



AGENDA

Ordinary meeting of the Nelson Tasman Civil Defence Emergency Management Group

**Monday 29 November 2021
Commencing at 4.00p.m.
Nelson City Council Chamber**

**Floor 2A, Civic House
110 Trafalgar Street, Nelson**

Civil Defence Emergency Management Group

The Civil Defence Emergency Management Group is a joint committee of Nelson City and Tasman District Councils.

Areas of Responsibility:

- Under the Civil Defence Emergency Management Act 2002, the functions of a Civil Defence Emergency Management Group, and of each member, are to
 - in relation to relevant hazards and risks:
 - ❖ identify, assess, and manage those hazards and risks
 - ❖ consult and communicate about risks
 - ❖ identify and implement cost-effective risk reduction
 - take all steps necessary on an ongoing basis to maintain and provide, or to arrange the provision of, or to otherwise make available suitably trained and competent personnel, including volunteers, and an appropriate organisational structure for those personnel, for effective civil defence emergency management in its area
 - take all steps necessary on an ongoing basis to maintain and provide, or to arrange the provision of, or otherwise to make available material, services, information, and any other resources for effective civil defence emergency management in its area
 - respond to and manage the adverse effects of emergencies in its area
 - plan and carry out recovery activities
 - when requested, assist other Groups in the implementation of civil defence emergency management in their areas (having regard to the competing civil defence emergency management demands within the Group's own area and any other requests for assistance from other Groups)
 - within its area, promote and raise public awareness of, and compliance with, this Act and legislative provisions relevant to the purpose of this Act
 - monitor and report on compliance within its area with this Act and legislative provisions relevant to the purpose of this Act
 - develop, approve, implement, and monitor a civil defence emergency management group plan and regularly review the plan
 - participate in the development of the national civil defence emergency management strategy and the national civil defence emergency management plan
 - promote civil defence emergency management in its area that is consistent with the purpose of this Act.
- The Civil Defence Emergency Management Group also has any other functions that are conferred or imposed by or under this Act or any other enactment.

Powers to Decide:

- The Civil Defence Emergency Management Group has all the powers that are reasonably necessary or expedient to enable it to perform its functions, including the power to delegate any of its functions to members, the Group Controller, or other persons.
- Without limiting the generality of section 5.9.1. above, the Group may:
 - recruit and train volunteers for civil defence emergency management tasks
 - conduct civil defence emergency management training exercises, practices, and rehearsals
 - issue and control the use of signs, badges, insignia, and identification passes authorised under this Act, regulations made under this Act, or any civil defence emergency management plan
 - provide, maintain, control, and operate warning systems
 - provide communications, equipment, accommodation, and facilities for the exercise of its functions and powers during an emergency
 - exercise any other powers that are necessary to give effect to any civil defence emergency management plan or in response to a civil defence emergency

Nelson Tasman Civil Defence Emergency Management Group

29 November 2021

Karakia

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1. Apologies

Nil

2. Interests

2.1 Updates to the Interests Register

2.2 Identify any conflicts of interest in the agenda

3. Confirmation of Minutes

3.1 27 July 2021

6 - 13

Document number M18819

Recommendation

That the Civil Defence Emergency Management Group

1. Confirms the minutes of the meeting of the Civil Defence Emergency Management Group, held on 27 July 2021, as a true and correct record.

4. Verbal Updates: Manager Emergency Management and NEMA

1. Covid-19 Resurgence Planning

2. Trifecta Programme

5. Manager Emergency Management Report

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Document number R26421

Recommendation

That the Civil Defence Emergency Management Group

1. **Receives the report Manager Emergency Management Report (R26421) and its attachments (R26298 and A2768162-A2768166)**
2. **Receives the Nelson Tasman Civil Defence and Emergency Management – Annual Accounts 2021 (A2768166)**
3. **Notes the draft minutes of the CDEM Coordinating Executive Group Meeting on 27 October 2021 (A2787732)**

CONFIDENTIAL BUSINESS

6. Exclusion of the Public

Recommendation

That the Civil Defence Emergency Management Group

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

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	Civil Defence Emergency Management Group Meeting - Confidential Minutes - 27 July 2021	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7.	The withholding of the information is necessary: <ul style="list-style-type: none"> • Section 7(2)(a) to protect the privacy of natural persons including that of deceased persons • Section 7(2)(b)(ii) to protect information where the making available of the information would likely unreasonably to

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
			prejudice the commercial position of the person who supplied or who is the subject of the information

Karakia



Minutes of a meeting of the

Nelson Tasman Civil Defence Emergency Management Group

Te Rōpū Ohotata

Held in the Nelson City Council Chamber, Floor 2A, Civic House, 110 Trafalgar Street, Nelson on Tuesday 27 July 2021, commencing at 9.30a.m.

Present: His Worship the Mayor of Tasman T King (Chairperson), Deputy Mayor J Edgar (Nelson City Council – NCC), Deputy Mayor S Bryant (Tasman District Council – TDC)

In Attendance: P Dougherty, Chief Executive (NCC), J Dowding, Chief Executive (TDC), K Redgrove, Governance Adviser (NCC)

Civil Defence Emergency Management (CDEM): J Kennedy, Manager Emergency Management, CDEM Team Members: K Solly, M Griffiths, K Anderson, L Swatton, R Gibson

Apologies : Her Worship the Mayor of Nelson R Reese

1. Apologies

Apologies

Resolved CDEM/2021/007

That the Civil Defence Emergency Management Group

- 1. Receives and accepts the apologies from Mayor Reese for attendance.***

Edgar/King

Carried

2. Interests

Nil.

3. Confirmation of Minutes

3.1 30 March 2021

Document number M16524, agenda pages 7 - 12 refer.

Resolved CDEM/2021/008

That the Civil Defence Emergency Management Group

- 1. Confirms the minutes of the meeting of the Civil Defence Emergency Management Group, held on 30 March 2021, as a true and correct record.***

Edgar/King

Carried

4. CDEM Coordinating Executive Group Minutes - 28 June 2021

J Kennedy referenced the accessibility principles raised at the last meeting of this Committee and confirmed that material drafted for publication now incorporated these.

With reference to the Coordinating Executive Group (CEG) minutes, he said that the Nelson Tasman resurgence planning continued to be well placed due to the strong partnership with the District Health Board. He mentioned there had been some staffing changes which would necessitate amendments to the Resurgence Plan.

The meeting heard that further data connected with the Alpine Fault Project had been released and would impact on the existing information. The intention was to communicate this in a format that would be easily understood by the community.

J Kennedy responded to points of clarification in relation to the Joint Resilience Fund application. He went on to explain the purpose of the Work Programme considered at the June meeting of CEG was to identify and track key CDEM projects for the coming year.

Deputy Mayor Edgar mentioned the recent presentation by Dr Eade at the LGNZ conference. This had outlined the iwi Māori emergency management network, its structure and how the groups interrelated with CDEM. J Kennedy noted the desire for the work and aspirations of this group to be shared more broadly.

Resolved CDEM/2021/009

That the Civil Defence Emergency Management Group

- 1. *Receives the report CDEM Coordinating Executive Group Minutes - 28 June 2021 (R26035) and its attachment (A2703734), for information.***

Edgar/King

Carried

5. Manager Emergency Management Report

S James from NEMA provided a verbal update to the meeting. She said the key focus at the recent LGNZ conference was around the iwi Māori engagement and advised the Māori Advisory Committee was now operational. It was hoped that a shared identity and strategic direction could be achieved between these two groups, with more inclusion of their operations within the CDEM system.

She advised NEMA were facilitating the development of a CDEM Strategy and had met last week with NEMA and CDEM Group Managers to try and achieve some structure around what that might look like. It was considered the key underlying piece of work was to align with CDEM Group priorities, allowing for the differing sizes of these Groups across the country. The aim was to support and improve national and local outcomes and strengthen partnerships, including those with iwi Māori. She said the process had been co-designed with NEMA and Group Managers and anticipated this piece of work would be finished by December 2021, with rollout of initiatives in 2022.

S James reported that a Ministerial Advisory Committee had been established by the Acting Emergency Management Minister and said that members all had extensive experience in emergency management. They would ensure iwi Māori perspectives were integrated in the programme and received support.

The meeting discussed the status of the emergency management legislation, there having been an Amendment Bill put previously. S James clarified that there was now a move to rewrite the legislation and that timelines had been adjusted accordingly to allow for a consultation phase later in 2021.

Concerns were expressed that, with the other major reviews of legislation relating to Three Waters and the Resource Management Act, this would create a great deal of pressure on local government to achieve meaningful consultation in all these areas and that it demonstrated a lack of 'joined up' thinking from central government.

S James noted these concerns, assured members these would be referred back to the NEMA Chief Executive and that, in relation to the processes, consultation with key stakeholders and local groups would be considered an essential factor in understanding the 'on the ground' viewpoint.

Further discussion on the draft Bill process ensued and a better understanding of timings for the Hazard Risk Assessment work was sought, there being concerns that allowance had not been given to allow for feedback that would inform these plans.

J Kennedy provided some reassurance in relation to this, stating that between 18-24 months had been set to initiate the process rather than complete it, which allowed for time to input and inform the process.

J Kennedy reported that some of the Emergency Management Assistance Team, of which there were 13 members, had recently been deployed to assist with flood events in Westport.

He advised there had been a renewal of Epidemic Preparedness Notice for a further three months. This assisted with achieving quorum where members were attending via an audio-visual link.

A South Island Severe Weather report document drawn from the recent flood events was tabled and noted.

A question was raised relating to information sharing between NZTA and CDEM during flood events. It had been observed there had been insufficient guidance on Waka Kotahi's (NZTA) website, with criticism of the lack of updates provided to the public, creating uncertainty for motorists and issues with traffic congestion.

S James confirmed that all agencies connect with each other during emergency events but accepted that not all information was published to websites. She confirmed she would pass on this feedback to Waka Kotahi and have a discussion on how this may be improved.

J Kennedy commented that operations in that space had been improved through the Lifelines Committee work. It was confirmed there had been good communication between staff of the respective organisations but that they were aware Waka Kotahi had had technical issues with their website and this may explain the lack of information published.

The high proportion of demographics quoted evidencing vulnerable groups within smaller communities was queried and discussed. It was accepted that this would differ in each community. S James advised that the aim was to have a sharper focus around those more vulnerable communities but that these would need to be determined locally and a response would be dependant upon the type of event. J Kennedy accepted there was still work to do in this area.

S James advised that, in relation to the \$46.6M of new Government Investment, the proportion of funding that would come to the Regions had not yet been determined. This is something that NEMA were working on, with a focus on using funds to strengthen the existing emergency management systems.

Members expressed concerns that, with investment of these funds being made centrally, this would then increase local demand and there was

uncertainty around sufficient funding to cope with this. J Kennedy advised his understanding was that the majority of that funding would be kept at national level, unless there were additional resources required locally but that more detailed conversations had yet to happen.

J Kennedy highlighted a number of pertinent points in his Emergency Management Report, mentioning the recent debrief following the flooding events which identified improvements to the standard operating procedure. He confirmed there were ongoing discussions on aligning the Council's and CDEM's Hazard Risk Assessment Plans.

He went on to report that financial expenditure was tracking below budget, principally due to depreciation on staff costs as there was currently a staff vacancy. He anticipated funds relating to Covid-19 operations, once received, would address a reported overspend.

Resolved CDEM/2021/010

That the Civil Defence Emergency Management Group

1. **Receives the report Manager Emergency Management Report (R26036) and its attachments A2703737 and A2506160.**

Edgar/King

Carried

6. Attendance by iwi representatives at the Nelson Tasman Civil Defence Emergency Management Group

J Kennedy explained the background to the recommendation, which was amended to better align with the Terms of Reference recommendation (item 7).

Resolved CDEM/2021/011

That the Civil Defence Emergency Management Group

1. ***Receives the report Attendance by iwi representatives at the Nelson Tasman Civil Defence Emergency Management Group (R26032); and***
2. ***agrees that an iwi representative should be invited to attend all future meetings of the Nelson Tasman CDEM Group to assist and advise the members of that Group; and***

3. ***invites iwi to nominate a representative to attend the meetings of the Nelson Tasman CDEM Group;***
4. ***approves the provision of a meeting fee for an iwi representative at Nelson Tasman CDEM Group meetings in line with existing arrangements for iwi representatives to the Coordinating Executive Group and Welfare Coordination Group;***
5. ***endorses the Emergency Management office to advocate in support of iwi representatives as voting members of CDEM Group to the National Emergency Management Agency (NEMA);***
6. ***instructs Emergency Management Office staff to work with iwi to give effect to recommendations 2 – 5; and***
7. ***instructs Emergency Management Office staff to update the Terms of Reference to reflect the above.***

Edgar/King

Carried

7. Terms of Reference for Civil Defence Emergency Management Group (CDEM Group)

Following discussion of item 6, the meeting agreed that the Terms of Reference should reflect the resolution carried and that the document should be referred back to this Committee once a final draft had been achieved. The key drivers was to ensure that the Terms of Reference reflects both the membership and the practices of this Committee.

Resolved CDEM/2021/012

That the Civil Defence Emergency Management Group

1. ***Receives the report Terms of Reference for Civil Defence Emergency Management Group (CDEM Group) (R26038) and its attachment A2704187, for information; and***
2. ***Notes that a revised version of the Terms of Reference will come back to the next meeting of this Committee for approval.***

King/Edgar

Carried

8. Exclusion of the Public

Resolved CDEM/2021/013

That the Civil Defence Emergency Management Group

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

Edgar/King

Carried

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	Civil Defence Emergency Management Group Meeting - Confidential Minutes - 30 March 2021	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7.	The withholding of the information is necessary: <ul style="list-style-type: none"> Section 7(2)(a) to protect the privacy of natural persons, including that of deceased persons.
2	CDEM Coordinating Executive Group In-Committee Minutes - 28 June 2021	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7	The withholding of the information is necessary: <ul style="list-style-type: none"> Section 7(2)(b)(ii) To protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information

The meeting went into confidential session at 10.35 am and resumed in public session at 10.45 am.

There being no further business the meeting ended at 10.45 am.

Confirmed as a correct record of proceedings:

_____ Chairperson _____ Date



Civil Defence Emergency Management Group

29 November 2021

Report Title: Manager Emergency Management Report
Report Author: Joe Kennedy - Manager Emergency Management
Report Number: R26421

1. Purpose of Report

- 1.1 To update the Group on current emergency management matters as discussed in the most recent meeting of the Coordinating Executive Group on 27 October 2021.

2. Recommendation

That the Civil Defence Emergency Management Group

- 1. Receives the report Manager Emergency Management Report (R26421) and its attachments (R26298 and A2768162-A2768166)***
- 2. Receives the Nelson Tasman Civil Defence and Emergency Management – Annual Accounts 2021 (A2768166)***
- 3. Notes the draft minutes of the CDEM Coordinating Executive Group Meeting on 27 October 2021 (A2787732)***

Author: Joe Kennedy, Manager Emergency Management

Item 5: Manager Emergency Management Report

Attachments

- Attachment 1: Manager Emergency Management Report (R26298) and attachments (A2768162 - A2768166) [↓](#)
- Attachment 2: Draft minutes of the CDEM Coordinating Executive Group Meeting on 27 October 2021 (A2787732) [↓](#)



Coordinating Executive Group

27 October 2021

Report Title: Report of the Nelson Tasman Emergency Management Office

Report Author: Joe Kennedy - Manager Emergency Management

Report Number: R26298

1. Purpose of Report

- 1.1 To provide an update from the Emergency Management (EM) Office on activity since the meeting of the Nelson Tasman CDEM Coordinating Executive Group held on 28 June 2021.
- 1.2 And to request the Coordinating Executive Group consider the recommendations contained within.

2. Recommendation

That the Coordinating Executive Group

- 1. **Receives the Report of the Nelson Tasman Emergency Management Office (R26298) and its attachment/s (A2768162, A2768163, A2768164, A2768165, A2768166);**
- 2. **Adopts the Nelson Tasman Civil Defence Emergency Management Group Recovery Plan 2021 (A2768165); and**
- 3. **Approves the Nelson Tasman Civil Defence and Emergency Management - Annual Accounts 2021 (A2768166) for presentation to Nelson City Council and Tasman District Council.**

Recommendation to the Nelson City and Tasman District Councils Council

That the Nelson City and Tasman District Councils

4. Receive the Nelson Tasman Civil Defence and Emergency Management - Annual Accounts 2021 (A2768166).

3. National Emergency Management Developments

NEMA welcomes New Chief Executive

- 3.1 You may have seen Te Kawa Mataaho, the Public Service Commission's announcement of the appointment of Dave Gawn as NEMA's substantive Chief Executive (CE). This represents an important step in NEMA's journey as an organisation.
- 3.2 Dave is a respected leader with extensive experience in managing and leading organisations and mitigating risk, including operating in hazardous environments. Before taking this role with NEMA, Dave was CE of the Pike River Recovery Agency. Prior to this, he was the Head of Mission and Chief of Staff at the United Nations Truce Supervision Organisation and was Chief of Army in the New Zealand Defence Force. Dave took up his role as NEMA CE on 1 September.
- 3.3 NEMA's interim CE since its establishment on 1 December 2019, Carolyn Schwalger, will return to the Ministry of Foreign Affairs and Trade. Some key successes in the emergency management system during this time include:
 - 3.3.1 progressing a comprehensive legislative and regulatory change programme to shape the future of emergency management in Aotearoa New Zealand, supported by the establishment of the Ministerial Advisory Committee
 - 3.3.2 playing a key role in the All-of-Government response to COVID-19, and leading or supporting a range of emergency responses from floods and drought, to storms and a tornado, a volcanic eruption and a tsunami threat series, and the long tail of recovery, which inevitably accompanies many of these events
 - 3.3.3 working with iwi Māori and the emergency services sector to design and host the 2021 National Emergency Management Conference - Hui Taumata o Te Uepū Whakahaere Haumarū – which attracted more than 400 delegates and hundreds of online participants under the theme of 'Building Safe and Resilient Communities: The Future of the Emergency Management System'
 - 3.3.4 strengthened relationships with partners to create a shared direction for emergency management in New Zealand, including: the co-development of the Emergency Services Leadership Board strategy; contributing to Hazard Risk Board work on multi-hazard risk profiles; launching the development of a Civil Defence Emergency Management sector strategy with CDEM Groups; and

Item :

recent efforts to defragment the governance and funding arrangements for hazard risk management platforms

- 3.3.5 lifting operational readiness by growing the Emergency Management Assistant Team (EMAT) to 46 members; completing the deployment of a network of DART (Deep-ocean Assessment and Reporting of Tsunami) buoys; and standing up the minimal viable alternative National Crisis Management Centre.
- 3.4 NEMA is growing and re-positioning itself as the emergency management system steward, operator and assurer. Aspects related to this include:
 - 3.4.1 the development of a Strategic Framework with a clear statement of NEMA's mission, purpose, role and outcomes
 - 3.4.2 securing a significant funding boost of \$46.6 million over four years in Budget 2021, with the support of the Minister for Emergency Management
 - 3.4.3 launching an organisation-wide work stream to ensure Māori participation in the emergency management system is recognised, enabled and valued
 - 3.4.4 building organisational capacity and capability by recruiting and developing leaders and staff to broaden and deepen our impact, and growing NEMA's regional footprint
 - 3.4.5 rising from sixth to third place overall in the annual Colmar Brunton Public Reputation Index Survey, demonstrating that NEMA is trusted and credible in the public's eyes.
- 3.5 NEMA acknowledge that there is still much to be done if we are to truly empower communities before, during and after emergencies, and we welcome and support Dave in his leadership of this important mahi.

ShakeOut 2021

- 3.6 Registrations for New Zealand ShakeOut 2021 are open. At the time of writing, over 430,000 people have signed up to Drop, Cover and Hold in October.
- 3.7 The national earthquake drill and tsunami hīkoi is taking place on Thursday 28 October at 9:30am. ShakeOut is held across the world to remind people of the right action to take during an earthquake — Drop, Cover and Hold — and to provide the opportunity for people to practice a tsunami hīkoi (evacuation) if in a coastal area.
- 3.8 Nelson Tasman CDEM is encouraging people to take part in the drill by signing up their organisations, households, schools or community groups. It only takes two minutes to sign up and people will be sent all of the information that they need to do the drill.

Surge support for Buller flood response

- 3.9 Supporting the extraordinary local response effort during the recent Buller floods required a significant surge in personnel from across the country.
- 3.10 The Emergency Management Assistance Team (EMAT) deployed a total of 21 staff as part of the nationally coordinated surge support of approximately 109 CDEM and NEMA staff to Buller District and the West Coast. This excludes direct agency support, as well as support within the region.
- 3.11 On the evening of Sunday 18 July, one of the three West Coast Emergency Management Group's Multi-Purpose Habitation Units (MHUs - Covertex AirShelters established via a grant under the 2019-20 National Resilience Fund) was established as a field responder briefing point adjacent to the Emergency Operations Centre. As the operation grew in scale and access to the district became possible via Greymouth, one of the two South Island based Deployable Coordination Centres (DCCs) was deployed. It left Christchurch on Monday morning and was set-up and operational that afternoon. The EMAT Covertex tents were joined onto the West Coast unit providing an additional 160m² of weathertight heated space. This was the first operational deployment of the DCC and CDEM Group MHUs and they were thoroughly used over the next two weeks providing dedicated space for the Welfare Needs Assessment sub-function and Logistics function as well as an additional meeting space.
- 3.12 This proved a successful deployment of EMAT personnel alongside wider emergency management sector surge staff, as well as the DCC. Opportunities in the future include pre-deployment for weather related events and deliberate planning to pre-identify optimal locations to set up DCC facilities in order to increase the effective size of a coordination centre.
- 3.13 Staff deployments also played a pivotal role in the Marlborough and Canterbury flood efforts.

Canterbury severe weather event

- 3.14 From 29 May, the Canterbury region experienced a severe weather event that resulted in swollen rivers and destructive flooding, affecting in particular the Ashburton, Waimakariri and Selwyn Districts. Widespread heavy rainfall, with some regions seeing as much as 550 mm of rain within two days, and resultant flooding caused significant damage to land, infrastructure and access ways, and damage to crops and livestock. Some riverside communities were evacuated, and the Ashburton River Bridge was damaged, requiring temporary repairs to restore the critical State Highway 1 link. NEMA activated the National Coordination Centre to support the response. The Canterbury CDEM Group activated its Emergency Coordination Centre and was supported by its districts Emergency Operations Centres, creating a locally led and regionally coordinated response. Police, Fire and Emergency New Zealand, and the New Zealand Defence Force also deployed staff to assist.

- 3.15 The Government provided a contribution of \$100,000 to a Mayoral Disaster Relief Fund for those heavily impacted by the severe weather event in the Canterbury region. The Government also contributed an additional \$4 million to support farmers facing significant costs not covered by insurance. Key agencies, including the Ministry for Primary Industries, Waka Kotahi, Ministry of Social Development and Ministry of Business, Innovation and Employment were also involved in, and continue to assist, the recovery of the Canterbury region following the severe weather event. Although the recovery is being led locally, NEMA continue to monitor and report on the recovery at the local and regional level, whilst also supporting the Canterbury CDEM group.

**Regulatory Framework Review ("Trifecta") Programme
Stakeholder Survey Results now available**

- 3.16 Results from the Trifecta Programme Initial Stakeholder Survey have been published in an infographic and summary report. The stakeholder survey ran for two weeks in May 2021 and focused on gathering feedback from our stakeholders around the usability and usefulness of the CDEM Act and the National CDEM Plan Order 2015 and accompanying Guide, and how these could be improved.
- 3.17 The infographic and summary report share the key findings from over 300 respondents who completed the survey. [The infographic and summary report are available on the NEMA website.](#)
- 3.18 NEMA will use the themed survey data to inform development of policy proposals and improvements that ensure we have a more flexible and responsive regulatory framework. The Programme will be undertaking further targeted stakeholder engagement and consultation in the coming months.

Emergency Services Leadership Group Annual Report

- 3.19 The Emergency Services Leadership Group recently published its first [Annual Report](#). The report highlights what has been achieved through sector collaboration over the last 12 months – both in relation to and outside of the COVID-19 pandemic. The group, which consists of NEMA, Fire and Emergency NZ, New Zealand Police, St John New Zealand, Wellington Free Ambulance, the New Zealand Defence Force and the Ministry of Health, was established during the early stages of the pandemic to drive an aligned and coordinated sector response to the virus.
- 3.20 The report includes a summary of achievements in the first year of working together, and key opportunities for improvement going forward.
- 3.21 The group is currently developing its Sector Leadership Group Strategy and upcoming work programme and hopes to be able to provide more information on this in the next few months.

4. Regional Emergency Management Developments

Public Education and Speaking Engagements

- 4.1 Requests for Nelson Tasman CDEM to speak or present to various organisations or businesses has had to be put on hold due to the current COVID alert levels. Prior to the recent resurgence of COVID-19 the EM office had participated in public meetings in Wakefield (in relation to AF8 planning), the regional 4WD Club and NMIT. The latter focussed on hazards for our region, the subsequent impacts and general preparedness.
- 4.2 As at 1 October the Nelson Tasman region had 13,026 signed up for ShakeOut 2021 on 28 October. This equates to 11.7% of our regional population. At the time of writing the Nelson Tasman region was third highest in the country in terms of the amount of people signed up to participate. NEMA have recently started an advertising campaign to promote awareness and participation.

Community Engagement

- 4.3 The next round of community engagement meetings are planned for early-mid November. Members of the EM office will visit the community groups that have an existing emergency management framework and meet with Local Controllers, key welfare personnel and Incident Management Teams. At the time of writing meetings are scheduled to take place in Golden Bay, Nelson Lakes, Murchison, Wakefield and Motueka.
- 4.4 The visits provide an opportunity to touch base with these groups and provide an update from our office, receive an update from the community, and discuss personnel, equipment and training needs.

New Zealand Response Team 2 (NZ-RT2)

- 4.5 The Nelson Marlborough District Health Board requested assistance from NZ-RT2 to assist in setting up Community Based Assistance Centres (CBACS) at Saxton Field and the Motueka Recreation Centre.
- 4.6 The team were tasked to provide passive security, assist with traffic management, site setup, and to assist the medical team with anything that they may need. One of the more important and complicated tasks that the team encountered was ensuring a 16°C minimum seat temperature was maintained on camp seats for medical staff while onsite.
- 4.7 The team also assisted in setting up a vaccination site at the Trafalgar Centre and again provided passive security.
- 4.8 In terms of voluntary hours, NZ-RT2 team members provided the following over the course of the response:
- 4.9 Motueka – 96 hours

Saxton – 143.5 hours

Trafalgar Centre – 17 hours

Total - 256.5 hours

CDEM Training Programme

- 4.10 Unfortunately, as a consequence of a change in COVID-19 alert levels, training planned for September had to be postponed. This is the third round of training in an 18 month period that we've had to postpone for the same reasons. The majority of the September courses have been able to be rescheduled for October.

Satellite Communications

- 4.11 A permanent (fixed site) satellite communication system will be installed at the Group Emergency Operations Centre (GEOC) building within the next couple of weeks. The system being installed is referred to as Starlink. This is a satellite internet service providing both internet access and VOIP (Voice over Internet Protocol).
- 4.12 Installing the Starlink satellite system in the GEOC will provide an increased capability for a response to continue when traditional communication services fail. The Starlink service will allow all computers in the GEOC to operate and utilise internet capability during an event. Once the system is installed testing will be undertaken to gain a full appreciation of the capacity and capability of the system. This initiative has been supported by IT teams from both Tasman District Council and Nelson City Council, and the EM office is grateful for their continued support.
- 4.13 As a back-up to the Starlink system the EM office is exploring the installation of a dedicated satellite phone that would utilise a different network and thus provide a greater level of redundancy. This would provide a permanent singular point of contact for our local EOCs, Controllers and partnering agencies. With more focus on satellite communications across our partnering agencies a satellite testing schedule is being explored. Once in place, this will facilitate satellite equipment to be tested regularly between the emergency services and our local CDEM teams.

Sentinel Install

- 4.14 The Sentinel ground shaking sensor (accelerometer) was installed within the GEOC in July 2021. The sensor collects real-time data on ground movements when an earthquake occurs. The data collected is used to determine the impacts that the earthquake has had on the building. The data generated after an earthquake will be fed through to an App on

mobile phones and an alerter panel on the wall of the building. This notifies building users if it is safe to enter the building or remain in the building once the shaking has stopped.

- 4.15 A small team of people (Duty Officers and Controllers) have access to the building information through the Sentinel App, and a trial alerter panel will be installed on the building in the coming weeks. The system is another tool that we can use to ensure the safety of people working in the building after a significant earthquake.

Operations Room Set-up activity progress

- 4.16 With two responses within a month of each other (Weather in July and Covid-19 Resurgence in August) the Group Emergency Operations Centre (GEOC) has been used under different response environments that has provided the opportunity to implement further improvements. The improvements are focused on the actual space (room), operational systems, processes and computer software (Teams). The EM team has been working to refine the use of Microsoft Teams by, setting up clearer structures within Teams sites, and storing key documents and templates so that they are accessible to staff during a response. Further training for IMT members on Teams structures has been undertaken to ensure staff keep up to date with where and how to find items that they might need in a response. The EM team are in discussions with Nelson City Council and Tasman District Council IT and Information Management teams regarding the future operating systems of the GEOC and their subsequent implementation.

Event Debriefs

- 4.17 Following the weather event across the Nelson Tasman region over the weekend of 17 and 18 July a debrief was held in mid-August. The debrief included representation from across both Councils, MSD, Health, Police, FENZ and Red Cross, and covered six main topic areas. Following the debrief, notes were written up that included both areas for improvement and successes. The areas for improvement will be added to the overarching EM Corrective Action Plan.
- 4.18 A few weeks after the region moved to Covid-19 Alert Level 2 the EM office distributed a Covid-19 Resurgence online debrief to everyone within CDEM structures that was involved in the response. For consistency and ease of reporting the online survey covers the same six topic areas as prior debriefs. These are as follows: communication, EOC processes and procedures, EOC resources and equipment, training, event coordination and response experience. Once the survey has closed the results will be collated and, if possible, a face-to-face meeting held to discuss the results.

Welfare Items

- 4.19 A particular focus in this arena continues to be working through and updating key contacts lists, information regarding Civil Defence Centres (CDCs) and the developments of response templates. Throughout the

recent Covid-19 Resurgence the welfare team developed new plans, procedures and templates that can be used in future resurgence events or other emergency responses.

- 4.20 The development of a needs assessment tool for use during emergency responses is well underway. A welfare function working group have worked with a system developer to build a tool that primarily utilises Microsoft Forms and finalise a needs assessment form. Next steps are to train the EM Team and Welfare function team on how the systems work behind the scenes before providing training to relevant the community members who will be using the tool in an event. The needs assessment tool will improve efficiency in a response, making the tracking of needs easier and providing the Welfare team with a better understanding of what is happening in the community.
- 4.21 At a regional level we continue to work alongside our partnering agencies to plan for future Covid-19 resurgence events as the response continually evolves over time. At the time of writing the focus is towards the development of SIQ facilities led by Health. Nationally in the welfare space the team are involved in AF8 planning alongside NEMA.

Health and safety (H&S)

- 4.22 H&S has been a significant focus in recent weeks, due to the August Covid-19 resurgence. The Nelson Tasman CDEM Covid-19 Safety Plan has been updated to ensure the GEOC can continue to operate safely during emergency events. Historically, the GEOC has been made available for User Group bookings, however, this has been restricted for the time being. The EM team continue to regularly check that procedures are in line with MOH guidance and council practices. The EM Office Coordinator is participating in the NCC Health and Safety Committee (HSC) Working group on HSC functions and HSR role descriptions.

Committee support

- 4.23 Given that committees are a key component of EM office reporting mechanisms, the committee processes that we follow for the Portfolio holders, CEG meetings and CDEM Group Committees are being reviewed. New templates have been developed for committee notes (Minutes) that are expected to achieve a consistent standard of presentation.

Tikanga and Kawa

- 4.24 In September, the EM team took up an offer made by one of our Iwi Liaison partners, Aroha Gilling, to facilitate a session on a range of topics that included tikanga and kawa. The discussion was aimed at improving the cultural awareness and understanding of the EM team. The session proved incredibly valuable, and the team wish to thank Aroha for her time and continued support.

Continuing Professional Development (CPD) Programme – Update

- 4.25 Although the delivery of our planned CPD programme was impacted by the resurgence of covid-19, the team will shortly have an opportunity to review and prioritise their CPD for 2022. The table below provides an EM team CPD status update.

	Topics Planned in Oct 2021	Delivery	Status
1.	Learning styles, Leadership	"Thinking Skills" - Workshop with Kathy Jamieson	Re-scheduled to - 11 Oct, 2021
2.	Conflict Resolution	tba	2022
3.	Driving Safety, incl. 4WD & Maintenance	Karl Celeste, Driver Safety	2022 – First quarter
4.	Resilience	Chalkbox	2022 – First quarter
5.	Meeting Facilitation/Chairing	tba	2022 – Second quarter
6.	Cultural Competency	tba	tba
Training completed during 2020/21			
1.	Manual Handling	Hemisphere Health	Held – Dec 2020
2.	VHF Radio	Andrew- Radio Ops volunteer	Held - 2020
3.	Giving Effective Presentations	Chalkbox	Held – June 2021
4.	Anaphylaxis – Training/Refresher	Resus	Held - July 2021
5.	Fire Warden training	Booked via TDC H&S	Held – July 2021
6.	First Aid	Resus	Held – March, May 2021

Exercise Rū Whenua Debrief Report

- 4.26 The report for Exercise Rū Whenua held in April 2021 has been finalised and is attached as Attachment 1. The recommendations from the report have been reviewed and incorporated into the office's work programme of corrective actions and development. Some of the improvements have already been implemented and tested during the latest Covid resurgence response.

Covid Claim to NEMA (2020)

- 4.27 The final claimable amount for costs associated with the first Covid-19 response has been agreed with NEMA, totalling \$778,840.49. The breakdown of claim category costs is provided below. We are advised that the full amount has been received from NEMA.

Category 1 costs	\$504,919.41
Category 2 costs	\$160,315.80
Category 2 costs (GST exempt)	\$13,820.00
Sub Total	\$679,055.21
GST	\$99,785.28
Total	\$778,840.49

- 4.28 The total includes costs associated with both the response and transition period up to the 27 May 2020. This aligns with a drop to Alert Level 2 plus 2 weeks and is an extension from the originally indicated 19 May cut-off.
- 4.29 There were no claimable costs incurred during the latest Covid-19 resurgence response.

Hazard Risk Matrix

- 4.30 NEMA have released the Director's Guideline for Risk Assessment which provides a new methodology and tools for use in the hazard risk matrix of the NTCDEM Group plan. This document is still in the final approval stages; however, it has already been released to CDEM groups for use in the risk assessment process that forms part of Group Plan reviews.
- 4.31 The process shifts the focus from purely ranking hazards and scoring them, to a more comprehensive understanding of risk. The aim is to make the risk assessment more useful for planning and decision making. The emphasis is on the importance of focusing on common consequences, vulnerabilities, and exposure across multiple hazards as well as hazard-specific risk management. It provides an element-by-element consequence-based approach to risk.
- 4.32 This is a substantial piece of work that will be taking place over the next 12-18 months in preparation of our Group Plan review, due in 2023. We anticipate that four workshops will be required involving CDEM staff, relevant staff from both Council's, partners and partnering agencies. It is the intention of the CDEM office to ensure that iwi are engaged in this process from the start.

- 4.33 It has been identified that there appear to be some overlaps with Council workstreams particularly in the area of National Climate Change Risk Assessment. Care is being taken to avoid duplication of work and the potential for mixed messaging to the community.
- 4.34 NTCDEM are investigating the option of bringing in an external consultant to facilitate this piece of work. A proposal plan of how to progress this will be presented to the next meeting of the Reduction Committee.

AF8 (Alpine Fault) hazards workshop

- 4.35 The AF8 group ran a hazard profiling working in mid June involving the six South Island CDEM groups, NEMA and science partners. The aim of this workshop was to:
- Blend CDEM knowledge with scientific expertise
 - Build a coordinated understanding of regional and inter-regional issues, priorities and limitations
 - Identify priorities for regional and national planning
 - Inform risk communication and community engagement activities
- 4.36 CDEM groups reviewed the hazardscape of their regions and identified regional vulnerabilities under the categories of social, natural, built and economic. Impact assumptions were considered in the planning phase and science partners were on hand to provide additional advice regarding the likelihood of particular scenarios eventuating. Each regions work was then peer reviewed by the other CDEM groups. The results of this work are currently being digitised into ArcGIS and will be made available to all South Island CDEM groups in due course.
- 4.37 The workshop was particularly useful in helping to understand potential Alpine Fault rupture effects on our region and the corresponding interdependencies throughout the South Island. The results will provide a tool for AF8 risk planning and communication and provide a useful informed pre-event common operating picture in the event of a large-scale earthquake. The work will continue to be added to over time.

Emergency Management Office work programme

- 4.38 Attachments 2 and 3 provide a status update of the EM office work programme previously agreed to by the Coordinating Executive Group. Attachment 2 shows work assigned to the 2021/22 financial year whereas Attachment 3 provides a consolidated view of unassigned work that is not scheduled for completion.
- 4.39 Aside from some completion dates being pushed back as a result weather and COVID-19 resurgence GEOC activations, and the pausing of some pieces of work in the Welfare, Recovery and Lifeline portfolios due

to vacancies in the EM team, the overarching programme of work remains on track for achieving the agreed financial year outputs.

Nelson Tasman CDEM Group Recovery Plan 2021

- 4.40 The Nelson Tasman Civil Defence Emergency Management Group Plan (the NTCDEM Group Plan) was adopted in April 2018. It provides the emergency management framework for our two councils and our emergency management partners. It is based on the 4 Rs: Reduction, Readiness, Response and Recovery. The vision of the NTCDEM Group Plan is a resilient Nelson Tasman region, and central to this is the need for all of us to be prepared for whatever we might face in future.
- 4.41 Attached as Attachment 4 is the Nelson Tasman CDEM Group Recovery Plan 2021. This plan focuses on the last (and often longest) phase of emergency management. Its primary purpose is to guide the emergency management team, council staff, our partners and key stakeholders on how to develop a specific recovery action plan following a major emergency event. Consideration of each of the built, economic, natural and social environments, known as the four pou, is critical to the recovery process. The better prepared we are to support all four aspects of our communities' recovery, the sooner we can return to the 'new normal' that follows an emergency event.
- 4.42 Civil defence emergency management (CDEM) recovery is about getting the community back on its feet after an emergency event. It is the process of re-establishing the quality of life of an affected community, while taking opportunities to meet future community needs and reduce future exposure to hazards and risks.
- 4.43 At a brief meeting held on 28 September the NTCDEM Group Recovery Committee resolved to recommend to members of the Coordinating Executive Group that they consider the Nelson Tasman Civil Defence Emergency Management Group Recovery Plan 2021 for adoption.

Emergency Management Office Annual Accounts

- 4.44 Annual Accounts for the year ended 30 June 2021 are attached as Attachment 5. Revenue was \$79,561 under budget mainly due to the reassessment of the 2020 COVID 19 Welfare claim receivable from NEMA. Expenses were \$37,650 under budget. Depreciation was under budget by \$38,650. Operational expenditure was over budget due to an unbudgeted \$10,000 contribution to the Alpine Fault Group.

Author: Joe Kennedy, Manager Emergency Management

Attachments

- Attachment 1: Attachment 1 - Exercise Ru Whenua Report (A2768162)
- Attachment 2: Attachment 2 - Nelson Tasman Emergency Management Work Programme 2021-2022 - Status update (A2768163)
- Attachment 3: Attachment 3 - Nelson Tasman Emergency Management Work Programme 2021-2022 - Unassigned items (A2768164)
- Attachment 4: Attachment 4 - Nelson Tasman CDEM Group Recovery Plan 2021 (A2768165)
- Attachment 5: Attachment 5 - Nelson Tasman Civil Defence and Emergency Management Annual Accounts 2021 (A2768166)



Nelson Tasman CDEM Group Tier 2 Alpine Fault Exercise

Exercise Rū Whenua

Exercise Report

June 2021 Version 1.1

Exercise Rū Whenua 2021



Foreword

On the 14th April 2021 the Nelson Tasman CDEM Group held an emergency response exercise to practice the coordination that would be required for a major emergency within the region.

The aim of the exercise was to practice the response to a major CDEM led event within the Nelson Tasman region, including multi-agency coordination. A series of objectives were set to support evaluation of the Group's capability to respond.

The exercise was run over a single day and focussed on ensuring appropriate systems and processes are in place to respond, while also providing an opportunity for staff to develop their understanding of how the Group Emergency Operations Centre functions during a major event.

The Alpine Fault rupture used within the AF8 SAFER Framework was utilised for the exercise. This scenario would impact the majority of the South Island and parts of the lower North Island and presented a realistic scenario that would require significant coordination at the CDEM Group level.

The exercise was evaluated by both participants and external evaluators through observations, debriefs and an online survey. This report has been written on behalf of the NT CDEM Group by Jim Tetlow, Toa Consulting, and contains a number of recommendations for future development and improvements in response arrangements.

Exercise Rū Whenua 2021



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Exercise Rū Whenua 2021



Introduction

The Nelson Tasman Civil Defence Emergency Management (CDEM) Group is a partner in the AF8 Alpine Fault (SAFER) project, which is supporting CDEM Groups in the South Island to develop response plans for a major earthquake along the Alpine Fault. An important aspect of this project is testing the plans and assumptions that are developed and ensuring that these are practiced, so an effective response can be established as soon as possible after any event.

The Alpine Fault presents one of the biggest risks to the Nelson Tasman region. A major quake on this fault system would result in impacts across the entire South Island and would have implications for New Zealand as a whole. Any response would be prolonged and require a huge level of coordination, both nationally and regionally. A great reliance will be placed on communities to help themselves in the early stages of any event as a result of the impacts upon key lifelines, such as the roading and communications networks.

Outline scenario

The exercise will use the scenario developed for the AF8 project. This is based around a Mg.8.2 maximum credible event occurring in the portion of the Alpine Fault that runs from Fiordland to Kelly, with the fault rupturing for approximately 400km from the south to the north, causing widespread damage throughout a large part of the South Island. Shaking in the Nelson Tasman region lasted between 120 – 180 seconds and intensities of MM7 to MM8 were experienced.

The scenario begins 24 hours after the earthquake has occurred. Several severe aftershocks have been experienced since the initial quake and this has resulted in some further impacts occurring within the region.

The damage in the region is more severe than would be normally experienced at MM7-8 intensities as a result of the duration of the shaking and cumulative impacts on building structures.

Initial response activities are underway throughout the region with a basic level of coordination established. The GEOC is operational and fully staffed.

Other CDEM Groups throughout the South Island are activated and responding to the event within their regions. The NCMC has been activated in Wellington to coordinate the national response and a State of Emergency is in place at a national level.

Exercise Aim and Objectives

The aim of the exercise was to practice the response to a major CDEM led event within the Nelson Tasman region, including multi-agency coordination.

The following objectives were set for the exercise:

- Obj. 1** A coordinated response from the Group EOC is established in accordance with the NT CDEM Group Plan
- Obj. 2** Plans and procedures outlined within the AF8 SAFER Framework are reviewed as part of the response
- Obj. 3** An effective Action Plan is developed in accordance with the NT CDEM Group Plan for the operational period of the response
- Obj. 4** Functional activities that enable clear coordination of the event are practiced

Exercise Rū Whenua 2021



- Obj. 5** Effective consultation of key stakeholders in the decision-making process occurs
- Obj. 6** Response systems are utilised to support information sharing and decision making
- Obj. 7** CDEM Partners practice liaison and coordination and have the ability to support the response
- Obj. 8** The exercise provides a suitable environment for participation and learning

Exercise planning

The development of the exercise was led by Toa Consulting and supported by the NT CDEM Group office staff. Planning for the exercise was undertaken between April 2020 and April 2021, with three half-day planning meetings held with response organisations within the region to ensure the exercise would enable effective multi-agency involvement. These meetings included the review of the potential impacts and response arrangements within the AF8 SAFER Framework and the discussion of existing plans and arrangements to respond to an event of this magnitude.

The exercise planning process provided an opportunity for the NTCDEM Group to further strengthen the relationships with responding organisations within the region and ensure clear understanding of roles and responsibilities. While the exercise provided the ability to test and review arrangements, the planning process that was undertaken provided additional value and the opportunity to better understand the implications of an AF8 event upon the region.

The level of participation from CDEM partner agencies throughout the planning process was extremely high and showed a willingness to support the development of response arrangements within the region that enable effective multi-agency coordination.

Exercise Participation

Approximately 85 people took part in the exercise throughout the day. The exercise included participants across all sectors of response. Several agencies participated in full, with representation within the Group Emergency Operations Centre (GEOC). These included:

- | | |
|----------------------------------|---|
| - Nelson City Council | - Tasman District Council |
| - New Zealand Police | - Fire and Emergency New Zealand |
| - St. John Ambulance | - Nelson Marlborough District Health Board |
| - New Zealand Defence Force | - Waka Kotahi (NZTA) |
| - New Zealand Red Cross | - Salvation Army |
| - Ministry of Primary Industries | - Ministry of Business, Innovation and Employment |
| - Department of Conservation | - New Zealand Response Team 2 (NZRT-2) |
| - Iwi representation | |

Other agencies participated in the exercise remotely. These agencies included:

- | | |
|----------------------------------|-------------------------|
| - Ministry of Social Development | - Ministry of Education |
| - Ports of Nelson | - Nelson Airport |
| - Chorus NZ | - Network Tasman |
| - Marlborough CDEM Group | - West Coast CDEM Group |

Exercise Rū Whenua 2021



Exercise evaluation

In order to fully understand if the aim, objectives and KPI's had been met, and to identify best practice and areas for improvement, a number of methods were used to evaluate the exercise.

Evaluation by experienced emergency management practitioners

The exercise was evaluated by two experienced emergency management personnel who observed the activities throughout the day and evaluated the exercise and response activities against a set of key performance indicators.

James Thompson, Canterbury CDEM Group, is a highly experience emergency management professional with extensive response experience gained through attendance at some of New Zealand's largest emergency events. These include the Canterbury earthquakes, Kaikoura earthquake, Edgumbe flood and Nelson Tasman fires. James is also a highly experience CIMS practitioner, having helped to develop CIMS 3rd Edition and other doctrine used in emergency management.

Natasha Blunden, Hawke's Bay CDEM Group, is an experienced response planner and has been involved in the development of response plans both in the United Kingdom and in New Zealand. Natasha led the development of the Hikurangi Response Framework and tool box, a multi-agency response framework to respond to an earthquake and tsunami from the Hikurangi subduction zone. This placed her well to assess the use of the AF8 response framework and the response activities undertaken through the exercise.

Debriefing of participants following the conclusion of each exercise shift

Participants were encouraged to provide feedback throughout the exercise via a post-it wall within the GEOC. In addition, a hot debrief was held immediately after the exercise to enable participants to feedback on areas for improvement and identify examples of good practice.

Participant survey

A participant survey was conducted online following the exercise to ask participants about specific aspects of the exercise. 54 participants responded to this survey and the results are shown in the appendices. The participation in the survey came from across all functions and agencies within the GEOC.

Incident Management Team debrief

The Incident Management Team (IMT) held a debrief following the participant survey to review the results and make suggestions for ways in which any issues raised could be addressed in future response, or how examples of good practice could be embedded into the existing response arrangements.

Exercise Rū Whenua 2021



Evaluation Results

The results of the exercise evaluation are shown below under each of the exercise objectives. The key performance indicators that were used to assess the exercise are shown under each objective.

Objective 1: A coordinated response from the Group EOC is established in accordance with the NT CDEM Group Plan

KPI - The GEOC is resourced appropriately to enable response activities to occur

The Group Emergency Operations Centre (GEOC) was setup the day prior to the exercise to simulate it having been operational for the prior 18 hours of the scenario. This included dedicated space for all CIMS functions and partner agencies.

The GEOC was built to respond to more frequent, smaller scale events, rather than large events such as the AF8 quake. With more than 80 participants in the exercise the GEOC space was fully utilised and additional space was used in the Tasman District Council to enable Ministry of Primary Industries staff and rural representatives to undertake activities as part of the exercise.

As part of the staff survey conducted following the exercise, staff were asked to rate the layout of the GEOC. While many participants noted that the space within the GEOC was utilised well, it was also noted that the space is too small to deal with today's major events, particularly when there is a requirement for extensive multi-agency coordination. A number of the participant responses mentioned that there was little room to move around the room and the cramped space made for a noisy and uncomfortable working space. In addition, the lack of meeting spaces was also raised as an issue by the evaluators and participants during the debriefs and within the survey.

The requirements for equipment and technology to support response activities have also increased and have become critical elements in effective response capability. Participants were asked within the survey if the areas and resources they had been provided in the GEOC for their function were sufficient to meet their needs in response.

Each function had a dedicated space within the GEOC. Thinking about the area of the GEOC you were working in, was it sufficient to meet the needs of your function? Did you have access to the right equipment?

[More Details](#)



While the majority of respondents noted that the area and resources they were provided were sufficient to meet their needs, there were still a number who felt that it wasn't sufficient to enable effective response. This was also reflected in comments provided in the hot debrief following the exercise, with a number of participants noting that there was a need for more technology to support their function, such as desks, laptops, screens and telephones. Once again, the issue of space within

Exercise Rū Whenua 2021



the centre was also raised as being insufficient for functional needs by both participants and evaluators.

Exercise evaluators noted that space in the centre was provided for two to four staff per function and there was minimal space within the main room allocated for partner agency representatives. It was observed that the Welfare function had 8 to 10 people working in their area throughout the day and that the Logistics function was also working in an inappropriately sized space for the number of staff. The current space in the GEOC is not sufficient to be able to accommodate the size of functional teams that would be required to respond to an event of this scale or provide a comfortable working environment over a sustained period of time.

KPI - The GEOC is established in accordance with CIMS and has an appropriate level of staffing to support a major response

In addition to asking participants about the area and resources supplied for their function, the survey also asked if functions had sufficient numbers of staff to conduct their roles.

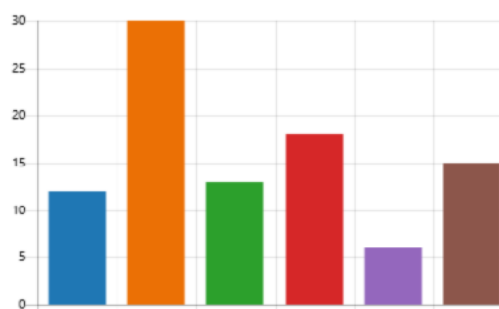
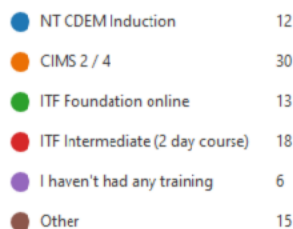
Did you have sufficient levels of staffing to enable your function to operate effectively?

[More Details](#)



While the majority of respondents noted that they had sufficient staff numbers to operate, a number did note that additional staffing would have supported the completion of some tasks faster and would have made the response more sustainable. The exercise evaluators suggested that the number of staff in the functions seemed sufficient for the exercise, but in reality, it is likely that more would be required to keep an appropriate tempo in such a large event. They noted that in this type of event Intelligence, Planning and PIM need to be staffed appropriately to get ahead of the event. They also noted that Logistics needs a larger team initially to support the requests from Welfare and Operations.

Staff training levels are also an important factor in the ability of a facility to respond effectively. The majority of staff taking part in the exercise had attended some form of training, or had been part of a previous response. Only a small number had received no training prior to the exercise.



Exercise Rū Whenua 2021



The vast majority of staff felt that the training they had received supported them in their roles within the GEOC.

How well did the training prepare you for working in the GEOC environment?

[More Details](#)

Extremely well	10
Somewhat well	33
Neutral	10
Somewhat not well	1
Extremely not well	0



KPI - Appropriate safety checks of the premises have been conducted

While the building was deemed operational for the purpose of the exercise, the ongoing structural safety of the facility was left for the participants to determine if there was a need for additional safety assessments to occur. The Group Controller did note the need for structural assessments of priority buildings at the Incident Management Team meeting, however, the GEOC was not discussed specifically. It is not clear if a safety check of the premises was conducted during the exercise (all aspects, not just structural) to ensure it was still useable for the event.

KPI - CDEM Partner liaison is present within the GEOC to enable effective multi-agency coordination

The level of CDEM Partner participation in the exercise was noted as being appropriate for the event and added to the ability to practice and plan in a cooperative, multi-agency environment. It was noted by both evaluators and participants that the presence of liaison staff from the major CDEM Partners within the GEOC vastly improved the ability to plan for response activities. It was also noted that the inclusion of iwi Liaison within the GEOC had greatly improved the response connectivity with the Welfare function and the overall consideration of Māori specific issues.

KPI - Plans and procedures are appropriate to enable effective coordination of the response

While some plans and procedures within the GEOC were available and utilised by staff, it was noted by participants and evaluators that the addition of some standard Operating Procedures (SOPs) and plans would facilitate more effective operational activity. These included the development of procedures and templates for IMT and other key meetings, procedures to support Welfare, such as CDC operations, planning processes and plans for specific issues, such as fuel management and distribution.

Recommendations

- Create a plan for the expansion or relocation of the GEOC for large scale events or where the facility is unavailable, including requirements for staffing and resources

Exercise Rū Whenua 2021



- Map the Group's staffing requirements across a range of events to ensure functions are appropriately staffed from the beginning and identify sources of surge capacity already present within the region
- Maintain regular training opportunities for staff and ensure regular opportunities for staff to practice roles in a multi-agency setting
- Develop procedures for GEOC safety checks in response
- Develop a set of operating procedures to facilitate the setup and operation of the GEOC
- Identify requirements for specific plans including mass evacuation, access control, fuel management and debris management

Objective 2: Plans and procedures outlined within the AF8 Framework are reviewed as part of the response

KPI - The arrangements for response detailed in the AF8 SAFER Framework are utilised to inform decisions at the Group level

KPI - The AF8 SAFER Framework is used to inform the development of the Action Plan

The AF8 SAFER Framework has been developed to support Groups to manage the consequences of a major earthquake impacting the entire South Island. The Framework has been in existence for a number of years and, but has not been previously exercised by NTCDEM Group. The AF8 SAFER Framework document was intentionally placed in each functions workspace prior to the exercise to note if participants would utilise it during the exercise. Following the exercise participants were asked if they had utilised this document to support their activities.

Did you utilise the AF8 Framework document during the exercise?

[More Details](#)



If you did utilise the AF8 Framework document during the exercise, how useful did you find it to support your functional activities?

[More Details](#)

18

Responses



3.83 Average Rating

A large proportion of the exercise participants did not utilise the framework during the exercise. Those that did utilise it felt it was a useful document to support the response. In particular, the Planning function utilised the action plans within the framework to inform the development of the Group's future tasking.

Exercise Rū Whenua 2021



Participant feedback regarding the document included a need for more familiarisation of the document through smaller exercises and function planning sessions, a need for more relevancy to Iwi, and a requirement for more function specific guidance.

Both exercise evaluators noted that the framework was not referred to until mid-way through the exercise and that this was due to prompting by exercise mentors. It was widely felt that this document has not been well socialised at an operational level with people who may respond and that this was probably the main reason that it was not utilised earlier in the exercise.

Recommendations

- Ensure the AF8 SAFER framework is widely socialised with GEOC response staff, CDEM partner agencies and the wider community
- Utilise the AF8 SAFER framework to inform pre-planning for earthquakes and other major events within the region
- Run short inter-function desktop exercises to test elements of the AF8 SAFER framework and develop regional response arrangements

Objective 3: An effective Action Plan is developed in accordance with the NT CDEM Group Plan for the operational period of the response

KPI - An action Plan is developed for the chosen operational period and signed off by the Controller

As part of the exercise the GEOC was working from an existing action plan notionally developed by the prior shift. This provided some initial direction to the GEOC staff, but required updating for the next operational period and beyond.

The action plan was developed to cover the following 72 hours and some long term planning conducted to look at response activities a week in advance. Initially this was undertaken without reference to the AF8 framework, however, the action plan that was developed and signed off by the Controller had utilised aspects of the framework in establishing the tasks and priorities going forward and was in line with the guidance provided by the AF8 framework.

The Planning team did begin some work on long term plans and contingency plans and had developed some plans around a concurrent COVID resurgence event by the end of the exercise.

KPI - The development of the action plan follows established processes

Participants in the Planning team noted that there was difficulty conducting the planning process during the exercise. Several reasons were attributed to this;

- Difficultly getting time with other function managers and agency representatives due to other pressures
- No time set in the GEOC schedule for planning meetings
- A lack of understanding across other functions in regard to the planning needs of the response.

They also suggested that they would have benefitted from templates that support these processes, in particular long term planning, where they were utilising a template created in another response that did not suit the circumstances of an AF8 event.

Exercise Rū Whenua 2021



It was felt by a number of participants that a great deal of planning could be conducted prior to an event, particularly in reference to the AF8 framework where information is available to direct the creation of some plans.

KPI - Tasking and objectives within the Action Plan have been developed in partnership with responding agencies

Evaluators noted that the exercise participants developed the plan through consultation with individuals, rather than a collective meeting. While this facilitated the development of the plan, it also risked a lack of inter-agency understanding and could potentially result in response tasks that may not be achievable.

Another comment that was made by a member of the Planning Team is that they are often out of sync with the other functions who are in the GEOC given they are looking at the next operational period while everyone else is focussed on the current period and delivery. This can exacerbate the difficulty in getting people together to plan as it is not prioritised in the same way.

Recommendations

- Ensure planning meetings are scheduled from the start of the response and given importance by the Group Controller and IMT members
- Run practice planning sessions with IMT members to ensure all functions are clear of the requirements in response
- Develop procedure and templates to support the planning process including planning meeting agenda, contingency plans and long term planning

Objective 4: Functional activities that enable clear coordination of the event are practiced

KPI - GEOC Briefings are held

At the outset of the exercise the Group Controller gave a briefing to the entire GEOC. Both exercise evaluators note that this set the tone well for the response and outlined the key priorities going forward. All functions were invited to speak with most giving a brief overview of their situation. It was noted that one or two spoke more in-depth and that this could have been kept for the IMT meeting.

A second room briefing was held in the afternoon and this again involved each function feeding back on their situation. The briefing took over 30 minutes to conduct, which reduces the ability of people in the GEOC to continue work where it might be urgent. It was noted by the exercise evaluators that each Lifeline agency present within the GEOC spoke to their situation, whereas this could have been summarised by the Lifeline Utility Coordinator to save time.

KPI - Effective IMT meetings are held

Two IMT meetings were held during the exercise and attended by all function managers and CDEM Partner representatives. It was noted that these were fairly unstructured and while priorities were discussed and set by the Controller, it was not clear who was then responsible for taking that work forward. Some participants noted that these meetings would have benefitted from a clear agenda to ensure that the time is used effectively.

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KPI - Planning meetings are held that include all functions and representatives of CDEM Partners

As mentioned previously, no formal planning meetings were held during the exercise. However, some smaller planning meetings were observed between specific functions to plan for specific issues such as fuel supply. These did result in information and planning requirements and may have been better held with representation from all interested parties.

KPI - A Lifelines Coordination Group meeting is held

This exercise was the first time that the NTCDEM Group had held a Lifelines Agencies Group teleconference. Exercise evaluators noted that they were utilising their agency status reports to direct the conversation, which helped to build a clear picture amongst the group before discussing priorities and response requirements. It also noted that the meeting was chaired by the Group Controller, which is not an effective use of their time and should be done by the Lifeline Utility Coordinator. Several participants noted that this was a useful meeting, but would benefit from a clear agenda and operating procedure to support its running in future events.

KPI - A Welfare Coordination Group meeting is held

A Welfare Coordination Group meeting was held as part of the exercise and had attendance from all agencies involved in the delivery of welfare services to the community. Exercise evaluators noted that these had a good level of information sharing to support decision making. However, although each agency had a clear understanding of what they were doing and would be doing in the future, no clear priorities were developed by the group for welfare delivery going forward.

It was noted that no Rural Advisory Group meeting was held, although many of the representatives were present at the exercise in person. However, this would need to occur in a real situation and would benefit from a clear agenda and SOP to help keep discussion focussed.

KPI - Effective external communications is practiced

The PIM Team conducted external communications including the development of media briefings, media releases and social media. Messaging through Facebook was clear and concise and appropriate to the circumstances. The media briefing held in the afternoon included all agencies and provided a clear overview of the situation with key messaging to the public. It was observed that the participating agencies would have benefitted from a prior meeting to discuss messaging and structure and that the media briefing should have been started with a karakia, however, overall this was well done by those taking part.

Additional feedback

Participants who attended meetings held within the exercise were asked to rate these. Those who attended meetings on the day rated them as good, however, there were several areas identified for improvement by both participants and evaluators.

feedback regarding the meetings that were held included the assumption that people knew each other and what agency they represented. It was also noted by some participants that the use of acronyms and jargon can sometimes be confusing to new people within the GEOC and could result in the misunderstanding of key information.

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Recommendations

- Develop an operating procedure to support response meetings, including core attendance, likely information requirements and agendas
- Identify appropriate spaces and technology to support meetings
- Develop briefing templates (e.g. EOC, Governance, media etc) and practice with IMT staff

Objective 5: Effective consultation of key stakeholders in the decision-making process occurs

KPI - Stakeholders are effectively engaged in the response

All key CDEM Partners had representation within the GEOC, or were available for contact on the day. This greatly improved the ability to make clear and effective decisions in the response.

The clear inclusion and involvement of iwi within the GEOC was noted by the exercise evaluators, in particular the involvement of Iwi within welfare decision making.

Many participants noted the benefits of having good levels of agency representation in the response and the impact this has on the ability to plan and carry out activities. It was noted that the space provided for liaison staff was limited and this resulted in the Police representatives using a separate space from the main room, which potentially could result in less interaction. However, exercise observers noted good inter-agency discussion and collaborative planning occurring throughout the exercise and a high level of participation at key meetings, such as the IMT, welfare and lifelines meetings.

KPI - Appropriate consultation is undertaken with governance

The Controller had a good level of stakeholder engagement and kept both Mayors informed of the situation and notified the local MP of the current status of the response. It was noted by the iwi representative that the iwi Chairs would normally have been informed and this was scheduled to occur, but was outside the exercise hours.

Recommendations

- Continue the development of iwi within the GEOC including the wider inclusion of iwi into core functions
- Ensure training opportunities are made available to all CDEM Partners
- Develop a list of key stakeholders for each type of event and identify how they will be kept informed e.g. email, meetings etc

Exercise Rū Whenua 2021



Objective 6: Response systems are utilised to support information sharing and decision making

KPI - Response systems are utilised effectively to collate response information and inform decisions

KPI - Response systems enable effective dissemination of information to other functions and CDEM Partners

KPI - Response systems enable the effective storage of response documentation

Throughout the exercise participants utilised Microsoft Teams for the management and sharing of response information. Participants were asked how well this had supported their activities as part of the survey.

Overall, participants felt the system worked well and this view was shared by the exercise evaluators. Suggestions made for improvements to the system to help facilitate better sharing of information within the GEOC included the need for more training in the system, as many had not used it before, or were not familiar with the way the NTCDEM Teams site was set out and the need to ensure access for external participants, as many were unable to use the system, so information was duplicated in email to ensure it had been shared.

A number of other systems were utilised within the exercise, including GIS mapping. Overall it was felt that this worked well, although representatives from the GIS Team felt there could be some work done prior to events to ensure accessibility to the systems and that the relevant datasets are already established and available.

In addition to the systems utilised in the exercise, the GEOC has a number of visual displays to facilitate information sharing. Participants were asked how well these were utilised during the exercise.

How would you rate the use of visual displays within the GEOC?

[More Details](#)

● Poor	4
● Fair	8
● Good	26
● Very good	14
● Excellent	1



While the majority of participants felt these were well used, some noted that there needed to be more displayed from the GIS mapping to ensure people had a clear understanding of the common operating picture (COP). This was also observed by exercise evaluators, who felt that the visual displays available were not fully utilised to help inform the COP within the GEOC and that much more response information could be displayed visually.

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In addition, it was noted by the exercise evaluators and some participants that some information shown on visual displays was not updated and in one case conflicted with information shown on a whiteboard.

Recommendations

- Develop a training package for MS Teams and ensure regular opportunities for staff to practice use of the system outside of response
 - Ensure the GIS capability is appropriate and able to display the common operating picture within the GEOC
 - Ensure a common operating picture is developed and maintained within the GEOC
 - Ensure the event log is accessible to all and is prominently displayed in the GEOC
 - Increase the use of visual aids and ensure these are regularly updated in response.
- Investigate the use of templates to facilitate the use of whiteboards

Objective 7: CDEM Partners practice liaison and coordination and have the ability to support the response

KPI - CDEM Partners are present within liaison roles in the GEOC

KPI - CDEM Partner representatives contribute effectively to the coordination of the response at all levels

As noted previously, CDEM Partner participation in the exercise was of a high level and staffed appropriately. Contributions were made to all areas of the response and multi-agency planning was observed on several occasions.

KPI - CDEM Partner representatives have the appropriate resources to support the GEOC response activities

As noted already, access to the GEOC systems for external agencies is imperative. While many of the representatives attended with their own technology, many were unable to access key systems such as Teams, which hampered the sharing of response information and the development of shared situation awareness.

Recommendations

- Continue to develop CDEM Partner agency relationships through collaborative planning, training and exercising

Exercise Rū Whenua 2021



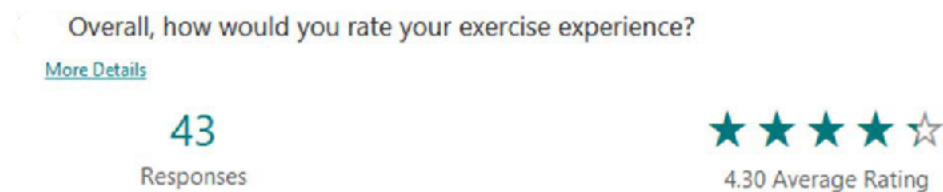
Objective 8: The exercise provides a suitable environment for participation and learning

KPI - Participants are supported in conducting their roles

KPI - Participants are encouraged to participate in core GEOC activities and contribute to the response outcomes

The exercise was designed to test systems and processes while offering a learning environment for staff. This was facilitated through the use of mentors in some functions to support staff where necessary. The benefit of having a mentor with good knowledge of the function was observed by exercise evaluators in both Welfare and Planning, where the guidance provided resulted in several participants better understanding their roles and where information to support them could be sought.

Participants were asked to rate their exercise experience as part of the survey and to provide feedback on the exercise as an opportunity for learning.



Many participants noted that the exercise was very realistic and had helped to better understand their roles within the GEOC. Exercise evaluators noted that there was an excellent level of dedication and engagement from all participants, and this had helped to create a realistic environment in which to gain experience. Some participants felt that opportunities such as this needed to be more regular to account for changes in personnel and to ensure that people remain familiar with their roles and responsibilities.

KPI - Participants have the opportunity to feedback their views on response arrangements

As noted within this report, participants were provided with opportunities throughout the exercise to provide feedback on the arrangements in place. In addition, they were able to provide feedback via the online survey regarding specific aspects of the response capability and have been encouraged by the NTCDEM Group office to provide any additional feedback if they feel it is necessary.

Recommendations

- Continue to provide regular opportunities for staff to gain experience in their roles through training, exercising and deployments to real emergency events in other regions
- Provide opportunities for staff to contribute to the development of plans and procedures that will be utilised in response

Exercise Rū Whenua 2021



Recommendations

The recommendations made as a result of the exercise feedback and evaluation have been categorised into specific areas to aid future work planning.

GEOC Facility and operation

- Create a plan for the expansion or relocation of the GEOC for large scale events or where the facility is unavailable, including requirements for staffing and resources
- Ensure planning meetings are scheduled from the start of the response and given importance by the Group Controller and IMT members
- Identify appropriate spaces and technology to support meetings

Response structure and roles

- Map the Group's staffing requirements across a range of events to ensure functions are appropriately staffed from the beginning and identify sources of surge capacity already present within the region
- Continue the development of iwi within the GEOC including the wider inclusion of iwi into core functions

Plans and procedures

- Develop procedures for GEOC safety checks in response
- Develop a set of operating procedures to facilitate the setup and operation of the GEOC
- Identify requirements for specific plans including mass evacuation, access control, fuel management and debris management
- Ensure the AF8 SAFER framework is widely socialised with GEOC response staff, CDEM partner agencies and the wider community
- Utilise the AF8 SAFER framework to inform pre-planning for earthquakes and other major events within the region
- Develop procedure and templates to support the planning process including planning meeting agenda, contingency plans and long term planning
- Develop an operational procedure to support response meetings, including core attendance, likely information requirements and agendas
- Develop briefing templates (e.g. EOC, Governance, media etc) and practice with IMT staff
- Provide opportunities for staff to contribute to the development of plans and procedures that will be utilised in response

Supporting systems

- Ensure the GIS capability is appropriate and able to display the common operating picture within the GEOC
- Ensure a common operating picture is developed and maintained within the GEOC
- Ensure the event log is accessible to all and is prominently displayed in the GEOC
- Increase the use of visual aids and ensure these are regularly updated in response.
- Investigate the use of templates to facilitate the use of whiteboards

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Training and exercising

- Maintain regular training opportunities for staff and ensure regular opportunities for staff to practice roles in a multi-agency setting
- Run short inter-function desktop exercises to test elements of the AF8 SAFER framework and develop regional response arrangements
- Run practice planning sessions with IMT members to ensure all functions are clear of the requirements in response
- Ensure training opportunities are made available to all CDEM Partners
- Develop a training package for MS Teams and ensure regular opportunities for staff to practice use of the system outside of response
- Continue to provide regular opportunities for staff to gain experience in their roles through training, exercising and deployments to real emergency events in other regions

External relationships

- Develop a list of key stakeholders for each type of event and identify how they will be kept informed e.g. email, meetings etc
- Continue to develop CDEM Partner agency relationships through collaborative planning, training and exercising

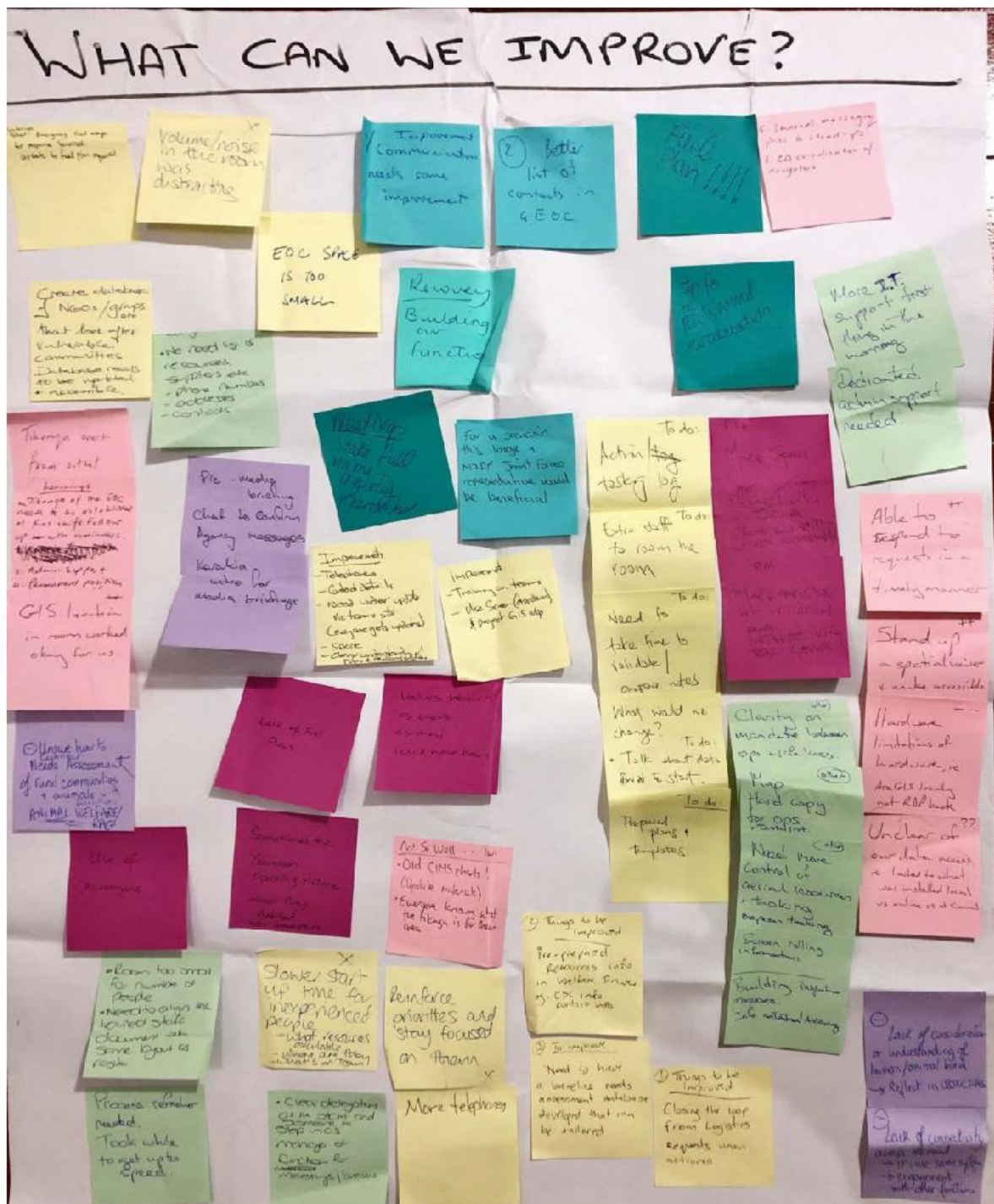
Hot debrief Post-it feedback



Exercise Rū Whenua 2021



Nelson Tasman
Emergency Management Group



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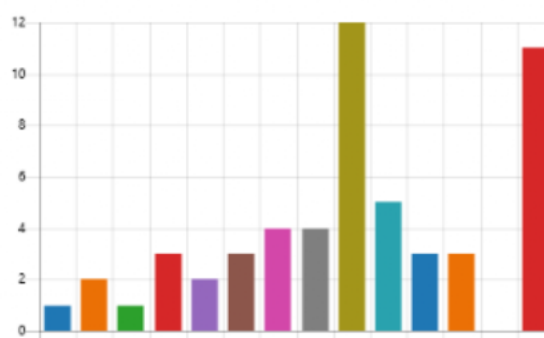


Participant Survey results

1. Which function did you work in as part of the exercise?

[More Details](#)

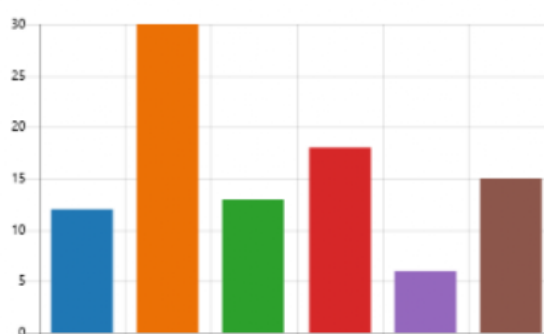
Control	1
Response Manager	2
Māori / Iwi Advisor	1
Intelligence	3
Planning	2
Operations	3
Lifelines	4
Logistics	4
Welfare	12
PIM	5
Safety	3
Liaison Agency (e.g. Police, FI...)	3
Recovery	0
Other	11



2. What training had you received prior to attending the exercise?

[More Details](#)

NT CDEM Induction	12
CIMS 2 / 4	30
ITF Foundation online	13
ITF Intermediate (2 day cours...)	18
I haven't had any training	6
Other	15



3. How well did the training prepare you for working in the GEOC environment?

[More Details](#)

Extremely well	10
Somewhat well	33
Neutral	10
Somewhat not well	1
Extremely not well	0



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4. How could we prepare you better for working in the GEOC environment?

[More Details](#)

- More experience
- I take it as it comes. Always learnings from an event as each situation is different and unique. As long as one has really good people around (which we do) and it always works out.
- A better understanding on the general template of the Welfare team to establish a better idea of the various roles and where I fit within the Welfare team structure. I struggled at the start to take hold of my role many of the jobs I was asked to do were getting done by others in this role, so we had a few double ups.
- New to EM role
- Training clarity of scope of safety role in EOC context
- I don't think you can train us for every eventuality
- More/better/updated information - Welfare contacts, more info on the CDC'S. NA form that can be adaptable to each event. If we have no internet/comms how are we going to be able to search up info that's online, we need it all on paper and up to date.
- Specific Function Training – I.e. Logistics, so I will attend the next course
- More training in logistics. My focus was the rosters, so I didn't get a chance to really see what else Logs did.
- More of these type of exercises.
- Need to understand the latest systems. e.g., using teams and where stuff is stored
- More exercising and training
- regular engagement building familiarity and connections would assist with working in teams
- no training can prepare you for the chaos until the operation settles into its rhythm
- I think we need a debrief following the exercise that clarifies how the Top of the South Rural Support Trust (TOSRST), Rural Advisory Group (RAG) and MPI operate in an emergency like this. This is very important to ensure the interests of our rural communities and animal welfare are responded to. Otherwise there is a risk of rural communities and animals not having adequate support in an emergency.
- poster of the agenda for the shift also a list of names and acronyms
- If working on a specific function, then function specific training would be good. (I know there is this - and has been cancelled)
- Given this was an AF8 exercise, mandate reading of the SAFER Framework.
- A good exercise and well worthwhile. We need to be careful we don't get caught in only preparing for earthquakes.
- I think an exercise like this one is the perfect time to learn before the real deal.
- More practice
- Better communication links
- More practice
- Exercises are possibly more useful than classroom-style training.
- The best training is actual events - I have learnt more from the fire and pandemic activation than training. Not arguing for more disasters though of course!
- More space. Phones at all tables for all functions.
- Some specific training in the function
- Maybe a general overview of all of the functions & how they work together

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- An event is an unpredictable environment. While training goes a long way to preparing you I think there is an element in having the right personal attributes e.g. think on their feet, decisive, initiative, problem solving the unforeseen and unfamiliar.
- Welfare specific training. I understand this is happening in September
- Possibly some training?
- More continuation training activities
- Shorter but more regular micro-practices.
- I haven't completed the training yet.
- I found the exercise incredibly valuable. It highlighted where I need to learn more.
- I only had the one training session and it was not a live exercise like this one. I think the live exercise was the best training of the two of them
- I am comfortable working in the GEOC environment.
- Having more scenario training each year to ensure our processes and systems are up to date for multiple events. it would also mean people wouldn't be walking to an activation after 12 months.
- N/A - running exercises like this is the perfect way to gain experience/prepare you for an event
- Provide a copy of the CIMS role card prior to going into the function so you can get your head around what is required before the exercise commences (this is a very good resource; we got a copy of it on the day but were too busy to read it)
- The exercise is a great way to prepare for working in GEOC. IMT and function group meetings through year. Opportunities to deploy to other EOC/ECC's when events happen.
- A bit clearer understanding of roles and responsibilities of Operations and planning roles.
- Regular exercises
- More time for training.
- The exercise was valuable to experience working in GEOC environment. It's often hard to replicate in training.
- From a GIS perspective, every event/exercise is different, and we never know what information participants may want. It's just the fluid nature of our position.
- I was there as part of an agency this time, as opposed to being there as a function.
- Pairing people with those who have had experience of events
- Access to training on going, which is already available so keep it coming.
- While working in an actual event is the best preparation, I thought this exercise was a very good approximation of the intensity of an event and was a really valuable training experience, particularly for those new to our team. The theoretical training provides the groundwork and basic information and is also valuable in a different way.
- The Animal Welfare sub function was isolated from the GEOC which made it difficult to use my training to contribute to the response.

5. How would you rate the layout of the EOC?

[More Details](#)

54

Responses



3.50 Average Rating

6. If you rated the layout of the EOC as 3 stars or below, how could it be improved?

[More Details](#)

Exercise Rū Whenua 2021



- Logs needed to be closer to whiteboard. Projectors overlap whiteboards which prevents use of using both. GIS would have been more useful on a projector screen
- I rated 4 but I did want to make a mention to the noise in the room, I don't think this is avoidable however given the amount of people in the space.
- From a planning perspective, the planners should be equipped with maps of the areas. There was a full scale coloured map against the wall, which no one used. The GIS cell and Int cell setup cut off the accessibility to this tool. IMO I feel that the planners should be closer and have greater access to GIS, INT and OPs with regards to location so that they can best use the space of the room to gain information and better understand the battle rhythm
- Inadequate walkway space between workstations
- It's never going to be ideal (ideal being all the room you need) but I thought it was the best it could be with so many people in the room.
- Just wanted to note that the set up this time round was much more preferable.
- Cramped, hot, space and noisy.
- I thought the space was ok, it is a high pressure environment and would anticipate that depending on the event it would be limited space so is good to practice working in close space.
- The space is not big enough, and makes for a noisy and uncomfortable working environment.
- The room available is suitable for daily and regular work loads but very tight for holding 90 people and trying to manoeuvre throughout the office in emergency situation like Ru Whenua. That said I think we managed well
- Space or at least overflow rooms
- More room
- the audio was hard to hear during the debriefs
- More rooms for groups to break out and work in.
- Given the room space, there set out maximised the room available.
- Its pretty good, the only issue is size
- Bigger space
- Need a larger space with more breakaway rooms
- Just not enough room, especially during shift change.
- It is just a bit small for a full activation. Not sure what you can do with that apart from having some of some teams based elsewhere - but that comes with its challenges too.
- General layout as a area is ok. Space, space and not to much more space. too crushed, limits walking around and conversations slightly bigger space would provide a quieter working area.
- The area is to small
- It is really good for the constrained space. Lots of interaction. I did feel that we were under-resourced for such an event and already squeezed. If it was the real deal there would be lots more people and overflow. Whiteboard space in high demand.
- They layout is good, its just tight, like bees in a beehive.
- I rated it 4. There were bags and personal belongings cluttering the room up
- N/A
- It's very tight. More space/tables/chairs would be better.
- I liked the layout given the lack of space
- Great layout just not enough room to move around.
- Space is the main thing
- probably just need more space or breakout rooms, i also found it difficult to concentrate with the noise level.

Exercise Rū Whenua 2021



- Its hard to improve due to space limitations - but maybe push out with tent, occupy BAU desks and find larger space for planning/IMT meetings (side rooms are way too small for 20 people). Need for Response Manager permanent desk. Smaller desks?? to free up space for flow between. Look at some functions moving out of room (parts of logs, planning, intel, teams).
- Just not big enough for all of the staff required for an emergency of that magnitude.
- The layout seemed ok - it was just the large number of people.
- It needs more space for a response of this size. There was no room for everyone, to move, or to sit and function properly. Also needs the ability to all be focused on a certain point, e.g. the front of the room which would show status and actions underway. Something like the Police's NCCC facility would be a good model.
- Space, space, space
- It was too hot and crowded, and the Animal Welfare sub function was isolated in a separate building. I'm not sure how this could be solved easily (building a bigger EOC is probably not a helpful suggestion!) but perhaps limiting the number of representatives from each agency to ensure every agency is represented/ unnecessary personnel are not taking up floor space. I haven't seen around the whole facility so not sure if there are other spaces within the same building that could be utilised as well.

7. Each function had a dedicated space within the GEOC. Thinking about the area of the GEOC you were working in, was it sufficient to meet the needs of your function? Did you have access to the right equipment?

[More Details](#)

● Yes	35
● No	19



8. If no, what could be done to improve your function's area of the GEOC?

[More Details](#)

- For any longer period would need workstation Dock with display and keyboard as was working on laptop
- Work area was blocking access doorway
- Another telephone would have been good.
- Needed more power plugs
- The centre needs to be twice the size with proper work stations with adequate space between people.
- We weren't in the GEOC. Rather we were in the room dedicated to rural communities and animals in the Heaphy Room at Council. We lacked adequate internet connectivity and power outlets to operate computers. We also need established maps with the location of rural properties that we can work with. There also needs a better identification relating to how the rural group interfaces with the EOC. It needs to be understood by the EOC staff and the rural group. Within our group we also need to establish who will lead the group and how we communicate with Welfare within the EOC. It was shambolic initially.
- there were not enough seats or computer area
- As above, space
- Not have AW separated
- Need to have a desk and/or area to be able to check with teams site and flow of information.
- larger - but I understand that isn't really feasible
- Operations had there box/ information draws away from there area. Lifelines box was close, but like operations on the other side of the walk in area. Only one single land line for Operations, lifelines,

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Nelson Tasman
Emergency Management Group

ambulance, and police moved out as they had no room. Cell phone for each function. No body during the exercise used the Sat phones or RTs to my knowledge. We were going to test one out but the office was full with people.

- More wall space would have been ideal. If we had a dedicated admin person we may have been able to use online tools some more rather than lean towards the tried and tested white board and hard copy maps with pins.
- In an actual response, welfare would need more phones. Preferably mobile phones or phones that can be taken somewhere quiet to undertake conversations as it was quite loud in the EOC. Noticed that there was only 1 landline phone on the welfare desks. Perhaps more easily accessible power points as if we all had laptops and cellphones they would need to be charged to remain functional in a 12 hour shift if they are in constant use.
- We only had one computer screen, it would have been nice to have a couple more monitors.
- Telephones and computers are required for each function. Laptops were good but power points were a bit scarce.
- There was no space for agencies.
- Space
- The Animal Welfare sub function was in a separate building. This isolation potentially contributed to the lack of engagement from other functions, and made it very difficult to work within the wider response. The animal welfare aspect became very siloed and we were unable to get responses from other functions via email or phone, and it wasn't time efficient to be moving back and forth across the road to the other building to relay messages.

9. Did you have sufficient levels of staffing to enable your function to operate effectively?

[More Details](#)



10. What activities were you unable to undertake due to a lack of staff?

[More Details](#)

- We did all activities but it did mean we were all doing double duty and extra roles and this wouldn't be sustainable during a long activation
- Need more than 2 people in the needs assessment team - especially if it's region wide event. We need someone from logs specifically focused on Welfare i.e placing the orders.
- I think we needed an experienced team member to help prioritise the requests. Our fab Function Leader did a really good job but while they get occupied with meetings and reporting, I think they need to identify who in the team takes over while they are busy
- Due to running out of time did not have time to do a mock contact of getting in touch with people to confirm availability. The whole team were busy and getting time to speak to the team leader with questions, my questions were minor so them having a 2IC may have helped?
- Ads above, happy to elaborate further. We need a RAG soon to collate and discuss how to improve for the future.
- Not necessarily lack of staff as lack of expertise... (the pressure felt very condensed at the end of the day)
- Not able to walk around other function areas to get information.

Exercise Rū Whenua 2021



- During the event I was unable to action very many requests as I was trying to establish what resources were available and where they were for most of the day
- Staff were so busy reacting that we dropped the ball a bit on record keeping and tracking correspondence and actions. A dedicated administrator would have been a good addition.
- We would be unable to do welfare needs assessment or how the time to establish a process.
- Although fine for the exercise - having another staff member would be helpful at that stage of an event.
- A room walker to talk to other functions and gain intelligence and someone to verify some of the updates we were receiving.
- Answered No, because I called in Medical Officer support for one of the injects- which was valuable, and would be necessary and important in a real situation.

11. Microsoft Teams was utilised as the main platform for managing information during the exercise. How well did this work to support the activities of your function?

[More Details](#)

54

Responses



3.46 Average Rating

12. How could the Microsoft Teams site be improved to support your functions activities?

[More Details](#)

- Improve familiarity of teams site and teams usage throughout EOC staff. Improve information flow and EOC processes
- I love teams however not everyone had a computer or access to teams on the day so information shared on this platform was not well shared. We also found we couldn't attach documents to the chat function.
- Training or practice, had never used teams for docs before
- One of the agencies sent the team an email but we never received it. Not sure what was going on as our email was open in front of me the whole day.
- Our team site was clogged up with all our covid-19 event info so possibly just stuff archived (still accessibly if needed) so we can find the right info quick
- Cross Functional training - means that everyone knows what tools to use, can talk the same language and share files. eg. Welfare wondered how to close the gap between their requests and Logistics acting on the request. If Welfare had known to look at the Logistics Logs file, they would have seen the status of each task.
- Align the excel spreadsheet database of TDC and NCC stage with the Roster excel spreadsheet so it is either simple a cut and paste document and details can be copied over, OR all people's contact are saved in their preferred work area - eg Cathy's details are already in the Logs roster section and then we just click her name when looking to schedule her rather than copy and paste from another whole document and risk typo errors. And then can have those who don't have a specific team they know where they want to work have them listed on either a separate spreadsheet or at the bottom. We will need to have core staff for first day or two and if we have a roster spreadsheet already set with names contact details will make that first 2-3 days easier to set up roster.
- Training in it would help
- I was somewhat taken back to hear some other people from TDC and NCC say that they had never used or been trained in Teams.
- I wasn't part of this aspect so I am really a neutral person of this question and of Q9
- worked well

Exercise Rū Whenua 2021



- We need a clearer understanding how Teams will work to enable good connectivity. Being in another sight, this is essential.
- A lot of toggling between pages and having to remember what was where
- The Planning team struggled to navigate TEAMS and find the templates. Once using them, they reported how excellent it was to have 3 people working on different parts of the same document at the same time.
- Police don't have Microsoft teams and this is a national issue for Police
- I'm not sure if all functions knew about the event log (we as Intel didn't) but once we were up and running found it easier to use that the sheet of paper. Then able to cut and paste into Sitrep.
- I did not have access to Teams on the day
- User access can be difficult with BAU computers
- Further training of all EOC staff to gain more knowledge on where documents are and how it all works.
- Training and be told we were using Teams this way.
- I thought this worked really well
- not familiar with its capability
- I don't think we used it well when everyone was in the EOC. It works really well when the majority are working remotely e.g. Covid. There was a bit of unfamiliarity with saving locations etc that slowed our start and made it a bit tricky. Can be overcome with training. I'm not sure it is Teams functionality that is the issue, more we just didn't feel compelled to use it as other tools felt more appropriate.
- None of the outer agencies could access Teams and most of those in Welfare couldn't access the Teams site. It has really great potential however as it was very valuable to have a live spreadsheet detailing the CDCs and their capacity and needs. The moment information came through, the spreadsheet was updated. If this spreadsheet could be shared outer agency (eg MPI) then they would have immediate access to the latest data. Often information was moving so fast that by the time we had downloaded the spreadsheet and sent it to MPI the information had changed drastically. If multiple people can access and update the spreadsheets then it would be also be effective (eg if GB or Murch updated their sections on the spreadsheet or if the CDCs were able to update their info of numbers on the spreadsheet then all info of the regions captured in one space).
- Training activities that factor in a reduced level of connectivity or bandwidth restrictions (as would likely be the case in an AF8 event).
- I think it works really well. A tasking function would be a good addition - this might have been set up, I didn't specifically look for it. The main improvement is that people need to know that they should be using it, how to use it and what they should be doing with it, know the features it has.
- Being honest, I actually didn't have the login for this. GIS had to remote into our NCC computers to access our GIS software. The login I had for Teams was my council one. Having the passwords etc listed for this at the EOC would be really good.
- It was fine
- H&S was new so we had a couple of teething issues. Once sorted it was good.
- Teams is great
- There was no way to see if our Status Updates were received - the notification function may not have been set up correctly - as there were some comments made in our function that we did not see. Also - I had to log in all the PIM team into the EM.PIM login. I'm not sure if this was how it was supposed to work?
- Maybe add it into training so we can locate things more easily and quickly,
- Training in SharePoint, looking at dashboarding, excel templates, collection plans and more visual tools for reporting. More teams training
- More a question. Can we operate remotely from the EOC with computers and a link to teams? If yes we could link with other utilities more effectively.

Exercise Rū Whenua 2021



- Ensuring all login details available as I needed to switch between various teams and e-mail notification addresses
- It would be good to have a schematic with the overall structure displayed.
- I selected stars, but I am unable to answer around Teams. I was a late addition/ 'observer' to the exercise, so was not set up.
- The GIS team get information from a number of sources, so teams is only one location we need to check for updated information.
- Clear training is required.
- If it is the common form of comms within contributing organisations all good
- It would be good to have additional information in Teams, such as key contacts specific to Welfare, Civil Defence Centre information including key holder/manager contact details, capacity of centre for both day/night, information as to whether a generator is on site or is capable of being connected. Teams could be used to provide a feedback loop from Logistics to requesting function so it is possible to see what progress has been made on a request and if it is completed. This potentially could be a visual display with colour coding to indicate progress so this can be checked at a glance.
- We were unable to access Teams and the documents on it.

13. How would you rate the use of visual displays within the GEOC?

[More Details](#)

● Poor	4
● Fair	8
● Good	26
● Very good	14
● Excellent	1



14. What could be done to improve the use of visual aids? What information do you feel needs to be displayed?

[More Details](#)

- too small to read depending on where one is in the room
- Better understanding needed to answer
- NEMA charts don't reflect iwi as a function but since we operate that way it would be good to see our team in the function line as well as in the other line
- What was displayed was great - more whiteboards for people would help though.
- Monitors are very small. The Projector screens are much better.
- An outline of what each role does.
- On screen larger map showing what roads are open.
- More space and more dedicated wall space for each function is needed.
- to be updated regularly
- We need appropriate connectivity, devices and visual display within the Heaphy Room so that members of our group could see the displays. Few of us had that opportunity on the day.
- a copy of the agenda for each meeting or debrief so we keep to the structure and no how much more we need to go through as time is precious
- There's a lot more scope to blast up audio visuals. The whiteboards were fully used however so every scrap of wall space well used.
- No it was good,

Exercise Rū Whenua 2021



- Probably needed more training on how to use them.
- More of a live feed and bigger screens
- Larger maps to give situational awareness. A common operating picture.
- larger print
- Use the big screen or use a bigger font. Just could not read the word without going up to the screens
- Access to the wall map would be ideal. That way we can live capture information while GIS process. I found the lag time of information was a bit of a challenge. If we had an intermediate holding space for spatial knowledge e.g. a wall map, that could overcome the wait for GIS to process info.
- Perhaps larger TVs so the text could be larger without reducing the amount of info? There was a good number of wall mounted TVs around the EOC so each can display different aspects of the response relevant for the different functions.
- Continuously updated maps (hardcopy or digital) that provide a common operating picture (COP).
- I think these were well set up. I think the information displayed was good, ie the event log - not everyone in the room is accessing a computer, so it's good to see that; same for the daily schedule. My team's whiteboard was behind another team and we couldn't access it
- The maps should be on a bigger screen as live feeds/updates were being added and the TV screens are too small and people don't tend to look
- Having it displayed on more screens so you can see it from all areas of the room.
- I thought it was good. GIS does have some responsibility in this area and we were a bit behind on our set-up as it takes at least a few hours to set-up a web app
- There was a lot of information crammed on to whiteboards throughout the room. Better signage above the boards as to what each contained would have been helpful in finding what you need faster
- We couldn't see the main screen from where we were sitting. It did no cause issues for us.
- Knowing that the information displayed on the whiteboard was up to date was hard without having to double-check with the function.
- The initial digital displays were difficult to see - changing to whiteboards did work well.
- Needs to be utilised more- the technology is great. Boards needed to be used more - but there was enough of them
- Might be good to have a 'moving display' of the areas affected with key information displayed eg status of power, water, telecoms, building damage, displaced people.
- Main map needs to be bigger
- Desk function Managers clearly named on board Operational period rhythm more prominent
- From what we heard, having GIS mapped data visible on a large monitor worked well.
- More of them, each with their specific function i.e. status updates, at eye level, at a place which is clearly visible from around the room.
- timely updates
- I was happy with quantity and quality on the day for what I needed. You will never be able to display ALL, as at times each function needs to know different intel.
- Feedback from logistics as described in 10.
- As we were not in the GEOC, I am limited on the amount of feedback I can provide here. The visual aids I saw during briefings or visits to the EOC seemed good.

15. How would you rate the scenario used for the exercise?

[More Details](#)

54

Responses



4.50 Average Rating

Exercise Rū Whenua 2021



16. Did the scenario have enough information to enable you to participate effectively in the exercise?

[More Details](#)



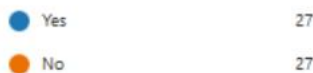
17. What was missing from the scenario?

[More Details](#)

- There was very little information around impacts around Animal Welfare, and animals were not represented in the Initial Action Plan

18. Did you take part in any of the response coordination meetings? (Incident Management Team Meeting, Welfare Advisory Group or Lifelines Advisory Group)

[More Details](#)



19. How would you rate these meetings?

[More Details](#)

27

Responses



3.96 Average Rating

20. What could be done to improve the running of these meetings?

[More Details](#)

- welfare meeting - was ok but needed to be more focused as time was of the essence (always is)
- Keeping all feedback short, focused and to the point.
- Keep them short
- Breakout spaces is far too small for effective conversations.
- I thought the meetings were fine
- Lifelines:- Need more participation from others outside of the group in the CD centre.
- Either larger meeting rooms so all could sit down around the tables or remove the furniture entirely as we were crammed in around the furniture and that prevented us from being able to see everyone.
- I attended all of these meetings. At most of them, people assumed that everyone knew each other, therefore individual names and the names of the organisation they work for were not given. Jargon was used and their meanings not given. I.E MPI said they will release a RAP report, it sounded like a 'RAT'

Exercise Rū Whenua 2021



report' which could have also been an abbreviation. It was never made clear what a RAP report is nor it's purpose.

- I went to IMT, and it wasn't really an IMT. The controller spent the first chunk of time issuing tasks to people to get information and check various things. There was little focus on and making sure the team was cohesive in addressing the response priorities, not much opportunity for sharing of information or discussing the key upcoming aspects of our event response
- Maybe give the managers of each section a session to deliver? giving more ownership
- They were really valuable
- Space a challenge - but important to get everyone in a room together.
- Meeting was crowded. There was a need to hear from function groups upwards to ensure that all the knowledge in the room is feeding into the response. Likewise a planning meeting should occur with all function heads and agencies
- Just need practice to bring in the key utilities and review information and appropriate response.
- Possibly include less people, only the necessary staff.
- Bigger room
- Clear Agenda/Timeframes/Next steps
- It was in the context of the scenario, however the meeting was reasonably unstructured and was a quick 'around the houses'.
- It would be useful to have a space set up already to allow for external participants ie. via Zoom. The meeting spaces are very small.
- More space! Very cramped and hard to hear

21. Did you utilise the AF8 Framework document during the exercise?

[More Details](#)



22. If you did utilise the AF8 Framework document during the exercise, how useful did you find it to support your functional activities?

[More Details](#)

18
Responses



23. What could be done to improve this document?

[More Details](#)

- Has less relevancy to our team as our team works from an iwi perspective based in Te Tau Ihu
- It was fit for purpose
- Not sure - breakdown a bit more by function perhaps
- Participants need to have read this prior to the Exercise.
- It's pretty comprehensive. I've not reviewed it enough to comment

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- Focus on AW and rural communities
- I need to think about that, some "functions" I thought got a bit mixed up in who was doing what?
- In an ideal world our section (Welfare) information would be in a separate section ie separate sections of each section
- I referred to it a bit. I feel like it could be used really well to put together some detailed advance local planning. There wasn't much time on the day to read through the texts. I think we would benefit from familiarisation exercises and ongoing micro-practice, using the safer framework. This is the same for other areas that have already had plenty of thought given to ranking response priorities but might otherwise get missed
- Brilliant document. Great to explain the pace, priorities and frame for how response should occur. It needs to be socialized more with whole IMT/EOC
- No immediate thoughts on this. It's useful - setting out timeline of activities and responsibilities
- More implementation detail
- Only experience will provide a valid improvement - don't know what you don't know

24. Overall, how would you rate your exercise experience?

[More Details](#)

43

Responses



4.30 Average Rating

25. How would you rate the coordination of the exercise?

[More Details](#)

43

Responses



4.56 Average Rating

26. What could be done to improve the coordination of exercises in the future?

[More Details](#)

- I thought it was excellent but I may be biased :)
- Don't forget the iwi team in documents, charts etc. The actual exercise was great at integrating us.
- These things are always a little contrived. It is nature of the beast
- For my first exposure to an exercise, I was impressed to say the least. This was first class and absolutely realistic.
- Very realistic I thought and not too dissimilar to the real thing. Very well run and provided some good opportunities to review our position and out work
- More time to prep in advance
- On the day the scene could have been set better. ie what had happened on day one by CD. The TV news was good as an overview.
- Didn't have time to read the background documentation. I thought some of the scenarios and requests were unrealistic and example being the need to sort out or accommodate livestock on day 2 of an event. In that scale of an event the animals would be ok for a bit and very low down on the priorities list.
- It was very realistic not sure it needs changing.
- It would be good to have the Golden Bay, Murch, Lakes etc teams participating at the same time so we could interact with them as we would during a normal response.

Exercise Rū Whenua 2021



- run to include an end of shift handover (real or virtual)
- I thought it was great. We were having to stop multiple times to answer questions from the observers, somehow that worked, and I hope they got useful information.
- It was the best run exercise I have attended
- GIS needed time to set-up a web-app where we could actually edit things. This meant our first few hours of the exercise was spent just getting this ready to go.
- I was happy with the coordination
- Exercise went well - it was well coordinated - well done!
- Was very hectic in intel as there were only 2 staff on PCs and 1 manager who was largely working with the other functions and coming back from time to time to update us (would require at least one other members as a minimum for this scale of exercise in the future)
- Exercise was extremely well run. It's a challenge to ensure a common operating picture in such a full room, but in general well run/organized exercise and well functioning EOC team
- Bit more training on what the specific roles and responsibilities are for each team. Probably needs to be ongoing given changes in personnel - I thought logistics were responsible for obtaining what is required not just giving us an EPO for us to organize.
- Ensuring all technology available for the right people
- Excellent work, great buy in from partners, very realistic
- Nothing comes to mind, this exercise was well planned and coordinated on the day.
- I think that it needs to be really clear what the outcome of the exercise you want is. If you want it to be a learning exercise for staff maybe new to the environment, great, deliver that. These might have Learning Debriefs throughout the day. If you want it to test a very particularly part of the response, then great structure it to deliver that. This might be how we come together as an EOC, or responding to a very specific situation e.g. managing multiple high priority demands with little to no understanding of the resources available, or attaining a very specific objective e.g. enacting the establishment of a fuel plan. The day was too short to play a long game and get the lessons from it needed. I guess, less is more.
- Recognition of the time of the year - this one is right in the middle of both Council's LTP processes. The rationale we can't plan on a quiet period is not appropriate as many people still had to continue doin both the exercise and contribute to the LTP process taking away possible learning opportunities
- I feel it covered all we as a team (NZRT2) needed to understand our roll and test the team in the field.
- It was very well run and well-paced. I thought having an external person assist with the co-ordination was valuable.
- I'm afraid as we were isolated from the GEOC, I didn't have the opportunity to appreciate the coordination as much as I would have liked, but from what I saw and heard, it seemed to be running well as an exercise.

27. Is there anything else you'd like to feedback on the exercise?

[More Details](#)

- Great kai and fantastic learnings. Really good situations to get us thinking like the freezing works mortuary etc.
- Overall good. Might have been a little too much information. I thought we would get that much coming in on day 2.
- If the person is new to the environment or the function group then probably some more time to revisit and understand the goal of that function and what it creates and when and howlike down to the basics....(also need a strong function manager). This obviously takes time but it's like you need a training person who goes around the teams and new staff and answers or pre-empts all the obvious questions. I think this would be invaluable if there is an influx of new staff.

Exercise Rū Whenua 2021



- Yes. I'm very worried that what I'd consider basic response tasks were not carried out, particularly prioritised air asset deployment (in a fast diminishing fuel supply you'd think this would be a critical task), much stronger use of Intelligence function including the use of an Information Collection Plan, and that the odd agency had no appreciation of their role in the exercise. All good learnings.
- It was a very good learning day, with plenty to support and leadership from not just our leader but other staff from NCC and CDEM.
- Despite my failure to properly pre-register, I thought you did very well in providing me with a task that fitted the narrative. It was a very well-run event and realistic. Well done
- Overall I think the exercise went very well. I hope there was feedback to MCDEM as I saw on the news the real risk of an earthquake of this size in the next XX years. What we found, problems etc, we noted as they could help others. We cannot afford to learn on day two of the event. Overall 10 out of 10 and better still I enjoyed it.
- Thanks for coordinating. Very valuable exercise.
- During the exercise, a decision was made to remove the animals from Richmond Racecourse and locate them at Jubilee Park due to a Formaldehyde leak, where the contaminated area stretched as far as the Richmond lights. I would think that part of Jubilee Park would be part of the contaminated area and if the leak increased or if there was a slight breeze then Jubilee Park may not be an ideal location. Maybe Faulkner Bush in Wakefield could be another option?
- I thought the scenario was realistic, it was easy to get into it and feel like it was real, including the "aftershocks" and evacuation drill.
- Nope - well done team !!!!!
- Having locally installed GIS software would be very valuable.
- The exercise was well organised with valuable learnings particularly for the new H&S role
- Well done team - great work.
- I think it was the best exercise I have attended. There were a good number of lifeline people there especially Waka Kotahi (invaluable to keep up with the transport area in the widest form).
- Very useful
- It was a good experience (and quite a sobering insight) - thank you.
- Well done team, great work.
- As this exercise was set at the start of Day 2, the GIS team was not up to speed with what information had been gathered. We were unclear what data access we would have if it was a real AF8 event. Would we have internet, or even network connection between EOC and Council network. This would impact significantly in relation to what services we could provide.
- Thanks for the opportunity to be part of the day.
- A good day, thanks
- From a welfare perspective the artificial nature of the situation made it difficult to test some of our sub-functions as the information flow that would normally come from CDCs and field workers about particular needs was absent. We still had plenty to think about on the day though! The main suggestion I would have is that a lot more information about contacts, CDC locations, capacity, access etc including for all of the small towns needs to be readily available both electronically and in paper form. The information in the Welfare file drawer is out of date and of limited usefulness.
- I enjoyed being a part of the exercise but was disappointed animals were not better included, as would have liked the opportunity to work closer with other functions and agencies on animal welfare issues and taskings

Item 5: Manager Emergency Management Report: Attachment 1

Nelson Tasman Emergency Management Work Programme 2021/2022								
Vision - A Resilient Nelson Tasman Community								
Goal 1 - Build strong safe resilient communities, Goal 2 - Reduce the risk of hazards, Goal 3 - Enhance response and recovery capability								
Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unscheduled Significant Project	Timeframe	Comments	Colour Index
<p>Key</p> <p>Green – on track for completion in current financial year or as per specified timeframe</p> <p>Amber – the deliverables of the project are at risk of not being completed this financial year or as per specified timeframe</p> <p>Red – not going to be completed in current financial year or a specified timeframe</p> <p>Blue - completed this financial year</p> <p>Purple – not assigned</p> <p>Asterisk (*) denotes unscheduled projects of significance. These could have political, operational or reputational risk, significant items resulting from debriefs, national directives (e.g. Directors Guidelines, reviews) or has significant response implications.</p>								
Risk Reduction involves identifying and analysing long-term risks to life and property from hazards, taking steps to eliminate those risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an acceptable level.	Reduction							
	Hazard Risk Assessment Matrix	In accordance with NEMA DGLs lead project to update the Nelson Tasman CDEM Hazard Risk Assessment Matrix	Kay	Contractor		December 2022		G
		Investigate the impact of climate change on our regional hazard scape						
		Improve hazard information for lifelines, particularly landslide hazard						
	Reduction Committee	Lead the planning and facilitation of the Reduction Committee, including the TOR and work programme	Kay	Ros		June 2021 September 2021 February 2022		G
	Building assessment	Installation of Sentinel Accelerometer	Luci	Joe		December 2021		B
		Develop a process for engineering checks of the GEOC/CDCs and discuss other key operational buildings with partners	Kay	Luci		June 2022		G
Readiness is the preparation of operational systems and capabilities prior to an event, to reduce the potential impact or suffering the event may cause and assist with an effective response to, and recovery from, the event or emergency.	Readiness and Response							
	Duty officer competence	Maintain the competence management framework	Luci			Quarterly updates (exact dates to be set between Luci & Joe)		G
		Facilitate the running of Duty Officer training sessions	Luci			Ongoing		G
		Develop and maintain the Duty Officer training register	Luci	Kathy		Ongoing		G
		Highlight the Duty Officers operational competence needs when needed	Luci			Ongoing		G
	Duty officer readiness	Maintain the currency of the Duty Officer handbook including the updating of team members memory sticks when the handbook is updated	Luci			As required		G
		Develop Duty Officer backpacks	Kathy			December 2021		B
	Operational readiness of the Group EOC	Develop a framework/system for the set up and operations of the Group EOC	Luci	Joe		June 2022		G
		Review the procedures for the Group EOC functions SOP	Luci			September 2021		G
		Ensure Group EOC function drawers are kept up to date	Luci	EM Team		Ongoing		G
		Review and revise key EOC forms	Luci	Kay		December 2021		G
		Purchase more GEOC vests (with specific roles printed on back)	Luci	Ros		June 2021		G
		Develop a testing schedule for response equipment (generators, satphones, radios etc.)	Luci	Ros		September 2021		G
		Develop GEOC floor plan	Luci	Kay/Ros		November 2021		G
		Ensure PPE is in place for each EM team member	Ros	Ros		December 2021		G
	Group EOC staffing	Develop and maintain staff training records including contact information	Kathy	Kay		September 2021 March 2022	Ongoing	G
		Review the Group EOC rostering system prior to an event	Kay	Kathy		August 2021		G
		Develop an overarching guideline to GEOC staffing that is approved by both Council's SLTs	Kathy	Joe		August 2021		G
	Group EOC in preparation for a response	Support the smooth running of the Group EOC during a response including: - Catering - Cleaning - H&S Considerations - Resourcing	Ros			Ongoing		G
		Develop a multi-agency media stand up process	Joe	Luci		July 2021		B
		Develop an induction process/document for EOC staff	Kay	Luci		December 2021		G

Item 5: Manager Emergency Management Report: Attachment 1

Group EOC functions	Oversee and coordinate the Group EOC function catch ups	Kay	EM Team		Quarterly		G
	Review how we utilise technical experts during an event, eg. Geotechs	Joe			September 2021		G
Exercising	Manage the overall Nelson Tasman CDEM exercise programme	Kay	Luci		April 2022		G
	Assist the external consultant with the 15 April 2021 AF8 exercise	Kay	Luci		April 2021		B
	Develop a programme of exercising for Local Emergency Operation Centres	Kathy	Joe		November 2021		G
Debriefing	Post exercise or event, carry out hot and cold debriefs	Luci			As required		G
	Develop an event/exercise thank you template (Southland example)	Kay	Luci		January 2022		G
Corrective Action Plan	Transfer debrief material into a Corrective Action Plan (CAP) - A2350935	Luci	Joe		Ongoing		G
	Ensure that the tasks in the CAP are prioritised	Luci			Annual review or as required		G
	Work with the Manager, Emergency Management to ensure that the tasks are woven in to the NTCDEM Work Programme	Luci	Joe		Annual review or as required		G
Communications	Cement Brian FM arrangements	Joe			June 2021		G
	Develop radio, sat phone and BGAN use protocols	Luci	Michelle		January 2022		G
	Purchase and deploy sat phones, BGANS out to the community	Luci	Michelle		December 2021		G
	Develop a satellite phone and VHF list for all partners, partnering agencies and key stakeholders	Luci	Michelle		November 2021		G
	Develop a check list covering off key actions for PIM to undertake in a response	Kathy	Paul		August 2021		G
Local EOCs	Identify a Local EOC for Golden Bay, Nelson Lakes and Murchison						B
	Ensure that the Local EOC - Golden Bay is supported in their operational readiness e.g. - Kit/equipment - SOPs - Command and Control Structure - Regular testing of equipment (generators, satphones, radios etc.) - Teams/email accounts	Luci	EM Team		December 2021		G
	Ensure that the Local EOC - Murchison is supported in their operational readiness e.g. - Kit/equipment - SOPs - Command and Control Structure - Regular testing of equipment (generators, satphones, radios etc.) - Teams/email accounts	Luci	EM Team		February 2022		G
	Ensure that the Local EOC - Nelson Lakes is supported in their operational readiness e.g. - Kit/equipment - SOPs - Command and Control Structure - Regular testing of equipment (generators, satphones, radios etc.) - Teams/email accounts	Luci	EM Team		April 2022		G
	Identify an alternate Local EOC for Golden Bay	Joe	Kathy		June 2022		G
	Develop and implement the orange contact page and key location model for LEOCs and other community locations and incorporate into Duty Officer documentation.	Kathy	Luci		August 2021 November 2021 January 2022 May 2022		G
	Community/Operational Welfare Frameworks - Generate and implement an annual community engagement calendar including - Community Response Group meetings x 2, Local controller/Welfare Manager catch ups x 2. Facilitate the implementation of CRG meeting actions. Initiate the review and updating of Community Response plans. Establish and ensure the operational readiness of local welfare teams	Kathy	EM Team		August 2021 November 2021 January 2022 May 2022		G
	Develop a deployable EOC - Cyril - Satellite communications - Transport - Kit/Equipment - Floor plan - Logos for partnering agencies	Luci			June 2022		B
NEMA working groups	Represent Nelson Tasman CDEM on the CAP (Common Alerting Protocol) and implement relevant actions	Luci			As per date set		G
	Represent Nelson Tasman CDEM on Tsunami Reference Group	Luci			As per date set		G
	Represent Nelson Tasman CDEM on the Emi working group	Luci	Kay		As per date set		G

Item 5: Manager Emergency Management Report: Attachment 1

	AF8	Primary liaison for AF8 project including response planning	Kay/Luci	EM team		Ongoing		G
		Develop Initial Action Plan for first 24 hours for AF8	Kay/Luci	EM team		August 2021		G
		Develop Initial Action Plan for days 1 to 3 for AF8	Kay/Luci	EM team		August 2021		G
		Develop Initial Action Plan for days 4 to 7 for AF8	Kay/Luci	EM team		August 2021		G
	Cordon management	Participate as a member of the Canterbury CDEM Group cordon project (as required)	Kay				Reliant on Canterbury CDEM Group	G
	Training	Manage the development and implementation of CDEM training including the CDEM Training Fund Allocations	Kathy			September 2021 March 2022		G
		Conduct police checks (where relevant e.g. community and response teams)	Kathy	Ros		Ongoing		G
		Undertake council inductions	Kathy	Ros		Ongoing		G
		Facilitate IMT sessions including developing the agenda	Kathy	Ros		4x/year		G
		Organise and facilitate supplementary training (e.g. PFA, CDC and first aid) and community training	Kathy	Ros		2x/year		G
		Develop and maintain an external CDEM training register	Kathy			December 2021		G
		Develop a training package for Controllers	Joe	Contractor		November 2021		G
		Undertake training for Office 365	Kay			30 November & 1 December		B
		Undertake training for ArcGIS online/Survey 123	Kay	Luci		July 2021		G
	Committees	Facilitate the Readiness and Response Committee, including TORs and work programme	Luci	Joe		June 2021 September 2021 February 2022		G
Rural Advisory Group (RAG)		Provide a CDEM representative on the RAG	RWA			3x/year	G	
Civil Defence Centres (CDCs)		Identify CDCs requiring welfare boxes and deploy	Kathy	Ros		June 2021		G
	Identify CDCs requiring toy boxes and deploy	RWA	Ros				B	
Volunteers	Work with Volunteer Nelson to pre-organise a system to utilise spontaneous volunteers in an emergency	Kay	RWA		March 2022		G	
	Joint agency community resilience	Progress and scope multi agency approach to community engagement and community resilience planning	Joe/Michelle	Kathy		August 2021		G
	Pandemic planning	Maintain currency of Covid-19 Resurgence Plan	RWA	Joe		Ongoing, as required		G
NZ-RT2	Advocate for NZ-RT2 – provide financial, administrative and information sharing liaison	Kathy			Ongoing		G	
	Update NZ-RT2 standard operating procedures	Kathy			December 2021		G	
	EM Team Readiness	Develop a plan for EM team afterhours response (AF8 level event)	Kay/Luci			October 2021		G
	Identification cards	Investigate, develop and implement an identification card system for response personnel including: - Core EM Team - GEOC Staff - NZ-RT2 Team - Controller's, Recovery Managers, etc. - CDC Staff - Response partners	Kay	Kathy		October 2021		G
IT & GIS systems and processes								
	IT & GIS							
	Duty officer readiness	Explore Duty Controller phones	Joe	Kay		June 2021		G
		Explore Duty Officer phone	Joe	Kay		June 2021		G
	GEOC Operational Readiness	Purchase more mobile phones and laptops/computers for the Group EOC	Luci	Ros		June 2021		G
		Review Group EOC equipment, including IT structure and systems	Luci	Kay		September 2021		G
	Common Operating Picture	Develop a multi-agency response Common Operating Picture	Luci	Kay		June 2022		G
		Explore Hawkes Bay COP initiative (Teresa Simcox)	Luci	Kay		May 2022		G
	Information systems in Group and Local EOCs	Develop and embed MS Teams into the EOC environment (including the national interface)	Kay	Luci		November 2021		G

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		Undertake MS Teams training and develop quick user guides	Kay	Luci		As per dates set		G
		Develop and undertake Teams training for the Emergency Management Team	Kay			December 2020		B
		Maintain the MS Teams system	Kay			Ongoing		G
		Develop a standby MS Teams event site	Kay			As required		G
		Firm up a welfare needs assessment application	Kay/Luci	Meghan/Elaine		October 2021		G
		Review information/data collection, display and storage	Luci	Kay		December 2021		G
		Develop agency checklist (10 point) for system integration	Luci	Kay		Jun-22		G
	Communications	Ensure GEOC Satellite communications are investigated and installed.	Luci			June 2021		G
	GIS and digital technology	Organise and facilitate the bi-monthly Nelson Tasman GIS and IT Group	Luci			Ongoing		G
		Make contact with NZGIS4EM and add a Nelson Tasman CDEM contact	Luci	Kay		July 2021		G
		Attend NZGIS4EM meetings as required	Luci	Kay		As per date set		G
	CDEM website	Lead the maintenance of the CDEM website	Kay			Twice yearly		G
		Update of the CDEM website	Kay	NCC		June 2022		G
Recovery is the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.	Recovery							
	Group Recovery Plan	Finalise the Nelson Tasman Group Recovery Plan	Michelle	Contractor		July 2021		G
	Recovery committee	Maintain membership, set the agenda and maintain the Terms of Reference and work programme for the Recovery Committee	Michelle	Ros		June 2021 September 2021 February 2022		G
		Build a strong and robust recovery function with an operating framework with clear processes and procedures and develop liaison with other CIMS functions	Michelle			August 2021		G
		Build (in association with NEMA) an internal training pathway for all levels of recovery	Michelle			December 2021		G
		Develop a stakeholder engagement framework to foster stronger relationships with our partners, agencies and stakeholders from both a local and group level	Michelle			September 2021		G
	Regional Hazards Matrix	Development of Recovery pre-determined consequence matrix for regional hazards for region and per community	Michelle	Kay		December 2022		G
	Mayoral Disaster Relief Fund	Develop a process (in conjunction with NCC and TDC Mayoral offices) to ensure the smooth running of the MDRF including resourcing, systems, processes, decision tables etc	Michelle	Joe		September 2021	Lara Clement and Sarah Holman helping	G
	Staffing	Identify the resources needed to manage and deliver recovery. Consider utilising external staffing and agree principles for payment	Michelle			June 2021	Recovery workshop on 27 Nov will look at this	G
Welfare is responsible for coordinating and delivering emergency welfare services and resources to affected individuals, families/whānau, and communities.	Welfare							
	Civil Defence Centres	Ensure CDC network agreement is in place with TDC	RWA	Kathy		April 2022		G
		Complete agreements for the remainder of the CDC network (i.e. those organisations outside NCC and TDC) - Takaka and Murchison	RWA			October 2021		O
		Develop a CDC induction pack	RWA			March 2022		O
		Assess the CDC network to ensure that there is adequate regional coverage	RWA			December 2021		O
	Sub functions	Lead 3.5 sub function clusters (Registration/Needs Assessment, Household goods & services	RWA			Ongoing		G
		Develop plans for 3.5 sub functions	RWA			November 2021		G
		Continue to encourage the setting up of clusters and writing plans for the remaining 5.5 sub functions	RWA			3x/year at WCG committee		G
	EOC welfare team	Ensure the operational readiness of the EOC welfare team	RWA			Training 4x/year		G
	Local Welfare Managers	Work with Local Welfare Managers to increase their understanding of their roles and responsibilities.	RWA			June 2021		G
		Lead the strategic welfare direction for the Nelson Tasman CDEM Group	RWA			Ongoing		G
		Develop a Local Welfare Manager induction pack	RWA	Kathy		December 2021		G

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		Support local welfare managers to maintain and grow their local welfare groups	RWA			Ongoing		G
	Committees	Chair and facilitate the Welfare Coordination Group including Terms of Reference and work programme	RWA	Ros		June 2021 September 2021 February 2022		G
		Chair and facilitate the Welfare Operational Team including Terms of Reference and work programme	RWA	Ros		June 2021 September 2021 February 2022		G
	Group Welfare Managers Forum	Attend Group Welfare Managers forum	RWA			2x/year		G
	Navigators	Understand the navigator roles available in social service agencies	RWA			September 2021		O
		Hold a multi-agency navigator hui				September 2021		O
		Define the role of navigators to be used to support CDEM post event	RWA			September 2021		O
Iwi/Māori Partnership	Iwi/Māori Partnership							
	Relationship/partnership	Increase links with NCC and TDC Kaihaūtu	Joe	RWA		September 2021		G
		Develop and maintain relationships with the 8 iwi General Managers of Te Tau Ihu	Joe	RWA		December 2021		G
		Visit and build relationships with the four marae of Te Tau Ihu	RWA	Joe		October 2021		G
	Committees	Maintain an iwi rep on CEG/WCG	Joe	RWA		As per dates set		G
		Arrange a per meeting payment	Joe	Finance				B
	Hui	Facilitate and attend the Marae Working Group	RWA			As per dates set		O
		Facilitate and attend Rōpū Tautoko	RWA	Joe		As per dates set		G
		Secure the opportunity for iwi representation around the CDEM Group (Joint Committee) table	Joe			August 2021		G
		Facilitate and attend the EOC working group	RWA	Luci		As per dates set		G
	EOC/response	Continue to work with iwi to define the roles and responsibilities within the iwi function	Luci	RWA		September 2021		O
		Investigate the option of a stipend payment for non-government employed Iwi Liaison Officers	Joe	RWA		January 2022		O
	Culture	Develop a set of principles to create a culturally aware EOC	RWA	Joe		December 2021		O
		Ensure that the EM Team are culturally aware (via training and presentations)	RWA	Joe		June 2022		O
		Arrange for a cultural review of Nelson Tasman CDEM	Joe	RWA/Pania		June 2022		O
Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services.	Lifelines							
	Lifelines framework	Design and establish an effective lifelines framework to meet BAU and response requirements (local and group level needs) and develop liaison with other CIMS functions	Michelle			December 2020 – design October 2021 - established		G
	Stakeholder engagement framework	Develop and implement an annual stakeholder engagement framework to strengthen relationships with our partners, key stakeholders and agencies at a local and group level.	Michelle			March 2021 - develop October 2021 -		G
	Lifelines committee	Maintain membership, set the agenda and maintain the Terms of Reference and work programme for the Lifelines Committee	Michelle			June 2021 September 2021		G
		Create stronger relationships and communication frameworks with our partnering agencies, emergency services and key stakeholders	Michelle			August 2021		G
		Strengthen our communication structures between the local EOC's and Group EOC pre-event, in an event, and post event	Michelle			December 2021		G
		Build a strong and robust Lifelines function, with an operating framework and clear processes and procedures.	Michelle			July 2021		G
	Handbook	Create a handbook for NTCDEM Lifelines Utility Coordinator	Michelle			July 2021		G
	Fuel	Lead the roll out of the manual petrol pumps in to the community with a standard operating process to support the deployment	Michelle			December 2021		G
	Plans	Lead the process and finalise the Regional Fuel Plan	Michelle			October 2020		B
	AF8	Alpine Fault pre-planning	Michelle	AF8		February 2022		G
	Critical operating supplies in the Group EOC	Assess the robustness of the Group EOC water tank and the UPS system	Luci	Michelle			Watertank work only at this stage	G
		Develop a user guide for the watertank system	Luci			December 2021		G
	Critical lifelines investigation/understanding	Research study regarding alternate evacuation routes	Michelle	Contractor		April 2022		G

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		Investigate cross-boundary lifelines vulnerabilities	Michelle	Neighbouring CDEM Groups		June 2022	Outcome of Lifelines Committee + Fuel Plan	G
Public Information	Public Information							
	Public education presentations	Facilitate the office's involvement in Public Education talks	Kathy	EM Team		Ongoing		G
	Clued Up Kids	Run annual week long Clued Up Kids programme	Kathy	EM Team		Oct/Nov		G
	Shakeout	Facilitate regional Shakeout activities	Kathy	EM Team		Oct/Nov		G
	Awareness of CDEM	Lead a project to explore the awareness and understanding of CDEM within our councils	Ros			February 2021		G
	Community information sheets/guides	Develop a Community Emergency Response Guide for the public (Waitaki example)	Kathy			June 2022		G
	PEPI Committee	Lead the planning and facilitation of the PEPI Committee, including the TOR and work programme	Kathy	Paul		June 2021 September 2021 February 2022		G
		Facilitate the multi-agency PEPI campaign calendar	Kathy			June 2021 September 2021 February 2022		G
	NPERG	Represent Nelson Tasman on the National Public Education Reference Group (NPERG)	Kathy			Ongoing		G
Health and Safety	Health and Safety							
	Office health and safety	Lead the CDEM Office work in relation to health and safety planning and risk identification - including H&S toolbox talks	Ros			Monthly		G
		Represent the EM office on the NCC H&S committee	Ros			As per dates set		G
		Develop and maintain an annual health and safety activity plan	Ros			Annual		G
	Vehicles	Implement the [monthly] vehicle checklist	Ros			Monthly		G
	Wellbeing	Initiate and lead a project to incorporate the 5 ways of wellbeing into the EM Office	Ros			December 2021		G
Administration	Administration							
	Admin support	Provide general administration support	Ros			Ongoing		G
	Committees	Update document a process to support the successful running of the CDEM committees	Ros			August 2021		B
		Schedule and calendar the annual committee meeting dates	Ros			Ongoing		G
	Office activity calendar	Maintain the currency of the office activity calendar	Ros			As required		G
		Transfer items from the office activity calendar into EM Admin/team calendars	Ros			As required		G
		Oversee the maintenance and actioning of the calendar	Ros			Ongoing		G
	Social media	Post fortnightly updates on the Nelson Tasman CDEM Facebook page	Ros			Fortnightly		G
	Continual professional development (CPD)	In consultation with the EM Team, design and document an annual CPD programme for the 2021/22 FY	Ros			July 2021	Consultation held with team	B
	Style guide	Design and facilitate the implementation of an EM Office style guide	Ros			October 2021		G
	Vehicles	Manage the fleet of EM vehicles	Ros			As required		G
	Promapp	Maintain updates of Promapp for the EM Office	Ros			As required		G
	Asset register	Review and update the EM office asset register	Ros			September 2021		G
	Controller and Recovery Managers breakfast	Schedule and facilitate Controller and Recovery Managers breakfast	Ros			3 x per annum		G
	Controller's Duty calendar	Maintain the Controller's duty calendar	Ros			As required		G
	Newsletters	Facilitate the provision of four EM items per annum to council newsletters	Ros			Four times per annum		G
	Operations room	Set up the GEOC Operations room daily for day to day operations	Ros			Daily		G
	Team stand-ups	Facilitate daily EM team stand-ups	Ros			Daily		G
	Office contracts	Maintain oversight of EM office contracts (cleaning, generator servicing, fire extinguisher testing etc.) and undertake activity as required	Ros			Annual check/As required		G
Business Unit Management	Business Unit Management							
	Recruitment	Undertake a recruitment process for a part-time (20hrs per week) Regional Welfare Advisor/Group Welfare Manager	Joe			August 2021		G
	Strategic vision	Determine the focus and direction of the business unit for the next 12 months, with a look to 3-5 years	Joe			June 2021		G

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	Budgets/finance	Oversee and lead business unit activities at strategic, policy and operational levels in accordance with the vision, purpose and values of the business unit and wider organisation	Joe			Ongoing		G
		Ensure that budgets are utilised in a manner that enables the business unit to operate in a fiscally prudent and viable manner	Joe			Ongoing with bi-annual reviews		G
		Oversee the reimbursement of response-related expenditure	Joe			June 2021		G
		Arrange a NEMA led finance briefing for Council/CDEM	Joe			Subject to NEMA availability		G
		Finalise a system for pre-loaded credit cards for use during response	Joe			July 2021		G
		Strengthen relationships with key regional and national partners	Joe			Ongoing		G
	Planning	Oversee the development and ratification of the CDEM Group Recovery Plan and the Regional Fuel Plan	Joe			Fuel Plan – completed Recovery Plan – June 2021		G
		Continue to advocate for, and express the importance of mass evacuation planning by NZ Police	Joe			Ongoing		G
		Oversee the smooth running of the Nelson Tasman Group committee and reporting cycle	Joe			As per dates set		G
		Facilitate the conclusion of discussions regarding council IT and adminstartion support to the EM office and potential resultant RFPs	Joe					G
		Produce Terms of Reference for Joint Committee	Joe			July 2021		G
		Produce EM office report for CEG	Joe			3x/annum		G
	Policies	Oversee a Group Controller Policy including selection criteria	Joe			December 2021		G
		Undertake the recruitment and training of two external (to Council) Group Controllers	Joe			December 2021		G
		Oversee a Local Controller Policy including selection criteria	Joe			November 2021		G
		Design and undertake a Local Controller annual review process	Joe			June 2022		G
	National	Represent Nelson Tasman on the National Emergency Management Development Group (NEMDG)	Joe			4x/annum		G
		Review the government's response to the Technical Advisory Group recommendations and incorporate relevant actions in the office work programme	Joe			July 2021		G
		Review the recommendations arising from the Monitoring and Evaluation report and incorporate relevant actions in the office work programme	Joe			February 2022		G
		Review the National Disaster Resilience Strategy recommendations and incorporate relevant actions in the office work programme	Joe			July 2021		G
		Facilitate conversations between MBIE and Council regarding the identification of land for temporary accomodation sites	Joe			August 2021		G
		Attend National Controllers forums	Joe			As per date set		G
	Controllers	Manage and support Local Controllers	Joe			Ongoing		G
		Document Controller and IMT financial delegations for use during reponse to emergency events	Joe			October 2021		G
		Identify and appoint Alternate Controller for Golden Bay	Joe			March 2021	Candidates to be confirmed at JC March 2021	B
		Identify and appoint Alternate Controller for Murchison	Joe			March 2022		G
		Identify and appoint Alternate Controller for Nelson Lakes	Joe			March 2021	Candidates to be confirmed at JC March 2021	B

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Nelson Tasman Emergency Management Work Programme 2021/2022								
Vision - A Resilient Nelson Tasman Community								
Goal 1 - Build strong safe resilient communities, Goal 2 - Reduce the risk of hazards, Goal 3 - Enhance response and recovery capability								
Supporting Rationale	Work Stream	Description / Accountabilities	Responsibility (LEAD)	Responsibility (SUPPORT)	Unscheduled Significant Project	Timeframe	Comments	Colour Index
<p>Key</p> <p>Green – on track for completion in current financial year or as per specified timeframe</p> <p>Amber – the deliverables of the project are at risk of not being completed this financial year or as per specified timeframe</p> <p>Red – not going to be completed in current financial year or a specified timeframe</p> <p>Blue - completed this financial year</p> <p>Purple – not assigned</p> <p>Asterisk (*) denotes unscheduled projects of significance. These could have political, operational or reputational risk, significant items resulting from debriefs, national directives (e.g. Directors Guidelines, reviews) or has significant response implications.</p>								
<p>Risk Reduction involves identifying and analysing long-term risks to life and property from hazards, taking steps to eliminate those risks if</p> <p>Readiness is the preparation of operational systems and capabilities prior to an event, to reduce the potential impact or suffering the event may cause and assist with an effective response to, and recovery from, the event or emergency.</p> <p>Response involves actions taken immediately before, during or directly after an emergency to save lives and property and to help communities begin to recover. Response ends when the response objectives have been met or a transition to recovery has occurred.</p>	Reduction							
	Tsunami signage	Explore the installation of educational coastal tsunami signs						P
	Generators	Explore and potentially advocate budget provision for CDC permanent generators			*			P
	Readiness and Response							
	Duty officer readiness	Get the Duty Officer handbook formatted, graphically designed and printed						P
		Develop a Group EOC activation and operating handbook						P
		Assess the robustness of the Group EOCs sewerage system						P
	Group EOC staffing	Investigate use of volunteer/outside agencies for GEOC			*		Progression in Lifelines & Recovery only at this stage.	P
		Progress the option of utilising partnering agency staff for use in the Group EOC in an emergency						
	Group EOC in preparation for a response	Develop a process to manage VIPs visiting the Group EOC and affected areas. [Ensure in the process visits are not a distraction to EOC staff and there is a dedicated staff member to manage visits]					PEPI Committee - Paul	P
		Develop a process to brief Mayors, CEOs and other key parties					PEPI Committee - Paul	P
		Investigate a family space for staff during an event						P
	Alternate Group EOC	Identify and document an alternate Group EOC and Group EOC overflow arrangements			*			P
		Develop an Alternate Group EOC Activation Plan			*			P
	Exercising	Develop a programme of exercising for lifelines plans and protocols						P
	Event planning	Develop Large event (non-emergency) protocols						P
	Communications	Ensure an effective contingency communications framework is in place e.g. VHF and sat phone			*			P
		Develop and run a radio comms exercise						P
		Develop a communications strategy/plan						P
		Review VHF radio locations within the community, including VHF radio towers and their resilience			*			P
		Create maps showing radio coverage						P
		Explore HF network with Marlborough and West Coast						P
		Facilitate radio schedule between Marlborough, Nelson Tasman and West Coast						P
	Local EOCs	Ensure that the Local Community Groups are supported in their operational readiness e.g. - Kit/equipment - SOPs - Command and Control Structure - Regular testing of equipment (generators, radios etc.) - Teams/email accounts			*		Occurring on an ad-hoc basis as resources allow.	P
		Identify an alternate Local EOC for Murchison						P
		Identify an alternate Local EOC for Nelson Lakes						P
		Collate CIMS structure details for Local EOCs						P
		Re-review the need for a Local EOC in Motueka			*			P

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	Business continuity planning	Set up and facilitate a scenario-based workshop for businesses on BCP						P
	NEMA working groups	Develop a CDEM Document Sharing Group						P
	Capability Assessment Report (NEMA)	Progress the recommendations of the NEMA Capability Assessment Report May 2015			*			P
		Goal one: To increase community awareness, understanding, preparedness and participation in CDEM Improvements: - Social capital is invested in as a method of enhancing community resilience - Community resilience and related programmes are monitored and reviewed - Volunteer participation in CDEM is supported and encouraged			*			P
		Goal two: To reduce the risk from hazards to New Zealand Improvements: - Implementation of risk reduction programmes is inclusive and coordinated - Viable risk reduction options are identified, evaluated and used to inform planning			*			P
		Goal three: To enhance New Zealand's capability to manage emergencies Improvements: - Critical resources can be sourced rapidly in response to an emergency - Lifeline utilities are coordinated in a response			*			P
		Goal four: To enhance New Zealand's capability to recover from emergencies Improvements: - Recovery planning is integrated with risk reduction and other community planning - Impact assessments are conducted before, after and during events to inform recovery planning and management - The community is an integral part of recovery planning and management			*			P
		Enabler two: Organisational resilience supports effective crisis management Improvements: - Adaptive capacity is fostered through active learning and capability development			*			P
	AF8	Develop an overarching response plan for Alpine Fault rupture			*			P
	Cordon management	Develop a clear planning process and approach for the establishment and running of cordons during the response and recovery phases of an event			*			P
		Gain inter-agency agreement			*			P
		Develop a plan to ensure that a permeable cordon is both safe and benefits the needs of the affected community			*			P
	Training	Develop a training package for Alternate Group Welfare Managers						P
		Develop a training package for Local Welfare Managers						P
	Civil Defence Centres (CDCs)	Arrange back-up power for CDCs			*			P
		Source and deploy IMT boxes for CDCs						P
		Establish email accounts for CDCs					3 accounts already established – gmail (MG)	P
	Volunteers	Organise an annual event to recognise CDEM volunteers						P
	Mass evacuation planning	Continue to advocate for, and express the importance of mass evacuation planning by NZ Police. Scenarios include, but are not limited to: Bay Dreams, tsunami, AICA plant, Waimea Community and Maitai Dams			*		Advocacy by EM is ongoing. Plans are not yet developed.	P
	Pandemic planning	Refresh current pandemic plan			*		Plan reviewed in early stages of Covid-19 event, needs to be refreshed with latest thinking	P
	Emergency accommodation	Develop a list of pet friendly accommodation for Nelson Tasman						P
		Investigate the details and application of the Airbnb MOU						P
		Investigate real time tourist/accommodation numbers for Nelson Tasman [check with Southland and the NRDA]						P
IT & GIS systems and processes	IT & GIS							
	Common Operating Picture	Liaise with NEMA and other parties re COP (Common Operating Picture) and determine next steps			*			P
	Information systems in Group and Local EOCs	Assist in the development of a Data Management team			*			P
	GIS and digital technology	Separate Nelson Tasman region into 'zones' to assist planning and response (see Marlborough CDEM Group 'sector maps' example)			*			P
	Rapid impact assessment	Develop a software system/process for rapid damage impact assessment including devices and training required			*			P
	CDEM website	Investigate the options for additional functions of the Nelson Tasman CDEM website during activation					Kay might be able to add it in with other website work	P

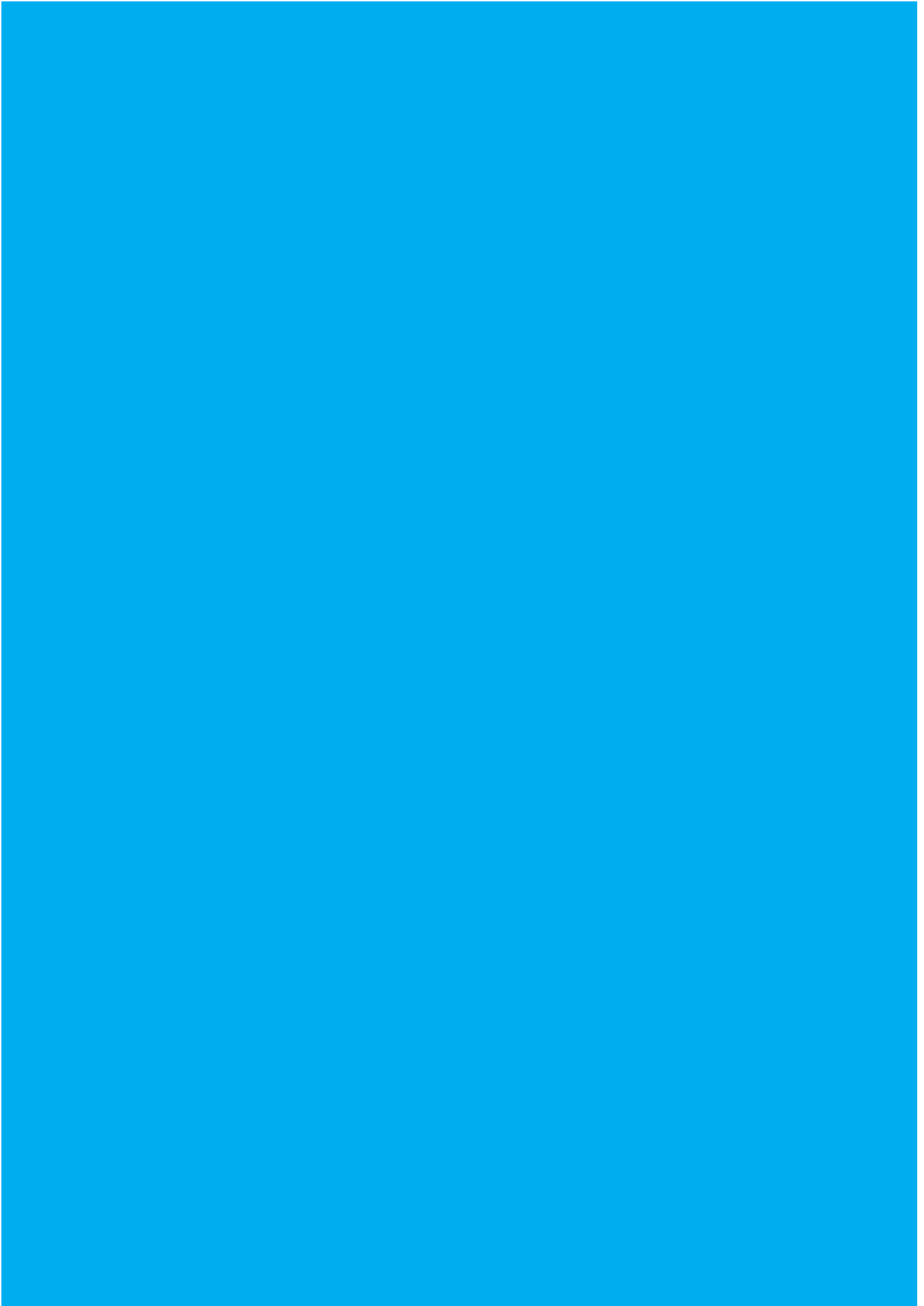
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		Investigate the options for additional functions of the Nelson Tasman CDEM website for Community Response Groups						P
Recovery is the coordinated efforts and processes used to bring about the immediate,	Recovery							
	AF8	Alpine Fault pre-planning			*			P
Welfare is responsible for coordinating and delivering emergency welfare services and resources to affected individuals, families/whānau, and communities.	Welfare							
	Local Welfare Managers	Support local welfare managers to appoint Alternate Local Welfare Managers for GB, Murchison and Nelson Lakes						P
	Committees	Develop an induction pack for WCG members						P
	AF8	Take part in the Af8 welfare project						P
	Community Response Groups	Develop and implement a template for community-led planning by local community response groups						P
		Support the establishment of a community response group in Nelson North						P
	Additional items	Identify and build relationships with existing community groups						P
		Develop the NT Animal Welfare plan						P
		Hold a biennial Regional Welfare Forum						P
		Develop CDC volunteer packs (joint project)						P
		Develop and produce CDC volunteer IDs (joint project)						P
		Local exercise (welfare)						P
		Local exercise (IMT)						P
		Identify vulnerable communities						P
		Explore options for reduce risk to vulnerable communities						P
		Explore real time tourist statistics project						P
		Neighbourhood Support - Volunteer Coordination - Urban CREP - Messaging						P
Iwi/Māori Partnership	Iwi/Māori Partnership							
Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services.	Lifelines							
	Response	Develop protocols for the coordination of lifelines utilities during an emergency [lifelines group work plan] and develop liaison with other CIMS functions						P
	Plans	Develop a regional Power Outage Plan						P
		Develop Regional Generator Plan						P
		Develop protocols around the coordination of aerial reconnaissance and produce an Air Reconnaissance Operations Plan						P
	Critical lifelines investigation/understanding	In the event of a significant lifelines failure, improve the understanding of the vulnerability of FMCGs and other critical community support mechanisms						P
		Develop protocols around use/access along priority road routes and alternate routes (including consideration of rapid creation of alternative routes and Railway Reserve)					Action coming out of the Fuel Plan	P
		Lead the investigation into water tanks in Nelson Tasman. Promote the use of private water tanks.						P
Public Information	Public Information							
	Community information sheets/guides	Develop information sheets for the community (See WENIRP example)						P
Health and Safety	Health and Safety							
	Events	Compile a list of possible events and make an assessment of the hazards and risks						P
Administration	Administration							
	Policies	Develop an 'After hours work' policy (including food provision etc)						P
	Objective	Ensure that documents saved in other locations (e.g. Teams and Z Drive) are transferred into Objective						P

Item 5: Manager Emergency Management Report: Attachment 1

	Privacy	Ensure the requirements of the Privacy Act are understood and implemented in response						P
	Holiday internal people availability	Develop and update internal holiday availability documents						P
	Council engagement	Develop and implement a Council engagement strategy (review existing strategy)						P
	Contacts register	Review the contacts register						P
Business Unit Management	Business Unit Management							
	Budgets/finance	Further develop the business unit and wider response arenas so that they are structured and resourced (both people and assets) in such a way that they are fit for purpose and on track to meet future demand.						P
	Planning	Produce Terms of Reference for CEG						P





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FOREWORD

In early 2018 we saw the effects of ex tropical cyclones Fehi and Gita on our region, followed by the Pigeon Valley Fires in February 2019. The recovery process for many residents and businesses (and for some of our infrastructure) continued for many months. Elsewhere, New Zealanders are recovering from the Seddon, Kaikoura and Canterbury earthquakes, the Christchurch terror attack and the Whakaari White Island volcanic explosion – slowly piecing back together the social, economic, built and natural environments which were impacted by these events.

We need to have a sound planning framework to guide the recovery from events like these. Recovery begins during the initial response phase and can continue for weeks, months or even years.

The Nelson Tasman Civil Defence Emergency Management Group Plan (the NTCDEM Group Plan) was adopted in April 2018. It provides the emergency management framework for our two councils and our emergency management partners. It is based on the 4 Rs: Reduction, Readiness, Response and Recovery. The vision of the NTCDEM Group Plan is a resilient Nelson Tasman region, and central to this is the need for all of us to be prepared for whatever we might face in future.

This Recovery Plan focuses on the last (and often longest) phase of emergency management. Its primary purpose is to guide the emergency management team, council staff, our partners

and key stakeholders on how to develop a specific recovery action plan following a major emergency event. Consideration of each of the built, economic, natural and social environments, known as the four pou, is critical to the recovery process. The better prepared we are to support all four aspects of our communities' recovery, the sooner we can return to the 'new normal' that follows an emergency event.

I encourage staff, our partners, key stakeholders and community leaders to familiarise themselves with this framework for recovery. As noted in the NTCDEM Group Plan, our strength in the face of emergency events lies in our combined efforts, which need to be planned and understood before the moment arrives.

Richard Kirby

Group Recovery Manager

INTRODUCTION

Civil defence emergency management (CDEM) recovery is about getting the community back on its feet after an emergency event. It is the process of re-establishing the quality of life of an affected community, while taking opportunities to meet future community needs and reduce future exposure to hazards and risks.

Part 6 of the Nelson Tasman Civil Defence Emergency Management (NTCDEM) Group Plan 2018 (the NTCDEM Group Plan) provides a high level overview of recovery planning. This NTCDEM Recovery Plan provides more detail on the planning and the actions that need to occur after a significant emergency event, so that recovery can be established quickly and effectively. The

recovery may take weeks, years or even decades, depending on the event.

Sharing a framework for recovery planning with our many partner organisations will enable us to prepare and implement Recovery Action Plans in a consistent way across the region.

ABOUT OUR HAZARDS



All hazards have been rated and evaluated using NEMA guidelines (including Director's Guideline (DGL) 09/15) and information from the 2016 Nelson Tasman Lifelines report. The highest priority hazards represent those hazards that have the potential to seriously impact the region, and have a high 'residual risk', that is, the risk that remains after risk treatment (such as mitigation) has been taken. Lower priority hazards are those that have a lesser potential to impact the region and hazards where the effects can and have been mitigated to some extent. A good illustration of this is flooding and earthquake. Whilst there is a high likelihood of flooding occurring it is ranked as a relatively low priority hazard. This reflects the extensive flood monitoring and warning system in place, various flood protection works and that land use planning seeks to avoid or mitigate further development in flood prone areas. On the other hand earthquakes are ranked as a much higher priority hazard. Although they are much less likely to occur than flooding, there is no warning of their occurrence and they have the potential to result in widespread destruction with injuries and loss of life.

KEY Risk Rating  Moderate  High  Very High

Hazard Type  Natural  Biological  Technological

HIGHER PRIORITY



Large catchment flooding

Communications / information systems - infrastructure failure

Drought

Slope failure - large scale

Roading - infrastructure failure

High winds

Dam break

Plant & animal pests/disease

Fuel supply - infrastructure failure

Electricity - infrastructure failure

Human pandemic

Local tsunami

Earthquake - Waimea/Flaxmore

Earthquake - regional (e.g. White Creek Fault)

Earthquake - Alpine Fault

Nelson Tasman Civil Defence Emergency Management Group Plan 2018, page 26-29.

AN OVERVIEW OF RECOVERY

An effective response and recovery capability requires:

- integrated planning by all agencies with a role to play in responding to, and recovering from, emergencies
- a high level of co-operation and information sharing between responding agencies
- a clear understanding of respective roles and responsibilities during and after an emergency.

Objective for recovery

The objective for recovery is to quickly restore the quality of life of people affected by an emergency event so that they are able to continue functioning as part of the wider community.

Priorities

Ensuring people's basic needs for safety, water, food and shelter are being met, and re-establishing lifeline infrastructure such as water services, roads, telecommunications, energy services, and other essential utilities, are the top priorities. Restoring access, primarily via the road network, is particularly important for isolated communities.

Other priorities for the recovery phase are:

- the safety and wellbeing of individuals, and their quality of life
- enhancement and restoration of the natural environment
- economic recovery
- restoration of social environments
- the recovery of responders, including their psychosocial wellbeing¹.
- built environment recovery, including infrastructure, lifeline utilities and road access ways. Later recovery stages will focus on repairs and reconstruction of less critical infrastructure. There may be an opportunity to reduce future risks or enhance future resilience during this phase.

Resourcing

Resources including financial to support recovery include:

- re-allocation of council resources or the accessing of external sources
- emergency funds held in reserve by the councils
- insurance payments for public assets and facilities
- central government
- other sources, as outlined in the 'financial considerations' section of this Plan.

Scale

The different scales of emergency events are described in the NTCDEM Group Plan. They are outlined below.

Level 1: Community – a single agency incident with on-site co-ordination (no recovery required).

Level 2: Incident – a multi-agency incident with on-site local co-ordination, and managed by the Incident Controller of the relevant lead agency (a significant recovery phase is not usually required).

Level 3: Local – not applicable in the NTCDEM Group operations area because of the two councils' unitary authority status.

Level 4: Regional – a multi-agency emergency with more significant consequences. Co-ordination may be required between agencies or areas, or both. A NTCDEM Group-wide declaration of emergency is possible, which would involve national monitoring, and include the availability of national support.

Level 5: National – a state of emergency is declared, or the emergency is of national significance. Co-ordination by the National Controller is required.

A full recovery process is only likely to be required at the Regional and National levels. In these situations, the Recovery Manager needs to be involved as early as possible at the Group Emergency Operations Centre (EOC).

¹ Psychosocial wellbeing involves both psychological and social aspects, relating social conditions to mental wellbeing. Following an emergency, it refers to a process of facilitating resilience within individuals, families and communities that enables them to bounce back from the impact of crisis and helping them to cope better with such events in the future. Psychosocial support promotes the restoration of social cohesion and social infrastructure in the post-emergency environment.

Early decisions in the response phase could have implications for the recovery phase, and the Recovery Manager needs to be aware of the background and potential consequences of those decisions. It is also valuable to have a Recovery Team member contributing to the Intelligence function from the beginning to gather information about the situation.

This indepth understanding supports the Recovery Team's planning for the transition to recovery, and reduces the need for detailed briefings. The Recovery Manager would participate in briefings and contribute to decisions until the response phase has ended and the formal recovery process begins. Example scenarios for emergency events at these levels are described in Table 1 below.

LEVEL 4 – REGIONAL	
Event description and impact	Severe to very severe localised event, for example a landslide or an earthquake resulting in tens to hundreds of displaced households and businesses, and significant infrastructure damage. Road networks, water supplies, wastewater, and other essential services would be severely affected. Some fatalities could occur, and many injuries would be likely. Recovery costs are likely to be significant, both for the councils and the affected communities. (The cost of the 2016 Kaikoura/North Canterbury/Marlborough earthquake was estimated at NZ\$5.8 billion, of which NZ\$3.1 billion was covered by insurance companies.)
Recovery co-ordination	Longer term recovery led by a Recovery Management Office, with significant regional and private sector co-ordination required.
Group response	The NTCDEM Group EOC would activate to advise, assist and co-ordinate activities, and to liaise with other affected groups and the National Crisis Management Centre.
LEVEL 5 – NATIONAL	
Event description and impact	Large scale event, or series of events, resulting in widespread, severe damage and disruption of essential utilities and services. Many fatalities, injuries, homelessness and significant business interruption would occur. Reprioritisation of recovery costs would be likely to occur at a national level, and would be significant for affected councils and communities. (The Christchurch rebuild cost approximately NZ\$40 billion.)
Recovery co-ordination	Local, regional and national co-ordination would be required. Enhanced and customised recovery assistance and programmes would be established, with a two to 10 year recovery duration (or longer). Major recovery plans and programmes, and major public/private leadership and integration, would be required.
Group response	The NTCDEM Group would be activated as for a Level 4 event, but a nationally-led recovery body might be established to manage and control the recovery operation. In this case, the NTCDEM Group would contribute directly to this recovery body to provide local community links, and liaison where required, to ensure local input at all levels of recovery activities. Where a Group Recovery Manager was appointed, they would liaise regularly with the Co-ordinating Executive Group (CEG) on the level of support and assistance needed, and that could be provided.

Table 1 - Example scenarios against response levels.

Supporting information: The strategic elements of the recovery phase are covered on pages 82–95 of the NTCDEM Group Plan.

THE ROLE OF TANGATA WHENUA

Te Taihū o Te Waka-a-Māui

Te Taihū o Te Waka-a-Māui is the prow of Māui's canoe – the top of the South Island. Tasman District also includes the north-western part of the Ngā Tahu takiwa. Today, eight tribes form the region's tangata whenua population. As the original people of Te Taihū, iwi have significant cultural knowledge about important historical sites and places across our region, which must be taken into account when an emergency affects those places.

Iwi and marae also have a critical role in supporting the welfare of hapū and whānau during and following an emergency. They are able to quickly connect with the Māori community through their networks, and are also able to offer accommodation, shelter and food at their marae.

Currently, Māori interests are overseen at a national level by Te Puni Kōkiri, which has mandated welfare responsibilities and is a member of the Welfare Co-ordination Group. Te Puni Kōkiri staff act as an initial point of contact and liaison with iwi and also provide culturally appropriate advice.

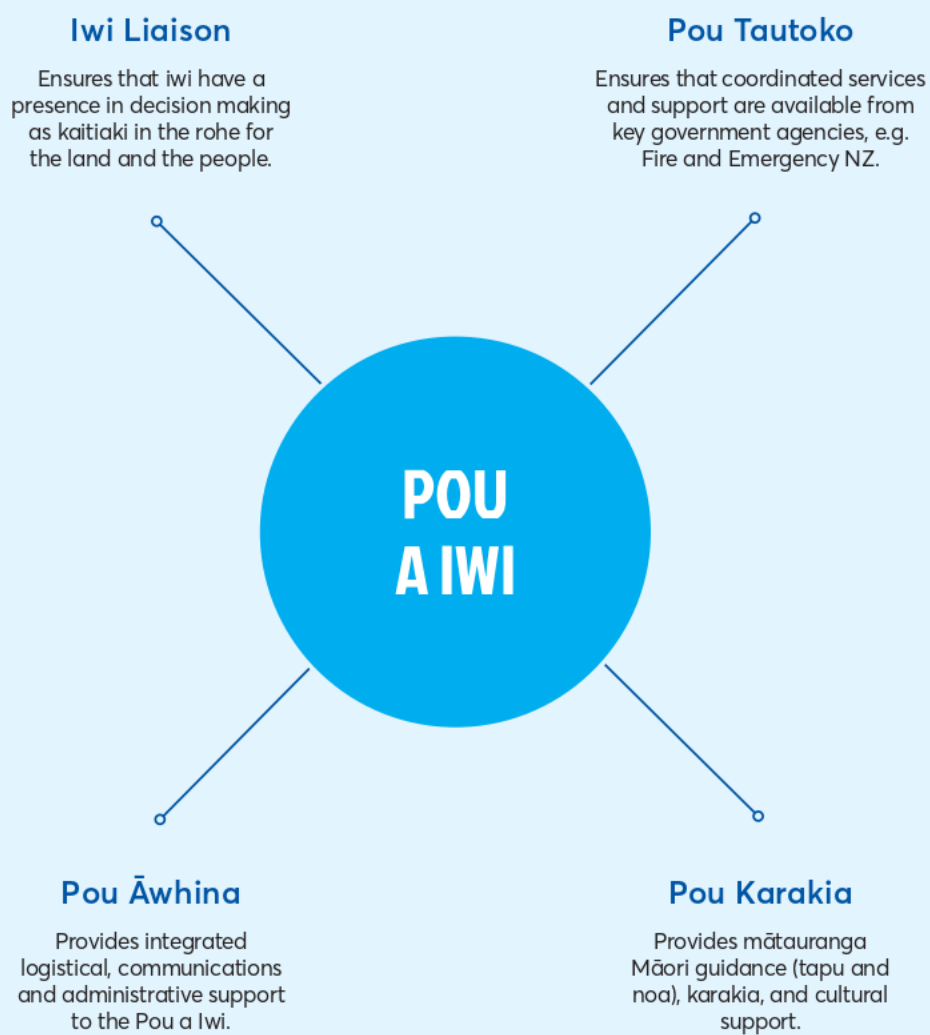
Within Te Taihū we are seeking further opportunities to strengthen our partnership and relationship with iwi and marae so we can respond most effectively to the welfare needs of Māori.

We know that early engagement and involvement in decision making must be at the heart of our partnership. Based on the structure developed during the Pigeon Valley Fire Event of 2019, we have now included Pou a Iwi as a CIMS (Co-ordinated Incident Management System) function in Nelson Tasman. It represents iwi and whānau needs in an emergency. The diagram on the following page outlines the four sub-groups which make up Pou a Iwi.

Across Te Taihū, we have engaged with a number of marae through our resilience planning. We are also members of a joint marae preparedness working group.

The Pouārahi² role has been established which will support, nurture and guide the implementation of Wairuatanga into the emergency management framework as a core value.

² The Pouārahi leads the development of strategic and operational relationships and initiatives, which are in partnership with Te Taihū (Whakatū, Tasman and Wairau) iwi, marae, emergency management and government agencies.



RECOVERY STRUCTURE

The Recovery Committee is chaired by the Group's Recovery Manager, or an alternate in their absence. The Recovery Committee has a co-ordinating role, supporting the work of the Group Recovery Manager and agencies involved in the recovery effort. This Committee approves the Group Recovery Action Plan, receives and evaluates reports on recovery activities, and monitors the implementation progress of the Recovery Office and the Task Groups.

The key responsibilities and accountabilities within the recovery structure are shown in the following diagram.



Supporting information: The Recovery Committee's functions and activities are outlined in pages 82 to 95 of the NTCDEM Group Plan.

Group Recovery Manager

The NTCDEM Group permanently appoints a Group Recovery Manager, and the Alternate Group Recovery Managers. This provides the Nelson Tasman Emergency Management Group with four trained recovery managers who will be rostered to fill the role. They are council staff, and the names and contact details of the people who currently hold these positions are recorded at the Emergency Management Office.

The Group Recovery Manager is responsible for co-ordinating the recovery for the NTCDEM Group. A key step is establishing a Group Recovery Office, which is the location where management and co-ordination of recovery activities takes place. The Recovery Manager will appoint specialists as required, including geotechnical, engineering, forestry or other expert advice.

The Group Recovery Manager is responsible for the following:

- engaging and planning with the Group Controller, Group Recovery Managers, recovery agencies and the affected communities
- the work of the Recovery Office, which starts as a small team during the response and grows to a full team as arrangements for transition from response to recovery is being planned
- co-ordinating and managing recovery activities across the Nelson Tasman region
- developing an exit strategy from the recovery phase to business as usual
- any other responsibilities approved by the Recovery Committee, CEG or CDEM Group.

An event specific Group Recovery Plan is developed for each event. As part of approving the Group Recovery Plan, the Recovery

Committee will give the Group Recovery Manager a Terms of Reference, which will include clear expectations, delegations and accountabilities for the role.

The Group Recovery Manager may also commence some recovery actions during the response phase, whether or not an emergency has been declared.

Supporting information: Refer to Appendix 2 – Group Recovery Manager's Terms of Reference – Outline.

Local Recovery Manager

The NTCDEM Group may appoint one or more Local Recovery Managers to co-ordinate recovery and/or transition period activities within a community within our region. One of the alternate Recovery Managers could possibly take the roll of a Local Recovery Manager and be seconded to the affected community to support the command, control and communication flow back to the Group Recovery Manager. For example, an Alternate Recovery Manager was appointed for the Golden Bay area after the 2011 regional storm event.

Local Recovery Managers must follow the direction of the Group Recovery Manager. They work closely with the Group Recovery Manager and have similar responsibilities and authorities at a local level. For example, an alternate recovery manager could step into a local recovery liaison role to assist the Group Recovery Manager on community engagement and communication, and information sharing at a grass roots level. This would ensure consistent information is being provided. The Local Recovery Manager would be on the ground in the impacted area, and able to communicate from a local level up to the Group level.

Recovery Office

Figure 1 portrays a template for a scalable structure for the Recovery Office. It can be condensed or expanded to meet the specific requirements of an event. The diagram also includes the Task Groups for the four pou, which implement the recovery process.

The Recovery Office is responsible for:

- determining and prioritising major areas of recovery
- formulating recovery policies and strategies
- ensuring co-ordination of recovery effort between agencies
- establishing a timeframe for recovery activities
- identifying and obtaining resources
- monitoring recovery activities
- controlling expenditure and maintaining accountability

- opening and staffing recovery assistance centres to meet identified needs
- providing media liaison or some other means of keeping the public informed
- administration
- planning and reporting including writing the Recovery Action Plan and Recovery Update reports.

In most scenarios the Recovery Office should be able to operate from existing council buildings in Nelson or Richmond. (In more extreme scenarios, separate premises will need to be established to provide sufficient space.) This structure must be connected to and interact with all parts of the community. It will change over time to reflect changes in recovery needs, and the progress made.

Depending on the scale and nature of the event, the skill sets needed in the Recovery Office may include:

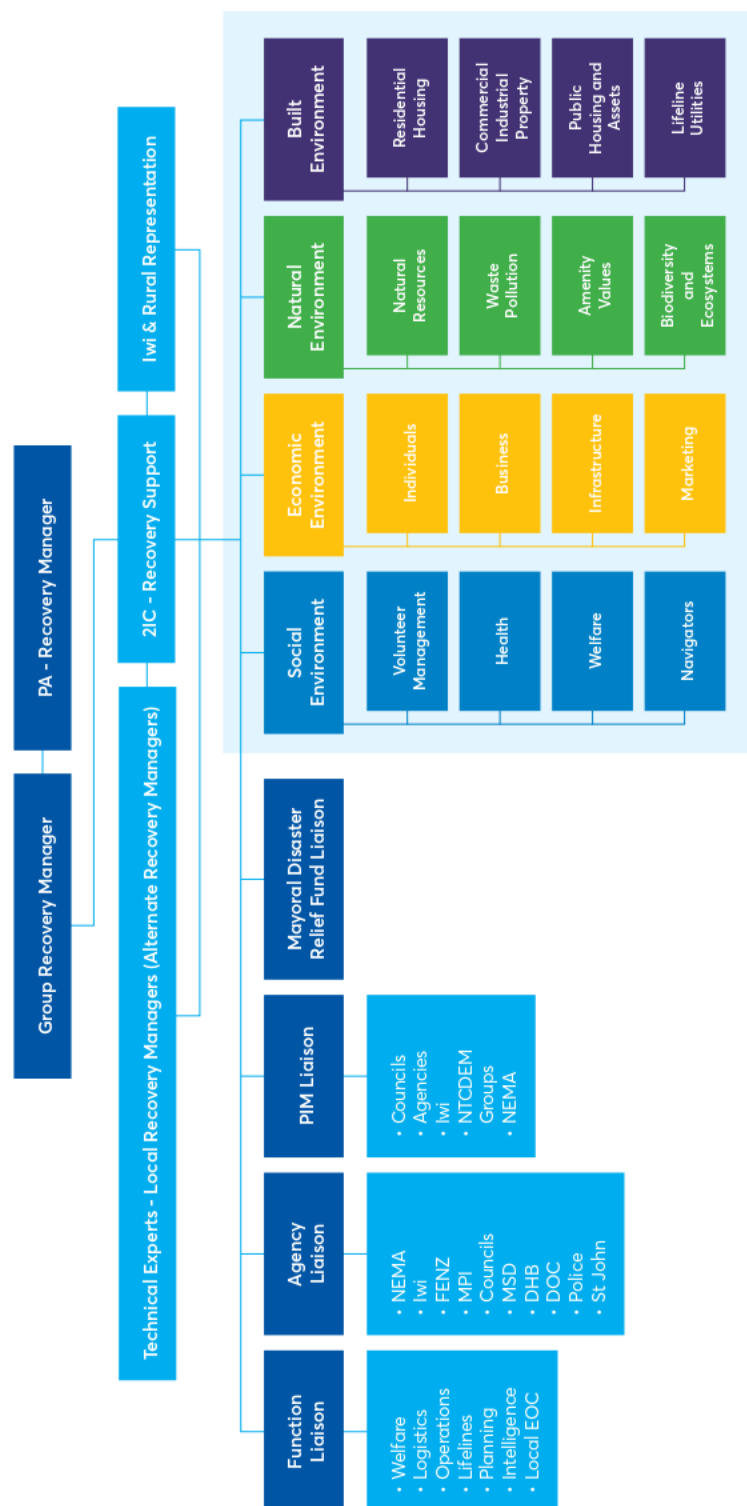
- initial damage and needs assessments
- compilation of information
- project identification
- programme management
- funding co-ordination
- risk management
- database management
- preparation of budget estimates, contract approvals, expenditure reconciliation and grants distribution
- advocacy for affected communities to secure central government funding
- monitoring and reporting on the progress of planned actions
- maintenance of programme alignment with objectives
- forecasting

- communication and community support
- service delivery, co-ordination of clean up and restoration, and volunteer management
- regulatory and approval processes, and longer term planning, including mitigation opportunities
- Oversight of s330 Resource Consent completions.

Infrastructure recovery programmes are informed by the Recovery Office and managed by staff within each council – with decisions made by the relevant council. The aim is to align and co-ordinate recovery projects, financial processes and funding sources.

Staff available for recovery functions may be scarce, so assistance may be needed from outside the affected area. If this is the case, this should be discussed with the Nelson Tasman CDEM Group Office and the National Emergency Management Agency (NEMA).

Figure 1 - Template Structure for the Group Recovery Office and Task Groups



Welfare Support

Welfare services will continue to be delivered to affected communities during the recovery phase to bring about immediate, medium-term and long-term holistic regeneration of a community.

This will assist the co-ordinated effort and process to restore community wellbeing following an emergency. The welfare recovery phase finishes when welfare support needs can be

managed by agencies and organisations as part of their business as usual service delivery.

The recovery phase may last from a few weeks up to several years, depending on the scale of the emergency and the effects it has had on community wellbeing.

As with the response phase, recovery recognises that for some people, needs may not become apparent until some time after the emergency.

FOCUS AREAS – WELFARE SUPPORT

Navigators – People affected by an emergency may not know where to turn to for help, particularly when they have been affected by multiple impacts. Navigators can be used to bridge these gaps and to help point people in the right direction to be able to help themselves.

Social recovery – Impacts in the social environment are often difficult to measure and can be difficult to identify and describe. Effective social recovery is critical to recovery in all aspects of a community.

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Social recovery – Impacts in the social environment are often difficult to measure and can be difficult to identify and describe. Effective social recovery is critical to recovery in all aspects of a community.

Supporting information: More information on the navigator role is provided in Appendix 10 – Navigators – Role, Responsibilities and Funding. The NTCDEM Group Welfare Plan describes welfare arrangements in both the response and recovery phases.

Task Groups

The Recovery Manager will work with Task Groups to implement the recovery. As shown in Figure 1 Template Structure for the Group Recovery Office and Task Groups, these groups include agencies and representatives with the authority to initiate, fund, and implement recovery priorities.

Core staff requirements and environment components are listed in Table 2.

Recovery Function	<ul style="list-style-type: none">• Recovery Manager• Public Information Manager• Administration Officer	<ul style="list-style-type: none">• Planning/Reporting Officer• Financial Officer• Other staff as required
Task Groups	Subtask Groups (as required)	
Built Environment	<ul style="list-style-type: none">• Residential housing• Commercial/industrial property• Public buildings and assets	<ul style="list-style-type: none">• Rural farmland, including animal welfare• Lifeline utilities
Economic Environment	<ul style="list-style-type: none">• Individuals• Businesses	<ul style="list-style-type: none">• Infrastructure• Government
Natural Environment	<ul style="list-style-type: none">• Natural resources• Waste/pollution	<ul style="list-style-type: none">• Amenity values• Biodiversity and ecosystems
Social Environment	<ul style="list-style-type: none">• Welfare advisory• Health	<ul style="list-style-type: none">• Safety and wellbeing• Education

Iwi and rural representatives will be engaged across all environments, as required.

Table 2 - Core staff requirements and environmental components.

The Recovery Manager will be responsible for:

- forming any Task Groups/Subtask Groups
- appointing chairpersons and any other office holders who might be required
- extending or terminating the mandate of any office holder or Task Group/Subtask Group
- providing administrative support via the Recovery Office.

These Task Groups will advocate for and provide advice to the Recovery Office on the needs of specific sectors over the four pou. Task Groups may comprise of advisors and liaison personnel from lifeline utilities, government departments, community groups, the insurance industry, health agencies, iwi and any other appropriate organisations. Their role is to provide well-informed multi-agency input into management decisions and assist the Group Recovery Manager.

Once formed, Task Groups (and any Subtask Groups) will meet regularly to share information

and resources. Progress reports will be provided to all agencies including media.

It is important that Task Group members who are representatives of organisations:

- have full authority from their organisation to make decisions
- are able to attend meetings at times which are suitable for community representatives who may be personally involved in recovering from the emergency
- are understanding of others' priorities
- are able to provide a full update of developments within their organisation and contribute to the overall assessment
- have an Alternate who is able to attend and make decisions in the absence of the primary representative.

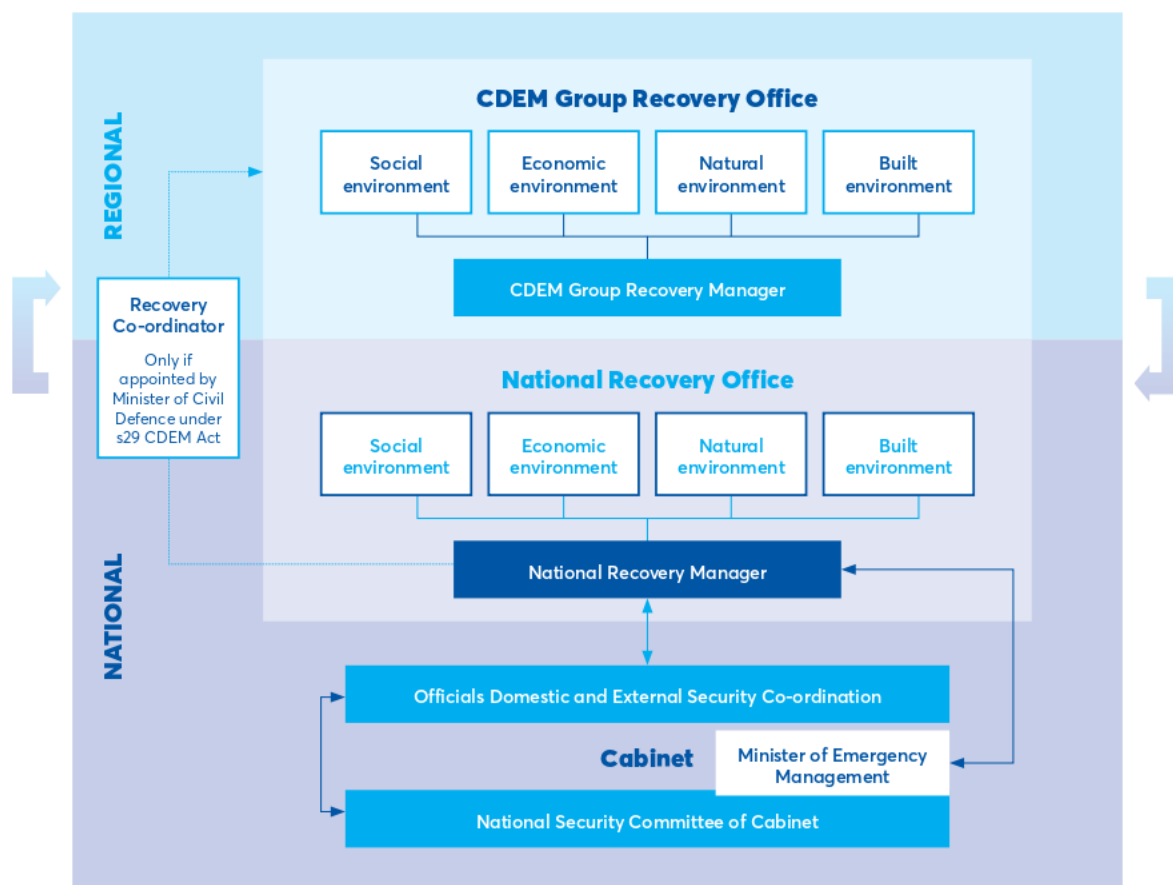
Supporting information: Appendix 4 – Task Groups: Terms of Reference, Tasks and Outcomes.

Scaling up the Recovery Model

In some cases, recovery may need to be escalated to the national level. The National Civil Defence Emergency Management Plan 2015 sets out the roles and responsibilities of

everyone involved in reducing risks, preparing for, responding to, and recovering from emergencies. This includes central and local government, lifeline utilities, emergency services and non-government organisations.

Figure 2 - Recovery activity at Regional and National level



Supporting information: The process to implement recovery activity at a national level is outlined in Section 32.7 of the Guide to the National CDEM Plan 2015 – <https://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-civil-defence-emergency-management-plan-and-guide/>

PREPARATION FOR RECOVERY

Council planning

Tasman District Council and Nelson City Council work on risk reduction by identifying hazards and options to address them, these include: river flooding, fault rupture, liquefaction, coastal hazards, slope instability, drought and fire.

The councils also need to consider any new information about risks as it becomes available, to further develop and improve the resilience of their communities.

Measures to reduce exposure to risk (including controls on the location and design of development) are implemented through resource management plans. Hazard risk may also be decreased through built structures such as stop banks or sea walls, as well as more natural options such as flood plain/wetland restoration, beach replenishment, or dune building and rehabilitation.

These initiatives are complemented by the work of the NTCDEM Group's Reduction Committee which, among other things plans for the protection and reinstatement of lifeline utilities (such as key roads and water supply networks).

In the early stages of recovery there will be a skeleton group of people from the CIMS functions including Welfare, Planning and Logistics. They will be able to hand over to the Recovery Office once it is up and running. Provision of staff to cover the roles for a sufficient period could be co-ordinated and monitored by the Recovery Manager's Personal Assistant.

Community engagement

Community engagement for recovery involves:

- building relationships with key stakeholder groups, partners and agencies within the community
- working within existing community organisations and structures
- having clear processes detailed in Memoranda of Understandings, that have been developed with local community response groups.

Continuity planning for businesses and community organisations

Every business and community organisation needs to have a business continuity plan. These plans are particularly important for essential lifeline organisations and for providers of fast-moving consumer goods (mainly supermarkets) which form a critical part of the response and recovery effort following an emergency.

Business continuity planning is often ignored or poorly resourced by businesses. The risks of emergency events on their ability to function, and the impact on their long term viability, is not always well understood. All businesses need to be encouraged to undertake realistic and ongoing business continuity planning to manage the risks associated with emergency events. The Nelson Tasman Chamber of Commerce and other business associations have a key role in promoting business continuity planning. Likewise, community hubs (such as Volunteer Nelson) may be able to help community organisations to develop business continuity plans.

Supporting information: The Ministry of Business, Innovation and Employment (MBIE) has helpful guidance and templates to assist any small organisation through the process – <https://www.business.govt.nz/risks-and-operations/planning-for-the-unexpected-bcp/continuity-and-contingency-planning/>

Public Information and Communication

The NTCDEM Group's Public Education and Public Information Committee (PEPI) is chaired by the Group's Public Information Manager. The PEPI Committee leads actions to:

- engage the public in the reduction of hazards
- co-ordinate arrangements for the delivery of programmes with the relevant agencies
- promote awareness and understanding of hazards, warning mechanisms and engagement in preparatory activities
- develop understanding and knowledge of what to do before, during and after an emergency
- encourage participation in rebuilding, restoring and enhancing communities.

It is essential that the Public Information Management (PIM) function continues beyond the response and into the recovery phase.

Community Response Planning and Recovery Preparedness

Community Response Planning and Recovery Preparedness includes:

- communities and individuals having basic survival packs, skills and support systems in place
- groups (such as Neighbourhood Support or special interest groups) being prepared to provide support within their community
- organisations such as Rotary, Lions, and many other community support organisations using their skills and networks to contribute to the response and recovery in whatever way they can
- a communications plan that lists key individuals, their roles and means of communication. This must be provided to the CDEM Group to allow efficient communications when an event happens.

In addition, smaller population centres often have local CDEM arrangements, including designated facilities for co-ordinating the response and providing welfare services. These facilities may also provide a one-stop-shop for information during the recovery phase. In many rural areas and smaller centres, readiness and response at the local level is supported by Community Response Plans (CRPs). The most significant and active CRP groups in the Nelson–Tasman region are based around the local Emergency Operations Centres (LEOCs) in Takaka, St Arnaud and Murchison.

Building and Maintaining Capability

By the time communities and organisations get to the recovery phase, they will have been through a response that could have been physically and emotionally demanding. The recovery may seem like a lengthy and discouraging anti-climax following the main event.

Very few organisations will have the capacity to keep people and resources in reserve during the response with the intention of having them focus on the recovery. Allocating resources to the recovery may also be more difficult by organisations wanting to enact their business continuity plans, and the need to get back to 'business as usual' as soon as possible.

Depending on the intensity of effort required by key staff in the response stage, provision could be made in the recovery plan for an 'evolution phase' to enable these staff to gradually move into recovery functions. Taking up the new roles on a staggered basis would allow key staff to refresh before building momentum on the recovery effort.

Organisations need to identify their required recovery roles during the readiness phase, appoint people to these roles and provide appropriate training. Both councils invest in training staff for the recovery phase, the inclusion of recovery scenarios in NTCDEM training exercises help develop the skills and processes that will be essential during a recovery operation.

Stakeholder Engagement

Recovery planning and relationship building is needed long before emergency events occur. Establishing good relationships between NTCDEM staff, iwi, the councils and key agencies

is essential for a well-functioning recovery process. Prioritising training, community engagement and preparing for recovery provides the opportunity for these relationships to develop and strengthen.

A stakeholder engagement framework will enable the Recovery Office to understand the levels of engagement that are needed to build the relationships before an event. Understanding the community beforehand will enable the Recovery Office to know who the key groups are. The engagement levels described below identify where key stakeholders, partners, agencies, and community groups fit within the structure:

Level 1 – Decision makers – Coordinated Executive Group (CEG), CDEM Group

Level 2 – Consultation group – Recovery Committee

Level 3 – Implementors – Recovery Working Group

Level 4 – Information Only – Response Group Partners

These levels define the frequency and method of engagement.

The Recovery Portfolio Holder (Emergency Management Officer within the Emergency Management Office) sits on the following committees to ensure each committee has a good understanding of recovery:

- Welfare Coordination Group - WCG
- Welfare Operational Team – WOT
- Rural Advisory Group – RAG
- Lifelines
- Reduction.

It is a key responsibility of appointed Recovery Managers to have established functional relationships with relevant staff from other agencies, local CDEM Groups and the National Emergency Management Agency (NEMA) well before the recovery phase. The Group Recovery Manager needs to have established relationships with many other groups, including though not limited to, before a recovery process begins:

- Joint Committee / CDEM Group
- Co-ordinating Executive Group
- Iwi
- Recovery Task Groups
- Local Recovery Managers
- Group and Local Controllers
- Group and Local Welfare Managers
- Group Public Information Manager
- Group Emergency Management Office staff
- Emergency service providers
- Lifeline Utilities
- Key council staff
- Group Recovery Managers in other areas, particularly adjacent regions
- Government agencies
- National Emergency Management Agency (NEMA)
- Public Information team
- Ministry for Primary Industries (MPI)
- Ministry of Business, Innovation & Employment (MBIE)
- Ministry of Social Development (MSD).

Where these relationships have not been established, priority must be given to doing so.

TRANSITION FROM RESPONSE TO RECOVERY

The NTCDEM Group Plan 2018 makes it clear that the Recovery Manager will be involved in an emergency event from the beginning of the response phase. This allows the Recovery Manager to become familiar with the situation, liaise with the Controller as required, and make the necessary preparations for a smooth transfer from the response to the recovery phase of an emergency event, including the preparation of a 'Transition Notice'.

Supporting information: Page 80 of the NTCDEM Group Plan outlines how the NTCDEM Group, with the Group Controller and the Recovery Manager, will execute a formal acknowledgement of the transfer of control and accountability.

Local or National Transition Periods

The CDEM Amendment Act 2016 has introduced the option of giving notice of a local transition period to assist the recovery phase following an emergency event. This mechanism provides the Recovery Manager with access to specified emergency powers during a defined period of time in order to support recovery, with oversight from the NTCDEM Group.

Powers Available During the Transition Period

Transitional powers are available to Recovery Managers during a transition period it can be demonstrated that it is:

- in the public interest; and
- necessary or desirable to ensure a timely and effective recovery; and
- proportionate in the circumstances.

Available powers during a transition period include:

- providing for the conservation and supply of food, fuel and other essential supplies
- disseminating information and advice to the public
- carrying out the following activities:
 - works
 - clearing roads and other public places
 - examining and marking any property, animal or any other thing
 - removing or disposing of, or securing or otherwise making safe, dangerous structures and material, wherever they may be.

Recovery Managers must report on their use of these powers to the Director of NEMA and to the NTCDEM Group at the earliest opportunity.

Supporting information: Powers in relation to transition periods are outlined in Part 5B of the CDEM Amendment Act 2016.

GROUP RECOVERY ACTION PLAN

The Group Recovery Manager is responsible for developing, maintaining and publicising the Group Recovery Action Plan for a specific event. The action plan will clearly identify the specific priorities, and the activities and outcomes required to achieve these priorities, at the time the plan is developed.

The initial Group Recovery Action Plan will be developed as part of the transition from response to recovery and will be approved by the Recovery Committee as part of the process of approving the transition. All those contributing to the recovery (including the NTCDEM Group Recovery Office staff, agencies and organisations involved in the Task Groups) should be briefed and be aware of the Recovery Action Plan content before the transition to recovery is made.

The Group Recovery Action Plan will be updated and communicated whenever there is a shift in recovery priorities, activities or outcomes. The following are the core elements that need to be included in a Recovery Action Plan (each one is discussed on the following pages):

- 1. Governance**
- 2. Response activities**
- 3. Impact assessment of the four environments**
- 4. Community engagement**
- 5. Public information management**
- 6. Management of information**
- 7. Reporting**
- 8. Financial considerations**
- 9. Legislative considerations**
- 10. Links to reduction**

Supporting information: Appendix 8 – Recovery Action Plan Templates.

1. Governance

Governance options to be considered include:

- the full NTCDEM Group retaining oversight; or
- an existing Committee taking on the role; or
- formation of a special-purpose recovery committee (as shown in the diagram in the Recovery Structure section of this Plan); or
- delegation to individual agencies.

The NTCDEM Group will give consideration to the following matters:

- actions required, and powers sought, under a transition notice for the Recovery Manager
- special legislation to vary processes to aid speedy recovery activity
- recommendations to amend Council Long Term Plans and to create new Plans (where an Asset or Activity Management Plan has not provided for the actions needed to respond/recover from an event; it may be necessary to recommend an amendment to cover such things e.g. moving funding from an infrastructure project which is no longer necessary to a recovery project)
- implications for the councils' Long Term Plans, and their funding and financial policies
- the priority of all service delivery activities, including ceasing or suspending discretionary outputs, based on the recommendations of the Group Recovery Manager
- the consequences of other statutory obligations, including but not limited to the Hazardous Substances & New Organisms Act 1996 and the Fire and Emergency New Zealand Act 2017.

2. Response activities

It is important that the Group Controller consults with the Group Recovery Manager throughout the response phase, and that they jointly consider the recovery implications of response activities for the recovery phase. Where possible, the statutory powers of the Group Controller should be used to help facilitate the recovery.

It is also essential that members of the Recovery Office take a close interest in response actions and assess the positive and negative impacts of these actions on the built, social, natural and economic environments (pou). These impacts will then be factored in to the recovery action planning process (and included in the Recovery Action Plan where appropriate).

3. Impact assessment of the four environments

Assessing the impacts of an emergency event on individuals, the community, the physical infrastructure and the environment provides a sound basis for prioritising needs and targeting resources.

Impact and needs assessments are carried out throughout the response phase and carry over into recovery. The level of detail and requirements for impact assessment may change from the response phase to recovery phase. Response focuses on the rapid and immediate assessment of impacts, preservation of life, welfare and infrastructure needs. In comparison, recovery requires more detailed assessments of needs including short-term and medium-term social and infrastructure needs, and long-term economic and risk reduction needs.

Group Controllers are expected to lead the rapid impact assessment process as part of the response, while liaising with the Group Recovery Manager on longer-term requirements. The Group Recovery Manager will be aware of impact assessments during the response phase, and provide guidance on the design and management of impact assessments in relation to recovery.

Impact assessments will focus on each of the four different environments and will be regularly updated to highlight the areas of greatest risk to the recovery of the community, particularly where there is potential for a re-escalation to a state of emergency, or where additional effort or resourcing might be required.

Accurate assessment is a vital element of the recovery planning process. The use of a standard methodology means that information obtained as part of the assessment can be compared with data collected during previous assessments. Assessments are also an important first step in the action planning cycle, shown below:

- **assessment** – gaining an understanding of a situation in order to identify the problems, their sources and consequences
- **recovery planning/programming** – organising tasks, actions and timelines
- **implementation** – taking action to assist the affected population
- **monitoring** – continuously observing and recording progress
- **review** – comprehensively examining progress (this review is carried out by a member of the operational management team)
- **evaluation** – examining recovery operations, including their design, implementation and impact in an independent, objective and thorough way. The findings of the monitoring, review and evaluation processes are used to inform and update the assessment of impacts and unmet needs.

Indicators provide a simple and reliable basis for assessing achievement, change or performance. The indicator approach reduces the need for lengthy interviews, avoids assessment and in turn fatigue. Council staff are available to assist with identifying meaningful indicators to monitor progress.

The focus for each environment's impact and needs assessment will consider the following matters.

SOCIAL ENVIRONMENT

- The locations and estimates of numbers of people who are directly affected (and indirectly affected, where possible), the nature of the impact, and estimates of vulnerabilities and future needs.
- Identification of unmet needs for food, shelter, essential items such as blankets or water containers, medical care, safe drinking water, wastewater and solid waste disposal, and psychosocial support³.
- The current nature, capability and location of welfare agency resources.
- Community social support processes (both existing and emergency processes) and the organisations and facilities which have been activated.
- Any additional resources and services that might be required.

ECONOMIC ENVIRONMENT

- A summary of what information is currently available about affected businesses and business activities, and the nature of the impact.
- Strategic analysis and potential direction for economic recovery.
- Available resources and any additional resource requirements.

NATURAL ENVIRONMENT

- Known and anticipated environmental impacts.
- Short to long-term implications for businesses and community activities.
- Potential impacts on land use planning and/or amenities during the recovery.
- Any additional resources needed.

BUILT ENVIRONMENT

- Identification of areas that are no longer suitable for development.

- An outline of impacted roads and infrastructure, identifying those that are likely to remain affected by the emergency event for some time, and the subsequent impact on communities.
- Evaluation of rural impacts, vulnerabilities and needs.
- Identification of the most urgent priorities to ensure ongoing recovery operations.
- Any additional resources needed.

Supporting information: The National Emergency Management Agency (NEMA) provides guidelines and templates for rapid impact assessment (<https://www.civildefence.govt.nz/dem-sector/guidelines/rapid-impact-assessment/>) as well as comprehensive forms, including impact report forms, initial damage assessment forms, and initial situation overview forms. The information gathered through these forms will be integrated into electronic information management systems. It will be held electronically, and backed up in hard copy across CDEM Groups.

4. Community engagement

The process of engagement with communities is critical to the success of the recovery, both before and during the recovery phase. An engaged community will be prepared, resilient and better able to recover from an emergency event.

The Public Information Management function will be used to achieve timely, consistent and relevant communication with the community. However, all parties involved in the recovery effort need to pre-plan how they will facilitate community engagement and consultation so that it can occur as quickly and meaningfully as possible.

Effective community engagement will only be possible when the basic welfare needs of the affected communities have been met. In an ideal situation, relationships with the communities will be established before a response. When the recovery is underway, engagement with the community will be based on the following principles:

- communication will be early, clear and constructive

³ Psychosocial – involving both psychological and social aspects, relating social conditions to mental wellbeing. Following an emergency, it refers to a process of facilitating resilience within individuals, families and communities that enables them to bounce back from the impact of crisis and helping them to cope better with such events in the future. Psychosocial support promotes the restoration of social cohesion and social infrastructure in the post-emergency environment.

- a community development approach, allowing the community to participate in solutions
- a consultative approach will be taken, with views listened to and considered as part of the process
- using existing community organisations and structures in engagement and implementation processes
- where appropriate resourcing representatives of the wider community into recovery planning
- developing memoranda of understanding with local community groups
- establishing strategies to unite the community behind the agreed objectives
- informing people about what they could do for themselves, each other, and/or the wider community
- establishing one-stop shops for information in affected communities for advice, information and assistance
- establishing mechanisms to share information and report local initiatives
- reflecting the cultural and language diversity of the community in communications and decision making.

Supporting information: Appendix 11 – Community Engagement Checklist.

5. Public Information Management

Processes for the gathering, processing and dissemination of public information will be established in the response phase and will continue into recovery, where the focus will be on both informing, and engaging with, the community.

During the recovery phase, the Group Recovery Manager takes on the role of authoritative spokesperson. The Group Public Information Manager (PIM) is responsible for ensuring that information is current, consistent, accurate, and unambiguous, and that consistent messaging is shared between all the other agencies, partners and stakeholders and public information managers, such as emergency services, iwi, and the District Health Board. The PIM is also responsible for ensuring this information is provided in a timely way to the affected communities, all stakeholders, and the organisations involved in the recovery.

It is particularly important to ensure close co-ordination between the public statements of the Group Recovery Manager, the Governance team, and other agencies. Mayors and elected representatives will continue to play a key public role in leading and supporting the community during the recovery phase, as they do during the response to an event.

The media will be briefed by a single appointed spokesperson to provide consistent messages to the public during the recovery. Press releases will be managed through the PIM.

Sharing of information via websites and social media will also be managed through the PIM. These online platforms are an important way to inform the public, to provide answers to frequently asked questions, and to gather information needed to assist with the recovery. There may also be a need to correct any misinformation published online.

It is important that the Recovery Manager engages with and listens to affected communities. For this reason (where possible) information should be provided at face-to-face meetings where people can learn about what's happening first-hand, and have the opportunity to provide feedback. This approach enables the people who are informing the public to be responsive and accountable to the affected communities. A multi-agency approach to these meetings may be required.

The sending of periodic email newsletters directly to affected parties is another potentially effective method for briefing stakeholders.

Supporting information: Appendix 12 – Communications Guide; and NEMA's guidelines on consistent messages for all civil defence organisations and emergency services – <https://www.civildefence.govt.nz/cdem-sector/consistent-messages-for-cdem>

6. Management of information

During the response – and particularly during the preparation of the initial Group Recovery Action Plan – there will be a considerable amount of information coming into and out of the Emergency Operations Centre (EOC) that will need to be forwarded to the Group Recovery Office. Ensuring the accuracy of information, and then storing it for easy access, will be critical to the Group Recovery Action Plan. This information

will be used to identify key issues and to prioritise tasks and resources to achieve a successful recovery.

An appropriate electronic system should be used to store all relevant information collected during the response and recovery phases of an event. It is particularly important that meeting minutes record all decisions made, as well as the basis for these decisions. These minutes may also be useful for future decision making after the recovery has been completed.

In some cases, video reporting may be used to build a long-term record of the event and the aftermath, which could be useful when advocating for central government support.

The NTCDEM Group will work with the administering authority to ensure easily accessible and functional information storage systems and processes are in place which can be used during the recovery.

Reporting

The Group Recovery Manager will provide regular progress reports to the affected council or councils, the organisations undertaking the recovery operations, and affected communities.

These reports will highlight tasks that still need to be completed, as well as actions that have been progressed or completed, and any recommended amendments to the Terms of Reference.

Supporting information: NEMA's Recovery Report Template (<https://www.civildefence.govt.nz/assets/Uploads/cdem-amendment-act-2016/Factsheet-Reporting-on-use-of-transition-period-powers.pdf>) is designed to be used by Group Recovery Managers or Local Recovery Managers when providing consolidated recovery reporting to the National Emergency Management Agency (NEMA) following a major emergency event. The report provides a full summary of the impact on the four environments, including the impacts on lifeline utilities and communities, and the total economic costs.

8. Financial considerations

Financial management in the recovery phase includes the acquisition and distribution of funds, as well as accounting for these funds.

Acquisition covers all sources of recovery funding and financial assistance (income) relating to:

- existing (reassigned/reprioritised) budgets
- savings and reserves

- insurance payments
- credit facilities
- loans or debt funding
- central government financial assistance received through the recovery claim process
- grants
- domestic and foreign aid.

Distribution covers all recovery expenditure for which the NTCDEM Group members are responsible, and includes distribution of money from a Mayoral Disaster Relief Fund.

Accounting covers the processes required to record income and expenditure assigned to the recovery process, and for which NTCDEM Group members are accountable.

Financial management during the recovery phase may require:

- an emergency financial strategy – a back-up financial plan relating to rating capacity, and provisions to divert funds
- capacity to revisit the planning priorities of the two councils
- prior review and establishment of borrowing capability, including lines of credit
- use of financial reserves
- the use of any other funds provided for recovery
- management and distribution of funds from a Nelson Tasman Joint Mayoral Relief Trust Fund
- the central government recovery claim process and special policy process.

At the end of the response phase of an emergency event, responsibility for the expenditure management regime established during that phase needs to be transferred to the Group Recovery Manager.

A clear record of the authoriser of expenditure and the purpose for the expenditure will be kept by the Recovery Office to support claims for central government subsidies and repayments. The Recovery Manager must ensure all costs are properly accounted for. The Recovery Manager will also make recommendations to the NTCDEM Group about which recovery costs could reasonably be met by the Group, and which

costs could be recovered from other parties, for example from insurance or central government.

The council incurring the expenditure will make the claims for government assistance. If there are agreed NTCDEM Group costs, the NTCDEM Group will make the claim for government assistance. The NTCDEM Group may advocate for the establishment of a Mayoral Disaster Relief Fund if it becomes apparent that there will be a significant number of people suffering hardship, and more immediate relief is required.

The Group Recovery Manager will:

- work within the approved financial authorities and delegations, as approved by the Co-ordinating Executive Group and Recovery Committee
- consult with Local Recovery Managers, recovery agencies and organisations regarding the expenditure required to support local recovery activities
- where necessary, establish authority for the NTCDEM Group to meet the costs for recovery activities, and raise recovery funding-related concerns with the Recovery Committee and the Co-ordinating Executive Group (CEG)
- co-ordinate the preparation of emergency expenditure claims for Recovery Committee approval, incorporating claims from both councils
- consult with NEMA advisors with regard to claims preparation and the process for expenditure claims to central government.

Accessing Funds from Central Government

Factsheets about accessing financial support from central government cover the following matters:

- eligibility for essential infrastructure repair or rebuild following an emergency
- other response and recovery claims following an emergency event
- approval of projects to be included in essential infrastructure recovery programmes which are eligible for 60:40 funding
- 'programme betterment components' and requests for special policy financial support

- insurance cover and central government funding assistance relating to the rebuild or repair of damaged essential infrastructure (both above and below ground)
- quarterly reporting processes for significant essential infrastructure recovery programmes.

Supporting information: Government financial support factsheets – <https://www.civildefence.govt.nz/cdem-sector/guidelines/claims-factsheets/>

Mayoral Disaster Relief Fund

The Mayors of Tasman District Council and Nelson City Council may decide to activate a Mayoral Disaster Relief Fund in response to a significant emergency event. The purpose of this Fund is to manage the collection of public donations to assist families and individuals who are adversely affected by an emergency event, and who are assessed as being most in need of assistance. This Fund will be separately and independently administered by a panel and relevant meetings will usually be chaired by the Mayor who initiated the Fund.

The panel is comprised of the Mayors of Nelson City Council and Tasman District Council, one other person from each of the two councils, an iwi representative and an independent person. Monetary donations will generally be encouraged rather than donated goods and services.

Where appropriate, the Recovery Manager will assist the Panel and affected communities by:

- making the public aware of how they can donate to the fund
- making affected individuals aware of how they can apply for funds
- assisting individuals to assess their eligibility and, where appropriate, make applications for funding – which may involve assistance from a navigator
- providing administrative assistance to the Mayoral Disaster Relief Fund Panel (if requested by the Panel).

Supporting information: Appendix 12 – Communications Guide (which includes a draft media release announcing a Joint Mayoral Disaster Relief Fund).

Insurance

In any emergency event, and particularly in a major emergency event, the rebuild and recovery may be reliant on funding from insurance organisations.

Although much of the rebuild and recovery may occur at a local level and through affected communities and organisations, the Group Recovery Office may have a significant role to play in working with the insurers and the most affected members of the community. In this situation, the establishment of processes to advocate for insurance claim payments may be necessary, as this could have a significant influence on the Group Recovery Action Plan.

Both Nelson City Council and Tasman District Council have established insurance cover for infrastructure replacement or repair. Central government may also provide financial support in some instances.

9. Legislative Considerations

Where it is not possible to find a solution to a recovery need that is within the existing legislation, the Group Recovery Manager will raise this issue at the earliest opportunity with the CDEM Group Joint Committee, and the relevant affected council(s) or central government departments. It may be that an interim solution can be authorised until such time as the recovery structure is in a position to fully comply with all relevant legislation.

In some cases, there may need to be changes to legislation to help facilitate the recovery. Where this is considered necessary, the appropriate government organisations need to be informed, and the proper governance processes followed.

Task Groups include members of the councils, government departments and other relevant organisations. They will be aware of the legislation that applies to their areas of responsibility and how this might impact on specific recovery situations and needs.

10. Links to Reduction

The actions taken during recovery can provide significant opportunities to reduce the impact of future emergency events. Taking these

opportunities is likely to be a focus of the Group Recovery Action Plan.

In order to maximise these benefits, people working in the Recovery Office, the Task Groups, and for other involved organisations should consult widely to make sure all possible opportunities are identified and implemented (where appropriate, and within resourcing constraints).

Identifying opportunities for future reduction of impacts will require expert information and analysis of the changed hazard environment, as well as communication of this information in a way that is easy to understand.

Working with Volunteers

Volunteers play a significant role in any response and recovery operation, particularly after large-scale, highly publicised emergency events. Volunteer involvement needs to comply with health and safety legislation and organisational requirements. There are three types of volunteers in a CDEM context:

- **CDEM-trained volunteers** who have undergone official CDEM training (provided or facilitated by CDEM organisations, such as members of the Nelson Tasman Emergency Response Team (NZ-RT2) and Welfare volunteers)
- **Affiliated volunteers** who are members of a specific organisation, such as the Red Cross or Salvation Army, who are trained by, and accountable to, that organisation
- **Spontaneous volunteers** who are members of the general public (or groups) and who offer to help. They may have local knowledge, skills and resources that would not otherwise be available, particularly in isolated communities that might be overwhelmed in the early phases of recovery.

Volunteer labour can be a great asset to the recovery process if it is well co-ordinated. Appropriately skilled volunteers can undertake recovery activities ranging from personal support and catering through to the clearing of properties and rebuilding work. However, volunteer efforts need to be well co-ordinated to ensure that people's time is used as productively as possible, and in a safe manner for the greatest benefit of the affected community.

Spontaneous volunteers are most likely to offer their services during the response phase, but may also be involved in the recovery phase. If engaged, spontaneous volunteers will need more co-ordination than the already trained or affiliated volunteers. If these volunteers do not feel they are engaged appropriately, their enthusiasm will quickly evaporate. It is therefore essential to have a sound plan in place to make good use of volunteers.

These volunteers will need to know:

- what kind of help is needed
- where it is needed
- who to contact
- what to bring.

Ideally, volunteers should be able to access information through a single co-ordination point. Potential volunteers could be directed to an appropriate website, and all communication would be through a singular contact person. Volunteers should be registered and receive an adequate briefing on the tasks they will be undertaking, together with health and safety considerations.

Supporting information: The NEMA guidance on Volunteer Coordination provides further information on volunteer involvement in recovery efforts – <https://www.civildefence.govt.nz/cdem-sector/guidelines/volunteer-coordination-in-cdem/>

Working with Government Organisations and NGOs

When established, the Group Recovery Manager will liaise closely with the National Recovery Co-ordinator if appointed and NEMA to clarify what specific assistance may be available from various government and non-government organisations, and to identify the best use of this assistance.

A number of business as usual government programmes and funding mechanisms may also be relevant to the recovery, and may influence the way in which the recovery is managed. The recovery-related government departments, non-government agencies and other organisations within Task Groups will be best placed to access and co-ordinate the resources available (and to access further assistance at a national level where this is required).

TRANSITION BACK TO BUSINESS AS USUAL

The Group Recovery Manager is responsible for ensuring that the transition to business as usual occurs as quickly and effectively as possible. This transition needs to be carefully planned and properly managed.

A clear understanding is needed between the Group Recovery Office and business as usual authorities regarding the tasks that have been undertaken and completed by the recovery office. More importantly, the tasks that are currently underway or yet to be initiated will need to be identified.

There might not be a clear trigger to decide when the transition back to business as usual occurs. It is very unlikely that all aspects of the transition to business as usual will happen at the same time. Instead, there may be a staged process of gradually handing back the responsibility for tasks to the business as usual authorities.

It is important that business as usual organisations maintain representation in Recovery Office structures, and are actively involved in meetings, and in the planning related to their relevant Task Groups. The aim is to develop effective co-ordination between business as usual work and ongoing recovery planning and management.

A critical element of this staged transition will be keeping all parts of the community fully informed. Affected communities and individuals should know where they can go for any advice and support they need as part of their continuing recovery from the event.

Recovery Exit Strategy

An exit strategy will identify outstanding work that still needs to be completed by the

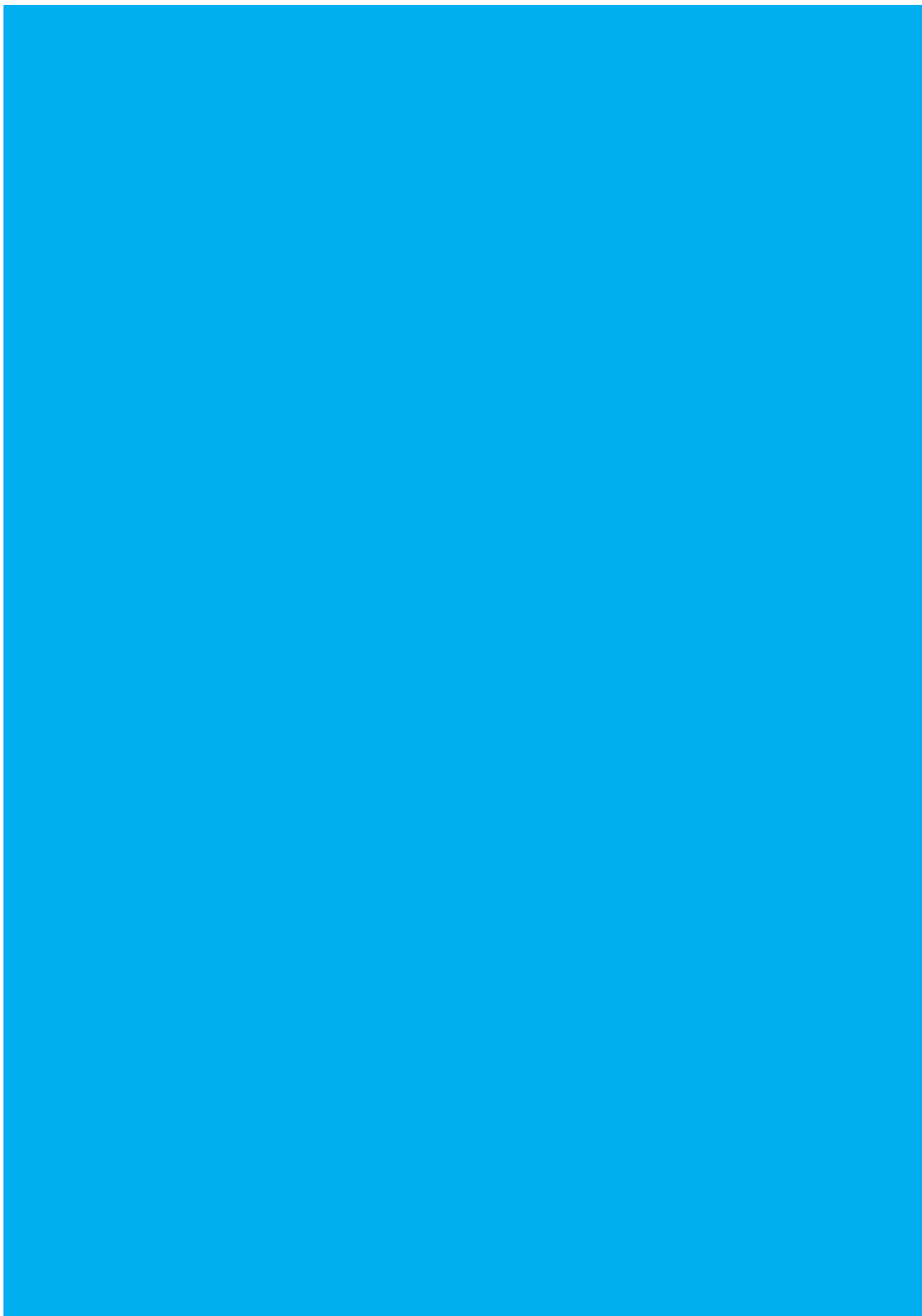
stakeholders, including local authorities. This strategy needs to ensure that:

- affected individuals, responders, customers and communities continue to be cared for at an appropriate level
- information is retained, protected and made accessible to the agencies that need it
- actions to review and learn from the emergency event are put in place
- actions to mitigate, remove, or tolerate the risks identified in the response and recovery phases have been signed off by appropriate authorities.

Organisation Debriefing of Recovery and Post-Event Reports

A well-planned debrief provides the opportunity to review and learn from significant recovery processes. Each agency should reflect on what has gone well, what the key issues were, the lessons learnt and where improvements could be made. It is important to involve all key staff in this debrief, as each person will have a unique experience of the recovery process, both personally and professionally.

Supporting information: Appendix 15 – Template – Example of a Structured Debriefing Plan/Run Sheet; and NEMA's Organisational Debriefing guide – <https://www.civildefence.govt.nz/assets/Uploads/publications/is-06-05-organisational-debriefing.pdf>



APPENDICES

The Recovery Plan Appendices are available from the NTCDEM office.

Appendix 1	Group Recovery Manager Job Description
Appendix 2	Group Recovery Manager's Terms of Reference – Template
Appendix 3	Initial Impact Assessment Template
Appendix 4	Task Groups: Terms of Reference, Tasks and Outcomes
Appendix 5	Task Group Agenda
Appendix 6	Transition Planning and Meeting Agenda
Appendix 7	Recovery Action Plan Template
Appendix 8	Group Recovery Manager Planning Tool
Appendix 9	Navigators – Role, Responsibilities and Funding
Appendix 10	Community Engagement Checklist
Appendix 11	Communications Considerations
Appendix 12	Exit Strategy
Appendix 13	Exit Strategy Checklist and Considerations
Appendix 14	Template – Example of a Structured Debriefing Plan/Run Sheet
Appendix 15	Glossary and Abbreviations
Appendix 16	Example Goals for Recovery
Appendix 17	References and Useful Links

APPENDIX 1 - GROUP RECOVERY MANAGER JOB DESCRIPTION¹

Role: Group Recovery Manager

Responsible to: The Nelson Tasman Civil Defence Emergency Management Group Joint Committee via the Coordinating Executive Group (CEG)

Purpose:

The purpose of the Group Recovery Manager role is to co-ordinate, support and lead recovery activities across the Nelson Tasman CDEM Group and ensure that:

- recovery appointments and capabilities are developed and maintained across the Group area as part of readiness, prior to emergencies
- preparation and planning for the recovery phase is considered and undertaken alongside the response to an event
- a fully operational and effective structure is in place to manage the recovery when the Joint Committee direct that the transition from response to recovery is to occur
- resources required for the recovery are identified and obtained, as and when they are needed
- effective consultation is undertaken with stakeholders throughout the recovery and that the community is engaged in all aspects of the recovery
- the public and other stakeholders are kept fully informed on matters impacting on them during the recovery
- effective reporting mechanisms are in place within the Group and to central government through NEMA throughout the recovery
- where necessary, recommendations are made to the Joint Committee on the need for a Declaration where a further event occurs or if the emergency situation deteriorates.

Attributes:

The Group Recovery Manager will ideally possess and demonstrate the following personal attributes:

- personal leadership and the ability to motivate others

- an ability to work effectively with senior executives and elected officials at local, regional and national levels
- empathy and a willingness to understand and respect others' needs
- respect for cultural diversity
- able to achieve team buy-in to the development of plans and procedures
- reliable and able to be depended on
- supports colleagues and is collaborative
- professional, and fosters professional behaviour in others
- able to see own role in relation to the wider operational context
- able to establish credibility and gain the confidence of others
- able to manage their own wellbeing in a high pressure environment
- solutions-focused when problem solving
- able to achieve and maintain a regional overview in support of local needs and local recovery processes
- self-motivated
- flexible and open to new ideas
- committed to ongoing personal and professional development
- able to reflect on their own performance, recognising their own abilities and limitations.

Competencies:

In appointing a Group Recovery Manager, the Joint Committee should ensure that the person being appointed has, or is scheduled to attend, training to gain a comprehensive working knowledge of:

- the Group Recovery Manager's role and responsibilities
- recovery concepts and structures.

Ideally the person appointed into the Group Recovery Manager's role will also have knowledge of, or know where to access information on:

- the principles of CIMS
- risk management

¹ Based on the Hawkes Bay CDEM Recovery Strategy sample job description

- CDEM terminology
- key documented arrangements, such as Memoranda of Understanding and Service Level Agreements, that are in place for an emergency situation, and in particular those in place to facilitate the recovery from that emergency
- CDEM legislation
- CDEM Group Plan and local CDEM arrangements, particularly in relation to recovery
- CDEM Controller's roles and responsibilities
- relevant response and recovery SOPs (standard operating procedures)
- hazards relevant to the Nelson Tasman Group area.

Ideally the appointed Group Recovery Manager will also have, or know how to access, the required information on the:

- Building Act (2004)
- Resource Management Act (1991)
- Local Government Act (2002)
- Health and Safety at Work Act (2015);
- Privacy Act (1993) principles
- central government crisis management arrangements
- New Zealand hazards.

Important functional relationships:

The Group Recovery Manager will be required to have effective functional relationships in place with a number of individuals, organisations and agencies. These relationships need to be established, understood and functional prior to an event if they are to be effective during a recovery.

While the specific relationships maintained during an emergency will depend on the nature and scale of the event, the following list indicates key functional relationships:

- CDEM Group Joint Committee
- Coordinating Executive Group
- Recovery Task Groups
- Local Recovery Managers
- Group and Local Controllers
- Group and Local Welfare Managers

- Group and Local Public Information Manager
- Group Emergency Management Office
- Emergency Service Providers
- Lifeline Utilities
- Unitary Authorities
- Government Agencies
- NEMA
- National Recovery Manager*
- National Recovery Office*
- National Recovery Coordinator*

*If activated.

In addition, the Group Recovery Manager will need to establish and maintain an effective relationship with leaders and people in the affected communities, and it will be critical to the success of the recovery that these people are fully engaged in relation to all aspects of the recovery as it affects them.

Locations:

During the response to an event, the Group Recovery Manager will generally be located at the Group EOC in Richmond, and will work alongside the Group Controller. This will enhance the Group Recovery Manager's knowledge of the impact of emergency and of any additional impact that response activities will have on that recovery.

The Group Recovery Manager will undertake the development of the Recovery Action Plan progressively during the response and will begin liaising with the CEG and recovery organisations and agencies prior to the transition to identify any issues they may have.

The Group Recovery Manager will also be required to attend the regular and routine meetings of the Joint Committee and Coordinating Executive Group from time to time, as well as chairing the Recovery Committee.

Key Result Areas:

The precise performance measures for this role will be subject to agreement with the Coordinating Executive Group and will be included in the Group Recovery Manager's Terms of Reference when their appointment is confirmed by the Joint Committee.

Key Tasks and Responsibilities:

Tasks and responsibilities include the following:

During readiness:

- Participate in, and provide input into the development of, Group recovery structures, recovery training and exercises.
- Provide input and support to the development and maintenance of local recovery arrangements and capability development.
- Attend ongoing recovery management training.

During response:

- Establish contact with the Group Controller, keep informed about the incident, take part in briefings, and collect and collate relevant information.
- Advise the Group Controller on matters of importance for recovery.
- Prepare an outline Recovery Action Plan prior to the termination of the state of emergency and prepare to manage the mechanism to formally hand over the transition from response to recovery.
- Establish links with Local Recovery Managers (if appointed) to consider recovery issues and co-ordination processes.

- Set up a management structure for coordinating Community and Agency involvement, which includes the identification of personnel required for specified roles.
- Establish links with central government and other agencies, including the National Recovery Manager.

During recovery:

- Manage the transition from response to recovery.
- Arrange damage and needs assessment, impact assessment and information management.
- Co-ordinate Group and Local recovery initiatives and programmes.
- Co-ordinate provision of public information.
- Lead community regeneration.
- Advocate for the implementation of reduction measures including hazard identification and, where appropriate, changes in policy or planning documents e.g. RM plan changes.
- Ensure sound financial management of the recovery phase.
- Co-ordinate reporting and debriefing.
- Implement an exit strategy.
- Liaise with National Recovery Manager or Recovery Coordinator if appointed.

APPENDIX 2 - GROUP RECOVERY MANAGER'S TERMS OF REFERENCE - TEMPLATE

The Nelson Tasman CDEM Group Joint Committee confirms the active appointment of:

(full name)

as Nelson Tasman's Civil Defence Emergency Management Group Recovery Manager. The active appointment is effective from:

(day, date, time)

And will cease at (unless amended earlier):

(day, date, time)

Where the appointee is not an employee or a member of the Nelson Tasman Civil Defence Emergency Management Group, a contract for services will be entered into between the appointee (or their employer) and Nelson City Council. This contract will provide the appointee with the same levels of indemnity, and in the same circumstances, as if they were an employee of that Council.

Where the appointee is not a person named in the Nelson Tasman Civil Defence Emergency Management Group Plan, the appointee must first be approved by a full meeting of the Nelson Tasman Civil Defence Emergency Management Group Joint Committee.

FUNCTIONS AND DUTIES

The specific duties of the Group Recovery Manager are:

- Establish an appropriate management structure for the co-ordination of recovery efforts across the Nelson Tasman Civil Defence Emergency Management Group area, consistent with the Nelson Tasman Civil Defence Emergency Management Group Plan.
- Establish an office for the co-ordination of recovery efforts in consultation with the administering authority and agencies with a primary role in recovery.

- Ensure the collection, collation, and analysis of impact assessments undertaken by agencies during the response.
- Identify and seek to resolve gaps in the impact assessment(s) if necessary.
- Plan and implement recovery options in conjunction with task groups and the affected community.
- Establish priorities for recovery works and deadlines.
- Identify whether adequate statutory or regulatory authorities exist to aid recovery.
- Consider resource requirements including equipment, facilities, personnel, and funding for the recovery management function.
- Disseminate information to agencies and the affected community or communities.
- Identify and establish systems for financial accountability of the recovery operation in line with the Civil Defence Emergency Management administering authority.
- Inform and advise the Nelson Tasman Civil Defence Emergency Management Group on a regular basis.
- Inform and advise NEMA on a regular basis.

MANAGEMENT STRUCTURE

The management structure is outlined in the NTCDEM Group Recovery Plan. The Group Recovery Manager must recognise the considerations of the day and the recovery needs across all task groups and adapt the structure accordingly.

FINANCIAL DELEGATION

Financial delegations are outlined in the NTCDEM Group Plan and in the delegations manuals of Nelson City Council and Tasman District Council.

REPORTING

The Group Recovery Manager will report to the Nelson Tasman Civil Defence Emergency Management Group Joint Committee and the Coordinating Executive Group as part of an agreed schedule or on an as required basis, providing updates and progress against the approved Group Recovery Action Plan.

APPENDIX 3 - INITIAL IMPACT ASSESSMENT TEMPLATE

NEMA rapid impact assessment guidelines and forms are available at: <https://www.civildefence.govt.nz/cdem-sector/guidelines/rapid-impact-assessment/>

An initial impact assessment form includes the following as a template:

IMPACT ASSESSMENT REPORT	
Event:	Date/time issued:
Impact report No.	
Prepared by [name/agency/function/team]:	
Overview: [cause, geographic location, main impacts and consequences, escalating or de-escalating]	
Extent of area assessed: [description and or map of area assessed attached separately with clearly defined boundaries]	

People		Number		Animals		Number		
Uninjured				Uninjured				
Injured				Injured				
Deceased				Deceased				
Displaced				Displaced				
				Stranded				
Buildings / properties								
Residential	Number		Community	Number		Commercial	Number	
Undamaged			Undamaged			Undamaged		
Minor damage			Minor damage			Minor damage		
Major damage			Major damage			Major damage		
Isolated			Isolated			Isolated		
Contaminated			Contaminated			Contaminated		
Interrupted services			Interrupted services			Interrupted services		

Lifeline utilities – including precise location and nature of damage, where known	
Roads	Minor damage
	Major damage
Rail	Minor damage
	Major damage
Bridges	Minor damage
	Major damage
Power	Minor damage
	Major damage
Fuel	Minor damage
	Major damage
Water	Minor damage
	Major damage
Telecomms	Minor damage
	Major damage
Wastewater	Minor damage
	Major damage

Priority actions	
Further assessment required:	
Locations	Type of assessment [e.g. rapid impact, structural, welfare, detailed impact assessment]

Priority actions	
Immediate needs:	
Locations	Type of need [e.g. hazard/risk reduction, search and rescue, medical support, evacuation support, shelter in place, water, sanitation, accommodation, information, security]

Detailed Impact Assessment

Detailed impact assessments will be required early in the recovery phase for significant events, and will be required throughout the recovery phase for all events. The following standards are adapted from the NEMA guidelines, and will be applied by the Nelson Tasman CDEM Group.

Impact assessments must:

- be clearly documented and transparent – so the assessment procedures can be easily followed
- be consistent and standardised – to enable meaningful comparisons
- be replicable – to enable assessments to be checked
- include a basis of economic principles – so assessed economic losses represent the real losses to the economy as accurately as possible
- have common measuring tools and standards
- allow for comparisons of impact between pre-event and over time through the response and recovery as emergency management requires
- assess both direct and indirect losses, and tangible and intangible losses.

APPENDIX 4 - TASK GROUPS: TERMS OF REFERENCE, TASKS AND OUTCOMES

The following templates are suggested terms of reference and tasks for some of the Task and Subtask Groups. They are to be adapted at the direction of the Recovery Manager according to the event recovery needs, before approval by the Recovery Manager. These templates provide a starting point for the Social/Welfare, Lifelines, Rural and Economic Task and Subtask Groups. Others can be based on the following format, if required.

SOCIAL (or WELFARE) TASK GROUP

Date of approval by Recovery Manager:

Event and date of event:

Chair: (Name, Role, Ministry of Social Development/Work and Income)

Outcome: Co-ordinated welfare and social recovery effort following the event.

Group Reports to: Recovery Manager

Terms of Reference

This Task Group has been established to advocate for and provide advice to the Recovery Office on the needs of its sector. These terms of reference are to record our mutual intentions and understanding. The objectives of this Task Group are to:

1. Co-ordinate relevant agencies to provide welfare and social services to all people in the affected communities.
2. If required, establish one-stop-shops accessible to those affected.
3. If required, establish mobile inter-agency teams, and/or establish and provide for the co-ordination of navigators to assist individuals and families in affected areas.
4. Enable the affected people and communities to return to a state of full self-management.
5. Ensure ongoing/long term support needs are met by conducting regular follow-up reviews with people who have been impacted by the emergency event.

Membership:

List here once confirmed. The Nelson Tasman CDEM Group Welfare Plan provides that, in the recovery phase, a Welfare Coordinator will be appointed.

Other potential members on the committee would be representatives (or their alternates) from: Housing NZ, Oranga Tamariki (MSD), Inland Revenue, Accident Compensation Corporation, Ministry of Education, Nelson Marlborough District Health Board, Nelson Bays Primary Health (PHO), NEMA, Emergency Management Office, iwi, Salvation Army, Red Cross, Victim Support, Citizens Advice Bureau, SPCA, Volunteer Nelson, and any other agencies relevant to achieving the group's aims.

Tasks:

The tasks that are likely to be carried out by this Task Group include the following:

- ☐ continue to provide basic needs such as shelter (temporary, medium and long-term housing), food and non-food items – clothing, bedding, medication needs, assess and deploy resources as required
- ☐ develop a plan to provide financial assistance, assess financial needs and provide for grants, relief funds, emergency payments, and insurance assistance
- ☐ develop a strategy to avoid excessive or unwanted services (home visits/surveys, etc.) by establishing multi-discipline assessment teams encompassing health, building safety, electrical and insurance, and co-ordinate their deployment
- ☐ activate mechanisms to liaise with community leaders
- ☐ provide support mechanisms to deal with trauma and stress
- ☐ provide interpreters to deal with language difficulties
- ☐ be aware of cultural implications for various groups
- ☐ establish recovery centres with other appropriate Task Groups and Subtask Groups
- ☐ liaise with the Recovery Office to re-establish primary and secondary school services
- ☐ provide healthcare
- ☐ supply public health advice and resources
- ☐ provide advice on the provision of clean water and safe food
- ☐ monitor environmental health – safety, and air and water pollution issues
- ☐ provide disease control
- ☐ offer advice on noxious or toxic substances, sanitation, refuse and cleaning, and develop a plan to address these
- ☐ collate information from inspection teams and provide clearance for reoccupation and reuse of buildings
- ☐ any other relevant tasks as agreed with the Recovery Manager.

LIFELINES SUBTASK GROUP

Date of approval by Recovery Manager:

Event and date of event:

Chair: Lifelines Co-ordinator, when appointed (specify name, role and organisation)

Outcome: Co-ordinated infrastructure recovery effort and established priorities for reconstruction/recovery of infrastructure and lifelines that consider mitigation opportunities.

Group Reports to: Recovery Manager

Terms of Reference

This Subtask Group has been established to advocate for and provide advice to the Recovery Office on the needs of its sector. These terms of reference are to record our mutual intentions and understanding. The objectives of this Subtask Group are to:

1. Co-ordinate and report on the progress being made to repair and reinstate or replace the infrastructure for lifelines in affected areas. This will include:
 - consideration of road access into, within and around the affected area(s)
 - determination of infrastructure recovery priorities
 - identification of interdependencies amongst infrastructure/utilities
 - establishing contacts between utilities and contractors
 - establishing feedback mechanisms.
2. Recommend any necessary priorities or other support required to ensure the timely completion of the recovery work and minimisation of future risks to vulnerable utilities.
3. Provide information on infrastructure matters in situation reports, media releases and reports to central government.

Note: the work of this Group might be limited to an overview of roading and stop banking repair work if the recovery follows a flood event. Other lifelines such as power or telecommunications will need to be addressed if they are disrupted by the incident/emergency event.

ECONOMIC TASK GROUP

Date of approval by Recovery Manager:

Event and date of event:

Chair: Nelson Regional Development Agency (specify name, role and organisation)

Membership:

List here once confirmed. Potential members of the subtask group will include representatives from: Tasman District Council, Nelson City Council, Waka Kotahi NZ Transport Agency (via Opus), Network Tasman, Transpower, Spark and other telecommunications providers as required, contractors, Institute of Professional Engineers, Contractors Federation, Road Transport Association and any other agencies relevant to achieving the Group's aims.

Tasks:

The tasks that are likely to be carried out by this Subtask Group include the following:

- ☐ co-ordinate the status and repair of transport systems and the restoration of other lifeline services
- ☐ evaluate extent of damage
- ☐ evaluate estimated time to restore services
- ☐ evaluate cost of damage
- ☐ address insurance issues
- ☐ work closely with the National Lifelines Co-ordinator to achieve best practical processes are in place
- ☐ work with relevant national bodies to assist the recovery process, including the Ministry of Transport and Waka Kotahi NZTA
- ☐ consider mitigation opportunities in reconstruction
- ☐ any other relevant tasks as agreed with the Recovery Manager.

Outcome: The coordinated efforts of agencies involved in the restoration of economic wellbeing in the affected area.

Group Reports to: Recovery Manager

Terms of Reference

This Task Group has been established to advocate for and provide advice to the Recovery Office on the needs of its sector. These terms of reference are to record our mutual intentions and understanding. The objectives of this Task Group are to:

1. Co-ordinate an economic impact study of the area(s) affected that identifies the impact on all sectors of the community.
2. Co-ordinate and support key agencies in determining and responding to the economic impacts.
3. Support requests to central government for financial assistance and to identify future impacts and potential areas for further assistance and planning.
4. Form sub-committees as required for affected sectors, for example assist in developing a recovery plan for the tourism sector.

Membership:

List here once confirmed. Potential members of the Task Group would include representatives from: the Nelson Regional Development Agency, Nelson Tasman Chamber of Commerce, fishing industry including the Seafood Cluster, forestry industry, Trade and Enterprise New Zealand, Ministry of Business, Innovation and Employment, NZ Insurance Council, EQC, Work and Income, Inland Revenue and any other agencies relevant to achieving the Group's aims.

Tasks:

The tasks that are likely to be carried out by this Task Group include the following:

- ☐ assess the impact on key community economic assets (large employers) and develop a plan to prioritise assistance, including essential services
- ☐ identify transport needs and advocate for the prioritisation of reconstruction activities to meet community, business and manufacturing continuance requirements
- ☐ restore banking and other financial services as soon as possible
- ☐ reopen businesses and restore community services
- ☐ set up a business assistance centre, as required
- ☐ assess employment problems
- ☐ establish a communication strategy to support local businesses that remain open
- ☐ work with the insurance sector to ensure a co-ordinated response by insurance companies and address adequacy of cover for reconstruction
- ☐ develop a fast-track insurance processing system and address insurance issues
- ☐ liaise with the recovery office to develop a strategy to maximise use of local resources during reconstruction activities
- ☐ where required, facilitate new mutual aid agreements between authorities and contracts with suppliers
- ☐ any other relevant tasks as agreed with the Recovery Manager.

APPENDIX 5 - TASK GROUP AGENDA

Establishing Task Groups, and any Subtask Groups, and identifying which organisations and individuals can contribute to the recovery process in each environment is critical to the success of the recovery effort. Many who will make a major contribution to recovery also have key roles and responsibilities in the response phase. These are people who will be aware of the key issues in their environment, to be managed by the Task Group during recovery.

Before transitioning from response to recovery, a key step for Task Group leaders is to meet with each relevant agency and organisation to identify tasks, priorities and needs. The following checklist can be used to set an agenda for initial Task Group meetings. Include some or all, as relevant:

- ☐ Summary of the event – nature, scope, impact
- ☐ Summary of current situation based on most recent situation report (sitrep)
- ☐ Summary of the response and recovery activities to date
- ☐ Summary of any outstanding and ongoing response activities or tasks, their resource requirements, and likely time frames
- ☐ Summary of any specific recovery activities initiated during the response, and their current status
- ☐ List of any recovery actions or activities identified during the response that are yet to be acted on
- ☐ Any other observations or limitations that might impact on recovery activities
- ☐ Identification of short, medium and long-term recovery priorities
- ☐ Review of any impact assessment report
- ☐ Review of any identified Recovery Action Plan responsibilities of the Task Group
- ☐ Review and confirmation of the Task Group Terms of Reference (and check whether this event requires any amendments)
- ☐ Determine which Subtask Groups might need to be activated
- ☐ Confirm stakeholder involvement
- ☐ Identify and confirm community engagement requirements and processes
- ☐ Identify issues that require collaboration with other Task Groups
- ☐ Agree future meeting dates and times

APPENDIX 6 - TRANSITION PLANNING AND MEETING AGENDA

A successful transition from response to recovery requires sound preparation. A transition planning meeting will be arranged once the decision to initiate the transition from response to recovery has been agreed by the Group Controller and Group Recovery Manager.

The essential prerequisites for a successful transition are:

- ☐ Statutory powers of the Group Controller, as detailed in the CDEM Act 2002, are no longer required to ensure the safety, security and wellbeing of the affected communities;
- ☐ The CDEM Group Joint Committee, CEG, and the two councils have returned to a state where they can again undertake the full governance responsibilities for which they were elected or appointed; and
- ☐ The affected communities are in a sufficiently safe and secure state, and their basic welfare and community health needs are being met and will continue to be met once the transition to recovery is complete.

The aim of transition planning is to ensure the smooth transition from response to recovery. All issues need to be identified, and relevant actions captured and handed over to the Group Recovery Manager for consideration when developing the initial Group Recovery Action Plan – refer to the template in Appendix 8.

The Transition Planning Meeting will be chaired by the Group Controller. Attendees will include:

- ☐ the Group Recovery Manager
- ☐ representatives from each of the authorities or agencies involved in the response
- ☐ representatives of each of the councils, agencies or supporting organisations that are already engaged in recovery activities, or are likely to be in future.

The meeting will be conducted in a discovery-based, fact-finding, collaborative manner to cover or establish the following:

- ☐ Summary of the background, nature and scope of the event
- ☐ Summary of the current situation based on the most recent situation report
- ☐ Summary of response and recovery activities to date
- ☐ Summary of any outstanding and ongoing response activities or tasks, their resource requirements and likely timeframes – particularly those related to the basic needs of affected communities, including safety, security, accommodation, food, potable water, and basic health and hygiene
- ☐ Summary of any specific recovery activities initiated during the response phase and their current status
- ☐ List of any recovery actions or activities identified during the response that are yet to be acted on
- ☐ Any other observations or limitations that might impact on recovery activities
- ☐ Identification of short, medium and long-term recovery priorities
- ☐ Any other information that those attending the meeting think is relevant or useful to the transition from response to recovery and the development of the initial Group Recovery Action Plan

APPENDIX 7 - RECOVERY ACTION PLAN TEMPLATE

A basic action plan for a more minor event could be set out as follows.

Action plan for [insert name] event:

Issue or opportunity	What is being done	Ref #	What will be done & indicative cost *LOW ** MED ***HIGH	Indicative timing	Potential partners	How we know we are achieving the goals
e.g. community resilience	Guidance by CDEM	R1	Develop a resource **	1-2 years	MSD, Whanau Ora etc.	e.g. support systems in place
etc						

A complete action plan needs to consider including the following elements.

- ☐ Event name and date
- ☐ Area(s) affected
- ☐ Recovery Manager for the event
- ☐ Date Recovery Action Plan starts
- ☐ Review date
- ☐ Date(s) identified for transition from response to recovery activity

Date for transition	Activity	Signed and dated by Group Controller and Recovery Manager

- ☐ Brief situation report

Date	Current Situation

☐ Schedule of meetings

Date	Location	Type of meeting	Agencies to attend

- ☐ Actions outstanding from response phase

Date	Outstanding actions	Identified risks	Agency responsible	Date to be completed	Date completed

Notes on outstanding actions

☐ Key short term priorities

Date	Actions	Identified risks	Lead agency	Date to be completed	Date completed

Notes

☐ Key medium term priorities

Date	Actions	Identified risks	Lead agency	Date to be completed	Date completed
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Notes

☐ Key long term priorities

Date	Actions	Identified risks	Lead agency	Date to be completed	Date completed
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Notes

☐ Exit strategy

Task	Activities	Lead agency
Identification of assistance required in the longer term		
Transition to business as usual to manage long term recovery activities		
Longer term planning and reporting		
Opportunities for communities to discuss unresolved issues and continue to participate and find solutions for recovery		
Changes to organisational arrangements including the need for subcommittees and contact lists		
Learning from the event – debrief and review		
Notes		

Timeline for transition from response to recovery activities:

Date to be completed	Activities and tasks	Owner	Date completed
	e.g. handover from Response Controller to Recovery Manager		
	e.g. appoint key posts for recovery structure		
	e.g. Commence detailed impact assessment		

Schedule of meetings:

Date	Location	Meeting type	Other agencies to attend
		e.g. Initial Response Controller and Recovery Manager	

Signed and dated by Controller, Recovery Manager

APPENDIX 8 - GROUP RECOVERY MANAGER PLANNING TOOL²

Past experience, particularly from the Christchurch events, has highlighted that there will be significant challenges that will need to be addressed during a recovery operation. These challenges are influenced, and in some cases created, by factors such as:

- the role that central government takes up in leading or influencing the recovery
- the effectiveness of local government in providing leadership, guidance and oversight of the recovery

- the willingness of those in the affected areas to be involved in the recovery and the level at which this involvement is allowed to occur.

Some of the challenges that the Group Recovery Manager, and the agencies and organisations involved in managing the recovery are likely to face, and a checklist of points that might help in managing in these areas are listed in the following table.

CHALLENGE / RISK	MITIGATION / CONTROLS
Transition between response and recovery	<input type="checkbox"/> Become familiar with recovery challenges by working with the Group Controller from Day One. <input type="checkbox"/> Hold transition planning meeting. <input type="checkbox"/> Where possible utilise the Controller's powers to facilitate the recovery. <input type="checkbox"/> Prepare Group Recovery Action Plan. <input type="checkbox"/> Gain Joint Committee approval. <input type="checkbox"/> Clear Terms of Reference from Joint Committee. <input type="checkbox"/> Communicate transition detail far and wide.
Short policy window (putting into place new policy that will allow the recovery to achieve a positive future)	<input type="checkbox"/> Identify any legislation blocking or impeding the recovery and introduce changes that facilitate a full recovery while keeping the community safe. <input type="checkbox"/> Develop and introduce policy and processes that will mitigate future risks and improve community resilience. <input type="checkbox"/> Where necessary, undertake 'greenfields' planning with the affected communities and identify opportunities to improve the environment to achieve a quality future.
Maintaining community engagement and communication (everyone is informed, involved, engaged and not forgotten)	<input type="checkbox"/> Public information management function resourced in group structure. <input type="checkbox"/> Communications system activated. <input type="checkbox"/> Best practice approach to community engagement used. <input type="checkbox"/> Ongoing media coverage for the recovery. <input type="checkbox"/> The recovery organisation is seen to be consultative, responsive, responsible and accountable within the affected communities. <input type="checkbox"/> Flexibility to adapt. <input type="checkbox"/> Relationships are strong to enable people to adapt together.

² Based on the Hawkes Bay Recovery approach

CHALLENGE / RISK	MITIGATION / CONTROLS
Complexity and long term process <i>(keeping the whole community and stakeholders interested and engaged in the recovery)</i>	<input type="checkbox"/> Keep all stakeholders and the affected communities fully informed about the progress of the recovery, what still has to be done, and likely time lines for ongoing work. <input type="checkbox"/> Keep all informed of any delays in the recovery and what is being done to overcome these delays. <input type="checkbox"/> Continually reassess affected community needs and priorities to see if these are changed by complexity and time lines. <input type="checkbox"/> Identify and consider alternatives where a decision is contributing to the complexity or a delay. <input type="checkbox"/> Consider policy changes where current policy creates complexity or a delay.
Competing priorities and needs <i>(priorities and needs will often exceed available resources and be in conflict)</i>	<input type="checkbox"/> Meet regularly with affected communities to understand their needs and priorities, to identify concerns, and to answer questions. <input type="checkbox"/> Meet regularly with Task Groups and Local Recovery Managers to identify and set key priorities. <input type="checkbox"/> Group Recovery Action Plan reflects agreed priorities and drives action. <input type="checkbox"/> Group Recovery Action Plan communicated widely.
Coordination and integration across stakeholders <i>(everyone moving forward together with the same understanding)</i>	<input type="checkbox"/> Stakeholders represented on Task Groups. <input type="checkbox"/> Task Group Chairs and Group Recovery Manager communicate regularly. <input type="checkbox"/> Stakeholder needs fed into Group Recovery Action Plan. <input type="checkbox"/> Group Recovery Action Plan communicated widely.
Struggle to collect and collate complete and accurate information <i>(good quality information is essential to good decision making)</i>	<input type="checkbox"/> Robust information management systems. <input type="checkbox"/> Good channels allowing communities to communicate issues and updates. <input type="checkbox"/> Regular Task Group meetings. <input type="checkbox"/> Timely Task Group reporting.
Tyranny of the urgent – the need for swift action that allows for community input <i>(balancing making progress while taking the community with you and providing for community-led solutions)</i>	<input type="checkbox"/> Decision making criteria clearly identified and understood. <input type="checkbox"/> Wherever possible, community input will be sought on decisions that affect that community. <input type="checkbox"/> Where an urgent response is necessary for the safety or security of the affected community, this will be advised, and where possible or necessary, this will be consulted on and adjusted as time and circumstance allows.
Tension between top down and bottom up decision making <i>(priorities of governance may differ from those of the affected communities)</i>	<input type="checkbox"/> Consult widely and seek input from all stakeholders and experts. <input type="checkbox"/> Ensure effective and meaningful community engagement. <input type="checkbox"/> Focus on values and objectives when making decisions. <input type="checkbox"/> Communicate effectively and widely on decisions. <input type="checkbox"/> Accept responsibility and be open, transparent and accountable.

CHALLENGE / RISK	MITIGATION / CONTROLS
Insurance led <i>(a lot of the recovery will be dependent on insurance funding before recovery work can be started)</i>	<input type="checkbox"/> Ensure there are insurance representatives on the Economic Environment Task Group. <input type="checkbox"/> Public information around support pathways available to individuals, groups and businesses dealing with insurance. <input type="checkbox"/> Regular meetings with representatives of the insurance industry to keep them fully informed of the effects of the event and the recovery, to gain their input to problems, and to gain their buy-in to solutions.
Financial constraints <i>(there will never be enough money to complete all of the activities that the recovery structure wants to do)</i>	<input type="checkbox"/> Finances to be approved and allocated by the Joint Committee against an approved Recovery Action Plan and budget. <input type="checkbox"/> Financial allocations to be amended by the Joint Committee as recovery requirements and expectations are changed in the Recovery Action Plan. <input type="checkbox"/> All forms of funding to be investigated and sought to meet recovery needs, including Government funding. <input type="checkbox"/> The financial management system of the administering authority (one or both of the councils) will be used to record and monitor expenditure on recovery activities. <input type="checkbox"/> The Mayoral Disaster Relief Fund will be used to receive public donations and to make disbursements to organisations and individuals as approved by the Trust responsible for administering the Fund. <input type="checkbox"/> Public to be informed and assisted in making applications to the Mayoral Disaster Relief Fund.
Legislative constraints <i>(the recovery must comply with legislation or find a solution where it can't)</i>	<input type="checkbox"/> Seek sound advice from experts on the impact of legislative constraints on the recovery process. <input type="checkbox"/> Where legislation cannot be met and is adversely impacting the progress of the recovery the Joint Committee will look at a temporary fix or seek to amend the legislation. <input type="checkbox"/> Factor constraints into recovery planning and communicate them to manage expectations.
Transition to business as usual <i>(moving seamlessly to business as usual when the responsible organisations are in a place to do so)</i>	<input type="checkbox"/> Joint Committee to approve transfer of any responsibilities from the recovery structure back to the business as usual structure. <input type="checkbox"/> Responsibilities are best transferred when the business as usual structure has the resources and capability to manage this. <input type="checkbox"/> To ensure clarity, the business as usual structures must be represented on Task Groups where they are managing aspects that impact on the recovery. <input type="checkbox"/> Full and final transition will occur as directed by the Joint Committee approved Exit Strategy.

APPENDIX 9 - NAVIGATORS ROLE, RESPONSIBILITIES AND FUNDING

Navigators offer a wide-ranging service to people whose homes are affected as a result of an emergency event. They will develop a comprehensive recovery plan for affected people in collaboration with them, based on the most up to date information, to enable them as a whānau to make informed decisions about their future direction. Navigators have been involved in supporting the recovery efforts in several recent CDEM events, including the 2016 Earthquake that affected North Canterbury, Kaikoura and Marlborough. They have also been of assistance to members of the public in Nelson/Tasman following Cyclones Fehi and Gita in early 2018.

Following the 2016 Earthquake, up to 10 Navigators have been helping people connect with the services they need across the three affected districts. Some were funded by the District Health Boards (DHBs), some through Whānau Ora services and others through Lotteries allocations.

As at the end of September 2017, navigators in Kaikōura and Hurunui had registered 291 households, of which 80 were resolved and 205

were still active. All navigators are centrally co-ordinated and supported with the aim of ensuring consistency of service, effective workload distribution, collegial support and the collection of accurate data on which decisions for future planning can be based.

The four top presenting issues for registered households have been: financial hardship, waiting for insurance scopes of work, needing independent insurance advice, and living in uninsured damaged homes.

In Marlborough, Te Piki Health Navigator visited 95% of the homes in the wider Seddon area and found winter warming and insurance matters to be key issues.

In late 2018/early 2019 NEMA funded the Bay of Plenty CDEM Group to interview relevant staff across the country, to better define the navigator role. The aim was to determine lessons learnt and best practice in this field, in order to produce guidelines for Recovery Managers. For more details, contact Craig Morris, and Justin/Andrea at Bay of Plenty CDEM, phone 0800 884 880.

APPENDIX 10 - COMMUNITY ENGAGEMENT CHECKLIST

The process of engagement with communities is critical to the recovery, both before and during recovery. An engaged community will be prepared and resilient and better able to absorb the effects of a disaster thereby reducing the impacts of an event and aiding a quicker recovery.

NEMA guidance includes the following templates and guidelines:

- Activity A: Profile the community – bpg-04-10-activity-a-profile-community.pdf (civildefence.govt.nz)
- Activity B: Identify a community to engage – bpg-04-10-activity-b-identify-community.pdf (civildefence.govt.nz)
- Template A: Engagement action plan – bpg-04-10-template-a-engagement-plan.pdf (civildefence.govt.nz)
- Template B: Engagement activity planning – bpg-04-10-template-b-engagement-activity.pdf (civildefence.govt.nz)
- Evaluation checklist 1: Checklist for engagement activities – bpg-04-10-evaluation-checklist-1.pdf (civildefence.govt.nz)
- Evaluation checklist 2: Evaluation of the engagement programme – bpg-04-10-evaluation-checklist-2.pdf (civildefence.govt.nz)

These will be available electronically across the NTCDEM's regional structure, and backed up in hard copy to enable engagement planning for recovery to begin as promptly as possible following an event.

The following principles³ should be considered when involving communities in the development of plans or programmes for recovery:

- **Kōrero kanohi ki te kanohi, tētahi ki tētahi** – recognising the importance of face-to-face engagement and relationship building
- **Inclusivity** – recognising a diversity of community members who should have opportunities to engage
- **Accessibility** – the provision of a diverse range of opportunities for participating should be

encouraged using, where possible, community and neighbourhood hubs and existing social networks

- **Local empathy** – recognising the circumstances the community is facing when developing and undertaking engagement
- **Continuity** – recognising engagement will likely involve an ongoing dialogue
- **Efficiency** – engagement processes need to be efficient and timely, while recognising timeframes for plan and programme development along with the time needed to ensure effective communication
- **Influence** – engagement opportunities are genuine and have the ability to influence decisions
- **Transparency** – openness, transparency and sharing of information. Consideration should also be given to how engagement processes will be resourced and evaluated.

Group and local recovery managers need to identify and work closely with pre-existing community networks such as those developed through government departments, NGOs, iwi, church groups, organisations such as Rotary or Lions, and locally organised groups such as Neighbourhood Support.

It is also important to remember that effective community engagement in the recovery will not be possible until the basic welfare needs of the affected communities have been met. Addressing the immediate needs of individuals, families and communities in relation to safety, security, food, potable water, shelter, basic hygiene and health needs will be a focus in the response, but meeting these needs will also be ongoing and will require appropriate focus and prioritisation in the recovery. The following options provide some ideas that will be useful in guiding how the community might be fully and effectively engaged in the recovery.

³ Based on Environment Bay of Plenty approach

Know the community	
What	How
What do we know about our communities? What don't we know and how can we find out more?	<ul style="list-style-type: none"> Reference risk profile for the social environment, seek advice from organisations and CDEM people working in the community Use council and agency contacts to help build a picture of our communities.
Identify communities of interest to engage with	
Identify people and organisations that have an interest in the focus of the engagement	Build on existing contacts, networks, services and projects which connect people, through:
Identify existing groups and networks	<ul style="list-style-type: none"> Government departments such as MSD Agencies Iwi, marae, mātā waka groups Council staff NGOs such as Red Cross, Meals on Wheels, Plunket etc. Churches Schools, childcare facilities Business networks Clubs and organisations such as Rotary and Lions Other groups such as Neighbourhood Support
Identify vulnerable groups	
Identify community leaders within the community, either those who lead community groups or are known and respected	
Are there barriers to involvement? How do we overcome them?	Use networks, distributed radios and noticeboards to reach isolated communities, and identify resources to help communicate with people with disabilities.
Develop engagement programme in partnership	
Identify community leaders to partner with, either with official positions e.g. church leader or school principal or 'nodes', go to people, informal community leaders and doers	Seek advice and introductions from agencies, iwi, NGOs and council staff. <ul style="list-style-type: none"> Is there anyone 'missing' – how can they be involved? Share information, keep it clear and simple Ask for ideas Find out what tools, skills and resources are available, what is needed and who can do what Work together Provide feedback and ask for feedback
Agree the objectives of the engagement programme	
Determine what level of engagement will work best. Do we want people to act/own their own solutions? Do we want people to give their opinions? Do we just want to inform?	Where an agency response is required, be clear about what is being done and why. Consider the IAP2 spectrum of public participation (on the following page). When people are part of finding solutions it helps their recovery. Giving people room and permission to act, where practical and with appropriate support, is the preferred approach.
Develop engagement programme: <ul style="list-style-type: none"> Methods we will use to engage How we will work together How we will share information How we will give feedback Actions and resourcing Monitoring and evaluation 	Use an engagement planning template such as Community Engagement in the CDEM context – https://www.civildefence.govt.nz/cdem-sector/guidelines/community-engagement-in-the-cdem-context/

The levels and types of community engagement will change as the emergency progresses and as the affected communities are more able to become involved in contributing to the recovery. In the beginning it may be that the main need is simply to inform the public. The aim will always be to empower the affected communities to

provide their solutions for the long term recovery from an event, which will then directly impact on long term community resilience. The following spectrum of public participation provides a guide to what the different levels of community engagement look like, options to consider, and how engagement relates to recovery.

	Inform >	Consult >	Involve >	Collaborate >	Empower >
Goal	Provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/ or solutions	Gather feedback on analysis, alternatives and or decisions	Work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered	Partner with the public in each aspect of the decision, including the development of alternatives and the identification of preferred solutions	Place final decision making in the hands of the public
Promise to the public	"We will keep you informed"	"We will keep you informed, listen to and acknowledge concerns, and provide feedback on how public input influenced decisions"	"We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision."	"We will look to you for direct advice and innovation in formulating solutions, and we will incorporate your advice and recommendations into the decisions to the maximum extent possible."	"We will implement what you decide"
Options include	Media stories Education campaigns Websites Social media Information meetings	Expos Focus groups Surveys Consultative meetings	Workshops Planning forums	Citizen advisory committees Joint projects	Management committees Referenda

APPENDIX 13 - COMMUNICATIONS CONSIDERATIONS

Objectives

- Communicate recovery priorities
- Provide information to support all projects, tasks and other aspects of recovery
- Coordinate information across the environments and other involved agencies to give clear, consistent messages
- Continual communication of recovery progress
- [Others]

Target audiences

- Residents and businesses, both affected and not affected
- Iwi groups
- Local and regional groups and agencies
- Nation-wide organisations
- [others]

Communication channels

- Targeted mail-outs
- Door knocking
- Web and social media
- Briefings and meetings
- Radio, print media

Draft media release – Joint Mayoral Relief Fund / Donated Goods

The impact of the *[specify/name]* disaster in the Nelson Tasman region is going to require significant resources and support to enable the affected communities to recover.

A Nelson Tasman Joint Mayoral Disaster Relief Fund has been established to receive donations from the community and throughout the country.

Donations of money are the most effective way to assist the community at this difficult time. At this stage, we ask that you do not send goods such as blankets, household goods or clothing. Sending goods at this stage would result in sorting and storage issues.

Should specific items be needed at a later point, there will be a request for items once a collection system has been established.

Cash donations to the Joint Mayoral Disaster Relief Fund are very welcome and will be used for the direct benefit of the affected communities.

You can make a donation by *[specify details, bank account]*

ENDS

For further information, contact *[specify]*

APPENDIX 14 - EXIT STRATEGY⁴

It is important through recovery to think about how and when the project or programme will come to an end. A well thought out, timely development of an exit strategy has numerous benefits. It gives clarity to affected people and

businesses. It minimises the risk of the work continuing indefinitely. It also provides impetus for those working on recovery. The following template can be used to develop an exit strategy.

Exit strategy considerations			
Considerations	Activities	Agency or team responsible	Timing
Identify any assistance required in the longer term			
A transition to business as usual to manage long term recovery activities			
Planning and reporting in the longer term			
Ongoing management of public information and communication			
Opportunities for communities to discuss unresolved issues and continue to participate in their recovery			
Changes to organisational arrangements including the need for subcommittees and contact lists			
ADD – other considerations			

Debrief and review of the recovery project/programme

A debrief should be conducted as soon as feasible after the project or programme has come to an end. For a large-scale recovery process the debrief should involve a range of perspectives, including from the community. Questions to guide the debrief include:

- What went well, and what didn't go well?
- How can we improve?
- How do we ensure the lessons are incorporated into future recovery processes?

⁴ Based on the Wellington City Recovery Toolkit

APPENDIX 15 - EXIT STRATEGY CHECKLIST AND CONSIDERATIONS

An exit strategy planning meeting will be arranged when the decision has been made by the CDEM Group Joint Committee to complete the transition of all remaining activities being managed by the Group Recovery Office Group to business as usual.

Principal aim

The principal aim of transition planning is to ensure the smooth transition from recovery to business as usual so that the affected communities and individuals continue to have their post emergency needs identified and managed in the most effective manner possible.

It is critical that all issues currently being dealt with by the recovery organisation are properly identified, relevant activities and actions captured and that these are then clearly and unambiguously passed on to the relevant business as usual organisations and managers.

Planning meeting

The exit strategy planning meeting will be chaired by the Group Recovery Manager and attended by representatives from each of the Task Groups, and representatives of each of the authorities, agencies or supporting organisations already, or likely to be, taking over responsibility for recovery activities. The meeting will be conducted in a fact finding, consultative manner to cover or clarify the following:

- ☐ a summary of the background, nature and scope of the event
- ☐ a summary of the current situation based on the most recent situation report

- ☐ a summary of the recovery activities undertaken to date
- ☐ a summary of activities that have already been transitioned to business as usual
- ☐ a summary of any outstanding and ongoing recovery activities or tasks and their resource requirements and likely timeframes, particularly those related to the basic needs of the affected communities related to aspects such as safety, security, accommodation, food, potable water, and basic health and hygiene
- ☐ a summary of any specific business as usual activities initiated during the recovery and their current status
- ☐ a list of any business as usual actions or activities identified during the recovery that are yet to be acted upon
- ☐ any other observations or limitations that might impact on business as usual activities
- ☐ identification of short, medium and long-term business as usual priorities
- ☐ identification of the time at which the Group Recovery Office will close for recovery business and that business as usual organisations take responsibility for remaining activities
- ☐ any other information that those attending the meeting might feel is relevant or useful in development of the transition from recovery to business as usual.

Transition Plan

From the exit strategy planning meeting, the Group Recovery Manager will develop a transition plan for agreement by the business as usual managers.

Public notification and awareness

The transition plan – and the move to business as usual organisations of all remaining activities – needs to be publicly notified. This should inform affected communities and individuals where they can now go for ongoing support for any ongoing recovery or emergency related needs, now the Group Recovery Office function is closed.

- ☐ An effective way to help the public understand that business as usual has resumed is to hold a public event to mark the transition. This should be highlighted as a significant milestone in the community's recovery from the emergency, and as part of the community healing process.

Debrief

A key aspect of the exit strategy will be for the Group Recovery Manager to ensure that various aspects of the emergency, and the recovery from the event, are properly debriefed.

The emergency will have provided lessons that, when properly identified and analysed, could contribute to improved planning and processes in the future and may well mitigate an emergency event, or improve the Group's ability to recover from an emergency.

Debriefs should identify:

- ☐ details of the event, the causes and effects
- ☐ where changes to processes, procedures and planning may be necessary to mitigate the effects on the communities affected by the event and/or to prevent or reduce these effects where possible for any future similar event
- ☐ any issues related to governance, resourcing, information management, or authorities that need resolution
- ☐ areas where current plans, processes and operating procedures might be changed so that the organisation operates more effectively at any subsequent event
- ☐ areas where training would be useful are identified.

APPENDIX 16 - TEMPLATE – EXAMPLE OF A STRUCTURED DEBRIEFING PLAN/RUN SHEET⁵

Structured debrief based on approximately 20 attendees

Event and event date:

Date of debrief:

Total time:

Number attending:

Record attendees and organisations represented: (round of introductions if required)

Introduction 4 minutes	Debrief aims <ol style="list-style-type: none"> 1. To reflect on the experiences of staff involved in the _____ event from _____(day, month) until _____(day, month)_____(year) 2. Identify personal experiences 3. Share and discuss views to establish: <ol style="list-style-type: none"> a. personal learning and the future positive use of that learning, and b. ideas for the future of your organisation's involvement in the response and/or recovery of communities from emergency events.
Review 4 minutes	Visual aid (a prompt diagram) while participants consider their responses to the first two questions (also consider sharing the main questions with participants before the debriefing so they can begin to reflect on their experience).
Ponder 10 minutes	What for me were the negative/worst/bad/lowest/least successful aspects of the event? What for me were the most positive/good/best/most successful aspects? (All participants.)
Sharing & discussion 54 minutes	Views shared during a facilitator-led discussion (record negatives and positives, possibly using whiteboard).
Summary 2 minutes	Facilitator summarises main points raised by participants.
Ponder 6 minutes	<ol style="list-style-type: none"> 1. For me the most significant thing I have learnt during this event has been ... and 2. If I was involved in the recovery from another disaster I would..... (All participants.)
Sharing 10 minutes	Reflection and discussion of lessons learnt.
Closure 2 minutes	Facilitator-led.
Debrief led and planned by:	Name and organisation.

⁵ Adapted from NEMA guide on organisational debriefing – is-06-05-organisational-debriefing.pdf (civildefence.govt.nz)

Guidelines for the facilitator – what to consider for each step

Introduction	<ul style="list-style-type: none"> • Aims – write up and keep in view (this can be done on a whiteboard, butcher's paper etc). • Explain overall approach (stages) and the time the debrief should finish. • Explain the presence of observers i.e. an initiator. • Explain ground rules of organisational debriefing. • Ask group to be as open and honest as they feel they can be. • Remind – all views will be valued – focus is future positive. • Not making group decisions or looking for consensus. • Say what you intend doing with the debrief output.
Review	<ul style="list-style-type: none"> • Use a clear visual outline – keep it simple. • Introduce and keep in view. • Its purpose is to stimulate thinking and provide hooks for their ideas.
Ponder	<ul style="list-style-type: none"> • Write up your prompt questions. • Check understanding and ask for the ponder to be in silence. • Possible use of 'sticky notes' (not always necessary). • Keep to planned time.
Sharing and discussion	<ul style="list-style-type: none"> • Tell group "we now move on to the Sharing and Discussion Stage" • Divide your time between the prompt questions used (usually two). Consider the following subjects for prompt questions: notification/activation, deployment/mobilisation, operational issues, relationship management. • Ask one person to speak at a time and control any side conversations. • Deal with the negative views first. • All to have an equal opportunity to share their thoughts, have clear ground rules to avoid one or two dominating the discussion. • Create a mind map or picture by mapping 'sticky notes' or key words. • Ask facilitative questions to bring out/develop points made. • Do not express your own views – you are there to guard the process for all. • Recording – consider options such as 'sticky notes', flip chart, a note taker. • Be aware of individuals wanting to speak – bring them in. • Encourage discussion between individuals (allocate time to talk with neighbour about..) • Keep to the planned time. • Move on to positive views for the second half of the period. • Remember to remain neutral during feedback and provide encouragement when someone comments e.g. "thanks for that", head nod.
Summary	<ul style="list-style-type: none"> • Be concise and do not evaluate what has been raised, demonstrate the input has been heard. • Refer to the visual summary if on whiteboard etc.

Guidelines for the facilitator – what to consider for each step

Ponder	<ul style="list-style-type: none"> • Tell group they are now starting the 'closing stage' of the debrief. • Write up the final prompt question. • Consider using 'sticky notes' to write answers on. • Check all understand – ask for this to be done without discussion. • Keep to planned time.
Sharing	<ul style="list-style-type: none"> • Remind – no further discussion – listen to each other. • Each to read out their known words in turn. • Do not let anyone expand on their views – keep it brief and focused. • Collect 'sticky notes' and display on the prompt diagram.
Closure	<ul style="list-style-type: none"> • Thank all for their participation. • Say what is intended for the output from the process. • Consider following with a social occasion if appropriate.

Post Event Report

Following the termination of the Group recovery operation, the Group Recovery Manager will be tasked to prepare a detailed post-event report for the CEG and Joint Committee that will provide this background on the event and outline the recovery operation lessons learnt.

The report will make recommendations to the Joint Committee on measures that might be

taken to both mitigate a future similar event and ensure that the Group has in place an effective recovery plan for a future event. This may include developing action plans to ensure that any lessons learnt are fully incorporated into the emergency processes of the Group and of both councils. Refer to the NEMA post event reports for layout options – <https://www.civildefence.govt.nz/resources/previous-emergencies/post-event-reports/>

APPENDIX 17 - GLOSSARY AND ABBREVIATIONS

4Rs – the New Zealand approach to emergency management: Reduction, Readiness, Response and Recovery.

Act – the Civil Defence Emergency Management Act 2002, or the CDEM Act.

BCM – Business Continuity Management

BCP – Business Continuity Plan

Civil defence emergency – as defined in Part 1 (4) of the Act is a situation that:

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

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

CEG – Coordinating Executive Group established under section 20 of the Act comprising representatives from both councils and emergency services. Functions include providing advice to the CDEM Group and any sub-groups of the CDEM Group; co-ordinating and overseeing as appropriate the implementation of decisions of the Group by the Group CDEM Office or by individual members; and overseeing the implementation, development, maintenance, monitoring and evaluation of this Plan.

CIMS – Coordinated Incident Management System (CIMS) is the New Zealand command and control system for managing the response to an

incident involving multiple responding agencies. The framework to assist in effective, efficient and consistent response to an incident or emergency management.

Civil Defence Emergency Management Group (CDEM Group) – established under section 12 or established or re-established under section 22 of the CDEM Act 2002.

CDEM Office (Nelson Tasman) – carries out functions assigned to it by the CDEM Group. Currently the region's CDEM Office is established, staffed and managed by the Nelson City Council and located in Richmond.

CMA – Coastal Marine Area

Communications – Unless otherwise stated, in this document 'communications' does not refer to infrastructure (such as phones and radios) but to the actions that need to be taken to get information to the public. This could include issuing media releases, liaising with key partner agencies and publishing information to websites.

Community – For the purpose of this NTCDEM Recovery Plan, a community may include individuals, families, whanau, hapu, communities of interest, businesses and other organisations who interact with each other and have common interests. Communities may be defined geographically, or other subgroups of the wider community.

Controller – The person appointed under section 26 of the CDEM Act with those functions set out in section 28. The Group (regional) Controller is appointed under section 26 of the Act with functions set out in section 28. The Group Controller must, during a state of emergency for the area for which the Group Controller is appointed, direct and coordinate the use of personnel, materials, information, services, and other resources made available by other departments, CDEM Groups, and other persons. A Local Controller is appointed under section 27 of the Act and with delegations listed in Part 5.

CRP – Community Response Plan

Cultural Sites and Heritage Buildings – Cultural sites or buildings as identified in Resource Management Plans, and buildings or wahi tapu sites identified in the New Zealand Historic Places Trust Register.

DHB – District Health Board

Emergency Services – the NZ Police, Fire and Emergency NZ, District Health Boards and providers of health and disability services.

EMIS – Emergency Management Information System, an online system allowing agencies to share information, apportion resources, etc.

(Engineering) Lifeline Utilities – A multi-disciplinary group of companies and authorities that look after the roads, bridges, buildings, power networks, airport, port, major industrial plants, telecommunications and flood control structures. The CDEM Act places a requirement on all engineering lifeline utility operators to ensure that they are able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency.

EOC – (Group) Emergency Operations Centre, the established facility where the response to an event is managed and supported

EPA – Environment Protection Authority

EQC – Earthquake Commission

(Four) Environments: Social, Built, Economic and Natural – significant environment types in relation to communities. In recovery, Task Groups are organised around these environments.

GNS – Geological and Nuclear Science

Group – the Nelson Tasman Civil Defence Emergency Management Group, which comprises Nelson City Council and Tasman District Council.

Group Plan – a plan prepared and approved under section 48 of the CDEM Act.

Hazard – something that may cause or contribute substantially to the cause of and emergency.

Hazardous Substances Technical Liaison Committee (HSTLC) – established by the NZ Fire Service to develop and maintain key relationships, and provide technical advice during a hazardous substances emergency.

Integrated Emergency Management (IEM) – the cooperation and coordination (horizontal integration) between CDEM agencies and coordination within these agencies (vertical integration); to ensure the effective and efficient use and delivery of resources.

Lead Agency – the agency with the legislative authority or expertise and resources, which has the primary responsibility for the leadership, management and control of the response to an incident according to the National CDEM Plan.

LGA – The Local Government Act 2002

(Nelson Tasman) Lifelines Group (NTLG) – Lifeline Utility Operators as defined under the CDEM Act including power, water, sewerage, roads, communications and gas providers operating in the Nelson Tasman region. The purpose of this Group is to plan and coordinate the restoration of key infrastructure as soon as possible during and after an event.

Lifeline utility – an entity named or described in Part A of Schedule 1 of the Act, or that carries out a business described in Part B of Schedule 1. May include essential services such as power, water, wastewater, roads, communications or gas provision.

Local Authority – A city, district or regional council.

LTP – Long Term Plan, which sets out each council's service priorities, work programmes and resource requirements such as expenditure and funding for a ten year period.

LUC – Lifeline Utility Coordinator

Minister – the Minister of the Crown who, with the authority of the Prime Minister, is for the time being responsible for administration of the CDEM Act.

National Crisis Management Centre (NCMC) – a secure all-of-government facility maintained in a state of readiness where the national response to emergencies can be managed.

National Welfare Coordination Group (NWCG) – provides strategic oversight for the planning and development of integrated welfare services. The NWCG provides coordination at the national level, and support to the CDEM Groups at the regional level.

NEMA – The National Emergency Management Agency is the Government lead for emergency management.

New Normal – the state towards which a community recovers. It implies that things won't return to how they were before the event but to a new state that becomes normalised. The new normal may mean changes have been made either as a direct result of the event and by decisions made in the recovery process around future-proofing.

Psychosocial – involving both psychological and social aspects, relating social conditions to mental wellbeing. Following an emergency, it refers to a process of facilitating resilience within individuals, families and communities that enables them to bounce back from the impact of crisis and helping them to cope better with such events in the future. Psychosocial support promotes the restoration of social cohesion and social infrastructure in the post-emergency environment.

PTWC – Pacific Tsunami Warning Centre

Public Information Management (PIM) – during an emergency involves the collection, analysis, and dissemination of information to the public. The term PIM may also be used to generally identify the person or team responsible for carrying out this activity during an emergency.

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

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

Recovery Manager – Recovery Manager and Group Recovery Manager, used throughout the Plan refer specifically to the Group Recovery Manager appointed under section 48 of the Act. When referencing a Local Recovery Manager this specific term is used.

Recovery Taskforce – leads the regional recovery activity under the Group Plan and comprises approximately six staff, chaired by the Recovery Manager.

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

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

Risk – the likelihood and consequences of a hazard.

RMA – The Resource Management Act 1991

Sitrep – Situation report, part of a series created as an event evolves over time

SOP – Standard Operating Procedure, a document describing an agreed and formally established procedure that is the commonly accepted method for performing certain emergency management actions within a given situation.

Territorial Authority (TA) – A district or city council.

The Director – The Director of Civil Defence Emergency Management is responsible for leading the development of structures and processes to support individuals and communities in reducing risk, increasing readiness and managing the response and recovery activities at the national level in civil defence emergencies.

Transition Period – a national transition period or local transition period from response to the recovery phase.

Welfare Coordination Group (WCG) – collective of welfare services agencies that are active at CDEM Group and local levels. The WCG provides a mechanism for collaboration and coordination between agencies, who work together to plan for and establish arrangements for the effective delivery of welfare services, and develop welfare work programmes. It provides planning input and coordination at the CDEM Group level, and support to local level CDEM welfare. Group and coordinates all responding welfare services activities.

APPENDIX 18 - EXAMPLE GOALS FOR RECOVERY

Examples of goals for recovery:

"The goals will be supported by a series of actions as identified through discussion with the community"	
Community	Strengthen community resilience, safety and wellbeing; ensure everyone in the community has their essential needs met; and enhance quality of life for residents and visitors
Economy	Establish strategic partnerships to attract investment; develop support structures to provide certainty around businesses and employment continuity; and explore avenues of economic diversification to enhance economic and social resilience
Built environment	Build cost-effective and easily accessible infrastructure, transport networks, housing and buildings which are able to withstand extreme weather events, flooding, tsunamis, earthquakes and landslides
Natural environment	Restore, protect and enhance our unique natural environment and biodiversity and sustainably manage disposal of waste
Looking to the future	Develop a comprehensive resilience monitoring and review system, and investigate future opportunities presented by the disaster for improving infrastructure and tourism

SUMMARY OF RECOVERY PLAN – from Kaikoura earthquake event in 2017

Vision	Kaikoura recovers and moves forward as a great place to live ...		Kaikoura has a strong, well connected community, is ecologically exemplary and economically prosperous		
Goals	Community	Economy	Built environment	Natural environment	Looking to the future
Priorities	Psychosocial wellbeing of the community Repair damaged community facilities	Attract visitors and investors back to Kaikoura	Infrastructure recovery Establish new community facilities	Protect and enhance the natural environment Management of construction and demolition waste	Resilience monitoring and review Investigate future opportunities
Key themes	Supporting strong and caring communities	Developing a sustainable economy	Rebuilding quality facilities and infrastructure	Protecting and enhancing the natural environment	Understanding risks and be better prepared for the future
Making it happen through ...	Partnership and work collaboration	Community participation	Integrated planning	Measuring progress	Using local iwi knowledge

APPENDIX 19 - REFERENCES AND USEFUL LINKS

- The Extraordinary Communities That Arise in Disaster, Rebecca Solnit, 2009: [A Paradise Built in Hell](#)
- https://www.redcross.org.nz/documents/39/Leading_in_Disaster_Recovery_A_Companion_Through_the_Chaos.pdf
- <https://www.kaikoura.govt.nz/assets/Recovery/Reimagine-Kaikoura-Kaikoura-Recovery-Plan-WEB.pdf>
- MBIE Guidance on continuity planning for businesses: <https://www.business.govt.nz/risks-and-operations/planning-for-the-unexpected-bcp/continuity-and-contingency-planning/>
- Wellington REMO Business Continuity Planning advice: <https://getprepared.nz/organisations/business/>
- Wellington REMO Guide to getting prepared: <https://getprepared.nz/assets/Publications/Its-Easy-Businesses.pdf>
- Wellington REMO Business Continuity Plan template: <https://getprepared.nz/assets/Publications/BCP-Template.pdf>
- Wellington City Council road map to promote resilience in Wellington region (links to improved response and recovery): <https://wellington.govt.nz/about-wellington/wellington-resilience-strategy>
- Guidance on natural hazard planning under the RMA and other legislation: <http://www.qualityplanning.org.nz/planning-process-plan-topics/plan-topics-10>
- Useful checklists, templates etc. from the Bay of Plenty CDEM Group, including for Recovery Manager and transition to Recovery for all positions: <http://www.bopcivildefence.govt.nz/media/1293/checklist-compendium-10-may-2018.pdf>
- The Human Face of Recovery, NEMA factsheet: <https://www.civildefence.govt.nz/assets/Uploads/publications/human-face-of-disaster-recovery.doc>
- Paper on the Social Dimension of Emergency Recovery, Rob Gordon – includes strategies on how to assist communities and individuals to recover, with full references: <https://www.civildefence.govt.nz/assets/Uploads/publications/Social-Dimension-of-Emergency-Recovery.pdf>



nelsontasmancivildefence.co.nz



NELSON TASMAN CIVIL DEFENCE AND EMERGENCY MANAGEMENT GROUP
(formerly known as Nelson Tasman Combined Civil Defence Organisation)

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

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Entity Information

**Nelson Tasman Civil Defence and Emergency Management Group
As at 30 June 2021**

Legal Name

Nelson Tasman Civil Defence and Emergency Management Group (the CDEM Group)
formerly known as Nelson Tasman Combined Civil Defence Organisation.

Type of entity and legal basis

The Nelson Tasman Civil Defence Emergency and Management Group was created under the Civil Defence Emergency Management (CDEM) Act 2002 and has the status of a Joint Standing Committee of the Nelson City Council and Tasman District Council (the two Councils) under the Local Government Act 2002.

The entity's purpose and outputs

The vision of the CDEM Group is a resilient Nelson Tasman community. We assist families and businesses to understand their risks, and to prepare for and recover from emergency events. We make plans, conduct training and provide education, so that our community and the agencies we work with are ready for the unexpected.

Structure of the entity's operations

The group is governed by the Co-ordinating Executive Group appointed by the two Councils. Nelson City Council is the Administering Authority of the CDEM group.
The CDEM Group works in partnership with key partner agencies through the Civil Defence Emergency Management Co-ordinating Executive Group.
The group employs 5.5 staff and has a voluntary specialist Civil Defence response team (also known as NZRT2).

Main Sources of the entity's cash and resources

Operating grants received from the two Councils are the primary source of funding for the CDEM Group.
If a major event occurs then grants from the National Emergency Management Agency may be received.

1. Accounting Period

The financial statements are for the year to 30 June 2021. The financial statements were authorised for issue by the Nelson Tasman Civil Defence and Emergency Management Group on 29 November 2021.

2. Other Information

Bankers - Nelson City Council.

These accounts have not been audited. Assurance will be attained under the Nelson City Council Audit.

Nelson Tasman Civil Defence and Emergency Management Group
Statement of Financial Performance
For the year ended 30 June 2021

2020 Actual \$	Note	2021 Actual \$	2021 Budget \$
Revenue			
609,600 Levies		704,326	704,326
4,604 Other revenue		0	0
813,990 Other grants	5	(62,878)	0
22,297 Interest revenue		0	16,687
1,450,490		641,449	721,013
Expenses			
411,098 Employee related costs		500,092	513,970
1,180,891 Other expenses		346,961	341,943
55,431 Depreciation/amortisation	2	71,911	100,700
1,647,420 Total expenses		918,963	956,613
(196,930) Net Surplus / (deficit)		(277,515)	(235,599)

Nelson Tasman Civil Defence and Emergency Management Group
Statement of Changes in Equity
For the year ended 30 June 2021

2020 \$	2021 \$
1,089,049 Balance at 1 July	892,119
(196,930) Net surplus (deficit)	(277,515)
892,119 Balance at 30 June	614,604

The Statement of Accounting Policies and Notes form an integral part of, and should be read in conjunction with, these financial statements.

Explanations of major variances against budget are provided in note 9.

Nelson Tasman Civil Defence and Emergency Management Group
Statement of Financial Position
As at 30 June 2021

2020	Note	2021
\$		\$
Assets		
Current Assets		
0 NCC Current Account	7	0
55,216 Prepayments		0
790,049 Accounts Receivable		715,519
845,265 <i>Total current assets</i>		715,519
Non Current Assets		
248,189 Property, plant and equipment	3	275,905
7,500 Intangible assets	4	6,000
255,689 <i>Total non-current assets</i>		281,905
1,100,954 Total assets		997,424
Current Liabilities		
184,013 NCC Current Account	7	370,809
24,822 Creditors and accrued expenses		12,010
208,835 Total Current Liabilities		382,819
892,119 Net Assets		614,604
Equity		
892,119 Accumulated surpluses		614,604
892,119 Total equity		614,604

P Dougherty
Chief Executive

The Statement of Accounting Policies and Notes form an integral part of, and should be read in conjunction with, these financial statements.

Nelson Tasman Civil Defence and Emergency Management Group
Statement of Cash Flows
For the year ended 30 June 2021

2020	Note	2021
\$		\$
	Cash flows from operating activities	
674,609	Levies, Fees & Charges, Subsidies	715,978
22,297	Interest Received	0
(1,730,238)	Payments to Suppliers and Employees	(804,648)
(1,033,332)	Net cash from operating activities	(88,670)
	Cash flows from investing activities	
(53,875)	Payments to acquire property, plant and equipment	(98,126)
15,700	Receipts from sale of property, plant and equipment	0
(38,175)	Net cash from investing activities	(98,126)
(1,071,507)	Net increase in cash held for year	(186,796)
887,494	Add opening cash balance brought forward	(184,013)
(184,013)	Closing cash balance for the year	(370,809)
	Represented By:	
(184,013)	NCC Current Account	(370,809)
(184,013)	Balance for the year	(370,809)

The Statement of Accounting Policies and Notes form an integral part of, and should be read in conjunction with, these financial statements.

Statement of accounting policies for the year ended 30 June 2021

Basis of Preparation

These financial statements have been prepared in accordance with PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting - Accrual (Public Sector) on the basis that the entity does not have public accountability (as defined) and has total annual expenses of less than \$2 million.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

The financial statements have been prepared on the basis of historical cost.

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements have been prepared in New Zealand dollars and all values are rounded to the nearest dollar. The functional currency of the entity is New Zealand dollars.

The financial statements are prepared on the assumption that the Organisation will continue to operate in the foreseeable future.

Goods and services tax (GST)

All amounts in the financial statements are recorded exclusive of GST except for debtors and creditors, which are stated inclusive of GST.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Income Tax

The committee's operations are a non-taxable activity for each Council and therefore exempt from Income tax.

Significant accounting policies

Revenue

Levies and grants

Council, government and non-government levies and grants are recognised as revenue when they become receivable unless there is an obligation to return the funds if conditions of the grants are not met. If there is such an obligation the grants are initially recorded as grants received in advance, and recognised as revenue when conditions of the grant are satisfied.

Interest

Interest revenue is recorded as it is earned during the year.

Lease expense

Lease payments are recognised as an expense on a straight-line basis over the lease term.

Financial instruments

The Group is party to financial instruments as part of its normal operations. These financial instruments include cash and cash equivalents, trade and other receivables and trade and other payables.

All financial instruments are recognised in the Statement of Financial Position and all revenues and expenses in relation to financial instruments are recognised in the surplus and deficit.

Bank accounts and cash

Bank accounts and cash include the current account with Nelson City Council. It is measured at the amount held.

Debtors

Debtors are initially measured at the amount owed.

A provision for impairment is recognised when there is objective evidence that the entity will not be able to collect all amounts due according to the original terms of the receivables.

Creditors and accruals

Creditors and accrued expenses are measured at the amount owed.

Property, plant and equipment

Property, plant and equipment are recorded at cost, less accumulated depreciation and impairment losses.

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.

For an asset to be used by the entity, the asset is impaired if the value to the Organisation in using the asset falls below its carrying amount of the asset.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential will flow to the entity and the cost of the item can be measured reliably.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposal are included in the surplus and deficit.

Depreciation

Depreciation is provided on a straight line basis at rates that will write off the cost of the assets over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Plant, office furniture and equipment - 4% - 25%

Building improvements - 10%

Motor vehicles - 20% - 30%

The residual value and useful life of an asset are reviewed, and adjusted if applicable, at the end of each financial year.

Intangible Assets

The cost associated with the website development of the CDEM Group is recognised as an intangible asset.

The useful life of the website development is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is expensed in the surplus or deficit.

The useful life of the website has been estimated at 10 years (10%).

Budget figures

The budget figures are those approved by the Joint Committee. The budget figures have been prepared in accordance with Tier 3 standards, using accounting policies that are consistent with those adopted by the entity in preparing these financial statements.

Notes to the Financial Statements**Note 1. Related Party Transactions**

Related party transactions have occurred with related parties Nelson City Council and Tasman District Council and the total value of these transactions during the year amounted to :

- (i) \$352,163 Levies paid by Nelson City Council. Previous year \$304,800
- (ii) \$352,163 Levies paid by Tasman District Council. Previous year \$304,800
- (iii) \$23,360 Administration Charges paid to Nelson City Council. Previous year \$22,992
- (iv) \$80,764 Computer Equipment Rental paid to Nelson City Council. Previous year \$79,492
- (v) \$0 Interest received from Nelson City Council. Previous year \$22,297

Note 2. Expenditure

The following disclosures are made -

Depreciation is detailed as follows -

	<u>2021</u>	<u>2020</u>
Building Improvements	14,679	14,679
Motor Vehicles	18,972	(593)
Plant and Equipment	7,450	11,678
Office Furniture and Equipment	29,310	28,167
Intangible Assets	1,500	1,500
	<u>71,911</u>	<u>55,431</u>

Note 3. Property, plant and equipment

Fixed Assets	Building Improvement	Motor Vehicle	Plant & Equipment	Office Furniture & Equipment	Total
Carrying amount at 1 July 2019	124,334	52,432	23,158	64,021	263,945
Additions	0	22,951	3,780	11,443	38,175
Depreciation recovered	0	15,700	0	0	15,700
Depreciation Expense	(14,679)	(15,107)	(11,678)	(28,167)	(69,631)
Carrying amount at 30 June 2020	109,655	75,977	15,260	47,297	248,189
Carrying amount at 1 July 2020	109,655	75,977	15,260	47,297	248,189
Additions	0	4,307	18,371	75,449	98,127
Depreciation recovered	0	0	0	0	0
Depreciation Expense	(14,679)	(18,972)	(7,450)	(29,310)	(70,411)
Carrying amount at 30 June 2021	94,976	61,312	26,180	93,436	275,905

Note 4. Intangible Assets

Intangible Assets	Intangibles
Carrying amount at 1 July 2019	9,000
Additions	0
Disposals	0
Amortisation	(1,500)
Carrying amount at 30 June 2020	7,500
Carrying amount at 1 July 2020	7,500
Additions	0
Disposals	0
Amortisation	(1,500)
Carrying amount at 30 June 2021	6,000

Note 5. Other Grants

	2021	2020
The group recognised grants from National Emergency Management Agency as follows		
Regional Fuel plan	11,652	13,348
Multi-purpose habitation unit	0	45,191
Cyclone Gita welfare costs	0	1,866
COVID-19 Welfare grant	(74,530)	753,585
	<u>(62,878)</u>	<u>813,990</u>

The COVID-19 welfare grant from NEMA has been assessed by NEMA staff during the year resulting in a reduction of \$74,530 in the expected grant.

Note 6. Statement of Commitments and Contingent Liabilities

Commitments at 30 June 2021 - Lease rental of Emergency Operation Centre building at 28 Oxford Street, Richmond @ \$69,754 per annum plus outgoings for a term of ten years (previous year \$69,754). Renewal period is December 2023. The total lease commitment is \$174,385 (previous year \$244,139).

Contingent Liabilities at 30 June 2021 - Nil. Previous year Nil

Note 7. NCC Current Account

The organisation does not operate a separate bank account, all expenditure and income is processed and recorded through a current account with the Nelson City Council.

Note 8. Events after balance date

There are no post balance date events that have occurred which would affect the balances disclosed in the financial statements.

Note 9. Explanations of major variances against budget

Other revenue is \$79,561 under budget mainly due to the reassessment of the subsidy receivable from NEMA for the COVID-19 Welfare claim.

Expenses were \$37,650 under budget. Depreciation was under budget by \$38,650. Operational expenditure was over budget due to an unbudgeted \$10,000 contribution to the Alpine Fault Group.

Note 10. Statement of Contingent Assets

Contingent Assets at 30 June 2021 - Nil.

Contingent Assets at 30 June 2020 - Nil.

Nelson Tasman Civil Defence Emergency Management - Coordinating Executive Group
Minutes - 27 October 2021



Minutes of a meeting of the

Nelson Tasman Civil Defence Emergency Management - Coordinating Executive Group

**Held by Audio-Visual Link on Wednesday 27 October 2021,
commencing at 2.00p.m.**

Present: P Dougherty (CEO – Nelson City Council - NCC, Chair), A-M Harris (St. John), C Churchill, R Gibson (Ministry of Social Development – MSD), P Kara (Nelson Marlborough DHB - NMDHB), M Tunley (NZ Police), S James (National Emergency Management Agency – NEMA), K Biggs (NEMA), A Lindsay (NMDHB), R Kirby for J Dowding (Tasman District Council - TDC), V Walker (NZ Police), R Mason (Iwi Representative)

In Attendance: J Kennedy, L Swatton, R Gibson (EOC), P Shattock, K Anderson (NCC), D Bush-King, L Turpie (TDC)

Apologies : A Grieg (Ministry of Health – MOH), P Borrell (NZ Police), J Dowding (CEO – TDC), T Casey (NMDHB), G Haywood (FENZ)

Karakia Timatanga

Pat Dougherty opened with a karakia.

1. Apologies

Resolved CEG/2021/001

That the Coordinating Executive Group

- 1. Accepts apologies from A Grieg, P Borrell, J Dowding, T Casey, G Haywood***

Dougherty/Kara

Carried

2. Confirmation of Minutes

Item 5: Manager Emergency Management Report: Attachment 2

Nelson Tasman Civil Defence Emergency Management - Coordinating Executive Group
Minutes - 27 October 2021

Resolved CEG/2021/002

That the Coordinating Executive Group

- 1. Confirms the minutes of the meeting of the Coordinating Executive Group, held on 28 June 2021, as a true and correct record.***

Kirby/Churchill

Carried

3. Presentations and Verbal Updates

Document number R26327

1. Update - COVID-19 Resurgence Planning

P Kara spoke to a Powerpoint presentation on progress of the Covid-19 vaccine rollout and advised that 85% of the district had received their first dose and 73% their second dose. He advised the NMDHB were happy with the strong uptake.

He thanked the Councils and NZ-RT2 on their prompt response in setting up the CBAC testing stations after the positive Blenheim case.

A Lindsay spoke on the recent positive test in Blenheim over the weekend and was pleased an Alert Level change was not required. He gave an overview of the newly established Self Isolation Quarantine (SIQ) procedures.

2. Update from the National Emergency Management Agency (NEMA)

S James spoke to a Powerpoint presentation NEMA update. She introduced Kathrine Biggs, the new Senior Regional Emergency Management Advisor based in Wellington. Kathrine and Sandra would be visiting Nelson in November. She thanked the DHB and their partners for a swift response to the positive Blenheim Covid-19 case.

She spoke about the current NEMA trifecta programme that incorporates the re-writing of the CDEM Act 2002, updating the National CDEM Plan Order and Guide and the development of a National Disaster Resilience Strategy Roadmap. The purpose of the trifecta programme was to build a modern, fit-for-purpose, enduring framework for a successful emergency management system.

The key priority workstreams NEMA were working towards would recognise iwi/imi perspectives; legal frameworks; lead agency; housing recovery; government funding; disabled people; and critical infrastructure.

Item 5: Manager Emergency Management Report: Attachment 2

Nelson Tasman Civil Defence Emergency Management - Coordinating Executive Group
Minutes - 27 October 2021

A question was raised on processes NEMA had in place to protect volunteers from civil liability issues. S James confirmed she would report back to the committee on liability coverage for volunteers.

3. Update - Whanaū, Hapū, Iwi

R Mason gave an Iwi update. She announced the key appointment of Kahutane Whaanga for the Te Kotahi O Te Tauihu Charitable Trust. His role would be to work specifically on emergency management initiatives and projects. He would be looking at emergency management containers for Marae, Marae plans, capability of people and CDEM training to build up response capacity, documentation and the Emergency Response plan (to be signed off by Iwi chairs), refreshment of the Nelson-Tasman response plan.

Ms Mason requested a better understanding of the iwi / Māori engagement in the national groups.

She thanked everyone involved in the Covid-19 response.

4. Report of the Nelson Tasman Emergency Management Office

Document number R26298, agenda pages 14 - 156 refer.

J Kennedy spoke to the report which was taken as read and noted the first part of this report related to developments at a national level which had been covered within the earlier presentation from NEMA.

In response to a question about the Emergency Services Leadership Group's purpose and whether there was iwi / Māori participation within this group, S James responded this was agency level leadership and that they did not have an iwi representative currently at that level. However, the participating groups of the Leadership Group included iwi representation.

S James confirmed she would look into the membership of the Emergency Services Leadership Group and discuss iwi representation.

C Churchill commented that the Regional Leadership Group would already have iwi representation. He acknowledged the request by the NHDHB to activate the New Zealand Response Team 2 due to the latest resurgence to supply passive security and traffic management across three sites (Motueka, Saxton Field and Trafalgar Centre). This was a total of 256 volunteer hours contributed.

He advised that the pandemic had impacted on an ability to offer response training and had concerns around the impact of this on the pool of trained response staff.

Item 5: Manager Emergency Management Report: Attachment 2

Nelson Tasman Civil Defence Emergency Management - Coordinating Executive Group
Minutes - 27 October 2021

The Chairman, P Dougherty asked that J Kennedy to pass on this Group's thanks to the hours volunteered and excellent work done by the NZ-RT2 team in their recent response to the Covid-19 resurgence.

L Swatton gave an update on the debriefs of the flooding event in July and the Covid-19 resurgence. She also provided an update on the progress of the welfare needs assessment new Microsoft forms system which fed back to the EOC.

R Gibson gave a Health and Safety update.

K Anderson updated the group on the NEMA Covid-19 claim, reporting this was just below \$780,000.

K Anderson updated the Group on the Region's Hazard Risk Profile. NEMA had released their guidelines for risk assessment which shifted how hazards were ranked. She added this would be a significant piece of work with a timeline of 12 – 18 months.

J Kennedy further explained the recommendations to adopt the Nelson Tasman Civil Defence Emergency Management Group Recovery Plan.

R Mason noted the role of TPK relative to iwi. TPK have no representation in the Nelson Tasman area. J Kennedy confirmed that the representation of TPK would need to be addressed.

J Kennedy gave an update on the financial year budgets.

Resolved CEG/2021/003

That the Coordinating Executive Group

1. ***Receives the Report of the Nelson Tasman Emergency Management Office (R26298) and its attachment/s (A2768162, A2768163, A2768164, A2768165, A2768166);***
2. ***Adopts the Nelson Tasman Civil Defence Emergency Management Group Recovery Plan 2021 (A2768165); and***
3. ***Approves the Nelson Tasman Civil Defence and Emergency Management - Annual Accounts 2021 (A2768166) for presentation to Nelson City Council and Tasman District Council.***

Dougherty/Harris

Carried

Resolved CEG/2021/004

Recommendation to Council

That the Nelson City and Tasman District Councils

- 4. Receive the Nelson Tasman Civil Defence and Emergency Management - Annual Accounts 2021 (A2768166).***

Dougherty/Harris

Carried

5. NTCDEM Subsidiary Committees

Document number R26328, agenda pages 157 - 207 refer.

PEPI – J Kennedy presented this report on behalf of P Shattock who was currently on leave.

Readiness and Response Committee – it was clarified that A Louverdis (NCC) was the Chair and L Swatton (EOC) was the portfolio holder. The discussion points recently covered by this Committee were AF8, a presentation from Matt Kerr of NEMA, and post-earthquake building checks.

P Dougherty asked for clarification of the availability and location of seismic monitoring devices in the region and the Sentinel roll out.

In response to a question on the involvement of iwi/Māori in the AF8 Group, J Kennedy confirmed there needed to be clarification of how the regional planning role would interact with the iwi representation.

Reduction Committee – D Bush-King presented the report as read.

Welfare Coordination Committee – L Swatton gave an update of the Committee's work, which was noted.

R Mason requested an update on the appointment of NEMA's Senior Advisor Māori role. S James confirmed the appointment had been made and an announcement was imminent.

Resolved CEG/2021/005

That the Coordinating Executive Group

- 1. Receives the report NTCDEM Subsidiary Committees and its attachments; and***
- 2. Receives the notes from the following subsidiary committees:***

- a) Public Education Public Information (PEPI)
- 1 October 2021(A2762712)**
- b) Readiness and Response Committee - 29
September 2021 (A2761672)**
- c) Reduction Committee - 29 September 2021
(A2763382)**
- d) Welfare Coordination Group – 30 September 2021
(A2761698)**

Kara/Kirby

Carried

6. Exclusion of the Public

Resolved CEG/2021/006

That the CDEM Coordinating Executive Group

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

Dougherty/Kara

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	CDEM Coordinating Executive Group Meeting - Confidential Minutes - 28 June 2021	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7.	The withholding of the information is necessary: <ul style="list-style-type: none"> Section 7(2)(b)(ii) To protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of

Item 5: Manager Emergency Management Report: Attachment 2

Nelson Tasman Civil Defence Emergency Management - Coordinating Executive Group
Minutes - 27 October 2021

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
			the person who supplied or who is the subject of the information

The meeting moved into confidential session at 3.33pm and returned to the public session at 3.35pm.

7. Around the Table Partnership Verbal Updates

NMDHB

P Kara reported on the recent seismic testing completed across the campus, advising that drill holes had been completed, being the start of the building work scheduled for the hospital. 3D modelling had been commissioned better inform the design for earthquake preparedness.

He confirmed the NMHDB remained focussed on the Covid-19 vaccination roll-out. Community Supported Isolation and Quarantine planning was going well with a good response delivered due to the Blenheim positive result last weekend.

Ministry of Social Development

C Churchill advised he had been appointed to the Public Service Commissioner role. The focus for the Ministry was how it can support the regions through current government reforms.

He reported that there had been a slight fall in job seekers, that the housing crisis continued with associated accommodation pressures across the region. There was continued focus on improving employment across the region.

St. John

A-M Harris reported on the recent mandate for vaccination of their employees. She said this would affect approximately 300 people across the country.

St John were currently trialling a bright yellow 4 x 4 emergency response vehicle.

D Bush-King and S James left the meeting at 3.43 pm.

Item 5: Manager Emergency Management Report: Attachment 2

Nelson Tasman Civil Defence Emergency Management - Coordinating Executive Group
Minutes - 27 October 2021

NZ Police.

M Tunley reported the Police had been dealing with anti-vaccination protests.

He introduced Vicky Walker as the new Area Commander. Ms Walker provided an update on the 'Summer Safe' program which was aimed at reducing fatalities and serious injuries on the roads.

She also reported on Minister Hipkins is looking toward reducing isolation times and increasing self-isolation as a tool to combat the virus.

Tasman District Council

R Kirby reported on clean-up efforts following several recent weather events, which had caused an estimated \$5 million of damage to the District.

Nelson City Council

P Dougherty reported that many of their staff were working from home. Further clarification on vaccination requirements was awaited. He had had a meeting with the tourism and hospitality sector in Nelson who, together with the events sector, had been significantly impacted by the pandemic. Conversely, the retail sector was doing well.

Karakia Whakamutunga

There being no further business the meeting ended at 3.57pm.

Confirmed as a correct record of proceedings by resolution on (date)

Resolved