NELSON TASMAN EMERGENCY MANAGEMENT GROUP

CIVIL DEFENCE

DRAFT 7-00



Nelson Tasman Civil Defence Emergency Management Group Plan 2025-2030

Foreword

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

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

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

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

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

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

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



Nick Smith, Mayor of Nelson



Tim King, Mayor of Tasman

Mihi

Tēnā koutou katoa,

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

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

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

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

Ngā mihi nui,

Shane Graham

Te Kotahi o Te Tauihu Charitable Trust

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

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

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

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



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He waka eke noa

We are all in this together



PART 1: INTRODUCTION

Purpose of the plan

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

Audience

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

About the Group Plan

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

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

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

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

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

Plan development

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

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

Plan delivery

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

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

Linkages to regional plans and policies

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

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

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

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

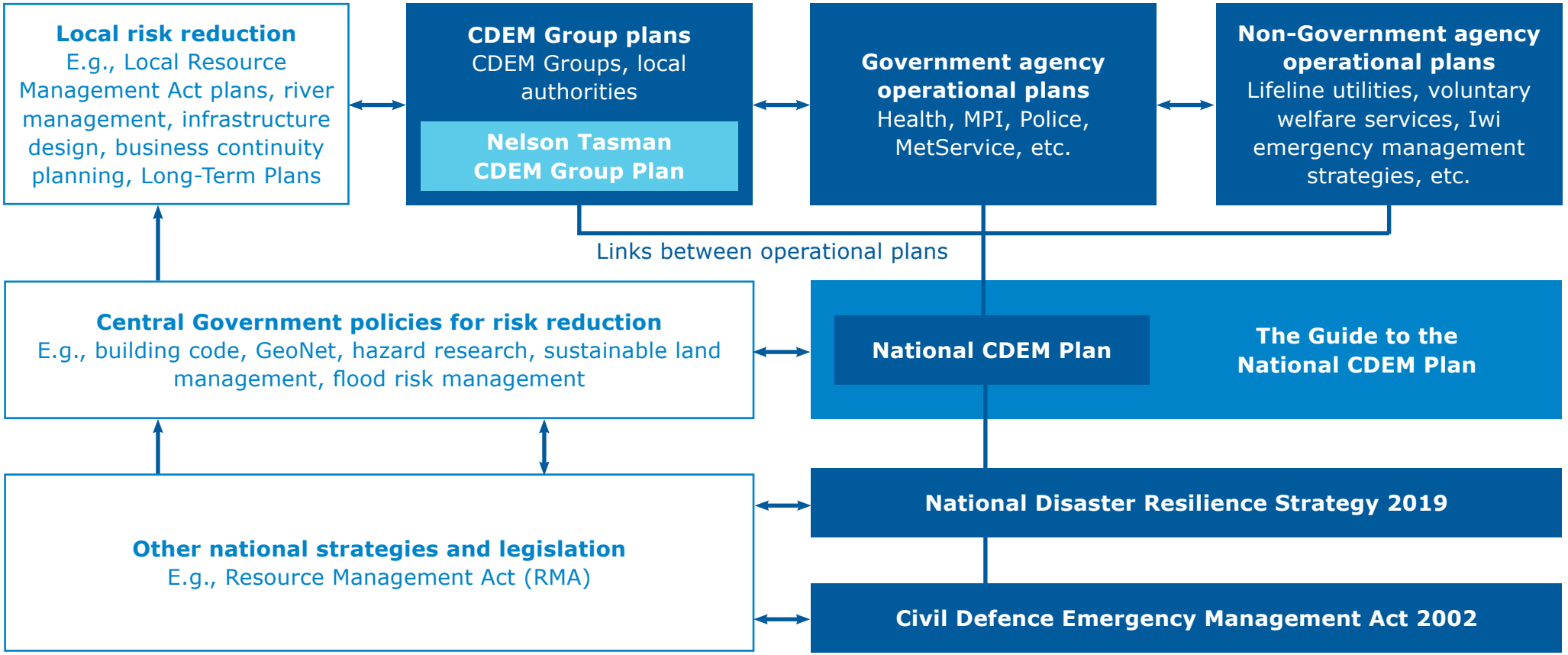


Figure 1: The relationship between the Group Plan and other documents, plans and legislation in Aotearoa New Zealand [Adapted from 'The guide to the National Civil Defence Emergency Management Plan 2015'

What we do

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

Before emergencies occur, CDEM Groups work to reduce the risk of hazards (natural, biological, and technological) to their communities and ensure responding agencies and communities are ready to respond to emergencies where CDEM is the mandated lead agency[1].

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

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

What is an emergency?

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

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

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

Who we are

CDEM Group members

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

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

The Nelson Tasman CDEM Group maintains partnerships and relationships with other organisations outside the CEG, including the eight tangata whenua iwi in Te Tauihu[2], lifeline utilities[3], government agencies (through local and regional offices if in place), welfare and community services (including non-profit groups), volunteer groups, businesses, and community groups.

CDEM Group member responsibilities

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

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

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

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

The National Emergency Management Agency (NEMA)

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

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

To view the Partnership Charter, click here.

Communities

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

This Group Plan adopts the following definition[4] of community:

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

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

Iwi partnerships

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

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

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

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

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


Iwi
Aroha Gilling
Kathmandu

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

Te Tiriti o Waitangi article (summarised*)	Meeting Te Tiriti responsibilities - Nelson Tasman CDEM Group
Te Tuatahi: Article one **Kāwanatanga | Governership** Obligation to protect Māori interests ➢ Representation & Kaitiakitanga ➢ Structural mechanisms ➢ Decision making involvement	➢ Establishment of the Pouārahi role to lead the development of strategic and operational relationships and initiatives, which are in partnership with Te Tauihu iwi, marae, Emergency Management, and government agencies. ➢ Alignment of Group Plan goals, objectives, and activities to the values of the Te Tauihu o Te Waka a-Māui Emergency Management Strategy (2022-2027) and National Disaster Resilience Strategy (2019). ➢ Providing the opportunity for representation on governance, strategic and operational committees across the 4Rs. ➢ Maintaining relationships with Te Puni Kōkiri who oversee Māori interests nationally and are members of the Welfare Coordination Group (WCG) with mandated responsibilities. ➢ Applying a partnership approach to activities across the 4Rs.

* The full version of Te Tiriti o Waitangi can be viewed here.

Te Tiriti o Waitangi article (summarised*)	Meeting Te Tiriti responsibilities - Nelson Tasman CDEM Group
Te Tuarua: Article two **Tino Rangatiratanga | Self-determination** Māori exercising authority over their affairs ➢ Engaged, involved. ➢ Capacity & Capability building ➢ Design & Implementation	➢ Nelson Tasman CDEM Group contributes as a member of the Joint Marae Preparedness working group. ➢ Coordination between work programmes of CDEM and iwi across the 4Rs, including identifying shared training opportunities. ➢ Identifying and learning lessons for ongoing improvement in CDEM and iwi coordination during emergencies.
Te Tuatoru: Article three **Oritetanga | Equity** Protection and rights ➢ Equitable outcomes ➢ Tikanga & Kawa ➢ Mana enhancement & Due regard	➢ Continue to embed the Pou a Iwi CIMS function for the Group representing iwi and whānau needs in an emergency (refer to the 'Operational Arrangements' section for more information). ➢ Continued training regarding the role and importance of the Pou a Iwi CIMS function amongst other CIMS functions and partners. ➢ Continuing to develop cultural competency including the use of Te Reo Māori. ➢ Nelson Tasman CDEM Group observes tikanga and cultural practices as part of our way of working. ➢ Giving priority across the 4Rs to wāhi tapu (sacred areas), protection of ngā taonga tuku iho (treasures of the ancestors) and the kaitiakitanga (guardianship) of the environment.

* The full version of Te Tiriti o Waitangi can be viewed here.

The 4Rs

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

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

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

Reduction

Preventing new, reducing existing disaster risk, and managing residual risk, all of which contribute to strengthening resilience.

Readiness

Developing operational systems and capabilities before an emergency happens, including making arrangements, with emergency services, Lifeline Utilities, and other agencies, and developing self-help and response arrangements for the public.

Response

The actions taken immediately before, during or directly after an emergency to save human and animal lives and property, and to help communities begin to recover.

Recovery

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.

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

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

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

Our vision

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

Strategic objectives

We will achieve this vision through the following strategic objectives:

Objective 1: Managing risks

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

Objective 2: Effective response to and recovery from emergencies

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

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

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

Our principles

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

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

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

Whanaungatanga, Kotahitanga | **Nurturing positive relationships and partnerships.**

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

Matauranga | **Valuing knowledge and understanding**

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

Mahi Tahi | **Working together as one.**

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

Our structure

Governance

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

Joint Committee (JC)

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

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

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

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

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

Coordinating Executive Group (CEG)

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

The CEG does not hold an operational role.

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

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

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

- Nelson City Council (CEO)
- Tasman District Council (CEO)
- Te Whatu Ora / Health New Zealand – Nelson Marlborough
- Medical Officer of Health – National Public Health Service –Nelson Marlborough
- NZ Police
- Fire and Emergency NZ
- St John Ambulance
- Ministry of Social Development
- A representative of local iwi[5] – subject to availability.

Individual CEG member responsibilities include:

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

CEG observers (speaking but no voting rights) include:

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

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

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

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

CDEM subsidiary committees

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

The Nelson Tasman CDEM Group subsidiary committees are detailed below.

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

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

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

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

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

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

Administering authority

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

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

Both NCC and TDC provide:

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

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

Key appointments

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

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

The CDEM Group office

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

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

Functions of the CDEM Group office include:

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

Delegated roles

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

Group Controller

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

The Group Controller and alternates are delegated the authority to:

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

Local Controller

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

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

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

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



Other delegated roles

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

External support arrangements

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

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

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

Financial arrangements

Day-to-day activities

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

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

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

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

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

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

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

Expenditure in an emergency

Financial delegations

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

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

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

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

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

The Group is responsible for funding:

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

During an emergency event

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

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

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

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

Recovering costs

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

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

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

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

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

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

Recovery

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

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

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

Sources of funding for recovery are listed in the Nelson Tasman CDEM Group Recovery Plan.

Mayoral Disaster Relief Fund

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

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

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



PART 2: REGIONAL CONTEXT

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



The Nelson Tasman region

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

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

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

Key features of the Nelson Tasman region

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

Social

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

Built

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

Natural

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

Economic

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

Cross-boundary links

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

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

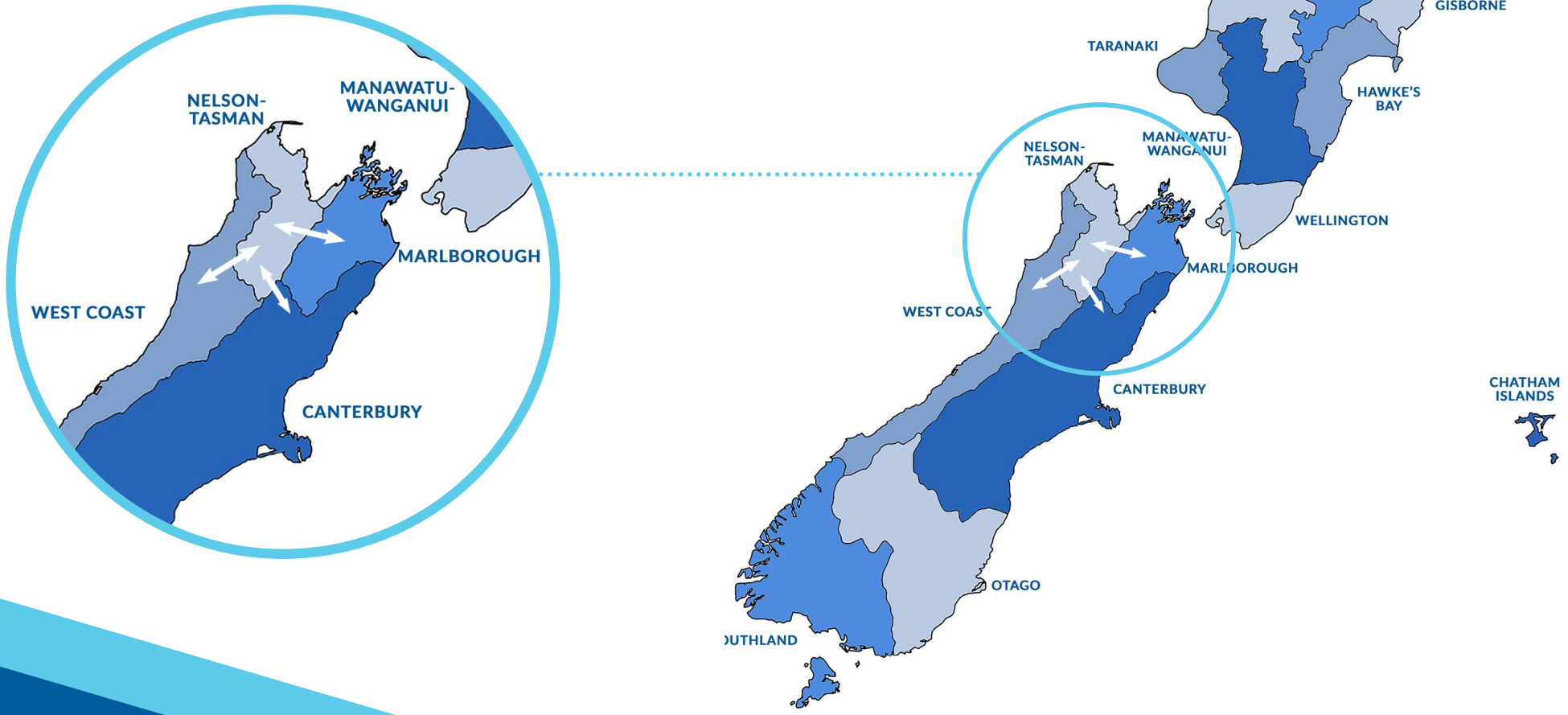


Figure 2: Nelson Tasman CDEM Group cross-boundary links with the West Coast and Marlborough CDEM Groups

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

People

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

Response partners

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



Economy

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

Infrastructure

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



Port Nelson
(Source: https://nz.linkedin.com/company/port-nelson-limited)

Hazards in the Nelson Tasman region

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

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

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

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

The risk assessment process

The risk assessment process involved the development of maximum credible hazard scenarios[6] by subject matter experts and scientists for a range of hazards. Primary hazards, like earthquakes and flooding, were used for the assessment with secondary hazards, such as liquefaction, accounted for in scenario descriptions.

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

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

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

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

Determining the likelihood of occurrence

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

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

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

Determining the consequences of our hazards

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

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

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

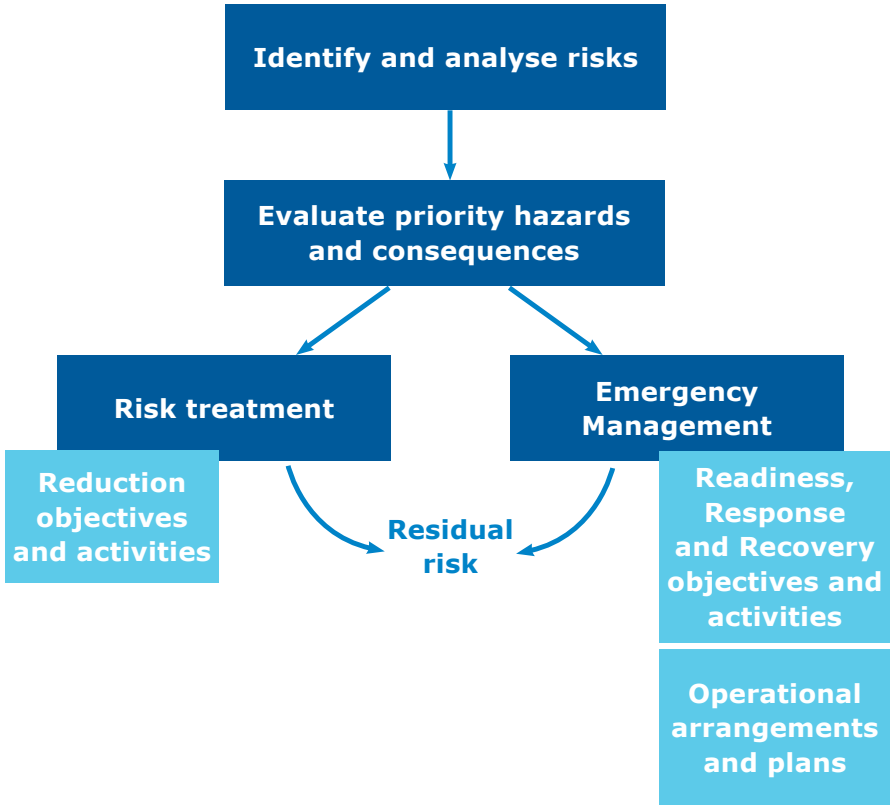


Figure 3: Risk-based approach to emergency management (Adapted from Figure 4 of NEMA CDEM Group Planning DGL [09/19])

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

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

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

Assessed risk levels

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

Extreme | Very high | High | Medium | Low

Limitations to the process

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

Our high-risk regional hazards

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

Our high-risk hazards include:

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

Flooding

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

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

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

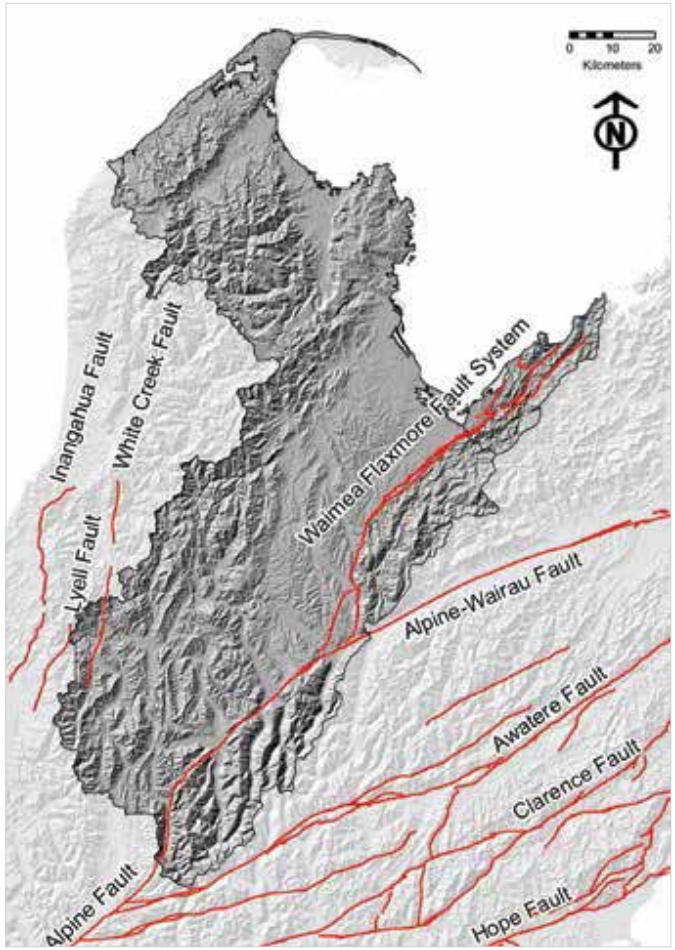
Likelihood	Consequence	Risk
Possible	★★	High

Flood hazard maps for the Nelson City Council area can be found here.



SH6 by Brightwater Bridge - August 2022

Earthquakes



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

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

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

Click here to learn more about fault lines in the Nelson City Council and Tasman District Council area.

Our local source earthquake risk

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

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

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

Likelihood	Consequence	Risk
Rare	★★★	Medium

Our regional/national source earthquake risk

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

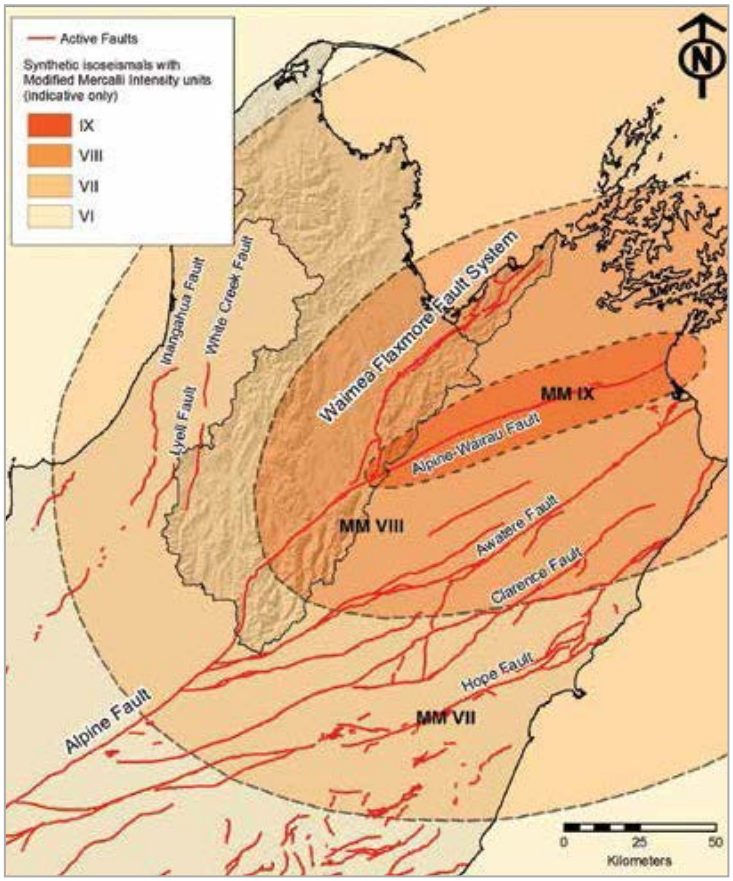
The Alpine Fault has been the subject of both national and regional planning due to the potential for a significant rupture to occur. Scientists estimate there is a 75% chance of a major earthquake occurring on the fault in the next 50 years (80% chance of a magnitude 8+ event occurring) and this would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

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

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

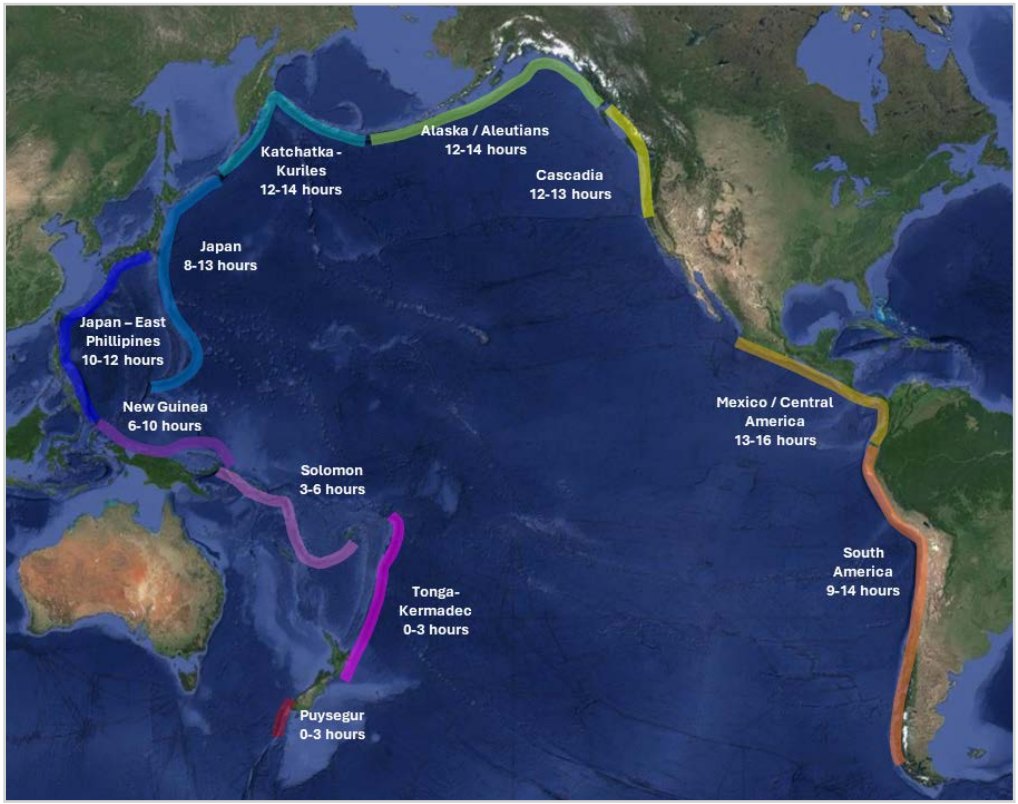
Likelihood	Consequence	Risk
Possible	★★	High

More information about the Alpine Fault is available on the AF8 website.



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

Tsunami



Tsunami origin locations

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

Tsunami evacuation zones for the Nelson Tasman region can be found here.

Our local source tsunami risk

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

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

Likelihood	Consequence	Risk
Rare	★★★	Medium

Our regional/distant source tsunami risk

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

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

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

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

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

Human pandemic

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

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

Likelihood	Consequence	Risk
Possible	★★	High

Wildfire



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

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

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

Likelihood	Consequence	Risk
Possible	★★	High

Landslide



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

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

Likelihood	Consequence	Risk
Possible	★★	High

Lower risk hazards in our region

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

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

Risk assessment is an on-going process

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

Learning from past events

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

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

Threats to disaster resilience

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

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

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

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

Cost of living increases

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

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

Increasing elderly population

In Nelson, the number of people over 65 years of age, is projected to increase to 27% of the population by 2048[7].

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

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

Increasing technology reliance

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

7 NCC: Nelson's ageing population

Climate change

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

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

Climate change is anticipated to have the following impacts in the Nelson Tasman region in the future[8]:

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

8 Climate change projections for the Nelson Tasman region | Ministry for the Environment



PART 3: OUR STRATEGY (2025-2030)

Introduction

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

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

Reduction – Working together to reduce risk

Introduction

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

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

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

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

Working in partnership

Engaging Māori and iwi in reduction

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

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

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

What we want to achieve – Reduction

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

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

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

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

Introduction

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

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

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



Exercise Rū Whenua 1st April 2021

Working in partnership

Engaging Māori and iwi in readiness and response

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

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

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

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

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

What we want to achieve – Readiness

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

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

Strategic objective	Activities to support objective	Where we want to be in 2030
3. Establish and maintain relationships with key partners to develop emergency management capability and capacity across the 4Rs.	**a.** Exercises/Training	**Our key partners understand their roles and are able to effectively contribute across the 4Rs.**
	b. Foster an inclusive culture of transparency and open sharing.	
	c. Regular meetings/workshops/proactive engagement	
4. Continue to build the relationship between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of iwi/ Māori perspectives and tikanga in emergency management.	**a.** Attend Rōpū Tautoko hui (Top of the South hui with iwi group managers and welfare managers) and upport Te Tauihu iwi to achieve the emergency management activities outlined in the Te Tauihu o te Waka A Maui Strategy (2022-2027).	**Our relationship with iwi within the region is strengthened and clear roles and responsibilities are established across the 4Rs.**
	b. Exercises/Training/IMT	
	c. CDEM Committee cycles	
	d. Regular meetings/workshops/proactive engagement	
	e. Foster an inclusive culture of transparency and open sharing.	

Strategic objective	Activities to support objective	Where we want to be in 2030
5. Develop incident management systems to enable the multi-agency management and coordination of emergencies.	**a.** Operational Readiness Improvements Programme (ORIP).	**The tools to support effective response are implemented and effectively utilised in response.**
	b. Use suitable incident management tools.	
	c. Development of GIS tools.	
	d. Implementation of NTEM tenancy and ongoing support.	
6. Build upon relationships with other CDEM groups.	**a.** Develop cross-boundary operational and coordination arrangements (MOUs) as required with other CDEM Groups e.g. West Coast, Canterbury and Marlborough CDEM Groups.	**Requirements and arrangements for cross-boundary coordination are well understood and planned for.**
	b. An inclusive culture of transparency and open sharing.	
	c. Regular meetings/workshops/proactive engagement.	
	d. Collaborative project work.	
7. Advance coordinated and integrated emergency preparedness planning that considers the outcomes of the CDEM Group's risk assessment and national response planning (e.g., CAT PLAN).	**a.** AF8 Steering Group workstreams.	**Our role within the response to major events is understood and effectively planned for.**
	b. National Exercise participation.	
	c. Contribution to AF8 RPGs.	
	d. Contribution to national groups (Tsunami, Welfare, Lifelines, etc.).	

Strategic objective	Activities to support objective	Where we want to be in 2030
8. Take a collective approach to building the capability and capacity of the regional workforce including volunteers.	**a.** Commitment from response partners to supply staff (including local authorities).	**The Nelson Tasman CDEM Group can operate an effective response for sustained periods without the requirement for extensive outside support.**
	b. Maintain and develop capability and capacity of the local authority staff.	
	c. Build the capability and capacity of community volunteers.	
	d. Maintain and develop capability and capacity of the regional response team (NZ-RT2)	
	e. Release staff from Nelson City and Tasman District Councils to attend required training and undertake roles within the Group EOC for sustained periods during response.	
9. Develop and maintain facilities, tools, plans, and platforms for duty staff and regional response personnel (including iwi partners, elected officials, and emergency management volunteers that support operational readiness for CDEM-led emergencies.	**a.** Develop a regional communications strategy (that includes alternate communications).	**The tools to support effective response are in place and their use well understood across key partners.**
	b. Processes are developed to understand natural environment consequences in response and recovery, recognising the regional and cultural value of the environment in Nelson Tasman.	

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

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

What we want to achieve – Response

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

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

Strategic objective	Activities to support objective	Where we want to be in 2030
3. Ensure processes and procedures are in place to enable an effective and timely transition to recovery, while preparing to respond to further emergency events.	**a.** Build and maintain relationships and work collaboratively to: • Design structures, processes, and procedures. • Implement and embed the processes and procedures through training. • Advocate for the development of Business Continuity Plans (BCPs) within partner agencies and organisations.	**A clear recovery transition process is developed that enables effective transition to occur.** **All key partners have BCPs that are regularly tested and shared with other partners.**
4. Learn from emergency events (as appropriate) across Aotearoa New Zealand to inform future CDEM activities across the 4Rs.	**a.** Maintain and deliver a Nelson Tasman lesson learnt process.	**A clear process for the review of events is implemented.**
	b. Analyse and apply learnings (as appropriate) from emergency events within the Nelson Tasman region.	
	c. Review learnings from emergency events across Aotearoa New Zealand.	

Operational arrangements

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

Response structure

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

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

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

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

Pou a Iwi CIMS function

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

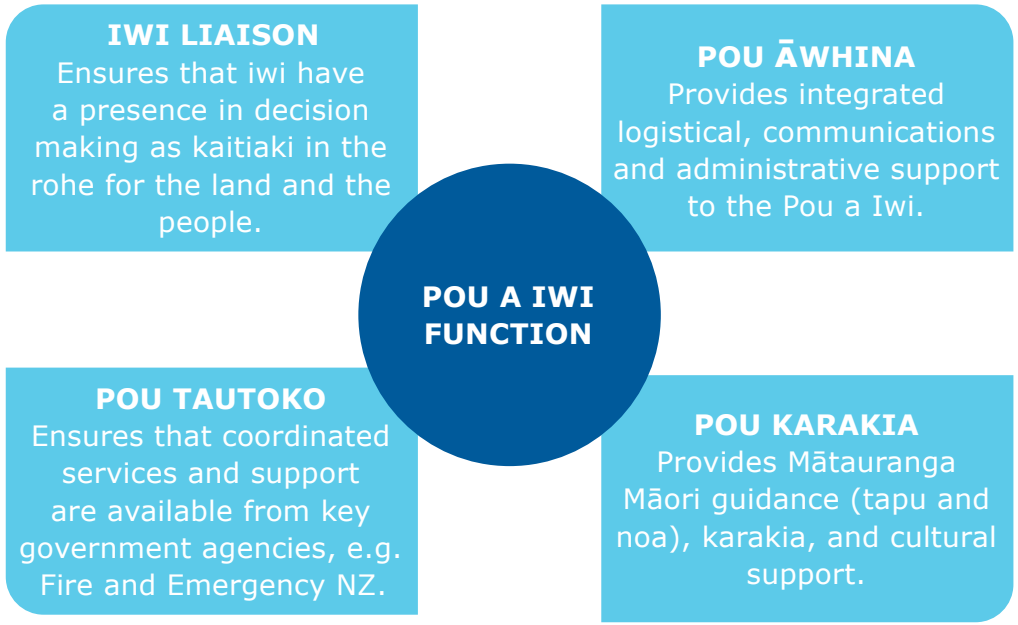


Figure 5: The Pou a Iwi CIMS Function

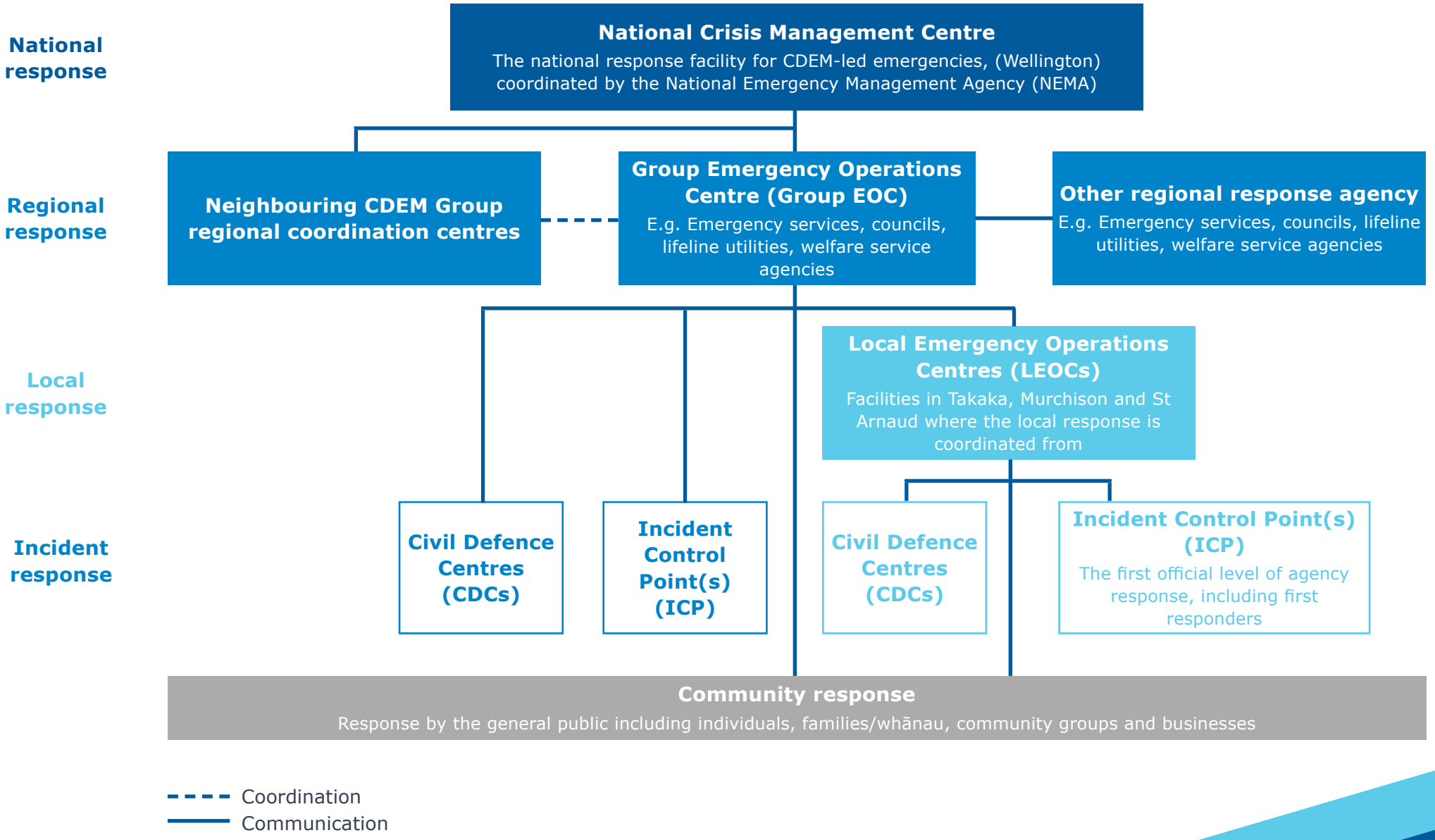


Figure 6: The structure of the Nelson Tasman CDEM Group for operational response to a CDEM-led emergency.*

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

Response level	Event status/Procedures	Group EOC/Local EOC role	Controller's role
Level 4 *Multi-agency emergency requiring CDEM Group E0C or Local EOC level support and coordination between agencies or areas or both.* Due to the magnitude or geographic spread of the incident, the Group EOC has been activated to manage the emergency and co-ordinate region resources. OR A warning of a significant event that will have a significant impact has been received, OR Co-ordinated assistance is required to support an adjoining CDEM Group In circumstances above CDEM Group becomes the lead agency – a declaration is not necessarily required. A state of local emergency is possible.	Declaration of state of local emergency is being considered, or had been deemed necessary, that involves the entire CDEM Group area. OR An adjacent CDEM Group requires assistance, or a major population centre is seriously affected.	Group EOC and Local EOCs fully activated. National Crisis Management Centre and adjacent Group EOCs may be alerted or activated.	Group Controller is in operational control. Exercising statutory powers if a declaration is in place. Local Controllers responding to priorities set by the Group Controller. National Controller giving consideration to further escalation.
Level 5 *Imminent or State of National Emergency. Coordination by the National Controller will be required.*	Declaration of state of national emergency is being considered, or has been deemed necessary		National Controller exercising statutory powers. Group Controller responding to priorities set by the National Controller. Local Controller responding to priorities set by the Group Controller.

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

Response principles

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

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

Nelson Tasman CDEM Response facility

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

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

Local Emergency Operations Centres

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



The Nelson Tasman Group EOC in operation.

Civil Defence Centres (CDCs)

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

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

Response arrangements and plans

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

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

MARINE

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

Community Response Plans

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

Training and exercising

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

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

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

Volunteers

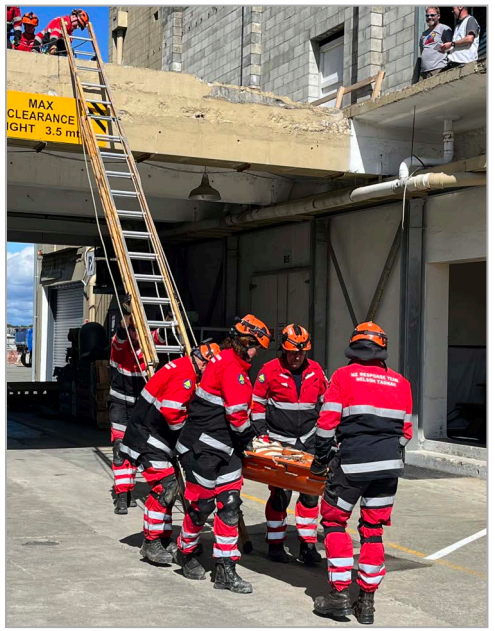
Volunteers play a significant role in any response and recovery operation, particularly after large-scale disasters. The health and safety of volunteers (and their animals, such as search dogs) needs to comply with legislation and organisational requirements.

There are three types of volunteers in a CDEM context:

- **CDEM trained volunteers**: Those who have undergone official CDEM training, provided or facilitated by CDEM organisations e.g., members of the Nelson Tasman Emergency Response Team (NZ-RT2), Māori Wardens, or Welfare volunteers.

NZ-RT2 is a nationally accredited team that is trained in light Urban Search and Rescue techniques and other facets of CDEM including response to storms and flooding. The team is qualified for out of region deployments and is managed and administered by the Nelson Tasman CDEM Group office and funded jointly by Nelson City and Tasman District Councils.

- **Affiliated volunteers**: Those who are members of a specific organisation, such as the Red Cross or Salvation Army, and are trained by and accountable to that organisation.
- **Spontaneous volunteers**: Those who are members of the public (or groups) and who respond spontaneously to emergencies.







Warning and informing

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

Public Information Management (PIM)

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

PLEASE NOTE:

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

Emergency Mobile Alerts

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

National Warning System (NWS)

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

Alternate communication

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

Declaring a state of local emergency

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

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

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

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

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

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

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

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

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

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

Event debrief and reporting

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

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

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



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



Introduction

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

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

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

The transition to recovery

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

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

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

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

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

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

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

Recovery principles

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

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

The Group Recovery Plan

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

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

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

The exit from recovery

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

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

Working in partnership

Engaging Māori and iwi in recovery

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

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

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

What we want to achieve – Recovery

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

Strategic objective	Activities to support objective	Where we want to be by 2030
1. CDEM Partners to participate in a strategic, resilient approach to recovery planning integrated across 'Reduction', 'Readiness' and 'Response'.	**a.** Build and maintain key relationships and work collaboratively to: • Understand roles and responsibilities. • Maintain an engaged, transparent, and collaborative culture. • Participate in meetings, workshops and proactively engage.	**A clear plan for the coordination of Recovery is in place and understood by all partners.**
	b. Take account of regional hazards and risks, that considers the outcomes of the Group's risk assessment.	
	c. Recognise long-term priorities and opportunities to build back better.	
	d. Promote consideration of the impacts of climate change.	
	e. Recognise the importance of culture to resilience.	
	f. Ensure people and communities are at the centre of recovery processes.	
	g. Listen to the community voice.	
2. Deliver an effective recovery response.	**a.** Continue to build and maintain the capability and capacity of the CDEM and Council(s) recovery workforce.	**The territorial authorities and key partners understand their role in leading recovery and have effective arrangements in place to support delivery of recovery activities to our communities following a major event.**
	b. CDEM Partners are responsible for providing appropriate representation and staff throughout the response and recovery (including Councils).	
	c. Adhere to protocols and procedures including Te Tiriti o Waitangi for recovery.	

Monitoring and evaluation

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

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

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

The main objectives of monitoring and evaluation are to:

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

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

Governance

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

CDEM Group Office

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

APPENDICES



DRAFT 7-00

Appendix A: Acronyms

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

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

Appendix B: Definitions

AF8

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

The Act

The Civil Defence Emergency Management Act 2002 (CDEM Act)

Emergency

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

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

Civil Defence Emergency Management

Civil Defence Emergency Management:

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

Civil Defence Emergency Management Group (CDEM Group)

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

Civil Defence Emergency Management Office

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

Coordinating Executive Group (CEG)

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

Co-ordinated Incident Management System (CIMS)

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

Emergency Services

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

Group Emergency Operations Centre (Group EOC)

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

Group Controller

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

Group Plan

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

Group Recovery Manager

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

Hazard

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

Hui

Meaning to gather, congregate, assemble or meet.

Incident Control Point (ICP)

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

Joint Committee (JC)

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

Lead Agency

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

Local Emergency Operations Centre (Local EOC)

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

Lifeline Utility

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

Local Controller

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

Mahi

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

Minister

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

National Coordination Centre

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

National Crisis Management Centre (NCMC)

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

National Welfare Coordination Group (NWCG)

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

Readiness

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

Recovery

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

Recovery Manager

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

Recovery Taskforce

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

Reduction

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

Response

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

Risk

Means the likelihood and consequences of a hazard.

Standard Operating Procedure (SOP)

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

Transition Period

Means a national transition period or local transition period.

Welfare Coordination Group (WCG)

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

Whānau

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

4Rs

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

Appendix C: References

[TBC when document is finalised]

NELSON TASMAN EMERGENCY MANAGEMENT GROUP

CIVIL DEFENCE

DRAFT 7-00

Nelson Tasman CDEM Group Plan 2025-2030