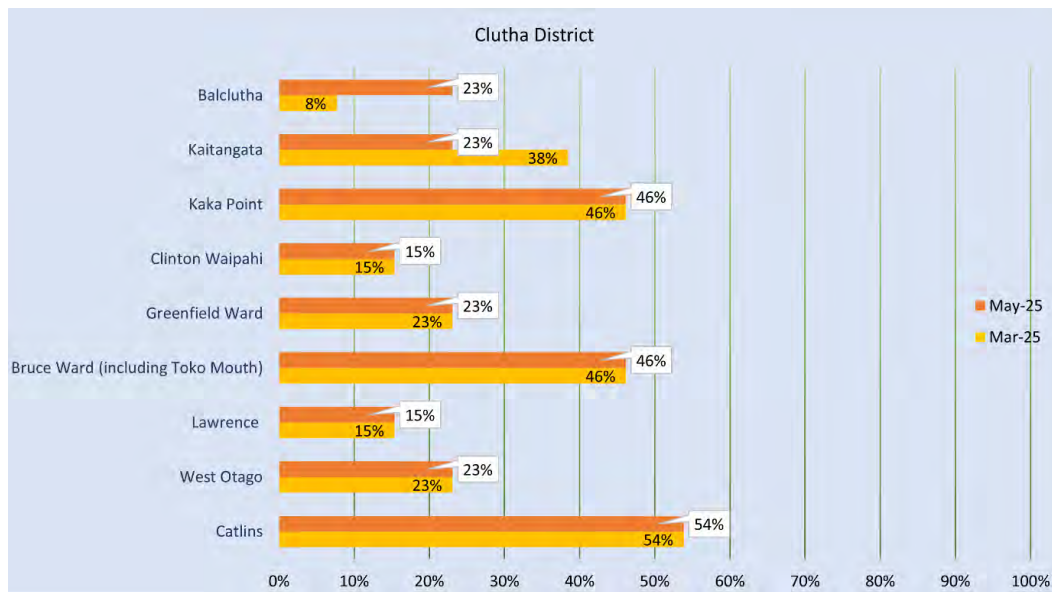
In previous reports it was noted that there were several groups that were listed as fully operational. This was based on training received, and activations/exercises held that have included the groups.

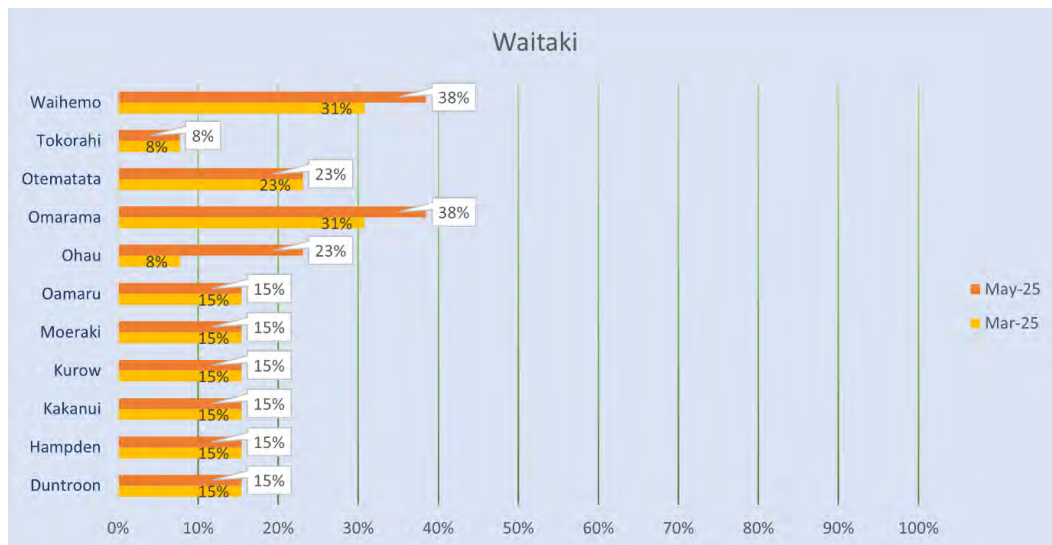
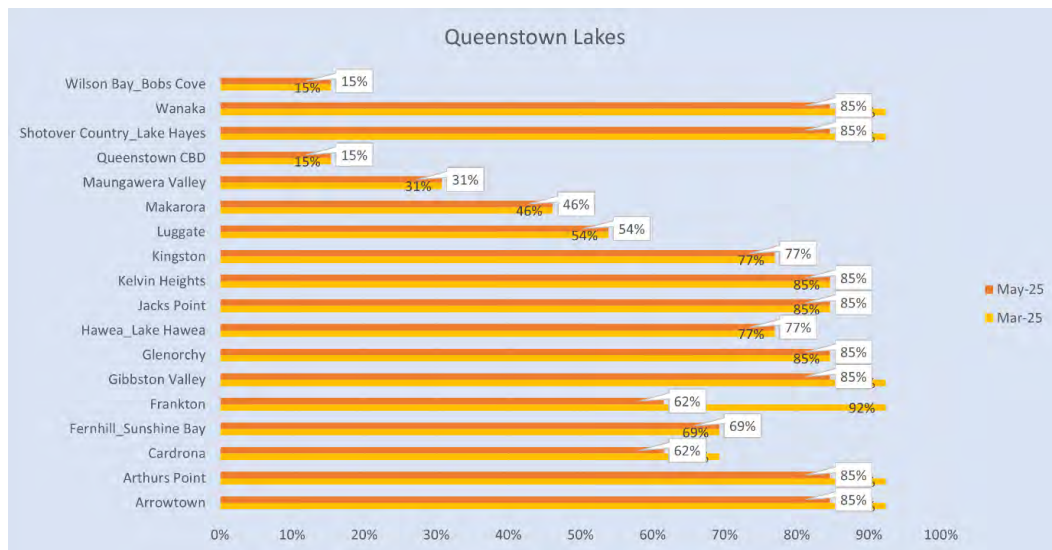
Due to changes to the development process, including the addition of Health and Safety training that has been added to the Community Resilience Groups training programme needs to be completed the previously identified Operationally ready groups are no longer at 100% of operational readiness.

However, when checking with the Emergency Management Advisers based in each District, these previously reported operational groups would still be able to functionally respond appropriately to an emergency.

Note that some Community Resilience Groups have increased in capacity from last report due to training and development of Community Resilience Guides. Also worth noting as some groups are reporting a decrease, this can be due to changes in group membership, as in new people coming on board or having moved on and these people were those who had received training previously. This is natural in the ongoing development of Community Resilience Groups and the community in general.







7.3. Finance Report

Prepared for: Civil Defence and Emergency Management - Joint Committee

Report No. CDEM2535

Activity: Finance Update

Author: Matt Alley, Group Manager, Emergency Management Otago

Endorsed by: Matt Alley, Group Manager Emergency Management

Date: 12 June 2025

PURPOSE

- [1] This report provides an overview of the financial performance of the Emergency Management Group for the period ending March 2025. It highlights year-to-date (YTD) actuals against budget, identifies key variances.

EXECUTIVE SUMMARY

- [2] As of March, the Emergency Management Group reported YTD revenue of \$2.83 million, exceeding the YTD budget by \$31.5k. The key driver of this favourable variance was unbudgeted Other Revenue (TEC Fund) of \$25k. Meanwhile, total operating expenditure was \$2.71 million, which is \$65.2k under budget.
- [3] The full-year forecast indicates a slight surplus compared to the full-year budget, with forecasted total revenue of \$3.76 million and forecasted expenditure of \$3.72 million, resulting in a projected favourable variance of \$5.9k.

RECOMMENDATION

That the Joint Committee:

- 1) **Notes** this report.

BACKGROUND

- [4] The Emergency Management Group is tasked with public safety operations, requiring robust financial oversight. Each quarter, the group prepares a financial report comparing actual performance with budgeted expectations and adjusting forecasts to reflect current realities.

DISCUSSION

- [5] The uniform targeted rate is tracking close to budget with a minor positive variance of \$6.5k.
- [6] Other revenue, though modest at \$25k, contributed to the overall surplus and represents an unplanned income opportunity. This income relates to claims from the tertiary Education Commission for training delivered by the EM team. This amount may increase modestly as we seek additional claims during this financial year.
- [7] Internal Charges and Other Expenses both show favourable variances, suggesting operational efficiencies or delays in planned expenditures.
-

- [8] Expenditure for the October (2024) severe weather event sits at \$111k, as emergency events have not been budgeted for, we have absorbed this within our existing budget.
- [9] The table below represents year-to-date actual expenditure across budget lines. Unfortunately, more detailed reporting including year-to-date variance by activity, is not available due to a finance system upgrade.

Finance (July 24– March 25)					
		FY Budget	Actual (YTD)	Budget (YTD)	Variance
Income	Targeted Rate	3,730,000	2,829,000	2,789,000	31,000
	TEC Fund		25,000		
Expenditure	Operations		159,785		
	Public Education		8,967		
	AF8		39,305		
	Forums		47		
	Training		21,542		
	Group Activity		1,513,287		
	CDC Support		116,555		
	CODC Support		174,560		
	DCC Support		258,847		
	QLDC Support		186,064		
	WDC Support		111,791		
	National Support		-		
	Severe Weather Event (Unbudgeted)		111,872		
	Total	3,730,000	2,780,000	2,789,000	6000 (1%)
	Reserve				

Table 1: Year to date tracking by activity

OPTIONS

- [10] That the Otago CDEM Group Joint Committee receives this report.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [11] No matters arising.

Financial Considerations

- [12] No matters arising.

Significance and Engagement

- [13] No matters arising.

Legislative and Risk Considerations

- [14] No matters arising.

Climate Change Considerations

[15] No matters arising.

Communications Considerations

[16] No matters arising.

NEXT STEPS

[17] N/A

ATTACHMENTS

Nil

7.4. Otago Lifelines Update

Prepared for:	Civil Defence and Emergency Management - Joint Committee
Report No.	CDEM2530
Activity:	Otago Lifelines Group Update
Author:	Mel Banks, Lifelines Program Lead
Endorsed by:	Matt Alley, Group Manager Emergency Management
Date:	12 June 2025

PURPOSE

- [1] This report informs the Otago CDEM Joint Committee (JC) of the activity undertaken since the last Otago Lifeline Utilities Group meeting on 19 February 2025.

EXECUTIVE SUMMARY

- [2] The Otago Lifeline Utilities Group meeting scheduled for 14 May 2025 has been postponed to 11 June 2025 due to the chairperson's (QLDC Mayor Glyn Lewers) unavailability.
- [3] Activity is underway for the Lifeline Utilities Communication Plan, which will leverage the Otago Lifeline Utilities Coordinator (LUC) Protocols (2023) that outline the expectations of utilities and the Coordination Centre's pre- and during an emergency.
- [4] Sourced information on Starlink's South Island Ground Hub locations, utility infrastructure supporting these locations and understanding the limitations of Starlink should assist Utilities in their Business Continuity Planning.
- [5] Activity is underway for the Regional Generator Plan, utilising the knowledge that the Otago Emergency Management Advisors have of their districts, with existing or planned hard-wired connections into buildings deemed essential, to receive a generator in an emergency. Understanding what Memoranda of Understanding (MOU) may be in place with generator providers and the generator size required.

RECOMMENDATION

That the Joint Committee:

- 1) **Receives** this report.
- 2) **Notes** the updates in the *Otago Lifeline Group Workplan Report June 2025*.

BACKGROUND

- [6] The Otago Lifelines program exists and is owned by the members of the Otago Lifeline Group, in alignment with sections 59 and 60 of the Civil Defence Emergency Management Act 2002. The group meets quarterly to enhance the connectivity of lifeline utility organisations across agency and sector boundaries to improve critical infrastructure resilience as per the Otago Lifelines Group ToR. Text

- [7] The membership of the group consists of representatives at a regional level from:
- a. Emergency Management Otago
 - b. Regional and District Councils
 - c. Electricity
 - d. Telecommunications
 - e. 3 Waters
 - f. Transport
 - g. Roading
 - h. NEMA

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [8] The Otago Lifelines Group is in alignment with the Otago Group Plan.

Financial Considerations

- [9] Costs associated with attending and contributing to committee meetings are met by participating agencies.

Significance and Engagement

- [10] Engagement with members of the committee is active and ongoing, though it has been noted that attendance has been varied in recent engagement requests.

Legislative and Risk Considerations

- [11] The Otago CDEM Group operate under the provisions of the CDEM Act 2002 and the Health and Safety at Work Act 2015 Act. The Otago Lifelines Group is in alignment with these provisions.

Climate Change Considerations

- [12] No matters arising.

Communications Considerations

- [13] No matters arising

ATTACHMENTS

1. Otago Lifeline Utilities Group Workplan Report [7.4.1 - 4 pages]

Otago Lifeline Utilities Group

Work Plan Update: June 2025

Purpose

The Otago Lifeline Utilities Group is to enhance the connectivity of the Lifeline Utilities Organisations across agency and sector boundaries to improve infrastructure resilience.

Reporting

The Otago Lifeline Utilities Group reports to the Joint Committee (JC) with activity reported quarterly.

Meetings

The Otago Lifeline Utilities Group meets four times yearly, and otherwise as required. Membership of the group is defined in the National Plan Order 2015, though attendance and participation in activities have varied.

Membership

The Otago Lifeline Utilities Group has the following members:



- Otago Lifelines Chairperson
- Otago Lifelines Program Lead
- Representatives from:
 - Electricity Sector
 - Transportation
 - Roding
 - Telecommunications
 - 3 Waters
 - Otago Regional Council
 - National Emergency Management Agency (NEMA)
 - Emergency Management Otago
 - Fast Moving Consumer Goods
 - Health

Overview

The projects in Table 1 have been identified as risks in the [Otago Vulnerability Assessment](#) undertaken in 2024, as plans that are not currently in place.

The projects in Table 2 have plans and projects currently in place that require a review and updating.

Table 1

Recommended Projects from the 2024 Otago Vulnerability Assessment for the Otago Lifeline Utilities Group						
	Project	Plan Status	Project Brief / Context	Activity	Risk	Work Status
1	Lifeline Utilities Communications Plan	No plan currently in place	Communication in an emergency is critical for clear coordination and the sharing of information, this can be supported by several methods. Therefore, it is critical to understand where key communications equipment is located who owns and operates the resource, which agencies have access to which services (e.g. VHF / UHF / Satellite etc), which frequencies are currently being used and the contacts within each organisation (both personnel and call signs). This would enable a clear communications plan for use in emergencies to be established and provide prioritisation for restoration of critical sites to enable its enactment.	<ul style="list-style-type: none"> Review the Otago Lifeline Utilities Coordinator Protocols (minor update required) Creation of a Starlink information pack Compile existing technology supporting alternate communications, i.e. One.NZ text-to-Satellite. Planning meeting required with the Otago Lifeline Utilities Group to determine what they would like in the plan. 		Underway
2	Regional Generator Plan	No plan currently in place	There is a high reliance across lifeline utility providers for backup power generation. These resources are limited within the region and will require significant coordination to ensure their placement and use is prioritised for maximum effect in response and recovery. An Otago Regional plan would identify the requirements across lifeline utilities and other key response organisations, coordination and logistical arrangements and prioritisation for specific hazards and their impacts.	<ul style="list-style-type: none"> Compile essential service building locations that have the infrastructure in place to receive a generator. Planning meeting required with the Otago Lifeline Utility Group to determine what they would like in the plan. 		Underway






3	Otago Lifeline Utilities training and exercising	No current training and exercise program for the Otago Lifeline Utilities Group	The coordination of lifeline utility providers in response is critical to ensuring effective response and recovery. Familiarity with the systems and requirements of response, as well as the current plans and procedures, is vital to enable this to occur. Training and exercising are keyways to ensure readiness for response and this should be encouraged across the Lifeline Group, both with utility providers to test their arrangements and across the wider Lifeline Group to ensure effective coordination. Where possible, collaboration should be sought between Otago Lifelines Group members when organising training events such as the Coordinated Incident Management System (CIMS), to further develop relationships and reduce the cost of training to each participating organisation.	<ul style="list-style-type: none"> A utility attended the Coordinated Incident Management System (CIMS) Basic training offered. CODC EMA offered to deliver another training session if a larger group within a utility was interested 		Underway
4	Impacts of lifeline infrastructure failures on the wider environment	No current assessment	The identification of the social, economic, and natural impacts of lifeline utility failures can provide Emergency Management Otago partner lifeline utility organisations with critical information to support the prioritisation of reduction and mitigation works and planning for service restoration in an emergency. This may include the use of systems such as Riskscape to provide an analysis of the impacts of outages and the identification of critical assets.	<ul style="list-style-type: none"> Investigate if any New Zealand Universities have had master's or PhD studies on the consequences of infrastructure failure concerning Lifeline Utilities. 		Planned

Table 2

Joint Projects (Otago Group Office, Otago Lifeline Utilities Group, Inter-Regional CDEM Groups)						
	Project	Plan Status	Activity this quarter	Activity planned	Risk	Work Status
1	Otago & Southland Fuel Plan 2019	The plan requires review and updating	<ul style="list-style-type: none"> No activity. 	<ul style="list-style-type: none"> Review with Emergency Management Southland and Otago 		Planned
2	Update Emergency Management Otago Alternative Communications Plan 2023	The plan requires a review	<ul style="list-style-type: none"> Testing of Starlink Mini's. 	<ul style="list-style-type: none"> Review the current plan and assess new technology options and retiring older technology. 		Underway
3	Further development of the Otago Lifelines Geographic Information Systems Viewer 2018	The viewer requires review and update.	<ul style="list-style-type: none"> Determined that the Otago Lifeline Utilities GIS Viewer could not be open source due to confidentiality agreements in place at the start of the project. 	<ul style="list-style-type: none"> Request CODC Vulnerability Assessment and supporting GIS layers around infrastructure Request data set updates from utilities currently in the viewer. Integrate Otago Regional Council Hazard layers into the Otago Lifeline Utilities Geographic Information System viewer. 		Underway

Low Risk:



Medium Risk:



High Risk:



7.5. Welfare Coordination Group Update

Prepared for:	Civil Defence and Emergency Management - Joint Committee
Report No.	CDEM2531
Activity:	Welfare Coordination Group
Author:	Paul Allen, Resilience Advisor
Endorsed by:	Matt Alley, Group Manager Emergency Management
Date:	12 June 2025

PURPOSE

- [1] This report is to inform Otago CDEM Joint Committee (JC) of the activity undertaken at the Welfare Coordination Group meeting on 30 January 2025.

EXECUTIVE SUMMARY

- [2] The Welfare Coordination Group (WCG) meeting on 30 January 2025, included representatives from various agencies, including Emergency Management Otago, MBIE, Māori Welfare Support (Te Rūnanga o Ngāi Tahu), New Zealand Red Cross, Health NZ, Otago Rural Support Trust, Ministry of Education, and others.
- [3] The WCG meeting started with a tabletop exercise for a 6.1 magnitude earthquake near Middlesmarch and covered key areas such as agency-specific responses, needs assessment coordination, public information management, and agency updates.
- [4] Action items were assigned, including developing a WCG vision, finalising a centralized needs assessment process, reviewing disability and temporary accommodation needs, and strengthening rural disaster coordination.

RECOMMENDATION

That the Joint Committee:

- 1) **Receives** this report.

BACKGROUND

- [5] The WCG coordinates and supports the delivery of welfare services by local authorities and agencies prior to, and during, an emergency. The WCG, which is chaired by the CDEM Group Welfare Manager, ensures that welfare service delivery is planned, organised, integrated, coordinated and supported. Membership in the WCG enables welfare agencies to understand their roles and responsibilities across the 4Rs under the National CDEM Plan 2015, the CDEM Group Plan, and the Group Welfare Plan.
- [6] The mandate for an establishment of a WCG is set out in the National CDEM Plan 2015 (section 65).
- [7] The membership of the committee consists of representatives at a regional level from:
- Emergency Management Otago: Coordination of WCG and providing the lead on household goods and services, and temporary accommodation (with MBIE TAS).
 - Police: providing the lead on inquiry, missing persons, and deceased persons.

- MSD: providing the lead on financial support
- Te Whatu Ora Southern: providing the lead on Psychosocial Support
- Oranga Tamariki: providing the lead on the care of children and young people
- MBIE TAS: providing the lead on temporary accommodation
- MPI: providing the lead on animal welfare
- Red Cross: providing support for emergency shelter, needs assessment and Psychosocial support
- Territory Authorities in Otago: representing local EOC Welfare Function
- Otago Rural Support Trust: providing guidance and support for supporting the rural community
- Disabled Persons Assembly: representing the needs and support of disabled communities
- Te Puni Kōkiri: leading support of Māori (pan-Iwi)
- Te Rūnanga o Ngāi Tahu: leading support of Mana Whenua
- Kati Huirapa Rūnaka ki Puketeraki: representing and supporting Papatipu Rūnanga
- Te Rūnanga o Moeraki: representing and supporting Papatipu Rūnanga
- Te Rūnaka o Ōtākou: representing and supporting Papatipu Rūnanga

DISCUSSION AND ACTIONS

- [8] Review of the Otago Group Welfare Plan is about to be started as the current document (dated 2018) is needing to include recommendations from after-action reviews, other CDEM reviews over the last couple of years and considering current legislation. The aim of this is to be completed by December 2025.
- [9] Along with the review of the Group Welfare Plan the vision and mission of the WCG will be reviewed in conjunction with key stakeholders to ensure that we can establish best practice in how the WCG operates. A working group will be established to work on the reviews of the Group Welfare Plan and the review of the WCG. These will be established after discussions at the next WCG on 15 May 2025.
- [10] There has also been work done with the Rural Advisory Group (RAG), a subcommittee of the WCG, including changes to the Terms of Reference, membership, and currently reviewing the Standard Operational Procedures for activating the RAG in an event. This work has been done in collaboration with the Otago Rural Support Trust and the Ministry of Primary Industries. The new Terms of Reference will be presented at the next Rural Advisory Group meeting.
- [11] The next WCG meeting is planned to take place on Thursday 15 May 2025.
- [12] **Action points from WCG meeting 30 January 2025**
- Develop WCG vision and strategic goals (Paul Allen and Erica Andrews, due: May 2025)
 - Finalize centralized needs assessment process (Dunedin City EOC, due: Ongoing)
 - Review disability and temporary accommodation needs (Chris Ford and Mike Heyward, due: March 2025)
 - Strengthen rural disaster coordination (MPI, ORST, EMO, due: June 2025)

CONSIDERATIONS**Strategic Framework and Policy Considerations**

[13] No matters arising.

Financial Considerations

[14] No matters arising.

Significance and Engagement

[15] Engagement with members of the committee is active and ongoing.

[16] A working group is to be established to review the Group Welfare Plan.

Legislative and Risk Considerations

[17] The Otago CDEM Group operate under the provisions of the CDEM Act 2002 and the Health and Safety at Work Act 2015 Act.

Climate Change Considerations

[18] No matters arising.

Communications Considerations

[19] No matters arising.

ATTACHMENTS

1. Minutes: Welfare Coordination Group 30 January 2025 [7.5.1 - 3 pages]



Emergency Management Otago Welfare Coordination Group

DATE & LOCATION:

30 January 2025, via Teams and in person
Harbour Room, The Annex, ORC 70 Stafford Street, Dunedin

MEETING TIME:

10:30 am (10:30hrs)

Attendees

- | | | |
|---|--|--|
| • Clare Charlton –
Emergency Manager
Advisor, Dunedin City | • Jason Michie –
Emergency Management
Otago Advisor, Clutha
District | • Suzanne Ellison –
Manager, Kāi Tahu
Rūnanga |
| • Erica Andrews –
Stakeholder Engagement
Advisor, Emergency
Management Otago | • Tom Pinckney – Chair,
Otago Rural Support
Trust | • Mikaela Hight – Senior
Advisor, Social &
Community Resilience,
NEMA |
| • Chris Brooker –
Emergency Management
Advisor, Dunedin | • Debby Newton – National
Public Health Service | • Derek Shaw – Emergency
Management Advisor,
Central Otago |
| • Heather Newbury, MPI
Animal Welfare | • Byron Sanders –
Operations Manager,
Ministry of Education
(Otago & Southland) | • Danny Fountaine –
Emergency Management
Advisor, Waitaki District |
| • Anna Wilson, MPI | • Mike Heyward –
Temporary
Accommodation Service,
MBIE | • Rachael Galway –
Manager, Housing &
Wellbeing |
| • Mary Ferguson –
Emergency Management
Support Coordinator, | • Chris Ford – Disabled
Persons Assembly | • Andrew Cunningham –
Emergency Manager Te
Whatu Ora |
| • Steve King – Area
Coordination & Planning
Lead, New Zealand Red
Cross | | |

Apologies

- Michelle Derrick – National Social Meeting Commitment

Minutes

1. Opening & Welcome

- The meeting was opened with a Karakia.
- Paul Allen welcomed attendees.

2. Introductions



- Attendees introduced themselves, their roles, and affiliations.

3. Scenario Discussion: Earthquake Response

- A magnitude 6.1 earthquake near Middlemarch was simulated.
- Agencies discussed their potential responses, available resources, deficiencies, and potential barriers.
- Key points from agencies:
 - **Emergency Management Otago:** ECCs and EOCs activated as needed; coordination between councils and partner agencies.
 - **MBIE:** Watch mode to assess needs; Temporary Accommodation Service activated; resource limitations; need for needs assessment data.
 - **Māori Welfare Support (Te Rūnanga o Ngāi Tahu):** Coordination with local marae; deployment of psychosocial teams and Starlink units; access to 4WD vehicles and welfare funds.
 - **New Zealand Red Cross:** Deployment of Disaster Welfare & Support Teams (DWSTs); emergency sheltering for 170 people; first aid and psychosocial support.
 - **Health NZ/Public Health Response:** Coordination with local health providers; mental health and psychosocial support; transport challenges.
 - **Otago Rural Support Trust (ORST):** On-ground needs assessment for rural communities; support for farm assistance and rural welfare.
 - **Ministry of Education (MoE):** Alert system for schools; coordination for use of school facilities; rapid property safety assessments.
 - **Central Otago & Waitaki District Emergency Management:** Activation of local community response teams; priority on road access and communications.
 - **Dunedin City Emergency Operations Centre (EOC):** Lead on local needs assessment; coordination of rural and urban response.
 - Dunedin City EOC will lead needs assessment for Middlemarch.

4. Needs Assessment & Coordination

- Agencies will contribute resources for data collection and reporting.
- A centralized system will be used to track assistance and avoid duplication.
- Discussion on data management for recovery and the transition from response to long-term support.

5. Public Information & Communication

- Need for consistent messaging across agencies.
- Proposal for pre-approved messaging templates.
- Red Cross & Disabled Persons Assembly are organizing emergency workshops.
- Accessibility of emergency centres and communication is a concern.

6. Updates from Agencies

- **Rural & Agricultural Sector:**
 - Fire hazard due to dry grass.
 - Farming sector recovery from past weather events.



- No major distress calls received.
- **Bird Flu Outbreak:**
 - Ongoing disinfection efforts.
 - MPI preparedness program for Otago poultry farmers.
- **Emergency Welfare & Health Support:**
 - National review of psychosocial support (Health NZ).
 - Strengthening welfare sub-cluster coordination.
- **Te Rūnanga o Ngāi Tahu Initiatives:**
 - AF8 Earthquake Preparedness Campaign continuing.
 - \$200K funding for solar panels at Franz Josef.
 - New Welfare Centre & GP services opening in Ōamaru.
- **Upcoming Preparedness Initiatives**
 - * AF8 Roadshow (March-April 2025)
 - * Household Emergency Planning Campaign (April 2025)
 - * Community Resilience Survey (June 2025)

7. Action Items & Next Steps

- Develop WCG vision and strategic goals (Paul Allen & Erica Andrews, Deadline: May 2025)
- Finalize centralized needs assessment process (Dunedin City EOC, Deadline: Ongoing)
- Review disability & temporary accommodation needs (Chris Ford & Mike Heyward, Deadline: March 2025)
- Strengthen rural disaster coordination (MPI, ORST, Civil Defence, Deadline: June 2025)

Meeting Closed: 12:00 noon

Next Meeting: May 2025 (Tentative, In-Person Meeting)

- Venue: To be confirmed
- Agenda: To be confirmed
- Potential visit to an Emergency Pod (E-Pod) facility

7.6. Mana Whenua Update

Prepared for:	Civil Defence and Emergency Management - Joint Committee
Report No.	CDEM2537
Activity:	Civil Defence and Emergency Management
Author:	Mauriri Kimura-McGlinchey, Araiteuru Emergency Facilitator
Endorsed by:	Matt Alley, Group Manager Emergency Management
Date:	12 June 2025

PURPOSE

- [1] To provide the Otago CDEM Joint Committee (JC) with a formal report on the activities and progress of the Araiteuru Emergency Facilitator pilot role for the period of April–June 2025.

EXECUTIVE SUMMARY

- [2] This report highlights key achievements, challenges, and the impact of initiatives aimed at strengthening emergency preparedness and resilience within Ngāi Tahu communities.

RECOMMENDATION

That the Joint Committee:

- 1) **Notes** this report.

UPDATE APRIL–JUNE 2025:

Emergency Management Bill

- [3] We submitted to the Emergency Management Bill discussion document on behalf of all seven southern Rūnaka piloted through Otago and Southland. This submission reflects a unified Māori voice on emergency management reform, advocating for increased recognition of mana whenua-led emergency response and planning.

USAR Training and Response Planning

- [4] Confirmation received from FENZ/USAR NZL01 Southern to deliver USAR First Responder training for whānau across Moeraki, Puketeraki, and Ōtākou marae.
- [5] Planning underway to schedule localised delivery at each marae, including deployment readiness for trained whānau.
- [6] USAR capability will inform the development of marae-based response procedures and operational SOPs

EPOD and ELB Infrastructure

- [7] Ongoing maintenance and resupply of Emergency Pods (EPODs) across the takiwā.
- [8] Recent site inspections confirmed the need for improved inventory of warm clothing, basic pet care kits, and disability-friendly provisions.

- [9] Emergency Lock Boxes (ELBs) are being reviewed to ensure consistent access and updated contents.

Marae Emergency Planning and Utilities

- [10] Moeraki and Puketeraki Marae continue to develop comprehensive emergency response plans.
- [11] Drafts include hazard-specific risks (e.g. tsunami, AF8 earthquake, wildfire), and integrate local knowledge including Papa Wiri indicators.
- [12] Plans account for animal welfare, disability care, generator backup, and Starlink connectivity for communications resilience.
- [13] Climate change and long-term adaptation strategies to be informed in future versions.

Strategic Alignment and Relationships

- [14] Continued partnership work with CDEM Otago, FENZ Otago, Te Ao Mārama, and TRoNT.
- [15] Regional facilitator role provides vital connection between emergency agencies and local hapū/marae.
- [16] Work remains focused on cultural safety, operational alignment, and enhancing mana whenua visibility in all stages of the 4Rs (Reduction, Readiness, Response, Recovery).

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [17] Initiatives align with the Otago Group Plan and Ngāi Tahu's aspirations for community resilience.

Financial Considerations

- [18] Activities were delivered within budget, with additional support secured for key initiatives like ELBs and EPOD resources.

Significance and Engagement Considerations

- [19] Engagement with Papatipu Rūnanga, community groups, and stakeholders ensures inclusivity and local relevance in planning and preparedness.

Legislative and Risk Considerations

- [20] Activities comply with the CDEM Act 2002 and Health and Safety at Work Act 2015, ensuring robust risk management and accountability.

Climate Change Considerations

- [21] Emergency plans address increased risks from climate change, such as flooding and wildfires, with strategies for adaptation and mitigation.

Communication Considerations

- [22] Regular updates and resources are shared with whānau and rūnaka, fostering better transparency and collaboration with partners and stakeholders.

ATTACHMENTS

Nil

7.7. NEMA Update

Prepared for: Civil Defence and Emergency Management - Joint Committee

Report No. CDEM2534

Activity: Civil Defence and Emergency Management

Author: Simon Chambers, Principle Regional Advisor, NEMA

Endorsed by: Matt Alley, Group Manager Emergency Management

Date: 12 June 2025

PURPOSE

- [1] This report is to update the Joint Committee with the latest activity and matters that the National Emergency Management Agency (NEMA) is working on.

EXECUTIVE SUMMARY

- [2] Details on the NEMA update are outlined in the attached report.

RECOMMENDATION

That the Joint Committee:

- 1) **Notes** this report.

CONSIDERATIONS**Strategic Framework and Policy Considerations**

- [3] Nothing arising.

Financial Considerations

- [4] Nothing arising.

Significance and Engagement

- [5] Nothing arising.

Legislative and Risk Considerations

- [6] Nothing arising.

Climate Change Considerations

- [7] Nothing arising.

Communications Considerations

- [8] Nothing arising.

ATTACHMENTS

1. NEMA Update 12 June 2025 [7.7.1 - 2 pages]



NEMA Update

Otago CDEM Group Coordinating Executive Group

12 June 2025

Emergency Management Bill

The Minister for Emergency Management and Recovery intends to introduce a new bill in the second half of 2025, to be enacted in 2026.

From 15 April to 20 May 2025 we invited submissions on the issues and options outlined in the discussion document, summary and information which is available on NEMA's website www.civildefence.govt.nz/emergency-management-bill

Final policy decisions are expected to be made later this year before the introduction of a new Emergency Management Bill.

Update on EMSIP and EMS-OS Programmes

The investment roadmap to build a fit for purpose emergency management system (EMSIP), and the Emergency Management Sector – Operational Systems (EM-SOS) is currently with the Minister for Emergency Management and Recovery. Thank you for the input you have provided to date on the work to develop the roadmap. We expect to provide an update in early June.

Tsunami Evacuation Guideline

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

This guideline builds upon the foundation laid by the previous version, reflecting the increased understanding of our threat, advances in technology and great social science research. It has been developed through a collaborative effort with experts across the motu. I thank everyone who has contributed to updating this guideline.

The guideline is available at: <https://www.civildefence.govt.nz/cdem-sector/guidelines/tsunami-evacuation-directors-guideline>

If you have any questions about guideline, please contact the team at tsunami@nema.govt.nz

Nationwide Emergency Mobile Alert (EMA) test

A nationwide test of the Emergency Mobile Alert (EMA) system has been approved to take place on the evening of Sunday 25 May between 6-7pm. There will be a public awareness campaign supporting this work, as well as comms to all relevant government sectors and stakeholders via NEMA's Public Education Team, but we encourage you to share this information to your wider teams and stakeholders as well.



**National Emergency
Management Agency**
Te Rākau Whakamarumaru

NEMA DCE Assurance visits to CDEM Groups

As part of the Assurance unit development Stef Michi DCE Assurance will attend all CDEM Group CEG/JC meetings to introduce himself and the plans for Assurance, including something on what it means for CDEM Groups and by extension local government.

Simon Chambers

Principal Advisor, Regional Engagement

National Emergency Management Agency Te Rākau Whakamarumaru

7.8. National Recovery Settings - Update

Prepared for: Civil Defence and Emergency Management - Joint Committee

Report No. CDEM2539

Activity: Civil Defence and Emergency Management

Author: Matt Alley, Group Manager Emergency Management

Endorsed by: Matt Alley, Group Manager Emergency Management

Date: 12 June 2025

PURPOSE

- [1] This paper provides the Otago CDEM Joint Committee with a summary of the Government's recovery setting options and decision-making tools following a significant natural hazard event. It outlines the frameworks, mechanisms, and leadership settings available to support recovery decisions that align with Government priorities and the needs of affected communities.

EXECUTIVE SUMMARY

- [2] Following recent national-scale recovery efforts (e.g. the North Island Weather Events [NIWE]), central government has developed a suite of decision-making tools and recovery setting options to guide post-disaster involvement. These tools allow a structured, scalable, and prioritised approach to recovery, ensuring effective coordination and appropriate intervention by central government across six key decision domains:

- Infrastructure remediation
- Support to affected residents and dwellings
- Stabilisation of regional/national economies
- Enabling mechanisms to remove obstacles
- Financial cost-sharing and contribution models
- Leadership and coordination arrangements

- [3] These tools enable the Government to tailor its involvement based on severity, capacity limitations, financial impacts, and long-term resilience goals. The frameworks are particularly relevant for regions like Otago in preparing for large-scale or complex recovery operations.

RECOMMENDATION

That the Joint Committee

- 1) **Notes** the overview of recovery decision-making tools and setting options.
-

BACKGROUND

- [4] Traditionally, recovery from small-to-moderate events has been managed under the Civil Defence Emergency Management (CDEM) Act 2002. However, as the scale and complexity of recent disasters have increased, so has the need for a more flexible and structured Government response.
- [5] The Department of the Prime Minister and Cabinet (DPMC) now coordinates whole-of-government advice on recovery and uses decision trees to determine if and how the Government should go beyond existing recovery settings.

DISCUSSION

Recovery Decision-Making Tools

- [6] The tools are designed for use in nationally or regionally significant events and address the following questions:
- Should Government involvement go beyond existing settings?
 - In what areas (infrastructure, housing, economy) and to what extent?
 - What enabling and financial mechanisms are needed?
 - What leadership structures are appropriate?
- [7] Each domain includes assessment criteria and options for Government to provide **non-financial support** (e.g. capability secondment, legislative changes) and **financial support** (e.g. infrastructure grants, buyout contributions, business continuity funding).

Recovery Setting Options

- [8] The options span a continuum from low (existing settings) to high (full Government involvement) across each category. Examples from past events demonstrate how these settings have been used:
- Infrastructure: From standard co-funding (60:40) for essential infrastructure to full-scale Government-led rebuilds (e.g. Kaikōura Inland Road).
 - Housing: Support ranges from temporary accommodation services to managed property buyouts and relocation (e.g. Canterbury red zones, NIWE FOSAL).
 - Economy: Options include grants to key businesses, sectoral support (e.g. horticulture and primary industry loans), and workforce redeployment schemes.

Enabling Mechanisms

- [9] To overcome legislative, capacity, or financial barriers, the Government can deploy tools such as:
- Orders in Council and bespoke legislation.
 - Raising debt caps for councils or providing zero-interest loans.

- Creating alliances or integrated national recovery offices.

Leadership and Coordination

[10] Leadership approaches range from locally led (as in NIWE) to centrally led (as in Canterbury/CERA), with options for shared governance structures (e.g. Resilient Westport Steering Group). Decisions also extend to ministerial responsibilities and interagency coordination, including:

- Special ministerial appointments.
- Temporary Cabinet committees.
- Establishment of national recovery units or central delivery bodies.

OPTIONS

[11] As Otago prepares for future large-scale natural hazard events, CDEM governance should:

- Familiarise yourself with these decision tools to advocate effectively for central Government support when/if needed.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[12] To be confirmed/advised – at the time of writing this report, NEMA were undertaking a review of the likely implications to the National CDEM Plan and CDEM Group by extension.

Financial Considerations

[13] To be confirmed/advised – at the time of writing this report, NEMA were undertaking a review of the likely implications to the National CDEM Plan and CDEM Group by extension.

Significance and Engagement

[14] To be confirmed/advised – at the time of writing this report, NEMA were undertaking a review of the likely implications to the National CDEM Plan and CDEM Group by extension.

Legislative and Risk Considerations

[15] To be confirmed/advised – at the time of writing this report, NEMA were undertaking a review of the likely implications to the National CDEM Plan and CDEM Group by extension.

Climate Change Considerations

- [16] To be confirmed/advised – at the time of writing this report, NEMA were undertaking a review of the likely implications to the National CDEM Plan and CDEM Group by extension.

Communications Considerations

- [17] To be confirmed/advised – at the time of writing this report, NEMA were undertaking a review of the likely implications to the National CDEM Plan and CDEM Group by extension.

NEXT STEPS

- [18] Receive and circulate national advice once it arrives.

ATTACHMENTS

1. Recovery decision-making tools final for public release [7.8.1 - 8 pages]
2. Recovery setting options final for public release [7.8.2 - 5 pages]

Critical path for making immediate recovery decisions after a nationally significant natural hazard event

PURPOSE:

When a nationally significant natural hazard event occurs, the Government often needs to make quick decisions about whether to get involved beyond the existing recovery settings, and if so, the approach and extent of involvement.

The decision-making tools have been designed for events that have a major impact in a single region (e.g., 2010/11 Canterbury Earthquake Sequence) or across multiple regions (e.g., the 2023 North Island Weather Events). They could also be applicable to more moderate scale events (e.g., Hurunui/Kaikōura) or more severe scale and complexity events (e.g., Alpine Fault magnitude 8). Existing recovery settings, such as those in the CDEM Act 2002, are focused on the initial recovery period and tend to focus on recovery from small to medium events.

The tools will support decisions by the Government that match the scale, nature, and impacts of the event, and the local characteristics of the affected communities.

The Department of the Prime Minister and Cabinet (DPMC) will coordinate the provision of advice to support Government decisions. DPMC will work with lead portfolio agencies on relevant issues.

This page shows the overall process for making key recovery decisions in the first days and weeks following an event.

New Zealand has a range of pre-arranged provisions, policies, and support programmes to support recoveries from natural hazard events. Some are automatically triggered (e.g., emergency provisions in certain pieces of legislation) and some have Ministerial discretion or require Ministerial activation or authorisation (e.g., contributions to Mayoral relief funds).

Under existing settings, the Government provides certain emergency support – including financial support to local authorities (e.g., the Civil Defence Emergency Management (CDEM) 60:40 essential infrastructure repair cost-sharing arrangement) and support to individuals (e.g., Temporary Accommodation Service).

When faced with natural hazard event impacts that are nationally significant and a recovery that is expected to be complex, lengthy, and costly, the Government often needs to tailor recovery settings to reflect the unique nature, scale, and impacts of the event that has occurred.

How to use these tools:

The process below shows how to work through the decision trees on pages 1–7.

The first decision is whether to get involved beyond the existing recovery settings. Some situations will obviously meet the criteria, indicating that some discretionary involvement may be appropriate. In other cases, it will be clear that the existing settings are appropriate. In other situations it may be too early to tell whether the existing settings will deliver Government's

recovery priorities, in which case the decision may be to monitor before taking a final decision.

The next decisions are about which categories to get involved in and to what extent. Decisions about infrastructure remediation, affected residents and dwellings, and national/regional economies will influence whether the existing mechanisms, leadership settings, and coordination of central government are fit for the situation. Before confirming these decisions, the settings will be assessed together alongside existing

settings to ensure they form a coherent approach.

The result of working through the decision trees may be a single adjustment to an existing setting in one category that does not require any adjustments to existing leadership and decision-making arrangements. Alternatively, the result could be a combination of tailored settings across multiple categories.

As necessary, additional decisions will be made to confirm policy and/or to adjust decisions as impacts are better understood.

Should Government get involved beyond the existing recovery settings?

Informed by a range of sources (including councils) and Government's own involvement in response and existing recovery settings, an initial determination can be made as to whether Government should get involved beyond existing recovery settings.

1 Initial Assessment

- Are there severe or lasting impacts?
- Will the recovery exceed current capacity and/or capability?
- Are there compounding place-based factors?
- Is it Government's role to get involved?
- Does initial financial advice suggest additional Government involvement would be appropriate?

If so, what should Government get involved in and to what extent?

If one or more of the criteria indicate that Government involvement beyond existing settings may be appropriate, Government will then need to decide what to get involved in and to what extent.

2 Infrastructure remediation

Should Government get involved beyond existing settings to ensure certain infrastructure is remediated quickly and/or to a particular level of resilience?

If yes, what scope of support is appropriate?

- Should Government provide non-financial support?
- Should Government provide financial support?

3 Affected residents and dwellings

Should Government get involved beyond the existing recovery settings to support affected residents?

If yes, what scope of support is appropriate?

- Should Government provide non-financial support?
- Should Government provide financial support?

4 National or regional economies

Should Government get involved beyond the existing recovery settings to stabilise regional and/or national economies?

If yes, what scope of support is appropriate?

- Should Government provide non-financial support?
- Should Government provide financial support?

5 Enabling mechanisms

What mechanisms will Government use to remove or reduce obstacles to an efficient and effective recovery?

If Government has determined additional financial support is appropriate, what approach will be taken to determine who pays for which elements and what contributions are required from others?

6 Leadership

To what degree should the recovery be locally or centrally led?

Are the standing Ministerial decision-making arrangements fit for this recovery?

→ If not, what should they be?

Is the existing Government organisation/coordination appropriate for this recovery?

→ If not, how should Government be organised for this recovery?

7 Coherence and appropriateness

When assessed together, do these decisions:

- form a coherent approach that fits with existing settings?
- align with Government recovery priorities?

What are the next steps?

Government makes decisions to confirm policy direction (as necessary) and will monitor the recovery to ensure settings are fit for purpose, revising and adjusting decisions as necessary. Government will also regularly communicate with affected communities.

7 Next steps

- Do related settings need to be adjusted? (e.g., enabling mechanisms, leadership decisions)
- Are Government's recovery priorities at risk of not being achieved?
- Do any decisions need to be adjusted to better reflect community priorities? (e.g., based on regional recovery plan)

Government will review and adjust decisions, consider additional involvement and/or different enabling mechanisms or leadership decisions.

1

Initial assessment of whether Government should get involved beyond existing settings

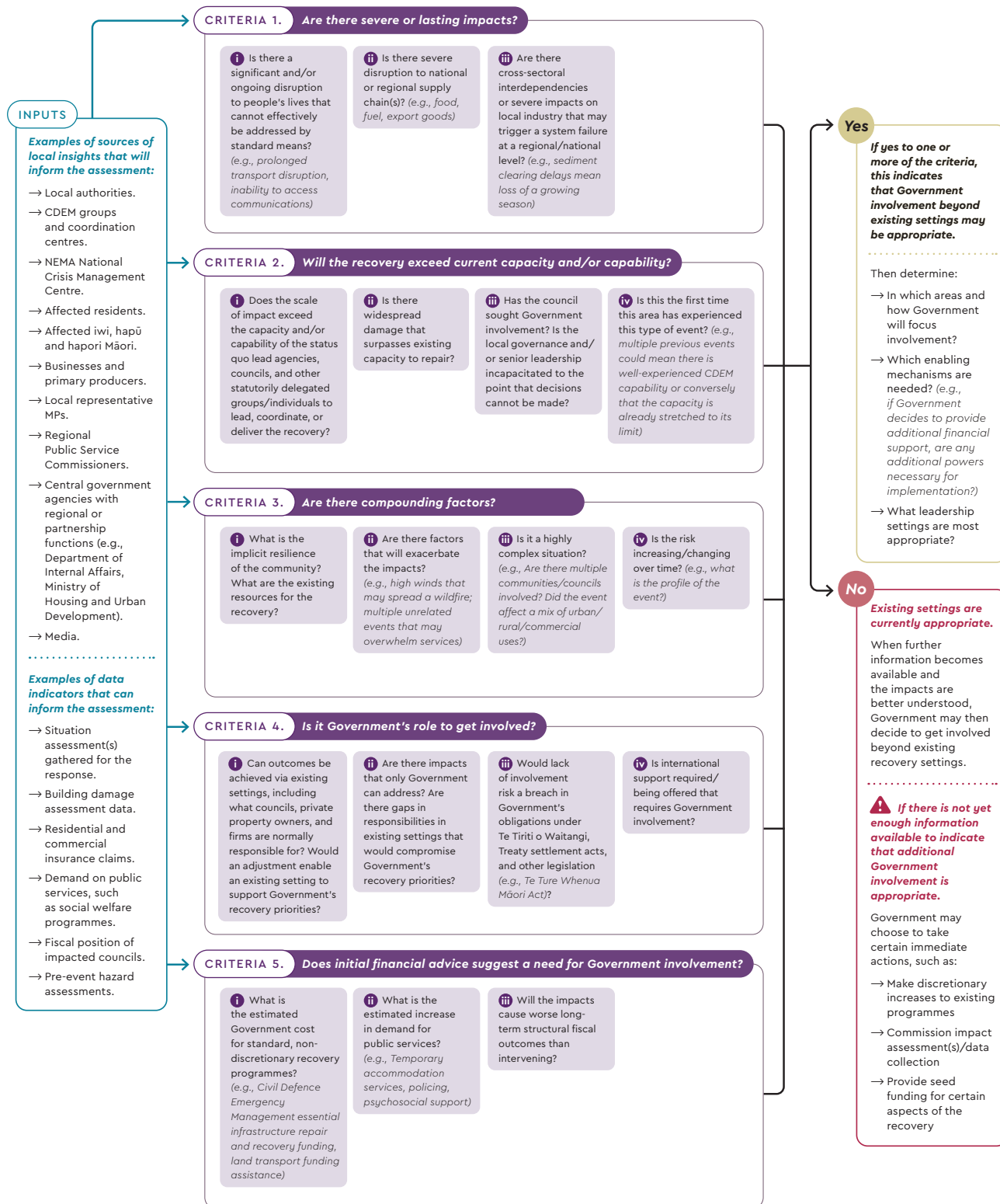
PURPOSE: An initial assessment will support timely, clear, and consistent communications. As the Government assesses whether to get involved beyond existing settings, advice will address the opportunities (e.g., for co-benefits) and risks (e.g., of setting precedent or exacerbating inequity across geography and time). This initial decision will enable the Government to respond to requests for assistance that go beyond response and existing recovery settings.

In some situations, it will be clear that additional involvement is appropriate. This initial decision will enable the Government to give affected communities some confidence straight away, even if there are additional decisions to be made about specific policies.

In other situations, there may not yet be enough information to indicate that additional involvement is necessary. In these cases, the Government may choose to take certain immediate actions (e.g., to make a discretionary increase to an existing programme) and revisit the criteria as impacts are better understood.

HOW TO USE THIS DECISION TREE: Based on information gathered through Government's involvement in response and a range of local inputs, assess the five criteria. The indicative questions are considerations to help guide the assessment, but not all will be applicable in all situations.

Agency officials will have a range of resources and tools to support provision of advice to Ministers.



2 Whether, and to what extent, to get involved in infrastructure remediation

PURPOSE: The Government may consider getting involved to ensure certain infrastructure is remediated quickly and/or to a particular level of resilience. Decisions will be informed by any relevant policy the Government is progressing or has recently made (e.g., Local Water Done Well, Infrastructure Funding and Financing Framework).

HOW TO USE THIS DECISION TREE: First, assess whether to get involved in this category by working through the initial series of questions. Where there is a clear 'yes', move on to Q2 to determine the scope of involvement. In some cases, the immediate decision may be to monitor the situation until it is clear whether or not additional involvement is appropriate.

A decision on scope would lead to decisions about whether (and if so, what type) of non-financial and/or financial support to provide.

Q1 Should Government get involved beyond the existing settings?

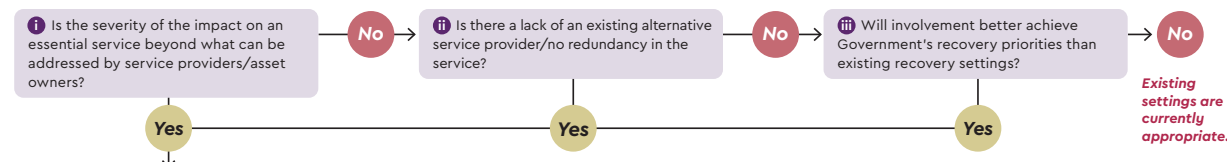
Under existing recovery settings, local authorities (councils) are responsible for decisions about restoring, reducing, or discontinuing community service levels (e.g., stopbanks, local roads, water assets) and private companies are responsible for restoring their own assets (e.g., telecommunications and power assets). The Government repairs its own assets (e.g., state highways, public hospitals, and schools).

The Government provides some pre-arranged contributions to support the recovery of council assets (e.g., the Civil Defence Emergency Management 60:40 essential infrastructure repair cost-sharing arrangement) and contributes no additional support to the private sector.

Councils deliver infrastructure projects with limited shared services arrangements.

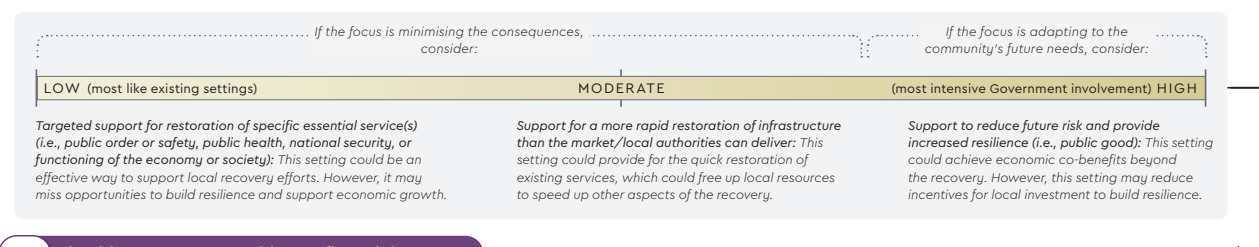
When making decisions, consider:

- Moral hazard risks (e.g., maintaining incentives on asset owners to manage risks).
- Whether the objective is restoration of service or a more resilient or sustainable outcome (e.g., projects in the Infrastructure Priorities Programme).
- Diverse rights and interests of affected Māori (e.g., iwi, hapū and hapori Māori), including who to engage with and how.
- Impact(s) on the national interest.
- Potential co-benefits of getting involved.
- Any recent policy or funding decisions that might be brought forward (e.g., projects in the Infrastructure Priorities Programme).
- Trade-offs with other uses of Government resources (e.g., there are limits to how much can be done at once).

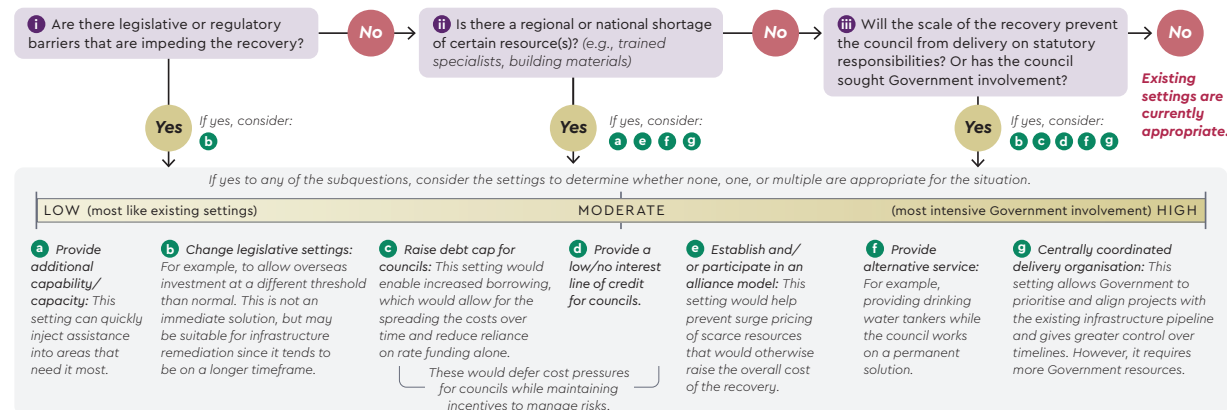


Q2 What scope of additional Government involvement is appropriate?

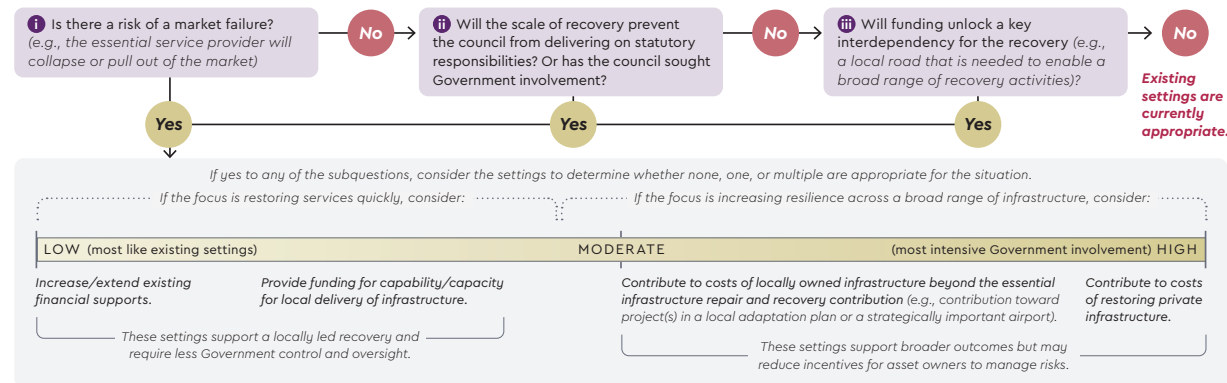
Examples are provided along the spectrum but other variations are possible.



Q3 Should Government provide non-financial support?



Q4 Should Government provide financial support?



3 Whether, and to what extent, to get involved in supporting affected residents and dwellings

PURPOSE: The Government may consider providing support to affected residents. If so, decisions about the scope and type of involvement will depend on what the critical issues are, the supports and levers that already exist, and what results the Government prioritises. Decisions will be informed by any relevant policy the Government is progressing or has recently made (e.g., the National Adaptation Framework). As increasing numbers of councils develop local adaptation plans, these may also be important context for the Government to consider when making decisions.

HOW TO USE THIS DECISION TREE: First, assess whether to get involved in this category by working through the initial series of questions. Where there is a clear 'yes', move on to Q2 to determine the scope of involvement. In some cases, the immediate decision may be to monitor the situation until it is clear whether or not additional involvement is appropriate.

A decision on scope would lead to decisions about whether (and if so, what type) of non-financial and/or financial support to provide.

Q1 Should Government get involved beyond the existing settings?

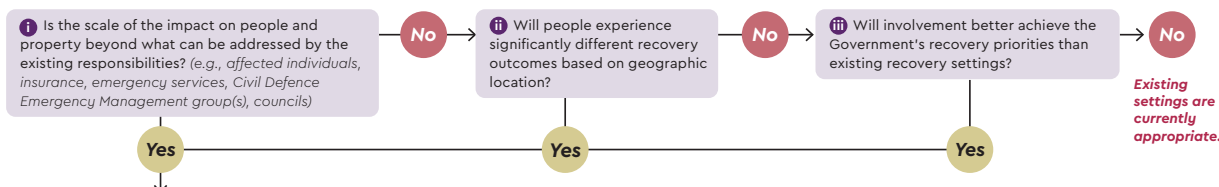
Under existing recovery settings, the Government supports affected residents by offering temporary support for those who have been displaced from their damaged homes through the Temporary Accommodation Service and access to natural hazards cover (via the Natural Hazards Insurance Scheme for homes with an insurance policy that pays the Natural Hazards Insurance levy).

Property owners draw on insurance payments, and their own financial resources to remediate damage, mitigate future risk or relocate. It is up to local authorities (councils) to decide if and how to deliver support.

When making decisions, consider:

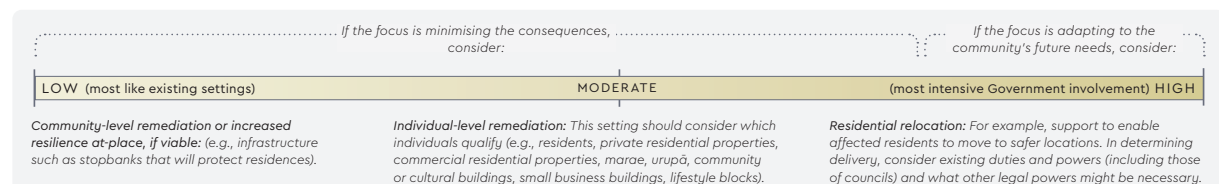
- Moral hazard risks (i.e., maintain incentives on individuals, communities, councils, and insurers to manage risks).
- Whether the focus is on those worst affected, with greatest future risk, with the least means to recover, or another characteristic.
- Whether the objective is to quickly minimise individual consequences or to ensure community resilience (e.g., rebuild or retreat).

- Diverse rights and interests of affected Māori (e.g., iwi, hapū and hapori Māori), including who to engage with and how.
- Potential co-benefits (e.g., building stopbanks to protect residents that will protect productive land and provide economic benefits).
- Any recent policy or funding decisions that might be brought forward.
- Trade-offs with other uses of Government resources (i.e., there are limits to how much can be done at once).

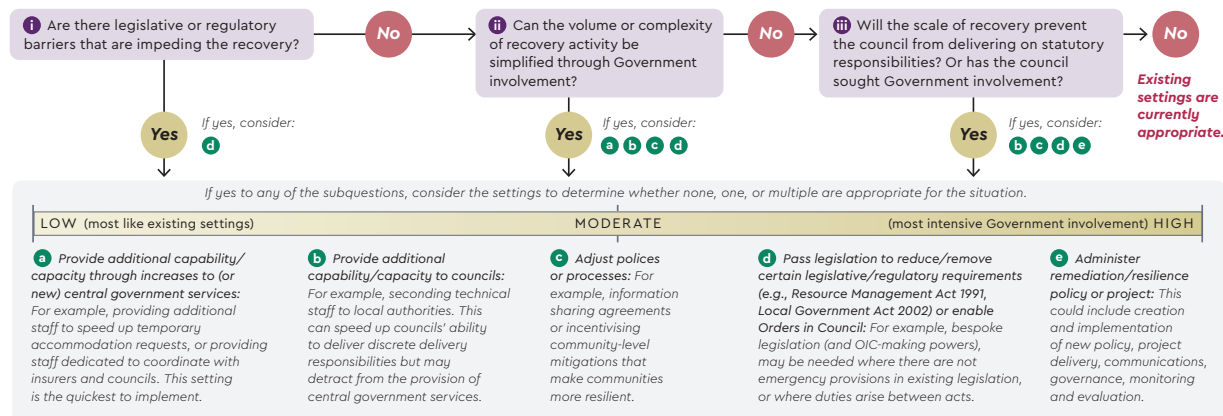


Q2 What scope of additional Government involvement is appropriate?

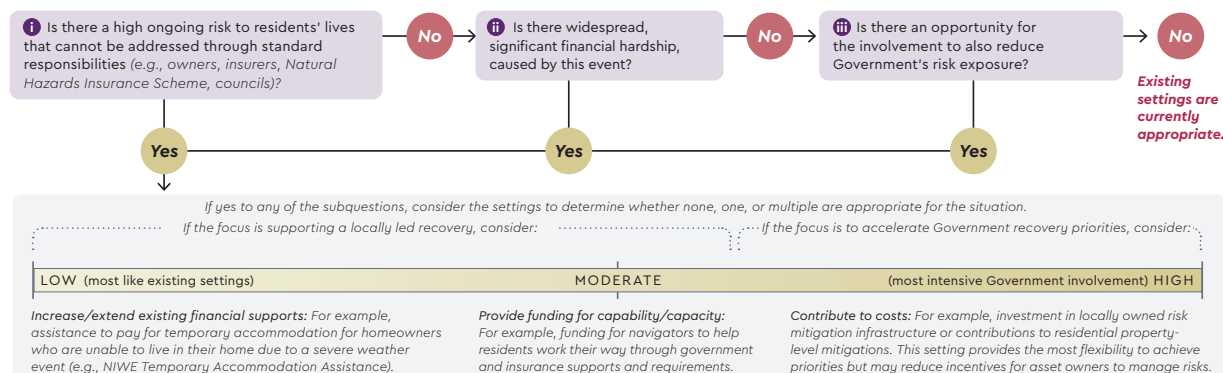
Examples are provided along the spectrum, but other variations are possible.



Q3 Should Government provide non-financial support?



Q4 Should Government provide financial support?



4 Whether, and to what extent, to get involved in stabilising national or regional economies

PURPOSE: The Government may consider supporting businesses to stabilise regional and/or national economies. While it is the long-standing principle that the Government does not compensate firms for loss in asset value or future earnings, the Government may choose to implement or develop mechanisms that change or create incentives. Decisions will be informed by any relevant policy the Government is progressing or has recently made (e.g., Fast-track Approvals Act, Government's economic growth strategy).

HOW TO USE THIS DECISION TREE: First, assess whether to get involved in this category by working through the initial series of questions. Where there is a clear 'yes', move on to Q2 to determine the scope of involvement. In some cases, the immediate decision may be to monitor the situation until it is clear whether or not additional involvement is appropriate.

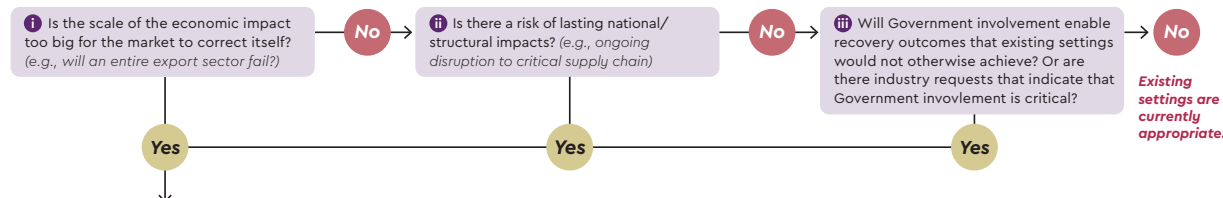
A decision on scope would lead to decisions about whether (and if so, what type) of non-financial and/or financial support to provide.

Q1 Should Government get involved?

Under existing recovery settings, businesses rely on payments from insurance and their balance sheets to manage uninsured losses or drops in revenue. Businesses operate in the standard regulatory environment when navigating post-event disruptions to trading and/or access to markets. Additional support from lenders (e.g., as happened in the recovery from the 2010/2011 Canterbury Earthquake Sequence) is possible, but not assured.

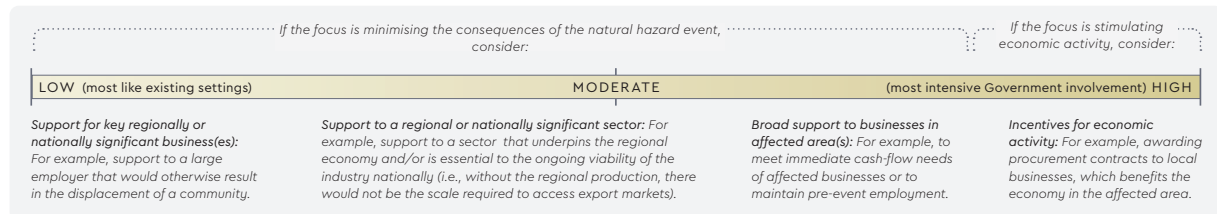
When making decisions, consider:

- Moral hazard risks (i.e. how to maintain incentives on businesses to manage risks).
- Impact(s) on the national interest.
- Diverse rights and interests of affected Māori (e.g., iwi, hapū and hapori Māori), including who to engage with and how.
- Potential co-benefits of getting involved.
- Whether the goal is restoration of service or a more resilient/sustainable outcome (e.g., rebuild or retreat).
- Any recent policy or funding decisions that might be brought forward.
- Trade-offs with other uses of Government resources (i.e., there are limits to how much can be done at once).

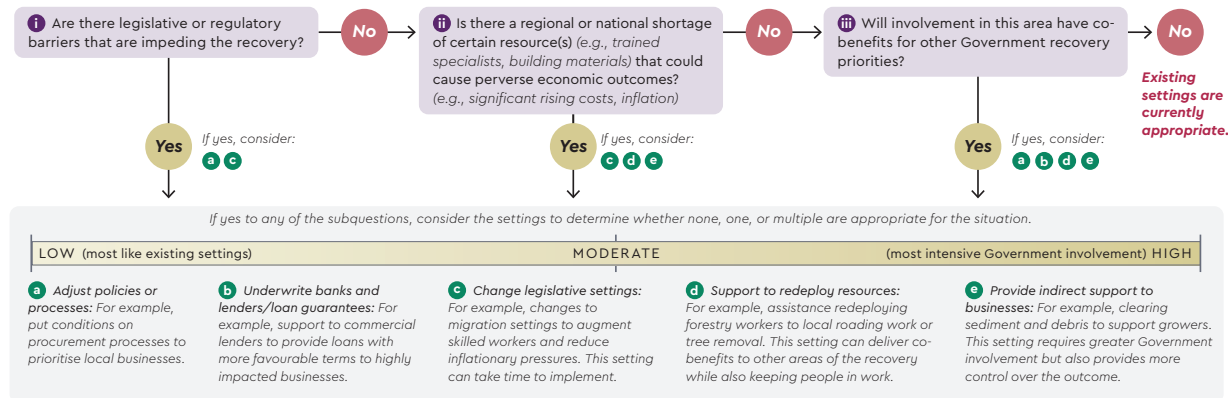


Q2 What scope of additional Government involvement is appropriate?

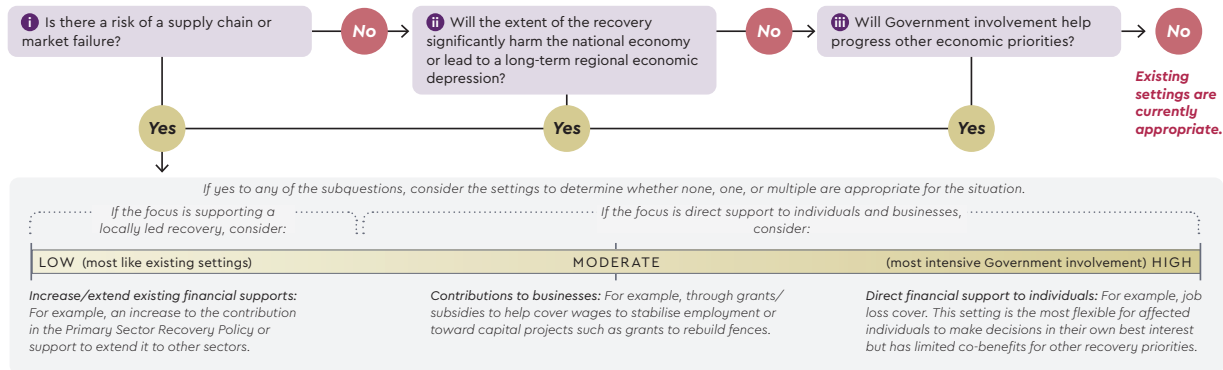
Examples are provided along the spectrum but other variations are possible.



Q3 Should Government provide non-financial support?



Q4 Should Government provide financial support?



5 Mechanisms to enable Government's recovery priorities

PURPOSE: The Government may choose to enable a more effective and efficient recovery by facilitating solutions to remove or reduce obstacles. If the Government determines that additional financial support is appropriate, decisions will need to be taken about what contributions are required from others.

HOW TO USE THIS DECISION TREE: Based on the information gathered through Government's involvement in response and a range of local inputs (including the initial assessment on page 1), examine barriers to achieving Government's recovery priorities. The indicative questions help guide the assessment, but not all will be applicable in all situations. This step will help ensure appropriate mechanisms are in place to enable the recovery.

Q1 What are the obstacles to an efficient and effective recovery?

For each area that applies, consider the settings to determine whether none, one, or multiple are appropriate for the situation.

When making decisions, consider:

- Impact(s) on the national interest.
- Moral hazard risks (e.g., maintaining incentives on asset owners to manage risks).

- Potential co-benefits of getting involved.
- Diverse rights and interests of affected Māori (e.g., iwi, hapū and hapori Māori), including who to engage with and how.

- Any recent policy or funding decisions that might be brought forward.
- Trade-offs with other uses of Government resources (e.g., there are limits to how much can be done at once).

LEGISLATIVE OR REGULATORY

Consider:

- Are the existing legal powers appropriate for the recovery? (e.g., does Government need additional powers to enable other recovery settings?)
- Are legislative/regulatory requirements appropriate for the recovery? (e.g., should consultative or planning requirements be reduced or are they necessary to spark critical conversations with communities and local leaders?)

LOW (most like existing settings)	Moderate	(most intensive Government involvement) HIGH
Memorandums of Understanding (MOUs) or Approved Information Sharing Agreements.	Legislation to remove requirements.	Legislation to enable Orders in Council.
		Legislation to give powers to Government.
		Legislation to give powers to a specially appointed commissioner.

CAPABILITY OR CAPACITY

Consider:

- Can the system handle the extra demand of the recovery on public services provided by central or local government? (but existing settings are generally appropriate)
- Are there sufficient resources in the impacted areas? Or are resource needs driving surges in costs?

LOW (most like existing settings)	Moderate	(most intensive Government involvement) HIGH
(Re)deploy resources across government agencies.	Technical support (e.g., secondments into councils).	Establish and/or participate in an alliance model.
Increase funding for services to affected people/communities.	Legislation to remove requirements.	Contribute funding for local capability or capacity.

FINANCIAL

Consider:

- Will access to, or commitment of, financial support unlock a key interdependency for the recovery?
- Is local authority (council) affordability concerns preventing an effective recovery?

LOW (most like existing settings)	Moderate	(most intensive Government involvement) HIGH
Increase/extend existing financial supports.	Underwrite banks and/or lenders.	Provide a no/low interest line of credit for councils.
Raise debt cap for councils.		Provide bespoke financial support.

Q2 Who pays for what?

Different approaches can be taken for different settings, or a consistent approach could be set across all settings.

Under existing recovery settings, recovery costs are the responsibility of the asset owners/service providers (i.e., individuals, businesses, local authorities, central government),

with some portion potentially covered by insurance and natural hazards cover. The Government provides a range of emergency supports, including council co-investment

schemes (e.g., the Civil Defence Emergency Management 60:40 essential infrastructure repair cost-sharing arrangement) and support to individuals (e.g., Rural Assistance Payments).

i Has Government decided to consider financial support in one or more categories?

Yes

ii Under existing settings, is it something the Government is responsible for or contributes to?

Yes

iii Are recovery results unachievable without financial support from Government?

Yes

Existing settings are currently appropriate.

WHAT APPROACH WILL GOVERNMENT TAKE TO DETERMINING ITS CONTRIBUTION?

LOW (most like existing settings)	Moderate	(most intensive Government involvement) HIGH
<i>If the focus is providing certainty quickly to affected communities, consider:</i> Increase percentage of contribution through existing schemes: This setting is straightforward to implement but does not give Government as much control over timing and delivery.	<i>If the focus is shared priority setting, consider:</i> Set funding envelope: This setting quickly gives communities confidence in Government's involvement. It allows the receiving entity (e.g., a local authority) to prioritise and make local trade-offs in recovery efforts. This setting can limit the degree to which Government can set priorities or control timing and delivery.	Contribute to costs: For example, a set percent of the cost to bring affected stopbanks to a higher resiliency or to deliver a specific priority project, such as a critical local road.
		Negotiate a funding agreement: This setting can support shared priorities, but can cause delays in the recovery if negotiations are protracted. This setting may reduce incentives for asset owners to manage risks.

6 Government's approach to recovery leadership

PURPOSE: Decisions on the previous pages will influence whether the existing leadership settings are fit for the situation.

The Government involvement may change over time. For example, some councils may need more support for core functions in the initial recovery, which may be scaled back as the recovery effort proceeds and governance structures are established.

HOW TO USE THIS DECISION TREE: Based on information gathered through Government's involvement in response and a range of local inputs (including the initial assessment on page 1), work through the first series of questions to assess whether the existing leadership approach is appropriate. The second series of questions guides assessment of whether the standing Ministerial arrangements are fit for this recovery. The final series of questions on this page examines whether central government needs to be organised differently for this particular recovery.

Q1 To what degree should the recovery be locally or centrally led?

Different approaches can be taken for different settings, or a consistent approach could be set across all settings.

Under existing recovery settings, local authorities (councils) are responsible for identifying, assessing, and managing hazards and risks. Territorial authorities have responsibility for land-use decisions. Regional authorities are responsible for hazard and flood planning and management. The Government is responsible for any changes to primary legislation. Post-event, the Government helps territorial authorities manage resources to protect lives, buildings, and infrastructure (e.g., Building Act 2004 rapid building assessment placarding system).

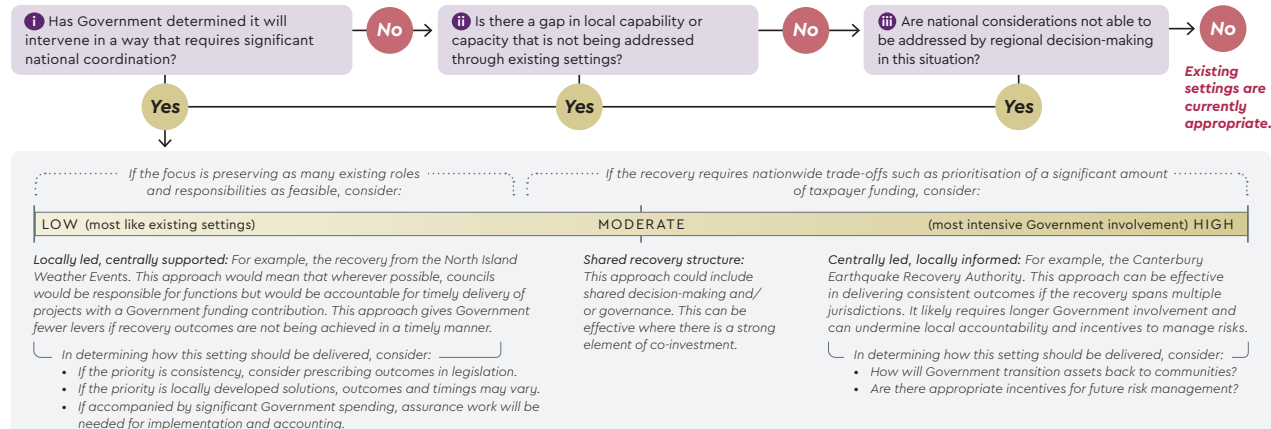
Communities are at the centre of emergency management. The Civil Defence Emergency Management (CDEM) Act 2002

requires councils to coordinate CDEM. Capability and capacity to recover from natural hazard events is varied across the country. The Government works with councils to understand their capacity and capability. The Minister of Local Government has intervention powers in certain circumstances.

Generally, the greater the level of Government involvement would necessitate stronger Government leadership. Regardless of where the decision is made on the leadership spectrum, it is vital to be clear about how it applies to decision-making and priority-setting, policy, implementation and delivery, public communications, governance, monitoring and evaluation.

When making decisions, consider:

- Strengths and limitations of council(s) in the affected area.
- Impact(s) on the national interest.
- Nationwide trade-offs (e.g., prioritisation of a significant amount of taxpayer funding).
- Consistency of outcomes across affected communities/districts/regions.
- Diverse rights and interests of affected Māori (e.g., iwi, hapū and hapori Māori), including who to engage with and how.

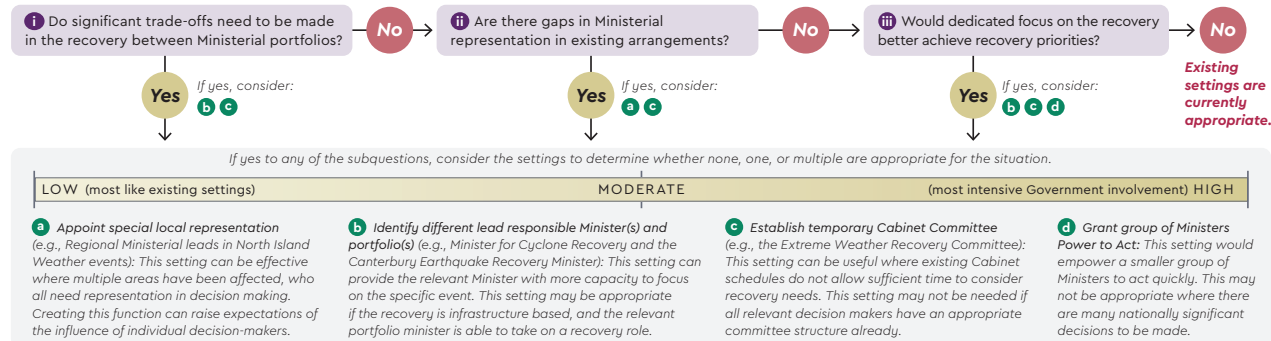


Q2 Are the standing Ministerial arrangements fit for this recovery?

Under existing recovery settings, Ministers take proposals on matters within their portfolios to the appropriate standing

Cabinet committee. The Minister for Emergency Management and Recovery has the primary responsibility for leading the

Government recovery from meteorological- and geological-related emergencies (i.e., natural hazard events).

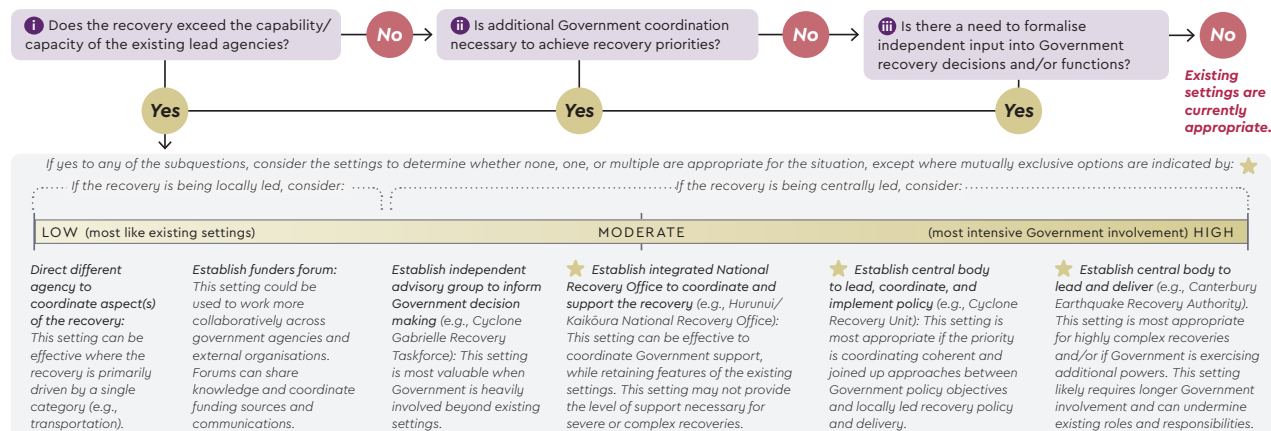


Q3 How should Government be organised for this recovery?

Under existing recovery settings, various central government agencies are responsible for specific aspects (e.g., NZTA is

responsible for transport infrastructure). NEMA chairs the cross-agency National Recovery Coordination Group). Certain events

may require different leadership and coordination structures to better streamline the processes for affected communities.

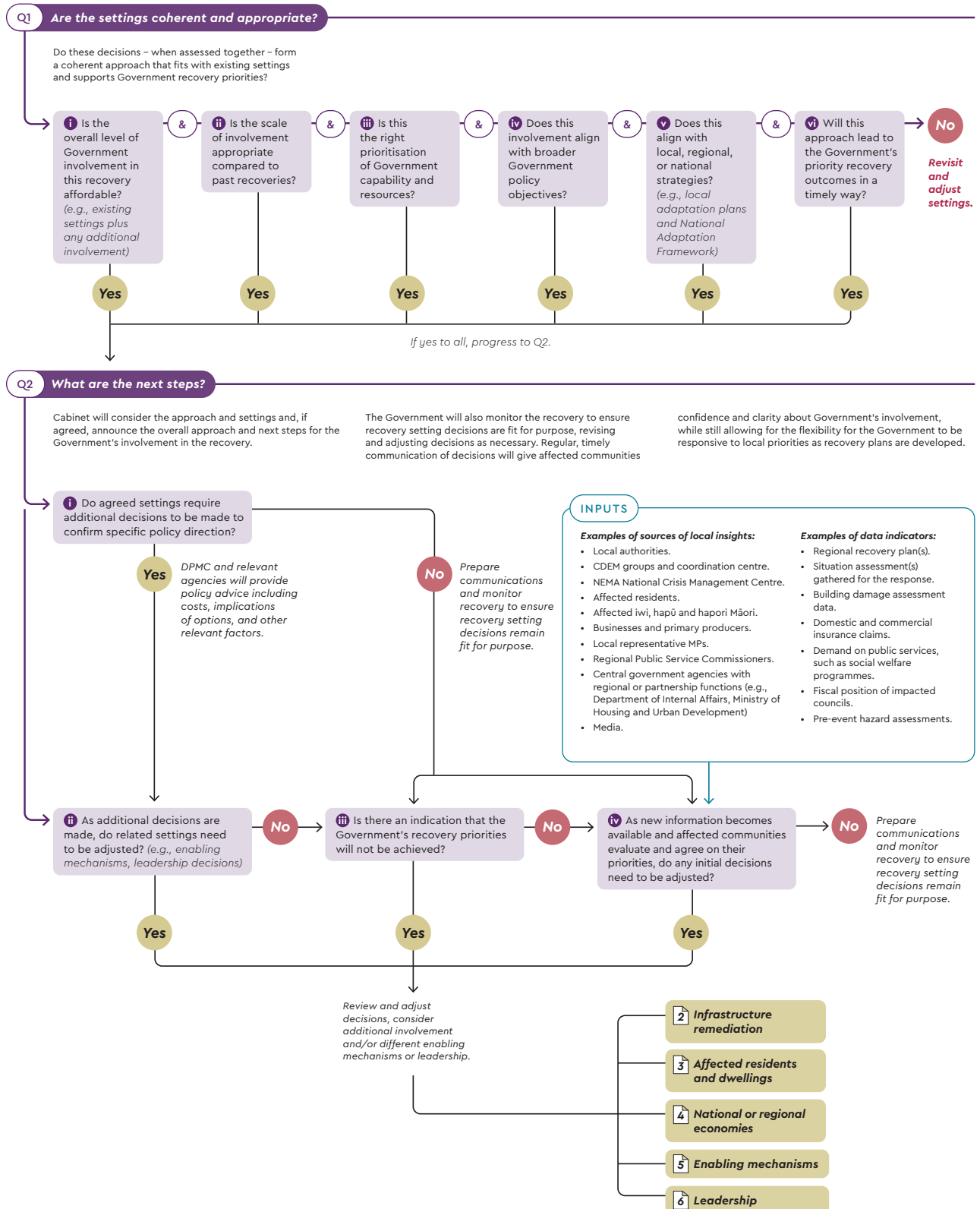


7

Coherence, appropriateness, and next steps

PURPOSE: A range of provisions, policies, and support programmes exist to support the recovery. If the Government decides to get involved beyond the existing settings, it is important to consider how the bespoke involvement fits with what already exists. It is also valuable to evaluate the settings together to ensure they come together to form a practical and pragmatic approach to the recovery that matches the scale, nature, and impacts of the event, the local characteristics of the affected communities, and the Government's recovery priorities.

HOW TO USE THIS DECISION TREE: Before confirming decisions, review the initial assessment on page 1 and assess the first series of questions on this page to determine whether decisions made about settings on pages 2–6 fit together in a logical way. If they do not, adjust decisions before progressing to the next steps. As the recovery progresses, additional decisions and/or adjustments to settings may be needed.



RECOVERY DECISION-MAKING AFTER A SIGNIFICANT NATURAL HAZARD EVENT: Recovery setting options

Involvement in infrastructure remediation (Decision tree 2)

Under existing recovery settings, local authorities (councils) are responsible for decisions about restoring, reducing, or discontinuing community service levels (e.g., stopbanks, local roads, water assets) and private companies are responsible for restoring their own assets (e.g., telecommunications and power assets). Government repairs its own assets (e.g., state highways, public hospitals, and schools). Government provides pre-arranged contributions to support the recovery of council assets (e.g., the Civil Defence Emergency Management 60:40 essential infrastructure repair cost-sharing arrangement) and contributes no additional support to the private sector. Councils deliver infrastructure projects with limited shared services arrangements.

Scope of additional Government involvement

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Targeted support for restoration of specific essential service	Support for a more rapid restoration of infrastructure	Support to reduce future risk and provide increased resilience
Example	In the Hurunui/Kaikōura recovery, the Government provided a grant of \$2.6 million for the Hurunui and Kaikōura district councils to repair waste facilities, recycle earthquake debris and manage hazardous waste.	In the Canterbury recovery, the Government supported 'anchor projects', including the bus interchange to support a more rapid resumption of service than would have been achievable without Government support.	In the NIWE recovery, the Local Government Flood Resilience Co-investment Fund enabled stopbanks and other capital works to be restored to reduce future risk and raise the overall level of resilience for the affected communities.

Non-financial support

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Provide additional capability/capacity	Change legislative settings	Raise debt cap for councils	Provide a low/no interest line of credit	Establish and/or participate in an alliance model	Provide alternative service	Centrally coordinated delivery organisation
Example	In the Hurunui/Kaikōura recovery, alongside direct funding for water services and harbour remediation work, a combined steering group comprised of local and central government staff was established to support the recovery effort.	In the NIWE recovery, Orders in Council were passed to allow for quicker consents for complex road transport projects in Hawke's Bay. This was also true of the Hurunui/Kaikōura Earthquake recovery.	While there is not a recent natural hazard recovery example, Government could work with the Local Government Funding Agency to enable higher debt to revenue limits, which would allow for the spreading of costs over time and reduce reliance on rate funding alone.	In the NIWE recovery, the Government facilitated a zero interest, 10-year, \$30 million loan for the Gisborne District Council. This recognised the cashflow challenges the council faced as it remediated the worst of the flood damage to its infrastructure.	In the NIWE, Canterbury, and Hurunui/Kaikōura recoveries, alliance models have been used to bring together clients, consultants and contractors from several organisations to work together to meet quality, cost and time targets.	While there is not a recent natural hazard recovery example, this type of intervention could include providing alternative communications (e.g., deploying satellite internet systems such as Starlink) while the private sector rebuilds phone and internet infrastructure.	In the Hurunui/Kaikōura recovery, the NZ Transport Agency took over the management of the Inland Road (Rt 70) between Waiau and Kaikōura before returning the road back to councils.

Financial support

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Increase/extend existing financial supports	Provide funding for capability/capacity for local delivery of infrastructure	Contribute to costs of locally owned infrastructure beyond the essential infrastructure repair and recovery contribution	Contribute to costs of restoring private infrastructure
Example	In the NIWE, Hurunui/Kaikōura, and Canterbury recoveries, increased Government funding above pre-determined funding assistance rates (FARs) from the National Land Transport Fund was provided for local roads.	In the NIWE recovery, a contestable fund was provided to support local government capabilities to expedite recovery efforts, ensuring certainty for people and preventing cost escalations of infrastructure projects due to delays.	In the NIWE recovery, the Local Government Flood Resilience Co-investment Fund provided support for stopbanks and other capital works with varied amounts of council co-investment. In the Hurunui/Kaikōura recovery, Government provided funding to restore the Kaikōura Harbour.	While there is no direct precedent in New Zealand, after Hurricane Katrina in the United States of America, funding was provided directly to support utility companies to restore services.

as at May 2025

RECOVERY DECISION-MAKING AFTER A SIGNIFICANT NATURAL HAZARD EVENT: Recovery setting options

Involvement in supporting affected residents and dwellings (Decision tree 3)

Under existing recovery settings, Government supports affected residents by offering temporary support for those that have been displaced from their damaged homes through the Temporary Accommodation Service and access to natural hazards cover (via the Natural Hazards Insurance Scheme for homes with an insurance policy that pays the Natural Hazards Insurance levy). Property owners draw on insurance payments and their own financial resources to remediate damage, mitigate future risk, or relocate. It is up to local authorities (councils) to decide if and how to deliver support.

Scope of additional Government involvement

The Adaption Framework aims to provide clarity on how New Zealand manages and shares the costs of adapting to climate change, which includes considering options for investing in risk mitigation and/or relocation. Decisions on the framework can help inform the scope Government involvement.

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Community-level remediation or increased resilience at-place, if viable	Individual-level remediation	Residential relocation
Example	In the NIWE recovery, the Future of Severely Affected Locations (FOSAL) approach addressed intolerable risk to life through risk mitigation interventions, buyouts of residential properties, and relocation of marae and residences on whenua Māori. In the Canterbury recovery, cost-sharing arrangements and delivery through the Stronger Christchurch Infrastructure Rebuild Team (an alliance of central, local and private sector organisations) supported some residents to continue working, travelling, and living by repairing and rebuilding water, storm water and wastewater systems, roads, bridges, water reservoirs and retaining walls.	In the Hurunui/Kaikōura recovery, financial assistance was provided for seven properties (e.g. mitigation, removal of hazard, relocation of buildings within property boundaries). In the Canterbury recovery, the Canterbury Home Repair Programme aimed to balance cost, quality, and safety of repairs to residential dwellings.	In the Canterbury recovery, the Government red zoned and bought out residential properties affected by the earthquakes. This included negotiating buyouts and dispute resolution.

Non-financial support

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Provide additional capability/capacity through increases to (or new) central government services	Provide additional capability/capacity to councils	Adjust policies or processes	Pass legislation to reduce/remove certain legislative/regulatory requirements or enable Orders in Council	Administer remediation/resilience policy or project
Example	In the NIWE recovery, the Government provided additional positions in Ministry for Primary Industries, Ministry of Business, Innovation and Employment, and Ministry of Social Development to have a dedicated presence for two years in the worst-affected areas.	In the NIWE recovery, the government sent secondees to Gisborne District Council to help with consenting and compliance.	While there is not a specific natural hazard recovery example, Government could enable councils to prioritise and reduce timeframes for processing building consents that are required to repair natural hazard damage.	In the Canterbury recovery, amendments to the circumstances for altering rating values between general revaluations meant that owners of homes that had been/to be demolished would only be required to pay rates on the land itself.	In the Canterbury recovery, residential property categorisation was led by the Government. The Government (through the Canterbury Earthquake Recovery Authority) developed policy and negotiated voluntary buyouts with property owners.

Financial support

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Increase/extend existing financial supports	Provide funding for capability/capacity	Contribute to costs
Example	In the NIWE recovery, The Temporary Accommodation Assistance payment helped homeowners who could not live in their home due to specific events and were responsible for paying both for the costs for the damaged home (e.g. mortgage, rates, insurance) and temporary accommodation costs.	In the NIWE recovery, the Government provided funding to increase local capacity and capability. For example, funding from the Ministry of Social Development supported Storm Recovery Navigators to help affected Aucklanders access information, services and support (e.g., support with housing, tenancy issues, temporary accommodation and resettlement).	In the NIWE recovery, the Crown provided funding support through the National Resilience Plan and Local Government Flood Resilience Co-investment Fund for stopbanks and other capital works.

as at May 2025

RECOVERY DECISION-MAKING AFTER A SIGNIFICANT NATURAL HAZARD EVENT: Recovery setting options

Involvement in stabilising national or regional economies (Decision tree 4)

Under existing recovery settings, businesses rely on payments from insurance and their balance sheets to manage uninsured losses or drops in revenue. Businesses operate in the standard regulatory environment when navigating post-event disruptions to trading and/or access to markets. Additional support from lenders (e.g., as happened in the recovery from the 2010/2011 Canterbury Earthquake Sequence) is possible, but not assured.

Scope of additional Government involvement

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Support for key regionally or nationally significant business(es)	Support to a regionally or nationally significant sector	Broad support to businesses in affected area	Incentives for economic activity
Example	In the NIWE recovery, the Government provided loans from the Regional Strategic Partnership Fund to restore stability to three regionally significant businesses in Tairāwhiti (all substantial local employers in the primary sector).	In the NIWE recovery, Government provided loan guarantees and grants to farmers to help with initial recovery (e.g., repairs to water infrastructure and fencing). The Government also developed a Primary Producer Finance Scheme for significantly impacted businesses, orchards, and farms.	In the NIWE recovery, the interim business support package met the immediate cash-flow needs of impacted businesses. In the Canterbury and Hurunui/Kaikōura recoveries, Government provided subsidies to help businesses cover wages.	In the Canterbury recovery, the business support package included funding for international visits for exporters to key client and money for workshops and business training.

Non-financial support

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Adjustments to policies or processes	Underwrite banks and lenders / loan guarantees	Change legislative settings	Support to redeploy resources	Provide indirect support to businesses
Example	While there is not a recent natural hazard recovery example, procurement policies and processes could be adjusted to incentivise contracting of local businesses to deliver recovery projects, ensuring funding injections support the impacted economy.	In the NIWE recovery, the Business Loan Guarantee Scheme supported commercial lenders to provide loans to highly impacted businesses across all sectors with more favourable terms (e.g., with reduced interest rates).	In the Canterbury recovery, the Government took over the district plan, including delivery of 17 civic projects (including the bus shelter, cultural centre, stadium, sports facilities and library).	While there is not a recent natural hazard recovery example, during the Covid-19 response, funding was available for redeployment of workers. This included forestry workers being redeployed to local roading work or tree removal.	In the NIWE recovery, Government provided funding for disposal of sediment and debris to support recovery for farmers and growers. In the Canterbury recovery, the Christchurch Market Connections Fund supported international visits to help reassure international clients that the region was open for business.

Financial support

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Increase/extend existing financial supports	Contributions to businesses	Direct financial support to individuals
Example	In the NIWE recovery, Business Support Grants sat alongside funding support from the Ministry of Primary Industries to farmers and growers. The grants were targeted to non-primary producing businesses that needed immediate cashflow support to assist with recovery.	In the NIWE recovery, Government provided funding for disposal of sediment and debris to support recovery for farmers and growers.	In the Canterbury recovery, Earthquake Job Loss Cover provided a direct payment for six weeks to employees who were unable to contact their employer, or if the business closed permanently.

as at May 2025

RECOVERY DECISION-MAKING AFTER A SIGNIFICANT NATURAL HAZARD EVENT: Recovery setting options

Mechanisms to enable Government's recovery priorities (Decision tree 5)

Government has a range of levers when considering how to facilitate solutions to remove or reduce obstacles to the recovery. If Government determines that additional financial support is appropriate, decisions will need to be taken about what contributions are required from others. Under existing recovery settings, recovery costs are the responsibility of the asset owners/service providers (i.e., individuals, businesses, councils, government), with some portion potentially covered by insurance and natural hazards cover. Government provides emergency support, including council co-investment schemes (e.g., the Civil Defence Emergency Management 60:40 essential infrastructure repair cost-sharing arrangement) and support to individuals (e.g., Temporary Accommodation Service).

Settings to address legislative or regulatory obstacles

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Memorandums of Understanding (MOUs) or Approved Information Sharing Agreements	Legislation to remove requirements	Legislation to enable Orders in Council	Legislation to give powers to Government	Legislation to give powers to a specially appointed commissioner
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Settings to address capability or capacity obstacles

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	(Re)deploy resources across government agencies	Increase funding for services to affected people/communities	Technical support from central government agencies	Legislation to remove requirements	Establish and/or participate in an alliance model	Contribute funding for local capability/capacity
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Settings to address financial obstacles

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Increase/extend existing financial supports	Raise debt cap for councils	Underwrite banks and/or lenders	Provide a no/low interest line of credit for councils	Provide bespoke financial support
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Who pays for which elements of recovery

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Increase percentage of contribution through existing schemes	Set funding envelope	Contribute to costs	Negotiate a funding agreement
Example	In the NIWE, Canterbury, and Hurunui/Kaikōura recoveries, additional funding was provided for state highway remediation.	While there is not an example of a funding envelope being set for recovery from a significant natural hazard event, Government often makes a lump sum contribution to mayoral relief funds that are administered by local authorities for rapid mobilisation of financial assistance in the response. Similarly, a lump sum contribution could be made from which community recovery priorities can be financed.	In the NIWE and Canterbury recoveries, funding arrangements varied by project.	In the NIWE recovery, the Government entered into cost-share negotiations with Auckland, Tairāwhiti and Hawke's Bay councils. While there was a common position of a 50:50 share of the Future of Severely Affected Locations (FOSAL) Category 3 buyout costs, support for FOSAL Category 2 interventions and for transport funding was variable, depending on the needs and the financial position of the affected region.

RECOVERY DECISION-MAKING AFTER A SIGNIFICANT NATURAL HAZARD EVENT: Recovery setting options

Government's approach to recovery leadership (Decision tree 6)

Under existing recovery settings, local authorities (councils) are responsible for identifying, assessing, and managing hazards and risks. Territorial authorities have responsibility for land-use decisions. Regional authorities are responsible for hazard and flood planning and management. Government is responsible for any changes to primary legislation. Post-event, Government helps territorial authorities manage resources to protect lives, buildings, and infrastructure (e.g., Building Act 2004 rapid building assessment placarding system).

Communities are at the centre of emergency management. The Civil Defence Emergency Management (CDEM) Act 2002 requires councils to coordinate CDEM. Capability and capacity to recover from natural hazard events is varied across the country. The Government works with councils to understand their capacity and capability. The Minister of Local Government has intervention powers in certain circumstances.

To what degree should the recovery be locally or centrally led?

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Locally led, centrally supported	Shared recovery structure	Centrally led, locally informed
Example	In the NIWE recovery, where possible, decisions were made locally. Statutory responsibilities remained in place, as did responsibility for related decisions. Decisions made by central government were those that required nationwide trade-offs such as injections of taxpayer funding.	In the Hurunui/ Kaikōura recovery, a steering group was established, including representation from central and local government and iwi. Following floods in July 2021 and February 2022 in Westport, the Resilient Westport Steering Group was appointed by Ministers to oversee and synchronise the various packages of flood resilience work that the Government is co-investing in that will be delivered by councils. The group is independently chaired and comprises representation from district and regional councils, iwi, and government agencies.	In the Canterbury recovery, the Canterbury Earthquake Recovery Authority (CERA) had significant powers to relax, suspend or extend laws and regulations for clearly defined purposes related to earthquake recovery. CERA was disestablished after five years as the Government transitioned from leading the recovery to establishing long-term, locally led recovery and regeneration arrangements.

Ministerial arrangements

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Appoint special local representation	Identify different lead responsible Minister(s) and portfolio(s)	Establish temporary Cabinet committee	Grant group of Ministers Power to Act
Example	In the early NIWE recovery, regional ministerial leads were appointed to work directly with local councils. As the recovery progressed, Parliamentary Private Secretaries were appointed to interface between the community and Cabinet.	In the Canterbury recovery, a dedicated Minister for Canterbury Earthquake Recovery was created. In the NIWE recovery, a Minister for Cyclone Recovery was established separate from the ministerial emergency management portfolio.	The Cabinet Extreme Weather Recovery (EWR) Committee coordinated and directed the first several months of NIWE recovery, and helped establish broad policy approaches. In a separate but related decision, EWR was granted Power to Act.	In the response to Covid-19, Cabinet authorised the Covid-19 Ministerial Group the Power to Act. Because the power was granted to a group of ministers rather than to a Cabinet committee, they did not need to follow standard committee processes.

Central government organisation

LOW (most like existing settings)

(most intensive Government involvement) HIGH

Setting	Direct different agency to coordinate aspect(s) of the recovery	Establish funders forum	Establish independent advisory group to inform decision making	Establish integrated National Recovery office to coordinate and support	Establish central body to lead, coordinate, and implement policy	Establish central body to lead and to deliver
Example	In the NIWE recovery, responsible Ministers agreed that the Ministry of Social Development be assigned responsibility to lead the NIWE social recovery coordination.	While there is not a recent example of Government establishing an external funders forum in the recovery from a natural hazard event, the Hawke's Bay Funders Forum enables members to collaboratively initiate or contribute to projects and to identify and discuss key regional opportunities.	In the Canterbury recovery, Government established a Recovery Community Forum – made up of mainly non-elected people – to provide the Minister with information and advice. In the NIWE recovery, the Cyclone Gabrielle Recovery Taskforce was established to provide an independent perspective to the Minister and Cabinet.	In the Hurunui/ Kaikōura recovery, Government established a National Recovery Manager and Office in the Ministry of Civil Defence and Emergency Management.	In the NIWE recovery, a Chief Executive Cyclone Recovery (CE-CR) was established under the Public Service Act 2020 to lead and coordinate the Government's recovery work programme. The CE-CR is supported by a unit hosted within the Department of the Prime Minister and Cabinet.	In the Canterbury recovery, CERA (a government department with significant powers to centrally lead and deliver) was established using bespoke legislation. After CERA was disestablished, the Greater Christchurch Group hosted within the Department of the Prime Minister and Cabinet led and coordinated central government's ongoing role.

as at May 2025

KARAKIA WHAKAMUTUNGA

WHEN TO USE IT > To end the day • To close a meeting

**Kua mutu a mātou mahi
Mō tēnei wā
Manaakitia mai mātou katoa
O mātou hoa
O mātou whānau
Āio ki te aorangi**

**Our work is finished
For the moment
Bless us all
Our colleagues
Our families
Peace to the universe**

Alternative karakia whakamutunga

**Kia tau te rangimārie
Ki runga i ngā iwi o te ao
Let peace reign
On all peoples of the world**



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