



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

Date: Tuesday 4 April 2023
Time: 1.30 pm
Meeting Room: Emergency Operations Centre
Venue: 28 Oxford Street, Richmond

Nelson Tasman Civil Defence Emergency Management Group

Komiti Whakahaerenga Tiwhikete Whakawhanaunga

AGENDA

Contact Telephone: 03 543 8400
Email: gabrielle.drummond@tasman.govt.nz
Website: www.tasman.govt.nz

Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted.

AGENDA

1 OPENING, WELCOME, KARAKIA

2 APOLOGIES AND LEAVE OF ABSENCE

Recommendation

That apologies be accepted.

3 DECLARATIONS OF INTEREST

4 VERBAL UPDATES

4.1 National Emergency Management Agency

- Cyclone Gabrielle: National Update and observations
- Trifecta Programme

4.2 AF8 Programme

5 REPORTS

5.1 Report of the Nelson Tasman Emergency Management Office and Attachments 6

6 CONFIDENTIAL SESSION

- 6.1 Procedural motion to exclude the public..... 65
- 6.2 Appointment of Local Controllers 65

7 CLOSING KARAKIA

6 REPORTS

6.1 REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE AND ATTACHMENTS

Decision Required

Report To: Nelson Tasman Civil Defence Emergency Management Group
Meeting Date: 4 April 2023
Report Author: Joe Kennedy, Manager Emergency Management
Report Number: REMC23-04-3

1 Summary

- 1.1 To provide an update from the Emergency Management (EM) Office on activity since the last Joint Committee (Group) meeting held on 26 July 2022.
- 1.2 A meeting of the Coordinating Executive Group (CEG) was held on 8 March 2023 and the report of the Emergency Management Office that went to that meeting is attached for members' information.

2 Draft Resolution

That the Nelson Tasman Civil Defence Emergency Management Group Joint Committee

1. receives the Report of the Nelson Tasman Emergency Management Office and Attachments; and

2. notes the confirmed minutes Coordinating Executive Group (CEG) of 26 October 2022 and the draft unconfirmed minutes from the Coordinating Executive Group (CEG) of 8 March 2023.

3 Attachments

1.	Report of the Nelson Tasman Emergency Management Office to CEG - 8 March 2023	8
2.	Nelson Tasman Emergency Management Attachments to Report to CEG - 8 March 2023	20
3.	Confirmed Minutes from 26 October (Confirmed 8 March)	55
4.	DRAFT Unconfirmed Minutes - 8 March 2023	60



8 March 2023

6.1 REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE**Decision Required**

Report To:	Nelson Tasman CDEM Coordinating Executive Group
Meeting Date:	8 March 2023
Report Author:	Joe Kennedy, Manager Emergency Management
Report Number:	RCEG23-03-2

1 Purpose of the report

- 1.1 To provide an update from the Emergency Management (EM) Office on activity since the meeting of the Nelson Tasman CDEM Coordinating Executive Group held on 26 October 2022.
- 1.2 To request the Coordinating Executive Group (CEG) consider the recommendations contained within.

2 Draft Resolution**That the Nelson Tasman CDEM Coordinating Executive Group**

- 2.1 Receives the Report of the Nelson Tasman Emergency Management Office RCEG23-03-2; and**
- 2.2 Receives the Nelson Tasman Emergency Management Civil Defence Emergency Management Six Month Accounts to December 2022 (Attachment 5); and**
- 2.3 Approves the draft Annual Plan 2023-24 budget of the Emergency Management Office for presentation to the Nelson City Council and the Tasman District Council for review and provision of feedback if required (Attachment 6).**
- 2.4 Approves the carry forward for 2022/23 to the 2023/24 financial year of the following capital funding of \$37,500 for air conditioning units, \$10,000 for tsunami information boards, and \$35,000 for a replacement vehicle for New Zealand Response Team 2.**



8 March 2023

REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE**3 National Emergency Management Developments**

- 3.1 Subject to the ongoing requirements of the response to Cyclone Gabrielle, Kathrine Biggs, Senior Regional Emergency Management Advisor, National Emergency Management Agency (NEMA) will be in attendance at the meeting of the Coordinating Executive Group on 9 March to provide a verbal update regarding national emergency management developments.

Appointment of DCE Emergency Management and Director

- 3.2 John Price ONZM has been appointed as the new Deputy Chief Executive Emergency Management and Director for Civil Defence. Emergency Management.
- 3.3 John has been a member of the New Zealand Police since 1987 and is the current District Commander for Canterbury District.
- 3.4 John will bring strong senior leadership and response experience to the role. John has had a leading role in Police responses to significant emergencies including the 2011 Christchurch Earthquake, 2016 Kaikoura/Hurunui earthquake, the 2017 Port Hills fires and the 2019 terrorist attack.
- 3.5 John will join NEMA on 13 March following his retirement from the NZ Police. Roger Ball will continue to be Acting DCE and Director until this time.

Catastrophic Planning (CATPLAN)

- 3.6 NEMA has, and will continue to run a series of workshops to increase Aotearoa's collective readiness for a catastrophic event. Known as CATPLAN (Catastrophic Planning), the workshop series focus on how NEMA and national agencies will deliver critical response tasks following a catastrophic event.
- 3.7 The first CATPLAN workshop was held on 14-18 November in Wellington. It was a five-day, multi-agency planning sprint that focused on a Hikurangi subduction earthquake and tsunami scenario, in which Wellington is rendered unable to function. Once complete the output is anticipated to be a first cut of a national plan, albeit one with gaps that will need to be subsequently closed or acknowledged.
- 3.8 Whilst the workshops focus on the national level response, it is noted that many interdependencies between national and regional/local levels exist. As such, staff from CDEM Group offices will be participating in the planning.
- 3.9 It is expected that a second sprint, based on an Alpine Fault scenario, will take place in the first two quarters of 2023.
- 3.10 It is acknowledged that the CATPLAN process may place additional demands on CDEM Group offices and NEMA will continue to work with Group Managers to identify mechanisms and timings for aligning the national level planning with planning at the regional level.

'Prep Talk' Campaign

- 3.11 The 2022 Annual Disaster Preparedness Survey showed only one third of New Zealanders have taken any steps to prepare themselves or their households for a disaster in the past 12

8 March 2023

REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

months. NEMA's annual research shows that many households often think preparing for an emergency will be too hard or cost too much – the latter being especially salient as costs of living rise. Preparedness is commonly conflated with stockpiling goods, which means it is put on the back-burner by households with tight budgets, as well as those with little space to store food, or those who associate emergency preparation with a high amount of effort.

- 3.12 There is a need to change how Kiwis think of preparing, which means we need to change common perceptions of preparedness to what really makes a difference, whānau and community looking out for each other.
- 3.13 Emergency preparedness can begin with a simple conversation, after all, kōrero is free.
- 3.14 NEMA has set out to make a campaign that resonates with all of Aotearoa, while strongly resonating with Māori and Pacific communities, who face disproportionate impacts from emergencies.
- 3.15 The campaign was guided by a Cultural Advisory Group. The group included representatives from Te Puni Kōkiri, Ministry for Pacific People, the Ministry for Ethnic Communities, and CDEM Māori and Pacific advisors.
- 3.16 The campaign focuses on the value of social connections, having a conversation, and making a household emergency plan. These are vital preparedness actions and are also easy and free. The resulting “Prep Talk” campaign centres around a video and associated resources involving a young person giving a preparedness “prep talk” to her whanau.
- 3.17 The Prep Talk campaign touches on a handful of themes – who will pick the kids up from school, checking on your neighbours, ensuring pets are included in your plan, and making a plan with your flatmates. The campaign presents household preparedness through the eyes of an everyday New Zealand whānau, with messages that are relatable to everyone in Aotearoa New Zealand.

Get Ready website

- 3.18 The Get Ready website is now available in Niuean and Cook Islands Māori. These are the last of the languages NEMA have planned to roll out, bringing it to a total of 14 languages. Downloadable large print and audio files have also been added to the top of each page. This makes the Get Ready emergency preparedness website one of the most accessible websites in Aotearoa; the website meets New Zealand Government and international standards for website accessibility.

4 Nelson Tasman Civil Defence Emergency Management

August 2022 Weather Event Debrief Report and Key Debrief Outcomes

- 4.1 The Severe Weather Event of August 2022 bought with it an opportunity to learn for future responses. Toa Consulting was engaged to facilitate a cold debrief and produce a post-event report to outline key learnings and recommendations. A series of debriefs took place between October and December 2022 which included an online survey of over 100 people, a comprehensive cold debrief of 106 people, organisation specific debriefs and discussions



8 March 2023

REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

with key staff and departments. The organisation specific debriefs included discussions with Mayors and Chief Executives from both Tasman District Council and Nelson City Council, the Lead Controller for the response, the Local Emergency Operations Centre in Golden Bay, the Geotechnical Leaders, and Building and Infrastructure teams from both Councils.

- 4.2 The organisation specific debriefs included discussions with Mayors and Chief Executives from both Tasman District Council and Nelson City Council, the Lead Controller for the response, Local Emergency Operations Centre personnel in Golden Bay, Geotechnical Leaders, and Building and Infrastructure teams from both Councils.
- 4.3 The debriefs were broken down into six categories covering three key themes of communication, coordination, and leadership. Recommendations for improvement or maintenance of best practice for each theme have been put forward in a post-event report.
- 4.4 In total the post-event report identifies thirty-five recommendations across the key themes. A number of these recommendations already form part of the Nelson Tasman Emergency Management (NTEM) work programme or have been worked through since the response. Recommendations that are not identified within the current NTEM work programme will be added and prioritised against existing projects. Implementation timeframes will also be assigned.
- 4.5 Although the report highlights many areas for improvement, it also noted that the overall response to the event was seen as effective by those involved. The majority of the issues outlined within the report are not unusual and have been experienced in other responses across New Zealand in recent times.
- 4.6 The debrief report is attached as **Attachment 1**.

Corrective Action Planning (CAP)/Operational Readiness Improvement Programme (ORIP)

- 4.7 A Corrective Action Plan (CAP) for the Nelson Tasman Emergency Management Office has been compiled and is a collection of all the learnings from event responses since the Severe Weather Events of 2010 and 2011. Recently, further improvement items have been added to the CAP from the weather events of February and August 2022, and the Scenario Based Training held in November 2022. Learnings added have been broken down into the same six categories used for debriefing events: communications, Emergency Operations Centre (EOC) processes and procedures, EOC resources/equipment, training, event coordination and response experience. After including all new learnings into the CAP there were approximately 700 lines detailing items for improvement.
- 4.8 The CAP was reviewed over several working group meetings with the Operational Readiness portfolio holders. A status was assigned to each item, namely: completed, already in current work programme, needs including in current work programme, or obsolete/superseded (due to no longer being valid or required in the current CDEM environment). The next stage of the process is now underway, adding all CAP items to the work programme which are not already included. After this is completed the work programme will be reviewed to reprioritise the items contained within and presented to a future meeting of the Nelson Tasman CDEM Coordinating Executive Group.

8 March 2023

REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

- 4.9 A key tool used to address CAP items is the Operational Readiness Improvements Programme (ORIP). Many items in the CAP are being included in the ORIP list, as they have a particular focus on EOC processes, procedures and systems. The ORIP brings together several members of the EM Team once a week for a three hour workshop session to work through a prioritised list of improvement areas. Such items include, though are not limited to, developing templates, writing standard operating procedures (SOPs), and ensuring documents are updated.
- 4.10 To ensure that new systems, processes and documents are shared and known by a wider group, training is underway of both the EM Team, and the wider Incident Management Team (IMT). This training is carried out through response systems training twice a month, EOC function specific training, and IMT meetings three times per annum. The aim is to build resilience for the operations of the Group EOC in response to emergency events..

D4H Incident Management System

- 4.11 D4H (a cloud platform for emergency response) has been implemented into the NTEM technology systems. The Incident Management platform for use during response has been operationalised with regional templates and systems added. It was successfully utilised for the first time by approximately 100 people during the Scenario Based Training (SBT) at the end of November last year. Prior to the training, logins were established for all personnel and some initial tasks were completed as a part of the scenario on the day. Great feedback was received from users. SBT participants mentioned that the system was very easy to use and that they could already see the benefits D4H would bring to a response. Several D4H subject matter experts from Canterbury and Otago were brought in to assist with the SBT, this proved invaluable to the quality of training delivered.
- 4.12 Shortly after the SBT further tweaks were made to the D4H platform based on feedback received on the day. A user handbook has been compiled to assist people to work with the new system in a response environment. Prior to the Christmas shutdown a further 100 response personnel were set-up with individual logins. As such, at the time of writing, 201 people are set-up in the system.
- 4.13 To ensure familiarity with the new system amongst response personnel four online training sessions are being run the week of 20 February. The purpose of the training is to cover the basics of the system and allow an additional 130 response personnel to become familiar with the system. Throughout the year additional function specific training sessions will be held to delve deeper into specific system functionality including the requesting of resources and tasking. It is hoped that specific iwi and NZ Police training can be organised to further develop system understanding across Group EOC Liaisons and incorporate fit for purpose templates within the system.
- 4.14 Alongside the D4H Incident Management platform sits a D4H Personnel and Training platform. This platform is currently under development as there is a significant amount of data to import into the system before it becomes fully operational.



8 March 2023

REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

- 4.15 D4H recently reached out to the Nelson Tasman and Canterbury CDEM Groups to take part in a livestream event with the Chief Executive of D4H Global. The purpose of the livestream event is to share our experience of implementing the new technology and the subsequent training of response personnel. **Scenario Based Training (SBT)**
- 4.16 In November last year the NTEM team and Toa Consulting developed and ran SBT training to provide a supportive environment to practice processes and systems used within the Group Emergency Operation Centre (GEOC), and to familiarise everyone in the use of D4H, the new incident management system. The SBT was not a test of individuals or agencies, rather a focus on how we can all work together, grow skill sets and feel more comfortable in a response environment. Training like this provides a safe environment for response personnel to get experience in the EOC environment without the pressure of a real event.
- 4.17 The scenario used for the training was a distant source tsunami resulting in up to 3 metres of inundation that would have a significant impact on the orange tsunami zone. The morning session commenced 5 hours prior to the predicted inundation arrival time, with the afternoon session time jumping to a post-inundation impact response.
- 4.18 Approximately 80 staff attended the SBT from across the Councils. Marlborough CDEM Group, Canterbury CDEM Group, Selwyn District Council, Otago CDEM Group, NZ Police, Waimea Water and NCC/TDC Harbormaster representation also featured throughout the day.

Contingency Communications

- 4.19 The Regional Radio Network Scoping Project continues to progress with the support of two volunteers. Currently key areas of focus include: deployment of new radio equipment, gaining understanding of the new public safety network, assessing current repeater coverage, and reviewing potential new systems. Kaiteriteri has had delivery of a new handheld radio with several volunteers trained on its use in early December. This will be a shared resource across the two campsites, depending on the event. Pohara Camp is the next location to have a radio installed which is scheduled to occur in the coming months.
- 4.20 In the satellite communications space, the EM team have been working with Tasman District Council (TDC) Information Services team on a solution for satellite communications for Golden Bay (Takaka). This is to build resilience in communications across the region and give flexibility in facilities that can be used in response. A deployable Starlink system has been purchased and will be based in the Takaka TDC Service Centre. The intent is to have the Starlink equipment available to the Golden Bay Local Emergency Operations Centre for use in response by the middle of March 2023. Several staff and volunteers in Takaka will be trained in the use of the Starlink system with regular system testing being undertaken by TDC staff.

Mass Evacuation Planning

- 4.21 Waimea Dam evacuation planning is being led by NZ Police and is nearing completion. At the time of writing, details of the plan will be finalised after a multi-agency table-top exercise scheduled for 13 February 2023. Following this an evacuation plan be provided to the Readiness and Response (R&R) Committee members to allow for review and feedback.



8 March 2023

REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

Once the Waimea Dam evacuation plan is completed the R&R Committee will discuss and prioritise the next area of focus for mass evacuation planning.

Lifelines Update

- 4.22 The Lifelines Committee has welcomed a new Chair, Becky Marsay (Team Leader Water Supply and Wastewater, Tasman District Council). With the new Chair comes a refreshed set of priorities for the Committee to ensure greater engagement and involvement in the Group. Moving forward focus areas include a review of the Lifelines Committee work programme, increasing the understanding of each Lifeline Utility and the formalising of a Lifeline Utility Coordinator role and subsequent identification and training of personnel to fill these roles in the response. With Covid restrictions lifting, site visits to each of the Lifeline Utilities will recommence next quarter starting with Nelson Airport.

Nelson Tasman Emergency Management Public Education Videos

- 4.23 In December 2022 members of the NTEM team made a short “keeping yourself safe” video which was shared with NEMA and became part of a nationwide video incorporating messages from other CDEM groups. The idea of making more of these short videos in conjunction with regional partnering agencies was raised at the recent meeting of the Public Education Public Information (PEPI) committee where unanimous support for the production of more regional videos was provided.

AF8 Roadshow and public Meetings

- 4.24 Following successful roadshows around the South Island in 2019 and 2021, Alice Lake-Hammond (Programme Lead, AF8) is currently running another round of AF8 Roadshows and Public Meetings. The roadshows are aimed at increasing the South Island’s resilience to future natural hazard events and are an initiative of the six South Island CDEM Groups and leading Alpine Fault scientists.
- 4.25 The AF8 Programme Strategy 2022-2025 and February 2023 AF8 Programme update are attached as **Attachments 2 and 3**.

New Zealand Response Team 2

- 4.26 The team currently has 13 operational team members and one non-operational. A recruitment process is currently underway to find new members and boost team numbers. At the time of writing 10 applications for operational roles and 5 for non-operational roles have been received. Additional applicants are still being sought prior to a compulsory 24-hour selection night scheduled for 24-25 March 2023.
- 4.27 In response to requests for Response Team assistance in the wake of Cyclone Gabrielle, four members of NZ-RT2 deployed to Tairāwhiti for 7 days.

CDEM Training Programme

- 4.28 Currently, there are 66 NCC and 89 TDC staff who have had a minimum of ITF Intermediate training and would therefore be eligible to fill Group EOC roles during response.
- 4.29 At the time of writing, to bolster these numbers the EM office has the following training scheduled for February and March:



8 March 2023

REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

4.30 Action Orientated Team Leader 2 day– 18 registered

Controller and Leadership Course – 2 days – 13 registered

ITF Intermediate – 2 days – 24 registered

Intelligence Function specific – 1 day – 18 registered

Planning Function specific – 1 day – 10 registered

Logistics Function specific – 1 day – 13 registered

Welfare Function specific – 1 day – 15 registered

4.31 It is encouraging to see Council staff have the support from both Councils to take part in training, thank you.

NEMA Claim for August Severe Weather Event

4.32 Nelson City Council and NTEM have informed NEMA that we will be submitting an initial welfare related claim of \$164,303.91 + GST for the August 2022 severe weather event. At the time of writing, the CDEM office is providing NEMA with scanned copies of each welfare related invoice facilitate prompt reimbursement of funds.

EM team Continual Professional Development (CPD) Programme

4.33 The 2023 CPD schedule is attached as **Attachment 4**. CPD for this quarter has a Leadership focus. EM Team members are either participants or observers on an upcoming Controller Leadership course and/or a weekend residential Action Orientated Leadership course.

EM Annual Calendar of Activities and H&S initiatives

4.34 This year the CDEM office Annual Activity calendar was expanded to encompass the wide spectrum of activities and events that involve the EM team, both in the office and out in the community. There have been some changes to the administration of the portfolio committees, with a single Minute Taker now assigned to the task. The change is working well. A changeover in the council triennium from NCC to TDC has also resulted in administrative change for the CDEM Coordinating Executive Group and CDEM Group meetings.

4.35 Personal well-being was at the core of a discussion held in February on how we work at CDEM. The team has been encouraged to think about tactics and the use of tools including 'Hummingly strategies' to navigate stress and uncertainty, make decisions and deal with periods of sustained pressure.

4.36 Perhaps the most noticeable difference in the office this year, has been a marked increase in the number of external staff/agencies coming in to the EOC for meetings. This is in response to the nationwide change in Covid-19 settings.

4.37 As a result, several Covid-19 protection measures have been employed to manage this change. These include Premises Conditions of Use, visitor health screening and limiting the number of people in the EOC at any one time.

Group EOC Information Technology

8 March 2023

REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

- 4.38 An IT Project is required to upgrade the NTEM technology and support requirements. This is based on learnings from previous events, technological advancements across the sector and increasing expectations from response personnel and the public. A business case was undertaken that identified several recommendations. A working group was established to work through the procurement process including scoping the requirements of the project.
- 4.39 The weather event in August 2022 allowed for further learnings about the current technology and the complexities of the Group EOC in response versus business as usual (BAU) times. In early October 2022, a visit to Canterbury's Emergency Coordination Centre situated in the Christchurch Justice and Emergency Services Precinct was undertaken by several members of the working group. The visit provided an opportunity to learn from Canterbury's IT implementation experience several years ago. The trip also allowed an understanding to be built regarding operating across Microsoft Teams, Office 365 and D4H during an emergency, these are the same systems used in the NTEM Group EOC.
- 4.40 Several meetings have been held since the Canterbury visit with both Tasman District Council (TDC) and Nelson City Council (NCC) personnel to discuss next steps of the IT Project. From these discussions three key pieces of the project have been identified:
- a) The cloud piece – Microsoft Teams, information flows, and templates.
 - b) The infrastructure piece – tenancy, licencing, hardware.
 - c) The support piece – how support is provided in BAU and response.
- 4.41 To ensure the project continues to progress in a timely and efficient manner a Project Manager has been bought on board.
- 4.42 It has been noted through many of the events over the last few years that the IT hardware and software in the Group EOC is not to a high enough standard. To start moving forward in the IT project both TDC and NCC IT/IS Teams have started to bring new hardware into the GEOC. This includes, mobile phones, computer monitors and docking stations. An audio-visual solution for meeting rooms is also being investigated. The changes being made will provide significant benefits to future responses.
- 4.43 The IT project will continue to progress over the coming months, with the work being broken down into smaller projects along the way. Consultants will be bought in where necessary who will bring expertise to the project when required.

Welfare

- 4.44 Several projects are being worked on concurrently all of which are aimed at improving the ability to respond in an emergency. Please find these outlined below.
- 4.45 Visits to a variety of facilities throughout the Nelson Tasman region that have been identified as potential Civil Defence Centres (Welfare Centres) are near completion. Letters of Understanding have been signed by 45 of the 48 premises visited with an additional 4 facilities yet to be visited.
- 4.46 Documentation for Civil Defence Centre supervisors and staff has been reviewed and updated to support Civil Defence Centre personnel with their understanding of roles and



8 March 2023

REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

responsibilities, and to aid the provision of accurate information to the Group EOC Welfare function during a response. An introduction to the new documentation is scheduled as part of a Local Welfare Managers and volunteer's forum is scheduled for 24 May.

- 4.47 A gap has been identified regarding the number of Alternate Group Welfare Managers available in the Nelson Tasman Region. Greater redundancy in the system is need. To assist with building the pool of Alternate Group Welfare Managers an Alternative Group Welfare Manager position description is in final draft form and potential candidates for the role are being approached.
- 4.48 Involvement in a South Island wide Alpine Fault planning welfare group continues with the focus for this quarter on habituality modelling.

Recovery

- 4.49 The focus for Recovery in the last six months has been in response to the August 2022 flooding event. In her capacity as Group Welfare Manager and Recovery portfolio holder during business-as-usual times, Kathy King has continued to act as a liaison and subject matter expert between the EM office and the Nelson City Council Recovery team. Supporting the Recovery Navigator Coordinator during the establishment of their role and introducing them to the workings of CDEM and to supporting agency key contacts has been key.
- 4.50 In a BAU context, focus is geared towards developing tools to improve the transition from response to recovery. Developing and streamlining recovery personnel structures, and seeking to further align CDEM Group Recovery structures with those of 'In house' council recovery structures has been identified as a need, together with the development of a Recovery aide memoire.

Nelson Tasman CDEM Controller/Leadership training

- 4.51 The Nelson Tasman CDEM Group has a number of Controllers and personnel in leadership positions at both Local EOC and Group EOC levels. While the National Response and Recovery Leadership course is intended to enable participants to have a deeper understanding of their role, it requires a large amount of investment, both financially and in time, by both the participant and their parent organisation. This has made it difficult to utilise to fully upskill the current pool of Controllers and response/recovery leadership personnel in the region.
- 4.52 In order to ensure that the pool of Controllers within the region, both current and future, have the right skills to operate at the required level in an emergency, the NTEM team commissioned the development and delivery of a 1-2 day training package aimed at providing CDEM Controllers and response/recovery leadership with the skills required to manage and lead an event. The course will build on other training already provided, and act as a bridging course between the high level strategic/conceptual national course and the Integrated Training Framework (ITF) intermediate and Coordinated Incident Management System 4 (CIMS 4) courses.
- 4.53 As a result, at the time of writing, 17 people have registered for the pilot NTEM Controller/Leadership course scheduled for 27/28 February 2023. The course consists of



8 March 2023

REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

face-to-face training, workbooks and aide memoire materials to support learning, development and recollection.

Nelson-Tasman CDEM Group Plan - review and update

- 4.54 The Nelson Tasman Civil Defence Emergency Management (CDEM) Group Plan is required to be reviewed and updated every five years as per the requirements placed upon CDEM Groups within the Civil Defence Emergency Management Act 2002. The current Group Plan is due to expire in 2023 and work to complete a review and update of the plan needs to be undertaken.
- 4.55 Currently there are on-going reviews of the CDEM Act 2002, National CDEM Plan and the Guide to the National Plan that outline the requirements of CDEM Groups and partners across the 4R's of Reduction, Readiness, Response and Recovery. The changes to these strategic documents could potentially present significant alterations to the way aspects of emergency management is provided in New Zealand, however, the extent of the changes will not be fully known until early 2024. As a result, it is proposed that the review of the Nelson Tasman CDEM Group Plan will not seek to re-write the existing plan, though will instead focus on ensuring the content is updated to meet the requirements of the CDEM Act 2002 and incorporate changes to the National Disaster Resilience Strategy (NDRS 2019-2029), the increased role of of Māori and Iwi in emergency management in Nelson Tasman, inclusion of recently undertaken hazard risk analysis work, improvements to our capability, and adoption of the Coordinated Incident Management System (CIMS) 3rd Edition. It is proposed that a full update of the plan be conducted once the outcomes of the CDEM legislative review are fully known.
- 4.56 While initial work has been undertaken to re-assess the region's hazards and consequences as part of the plan review process, as a result of the impact of the responses to the August 2022 weather event and provision of support in response to Cyclone Gabrielle on bau work programmes, the majority of the CDEM Group Plan review is yet to be undertaken. A project team comprised of NTEM, NCC and TDC representation has been established with the intent to carry out this work through 2023, to ensure that the current CDEM Group Plan is updated and released ideally within the 2023 calendar year.
- 4.57 This project will undertake a high level review of the current NTCDEM Group Plan content to ensure the current plan is still applicable and compliant with the requirements of the legislation. This will include conducting consultation across key stakeholders to ensure that the content of the new CDEM Group Plan provides clear strategic direction for the NTCDEM Group and is fit for purpose.

5 Emergency Management Office Financial Reporting

- 5.1 The Civil Defence Emergency Management Financial Report December 2022 is attached as **Attachment 5**. Of note, operating expenses to December are \$42,000 under budget due to timing of some expenditure, mainly Controller fees. Event costs at \$1.389 million are significantly over budget. The main items are:
- 5.2 Geotech costs of \$854,000 most of which will be recoverable from the two Councils.



8 March 2023

REPORT OF THE NELSON TASMAN EMERGENCY MANAGEMENT OFFICE

Welfare costs of \$164,000. A draft claim for this amount has been lodged with NEMA. Atmore Terrace tree removal \$130,000 should be recovered from Nelson City Council. Security \$51,000, this is unlikely to be recovered. Other Group EOC costs of \$100,000 including travel and accommodation for out of town surge staff support and some regional external Group EOC staffing.

- 5.3 The Nelson Tasman Emergency Management Annual Plan 2023/24 budget is also attached as **Attachment 6**. Income is based on the LTP year 3 levies from each Council – which has not been updated due to the tight Annual Plan finances at the Councils. Expenditure has increased beyond inflation due to a review of salaries in 2022, savings have been anticipated to partially offset the salary increase. The budget shows a deficit of \$109,400. There is no provision for event costs.
- 5.4 Due to the impact of the responses to the August 2022 weather event and provision of support in response to Cyclone Gabrielle on BAU work programmes, CAPEX budget in the current financial year to replace air conditioning units (\$37,500), tsunami information boards (\$10,000), and a vehicle for New Zealand Response Team 2 (\$35,000) is unlikely to be spent until the 2023/24 financial year. As such, it is requested that approval be given to carry the prementioned funds over to the 2023/24 FY.

5 Attachments

1. Nelson Tasman Debrief Report - February 2023
2. AF8 Programme Strategy 2022-25
3. Programme Update - February 2023
4. Continuing Professional Development Plan - 2023
5. Civil Defence Ledger and Report 2022-23 - December 2022
6. CDEM - Emergency Management Office - 2024 Annual Plan Budget

POST-EVENT REPORT

Nelson Tasman CDEM Group Severe Weather Debrief – August 2022



Report prepared for:

Joe Kennedy, Nelson Tasman CDEM Group Manager

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Forward

This report provides an overview of the collective debriefs held following the Nelson-Tasman CDEM Group response to the August 2022 severe weather event, which resulted in flooding and land instability across the region, predominantly in the Nelson City and Golden Bay areas.

The debriefs were held between October and December 2022 and took the form of staff surveys, a comprehensive Group Emergency Operations Centre (GEOC) 'cold debrief', organisation-specific debriefs, and one-on-one interviews with key staff and council departments.

It is important to note that the overall response to this event was seen as effective by both those involved and the wider public. Many significant events took place over the course of the three days, each with unique challenges to responders and residents. The level of rainfall experienced was unprecedented and largely confined to very specific areas of the region. Issues such as evacuation of residents were made difficult by the short timeframes of floodwaters rising, or due to the unknown locations of where landslides would occur.

As severe weather events occur with more frequency and increase in their intensity, so too do the range of impacts and complexities of managing the event. Technological advances in response have also created emerging issues for incident management, such as navigating the multitude of communication channels, increased scrutiny around data management requirements and practices, and the challenges of developing situational awareness across multi-platform environments.

The nature of debriefing often means that focus is placed on key problems, where things went wrong, or where improvements could be made; this tends to significantly outweigh the feedback received on what went well. The issues outlined within this report are not uncommon in many responses that have occurred across New Zealand over the past two decades. No response is ever perfect, and mistakes will likely be made; the benefit of debriefing is the opportunity to reflect on the response without the pressure of the event and understand where things could be done differently in the future.

It must also be remembered that most personnel involved in responding to events in the Nelson-Tasman region are not full-time emergency management staff or first responders, and as such are not always going to know the best ways to do everything. In many cases the situations presented to them are unique and require different methods to be implemented to the 'normal' Business as Usual (BAU) activities common in their professions. We must not forget that those who respond to events in the region volunteer their assistance to support the people of the Nelson-Tasman region in a time of need.

This report identifies thirty-five recommendations across the key themes of communication, response coordination, and leadership. A number of these already form part of the CDEM Group Office work programme or have been addressed since the response. Others identified from this debrief process may take a significant amount of time and resource to implement. The recommendations that are not identified within the current CDEM Group work programme should be included and timeframes established for implementing any required changes or developments.

Event Overview - Severe Weather August 2022

On Sunday 14th August 2022 an 'orange warning'¹ was issued for the Nelson Tasman region for heavy rainfall from Wednesday 17th August to Saturday 20th August. Initial forecasting placed the main threat from the weather system in the far west of the region, with the most severe impacts expected for the West Coast of the South Island.

The CDEM Group office staff activated in a monitoring capacity through the early part of the week until Wednesday 17th August, at which point the decision was made to activate the GEOC to manage any adverse impacts from the event.

Initially the rainfall was not expected to cause significant impacts, however, by the end of August 17th the first of three significant events had occurred within the region and a 'State of Emergency' was declared under the Civil Defence Emergency Management Act 2002 to support response efforts.

The first major event to occur was the over-topping of the Maitai River in the afternoon of Wednesday 17th August. This was caused by significant rainfall amounts in the catchment leading to extensive flooding of the properties adjacent to the river. At the same a number of large slips occurred in parts of the Nelson area, resulting in impacts properties and the roading network.

While the Maitai River levels dropped overnight, by Thursday 18th August the river levels had once again increased, resulting in a second over-topping of the riverbanks into surrounding properties. Further slips occurred across the region, resulting in significant impacts to state highway networks and isolating several settlements, including Takaka.

The rain continued into Friday 19th August, resulting in further flooding in Richmond and Brightwater. Several more significant slips occurred throughout the region impacting privately owned properties and numerous sections of the state highway network.

In parts of the high country behind Nelson and Takaka rainfall was recorded at over 1000mm in 4 days; more than the monthly average for the region. Other areas such as Motueka received relatively high levels of rainfall, though impacts were not as severe.

In total, more than 450 slips occurred across the region, and at the peak of the event over 1200 properties were evacuated due to flood risk and land instability. Subsequently, many properties have been deemed uninhabitable (Red placard), or require significant repairs to become habitable again (Yellow placard).

In addition to the property impacts, the roading network and other infrastructure was severely affected. All key state highways were impacted by slips and flooding, isolating the region from other parts of the South Island. The water supply to Nelson utilised a backup line to maintain supply due to significant damage to the main pipeline. Other distribution piping for three waters within impacted areas was damaged due to scouring from water. Many recreational assets, including walking and cycling tracks, were damaged as a result of the significant amount of rainfall and land instability.

The response ran from Wednesday 17th August until Wednesday 31st August with a State of Emergency in place for the full 14-day period. In total 233 people worked within the GEOC during this period, including 69 staff from Tasman District Council (TDC), 67 from Nelson City Council (NCC), 57 from other CDEM Groups/the National Emergency Management Agency (NEMA). In addition, the response was supported by 77 personnel from voluntary groups based in Nelson-Tasman and out of region.

¹ Orange warning: used when the forecast indicates incoming bad weather (expected heavy rain, strong wind or heavy snow) will meet the severe weather criteria. It signifies that people need to be prepared and take action as appropriate – MetService (May 2019)

Debriefing: Summary of Findings

The Debrief Process

The debrief of the event occurred in two parts; an electronic survey issued to all staff following the end of the response, and a group debrief session to discuss key themes raised from the survey.

The survey link was sent to all those who responded within the GEOC; 97 responses were received, and a number of key issues were identified to be used as the thematic basis for a later 'cold debrief.'²

The cold debrief was held in mid-October 2022. Due to the significant number of people involved in the response who were located outside of the region, the decision was made to run the debrief online using Microsoft Teams. 106 responders attended the debrief, which was run as a series of smaller facilitated group sessions followed by feedback of pertinent points to the main group. Three key themes were discussed during the debrief: Communications, Response Coordination, and Leadership.

In addition, several focussed debriefs were held through November and December 2022 to explore some of the issues raised (within the main debrief and survey) in more detail to look at potential solutions. These were held with the following individuals and teams:

- Lois Plum - Nelson City Council Incident Information Centre Lead
- Nelson City Council Infrastructure Team
- Leonie Rae – Tasman District Council Chief Executive
- Pat Dougherty – Nelson City Council Chief Executive
- Rachel Reese – Nelson City Council Mayor
- Tim King – Tasman District Council Mayor
- Golden Bay Local Emergency Operations Centre (LEOC) staff
- Stantec Geotechnical Leaders
- Alec Louverdis – Lead Controller
- Nelson City Council / Tasman District Council Building Teams

Other groups who have run their own debriefs, that have been shared with us, include:

- NZ-RT2
- GIS Teams from Nelson City Council and Tasman District Council
- Nelson Marlborough Public Health

The results of these debriefings are outlined in the following section; these are arranged according to the three key topic areas of communication, coordination, and leadership, and are further broken down into relevant sub-categories with recommendations for improvements or maintenance of best practice.

² A hot debrief is a short process that occurs immediately after an event; a cold debrief takes place days or weeks after the event has occurred and may be part of a more significant review process.

Communication

In any emergency response, communication (both internal and external) is often cited as an area for improvement in future events. Throughout the debrief process it was clear this event was no different; issues were raised by many participants regarding the communication between authorities, responding (frontline) agencies, and to those who were impacted by the event.

Internal: Group Emergency Operations Centre (GEOC) staff

Within the GEOC communications between function staff, leadership and agency representatives is critical to ensure effective situational awareness, tasking, and coordination of response efforts. The method of conducting briefings and meetings was consistently raised as an area for improvement in future responses.

Briefings enable the sharing of critical information, tasks, and issues likely to require response coordination; they build a common operating picture amongst personnel and ensure consistent situational awareness. Staff noted that while the room briefings were generally a good source of information, they were often too long and didn't give a clear direction of what needed to happen that day. It was also observed that the attendance varied throughout; often key personnel were unable to attend due to other response requirements or had simply not been invited/made aware of their occurrence. This resulted in some responders missing out on relevant information which had been provided in the briefing.

Feedback provided also mentioned the variation in briefing styles across the Controllers and a lack of consistent structure: this was also true of the function briefings that occurred following the room briefing. Staff felt these needed to be more structured/discreet to the activities of the day for the specific function.

Incident Management Team (IMT) meetings are another forum that enable communication across function and responding agencies; they are essential to supporting the operation of the EOC by determining the response priorities and objectives that are then developed into the action plan. Many who attended these noted that they lacked a clear agenda (despite a template being available) and went on far too long - often covering subjects that could have been addressed in different forums. Some felt these meetings regurgitated information which had already been circulated rather than focussing on the needs of the response/future activities. Comments by several participants suggested that IMT meetings would be more valuable if they occurred first, so that during the subsequent room briefing, response personnel are given the priorities and objectives for the day to guide their activities.

There appears to have been a lack of task-specific planning meetings for aspects of the response, most notably the collection of impact data, cordon establishment, and re-entry of evacuated areas. This resulted in some issues in undertaking these response activities. Planning meetings are critical to cross-functional and inter-agency coordination/communication and needed to be included within the operational schedule to ensure no critical elements of an action plan or specific response plan were missed.

Handovers ensure the continuity of effort across multiple shifts. Though many staff expressed how great it was to have time scheduled each day to conduct handovers, it was also observed that these varied in quality between functions. A handover template is available to personnel, which appears to have been utilised to varying degrees of competency. Handover documentation forms an important basis of the incoming staff's understanding of response progression. Participants in the debrief felt the handover notes often lacked enough detail for them to establish adequate situational awareness and knowledge about taskings at the commencement of their shift.

External: Inter-agency and Local EOC's

From the feedback received some areas of the response were effective at communicating between agencies and other areas appear to have been lacking in some cases.

The communication with the emergency services and welfare organisations, including the Rural Advisory Group, was identified as being very good throughout the response. There were comments received that the external communication channels need to be identified and established far earlier in the response and the meetings held with these agencies, such as the Welfare Coordination Group (WCG), need to be more task oriented and focussed. Some felt there were too many meetings and briefings for some agencies to be able to attend them all, and often meetings and briefings had a lot of repetition.

While meetings with external agencies were occurring during the response, it is clear from the debrief that not all sectors were effectively communicated with. Feedback from Nelson City Council and Tasman District Council staff noted a lack of communication between their Infrastructure and Building Teams and the GEOC. This resulted in a lack of situational awareness and issues with tasking, which hampered the sharing of data and extended response-times to impacted residents. It was suggested that the implementation of a liaison role for the council at an early stage, specifically when there is likely to be a high level of activity in these areas, would provide significant improvements in coordination.

Despite lifeline organisations playing a significant role in many response activities, it is not clear from the debrief what liaison took place with the wider Lifelines Committee Members throughout the response, in particular the electricity and telecommunications providers. A review of elements raised within this debrief process with the Lifelines Committee Members would support understanding of how to improve inter-agency response and coordination.

There appears to have been good communications between the leadership of responding agencies and the IMT, in particular the emergency and welfare services, however, there was a need for better connectivity between functions and agency staff in some cases to ensure clear coordination of response activities. The lack of current/updated contacts for various agencies/personnel was identified as contributing factor.

Public communications

The Public Information Management (PIM) team was highlighted as having performed very well in managing interactions with the public, especially via social media where a high level of engagement was observed. There were some delays in getting local messages out to some communities (specifically Golden Bay) and this was attributed to the lack of a PIM staff member being embedded in the Golden Bay Local EOC. Other staff observed that the PIM Team became quickly overwhelmed by requests for information and were under resourced; in addition, the management of VIP visits required heavy resourcing.

Information required by impacted residents (such as insurance contacts, council building inspection guidance) could have been pre-prepared, packaged as hazard-non-specific information and then adjusted/detailed to the specific event type. This process may have saved time and effort during response operations when resourcing was at a premium.

The channels used to connect with affected communities appear to have been very disjointed, resulting in duplications of effort. There needed to be a single method for establishing contact with impacted residents; during this response a collection of staff across various agencies completed this task, some with little training or access to the right information to answer enquiries with.

As the response progressed an Incident Information Centre (IIC) was established in Nelson as a focal point for impacted residents to access the information they required regarding their properties and other issues related to the event. Most information requested pertained to the Nelson City Council area; there was a clear requirement for the centre to be staffed by personnel with the correct knowledge and contacts. A senior staff member from NCC was initially appointed with the ability to connect people to the right services, however provision of their replacement was not prioritised and took time to be resolved.

The IIC was also asked to perform needs assessments; this was not considered in the initial setup and therefore the centre resourcing was not staffed or trained accordingly.

Both the Civil Defence Centre (CDC) at Saxton Field and the IIC noted they often felt that connection to information from the GEOC was difficult. Those working in the IIC used the NTCDEM Facebook page to access the most current information. Staff operating these sites were not able to be present at briefings and missed some important information to enable the common questions they received to be answered.

Governance

Both the Nelson City and Tasman District Mayors felt they had clear communication from the GEOC, specifically from the PIM Team, and had access to information when required. However, both noted that on occasion it was difficult to get accurate data and a clear picture of what was happening in order to communicate with the public.

It was noted by the Tasman District Mayor that each Controller had different styles and communicated in different ways. It was suggested that more casual meetings between the Controller, Mayors, and Chief Executives in readiness would potentially improve their understanding and communication in response.

The Nelson City Mayor noted that they received a lot of direct contact from the media, and this needed to be better managed within the GEOC to ensure consistent messaging was being issued across all platforms.

Recommendations

- Ensure a consistent format is employed for briefings, and that briefings are restricted to the essential issues that need to be communicated. Where possible, these should be recorded or accessible via Microsoft Teams to enable those outside the GEOC to access important information.
- Utilise a consistent format/agenda for IMT meetings which targets high-level strategic decision making to guide planning, and builds upon the status updates from all-of-room briefings
- Ensure the Operational Schedule includes/allows time for cross-function and multi-agency planning sessions outside of the IMT meetings, and adequate time for handovers.
- Ensure handovers are performed consistently across teams using the pre-prepared template.
- Develop a stakeholder communications plan to ensure that two-way communication with all key agencies is established at the onset of a response, and that this is maintained throughout response. This should include key contact details for critical roles in each agency.
- Implement a liaison role for both the NCC and TDC Councils within the GEOC, focused on Building and Infrastructure management. The person allocated to the role should have sufficient knowledge of these areas and appropriate contacts/relationships across departments.
- Ensure regular meetings between the Controllers and elected officials, both in readiness and response, to ensure there is a clear understanding of roles and key information.
- Ensure the PIM Team is appropriately staffed at the beginning of the response to manage all aspects of interaction with the public, including locally specific information (Golden Bay, Murchison and St. Arnaud LEOC's), social media management and VIP visits.
- Capture the information requirements of this response to develop messaging for future events.
- Design a communications plan for connecting with impacted residents in response; this should include responsibilities of responding agencies, anticipated information requirements, coordination of multi-agency site visits, and key contact points.
- Ensure that external response facilities are appropriately staffed to manage the likely requirements of people who visit them. Maintain regular contact via PIM and the Intelligence Team to make sure the most up-to-date information is shared between the GEOC and sites. This may include a daily briefing to external sites to update the latest information and likely event progression.

Response Coordination

Effective coordination of an emergency requires a number of response elements to work together; consistent situational awareness, appropriate levels of staffing at all stages of the response, effective response facilities, appropriate systems and equipment, and well-understood processes and procedures. Throughout the debrief process several themes emerged in these areas which require addressing to ensure similar issues do not repeat in future responses.

Facilities and equipment

The Nelson-Tasman CDEM Group Emergency Operations Centre (GEOC) was designed to accommodate a response to 'small to medium scale events,' which occur with moderate frequency; as such, the centre has a limited amount of space available to meet the requirements for current responses. Previous events and exercises have already identified this facility is not sufficient for the scale of response that can be expected in the future. The severe weather event was of a sufficient scale to highlight the need once again for more space, physical capacity was reached early in the response and functional teams were relocated to other buildings, including the TDC meeting rooms and the nearby hall, which created challenges with communications and tasking.

The relocation of functions to provide more space was observed as having both positive and negative impacts during the response. Those located outside the GEOC enjoyed benefits such as more space, a quieter atmosphere, and a stronger connection between co-located functions (Logistics and Welfare). Those within the GEOC found the relocation of Welfare and Logistics disconnected them from other functions to the detriment of the overall common operating picture. The Welfare team had the strongest connectivity and understanding of how the event was impacting people (needs identification) and the additional splitting of Welfare into two teams further contributed to the loss of situational awareness.

Several other facility limitations were identified including a lack of space for breakout areas, especially given specific activities required people to meet regularly. Others felt the room was cramped and not conducive to effective working; this was particularly true of the GIS Team who require a large amount of space to site multiple screens.

Personnel found the inability to use their own laptops to access the NCC Microsoft Teams environment made enabled devices scarce and resulted in functions having limited Information and Communication Technology (ICT). In particular, the Iwi Liaison function had access to a single computer, which may have limited the effectiveness of those working in that space.

Issues have also been raised regarding the external facilities which were operational during the response. The Golden Bay EOC was activated but lacked the appropriate resources to support responders; staff identified the need for additional laptops, response-specific phones/handsets, and alternative communications methods.

The location of external public response facilities presented some reputational risks. Both the Trafalgar Centre and Saxton Field were utilised, but priority was given to incoming sport events, despite there being a State of Emergency in place. Some felt this gave the perception that those impacted by the event were not being prioritised.

Tasking

Throughout the response there were problems regarding the tasking of operational activities from the GEOC across multiple agencies. Some suggested causes were poor communication, a lack of clear planning, and the changing of direction during the plan development process. It appeared there was no central system accessible to agencies to manage current and future taskings.

Participants felt task briefings needed to be of a higher quality; it appears very few operational briefings were held with staff and agencies undertaking work in the field. A number of those working in the field and at external response facilities were not from the Nelson-Tasman region, so required more information and a clearer

direction of what needed to be undertaken, the response priorities, and any links to other response activities underway to avoid any duplication of effort.

Situational awareness

The development and maintenance of situational awareness is critical in response to ensure that potential issues are identified and responded to in a timely manner. It also ensures that all responders are aware of the current situation and understand what they need to do. Situational awareness can be built in a range of ways in modern emergency response and several of these were identified through the debriefing process.

The GEOC has a range of visual aids to support situational awareness; These were utilised to a variety of extents to support the development of the common operating picture. Many noted that there needed to be better use of whiteboards and visual aids as a way of sharing information. It was noted that the content of whiteboards and screens weren't reviewed regularly during the response and needed to be kept updated more regularly to provide accurate and useful information.

In addition to the above, a number of comments were made regarding the use of Geographical Information Systems (GIS) to support both situational awareness and planning. It was felt that these were under-utilised and were not incorporated effectively into the response. The data to support this was being collected across a range of different sources, in varying formats and specific requirements of the system were not well understood.

Processes and Procedures

At the heart of this response were the impacted residents and their need for support as a result of extensive damage to building, property and personal belongings. The process of connecting with these people has been identified as a significant area for improvement by numerous people. Many noted that the system had too many ways for impacted people to make contact, which resulted in needs data being gathered from multiple points and across a range of agencies. No formal plan was put in place to manage this and ensure the data was collected in an appropriate manner and effectively managed to meet needs. Some noted that time wasn't taken to fully understand situations better before responding and this resulted in some delays in meeting identified needs.

Data management was a recurring theme across many of the debriefs. Issues with sharing data between responding agencies were noted, with significant resources used to try and resolve issues in data management that could have been identified and resolved prior to the event. The iwi function worked to support specific needs of their impacted communities, but also noted that they lacked sufficient access to data and information that could support a more enhanced response to those impacted by the event.

Several procedures were developed during the response to manage issues such as evacuation, cordon management, emergency accommodation and re-entry. Many noted that these lacked sufficient planning and required improvement. Issues such as the management of access to impacted areas remained largely paper-based and was challenging to administer. The re-entry plan was also cited by some as being changed on too many occasions, which resulted in difficulties in its implementation and confusion amongst those implementing the plan. The lack of a clear process to organise and arrange emergency accommodation (availability, booking, payment) also caused delays in getting places for impacted people to stay.

A significant part of the response activity was focussed on the assessment of impacted properties. Initial assessment of buildings were undertaken by the Fire and Emergency New Zealand (FENZ) Urban Search and Rescue (USAR) Teams and were followed by full assessments conducted by NCC / TDC Building teams. The process conducted by FENZ USAR Teams was not understood by the council building teams and differed in purpose from the building safety placarding system used by the councils. This resulted in confusion for residents and responders within the GEOC and the double handling of data that could have been avoided if this element of response had been more closely coordinated.

Issues were noted by the Golden Bay LEOC with regards to financial delegations that resulted in delays to purchasing items for the response. Due to the lack of delegated financial authority for the Local Controller, the

GEOC needed to raise purchase orders each time the local EOC required something for the response and made the process frustrating for those involved.

Systems

A variety of systems were used in the response to manage data, provide situational awareness and support communications. Most of the feedback received related to data management (which is covered in the sections above) and the use of Microsoft Teams as a platform for communications.

Microsoft Teams and the suite of Microsoft tools that support it (SharePoint, OneDrive etc) can be very effective in supporting the sharing of information and those who utilised it and had sufficient access noted its effectiveness. However, without the right understanding of how to utilise these tools, or correct access, they can quickly become largely in-effective and create difficulties accessing information. Staff noted that several issues existed regarding setting up access to the Teams site on non-GEOC computers that resulted in the GEOC computers becoming the only way to access the system. Had access been provided to non-GEOC computers, this would have freed up resources for Teams, such as the Iwi function, who were limited on the number of computers they could utilise.

The need for access to the Teams platform became an issue as new staff were introduced into the response, with new user access taking a lot of time to undertake. This was primarily dealt with by the Response Managers and Response Advisors and took them away from undertaking other activities. Although ICT support was provided to the GEOC, the staff were unable to support some needs of those in the centre due to not having the correct administrative rights.

Staffing

The event required significant levels of staffing to manage, both within the GEOC and on the ground. While a large portion of the responders came from the council staff pool, many surge staff were brought in from other areas of the country, as part of the Emergency Management Assistance Team (EMAT), other CDEM Groups and NEMA.

Overall, the experience of surge staff greatly supported the management of the event. Those who came from outside the region to assist were seen as supportive and provided a high degree of confidence to existing local staff. One comment received during the debrief was that “the hearth of the response has to be local and supplemented by expertise” and this largely seems to have been the case in this response. A few minor issues were raised around identifying the need for surge support earlier and having a better understanding from function managers regarding the areas that required additional staff support.

During the cold debrief there were several comments regarding the high level of new staff involved in the response. Many felt that they were partnered well with experienced staff, but often needed more help to conduct their role and had to ‘learn on the job’. Staffing availability did result in long shifts for those responding in the first week, however, this was resolved once more staff were available to assist and more shifts could be arranged.

With the addition of the surge staff the CIMS functions within the GEOC seem to have been well staffed, however some of those involved in the debriefs raised issues around staffing numbers in some functions, specifically the Intelligence, Planning and PIM functions, where more staff were required on each shift to undertake the level of work required. It was also noted that alternate function managers would relieve some of the pressures on the function manager and reduce the risk of a loss of leadership when IMT and other meetings were occurring. In addition, the need for more administrative support for functions was identified, as many struggled to undertake the work of their function and maintain filing, emails and other admin tasks.

Several issues were raised relating to the health and safety of staff in the response. These issues ranged from ensuring that staff were given appropriate breaks and stand down following working in the GEOC, more regular reviewing of the need for night shifts and providing more warning to staff required to work nights so they could

prepare and making sure that surge staff flying in from other areas were not put straight into a shift, as some arrived after already working part of the day and went straight into a shift.

The staffing of external response facilities, such as the Golden Bay LEOC, Saxton Field CDC and Trafalgar Centre IIC were identified as an area where more preparation of staffing requirements is needed. The use of Red Cross volunteers at the CDC filled a gap locally and without their assistance it would have been a struggle to operate and maintain that facility. The staffing of the IIC was also raised in the response, where appropriate staffing was not identified early enough in the planning and little planning for relief staffing was undertaken. Staff in Golden Bay also had no relief staffing for local staff and were unable to have a day off during the response. They noted that the assistance of the EMAT team members relieved pressure, but they still had to be present to provide local context and knowledge.

Agency representation

The representation of responding agencies within the GEOC was identified by those involved in the debrief as having a positive impact on the ability to coordinate activities and share information. It was noted that some areas had a very high level of engagement with agencies (Welfare) and their presence within the GEOC facilitated their work. Many noted that the restricted space within the GEOC made it impossible for all agencies to be represented in the centre, but connections were made via other means to enable multi-agency coordination.

There were two issues raised regarding representation and multi-agency coordination. The first related to links with the Marlborough CDEM Group, where conflicts existed between the priorities of the two impacted CDEM Groups amongst agencies that operate across the top of the South Island (Police, Nelson-Marlborough Health). The second issue related to the representation of agencies in the economic sector coming into the response too late to support some of the needs of impacted businesses.

Volunteers

Volunteer organisations were utilised for some activities during the response, primarily taskings in impacted areas (cordon management and impact assessment) and establishing and operating the CDC. Both the Red Cross and NZRT-2 were highlighted as having significantly contributed to the response and created good connections to the GEOC functions and teams on the ground through a coordinating presence within the centre.

Training

The response to this event was the first large scale response to occur in the region since the 2019 Pigeon Valley fire. As a result, there has been significant change across both the council organisations who make up the majority of the staff working within the GEOC. While training of new staff has been conducted on an annual basis by the CDEM Group, there were many new and untrained staff involved in this response as a result of high levels of attrition of trained staff from GEOC functions and the impact of COVID over the past two years limiting the amount of training that could be safely delivered.

It is clear from the debrief that the training of staff in the basics of CDEM response, the Coordinated Incident Management System (CIMS) and specific roles and responsibilities of the core functions is key to ensuring an effective response. This extends beyond the teams within the GEOC; council departments who will perform frontline response activities, such as Building Control, Infrastructure management and Customer Services, all need to have a good understanding of how a response is managed and how they are tasked and report to the GEOC.

It was also identified by a number of those debriefed that there is a need for a clear induction process for those coming to work in a response, both for those working in field operations and at the GEOC. Many of those who responded were not from the area and required some understanding of how the CDEM Group operates, the operation of the GEOC, the area of operations and health and safety requirements. This should be part of the

process for any new staff to a response to ensure people are comfortable with the roles they are being asked to perform and have some basic understanding of the environment they will be working in.

Recommendations

- Develop a plan for establishing a response facility capable of managing large scale events. This may be through expanding existing facilities, or the use of an alternate facility capable of housing a larger number of staff. Where possible avoid the separation of functions across multiple facilities and provide for agency representation across all sectors
- Enable 'Bring Your Own Device' (BYOD) capability within response facilities to increase access to systems across all functions and agencies
- Investigate the provision of additional resourcing (including personnel) across external facilities (LEOC's, CDC'S etc)
- Develop clear MOUs with facilities utilised as CDC's which prioritise the needs of CDEM in a declared emergency.
- Develop a set of procedures that define the process for the collection and management of impact assessment data across all responding agencies.
- Provide for the increased use of GIS in response to support the common operating picture and planning
- Nominate and utilise a single platform for the allocation and management of tasks: ensure that this is accessible to all agencies and personnel involved in the response.
- Define the systems to be utilised for communications and document management and ensure these are accessible to all responding agencies and personnel.
- Ensure that multi-agency operational briefings are conducted at the implementation of the action plan, specific response plans and other major activities to ensure there are no duplications of effort.
- Develop a process for the management of impacted residents that includes methods of contact, responsible agencies, management of data, provision of emergency accommodation and welfare support and follow up requirements for case management.
- Develop a suite of plans that address the management of evacuation, cordon management and re-entry across a range of potential scenarios.
- Ensure appropriate financial delegations and processes are in place for external facilities to acquire resources to support response activities.
- Identify staffing requirements for the GEOC, LEOC's and CDC's across a range of scenarios. Develop appropriate staffing lists from existing regional resources and identify potential gaps that will require surge staffing for major events.
- Identify alternate function managers for each function to provide backup and support to Function Managers
- Ensure the consistent application of health and safety requirements across all responders by developing a responder Health and Safety plan.
- Continue to foster knowledge and working relationships with local and national volunteer organisations.
- Develop an induction programme for new staff and provide CDEM overview training to wider council and responding agency staff.
- Regularly train and exercise across multi-agencies to increase knowledge of systems and processes used in response.

Leadership

Controller

Overall, the Controllers throughout the response were regarded as having a high level of skill in managing the variety of issues created by the event, however, some concerns were noted by staff regarding the mixture of styles between Controllers that impacted some activities within the GEOC, or the confidence of staff to conduct their roles.

There is a critical requirement for Controllers to read their environment and empower others to perform at a high level in stressful situations; if the Controller does not create an atmosphere of safety, it can have detrimental effects upon personnel, and in turn the response.

Another problem highlighted was the regular adjusting of the Controllers 'intent' to accommodate the theme of the day, or a burning issue. This created confusion amongst staff with the direction of the response, as each shift ended up working towards different overall goals. The Controllers intent should be of a high enough level, and holistic enough to remain largely unchanged throughout and across operational periods.

It was remarked that there is a relatively low number of Controllers for the NTCDEM Group. Several out-of-region Controllers were deployed to support the response due to a lack of identified and trained resource. It was observed by several participants that there are no female Controllers in the Group currently, and they felt there should be some drive to increase both the pool of resource and the diversity in leadership positions within the GEOC.

Incident Management Team (IMT), Function Management and Partner Agencies

Many of those involved in the debrief commented on the quality of function management, noting that all the function managers performed well under pressure and had the appropriate skills to manage the task required. There were relatively few issues cited with the management of functions apart from the lack of handover between some shifts and the need for function managers to have a good degree of local knowledge or be supported by people on their team who can provide this. Some comments from external agencies related to having a better understanding of who is leading each function within the GEOC to aid communication and coordination.

The leadership and representation of responding agencies was seen as very good throughout this response. Agency representatives within the GEOC were regarded as having the right level of knowledge and skillsets to contribute effectively across all areas of the response. Minor problems relating to the management of issues across CDEM boundaries were raised and these have been addressed in the event coordination section.

Governance

Governance were seen to have provided a high level of support to the response and enabled an effective working relationship with the Controller, supporting them where necessary and advocating in public forums as required. The regular meetings and provision of media messaging by the PIM were both identified as enabling the mayors of both authorities to perform their roles.

Some noted during the debriefs that there needs to be a balance between elected officials' involvement in response and performing their governance role. Some noted that the high level of visits by politicians often took up resources needed for other activities and affected the flow and performance of the IMT. The Controller was taken away on several occasions to provide support to VIP visits, which could potentially have been delegated to locally elected officials to conduct, as it impacted the response.

Māori / iwi

Leadership within the iwi response was seen to be very effective. Many saw this event as a true integration of the Iwi liaison function into the GEOC and this provided advice, support and knowledge in the provision of

support to communities and the proper implementation of Te Ao Māori across response activities and the GEOC operation. Increased resourcing, both in personnel and equipment and inclusion in Group readiness activities will support this relationship to further develop.

GEOC Culture

The overall culture within the GEOC was regarded as being excellent. NTCDEM Emergency Management staff were seen to be supportive and welcoming to both local and surge staff from out of the region. It was noted that their presence on shifts and socialising with staff in breaks and post shift harboured a very positive relationship within the GEOC for surge staff. The general encouragement and support of function staff by those in function management created a good tone for staff throughout the response. Other things, such as catering to specific dietary requirements of staff, were seen to increase the perceived value of responding staff. The wellbeing checks that were implemented throughout the response were seen to make people feel valued and important to the response.

Recovery

While this report focusses on the response to the event, several comments were received during the debrief process regarding Recovery. Some issues that were raised related to the lack of a clear transition plan to move from response to recovery, competing priorities between Recovery and business as usual activities, the resourcing of recovery activities and access to information to support recovery efforts.

Recommendations

- Ensure that the Group has identified a sufficient pool of Controllers to support the management of responses within the region.
- Ensure that Controllers have regular opportunities to develop and maintain the skills and knowledge required to effectively coordinate responses.
- Ensure the ability for responding agencies to have appropriate representation within the GEOC
- Establish regular opportunities for Controllers and elected officials to meet in readiness to foster stronger working relationships in response.
- Continue to foster and develop a strong partnership with Māori / Iwi within the region through regular inclusion in readiness activities, such as training, exercising and planning.
- Conduct a debrief of the Recovery phase to identify where better alignment can be achieved with response activities in transition.



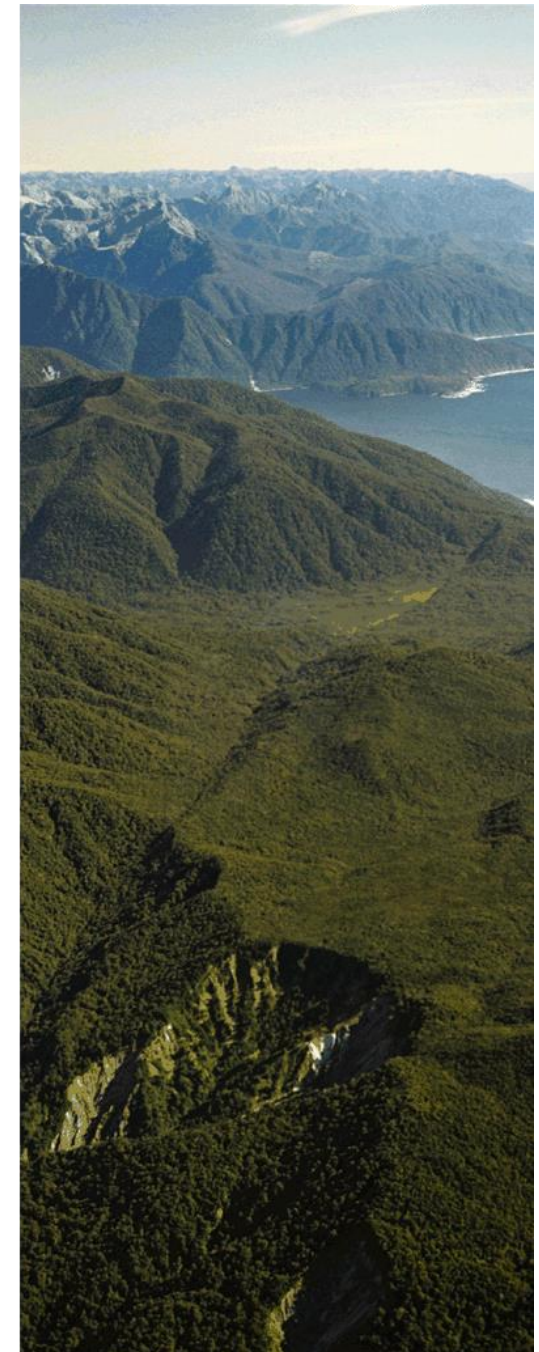
Programme Strategy 2022-25

Updated: 1 July 2022



Contents

Executive Summary	1
Background	2
Partner Roles & Critical Contributions	4
Vision & Mission	5
Strategic Focus Areas & Objectives	6



Executive Summary

AF8 [Alpine Fault magnitude 8] is an award-winning programme of scientific modelling, coordinated response planning and community engagement designed to build collective resilience to the next Alpine Fault earthquake, across Te Waipounamu our South Island.

The programme aims to share the Alpine Fault hazard and impact science and preparedness information widely, through communication and engagement activities, to increase awareness, enable conversation and build societal preparedness to natural hazard events.

AF8 has been operating on a year-to-year basis since its inception in 2016, and has had no agreed strategy beyond that. This is largely due to the constraints of the programme's *ad hoc* funding model, and because there is no clear counterpart or existing pathway that enables a view of where or what to aim for – we are breaking new ground.

Despite these constraints the programme continues to prove its value and relevance. Overwhelming feedback from stakeholders, via the *AF8 Programme Evaluation 2020*¹ and informally through networks, has indicated a clear need for AF8. The programme has proved extremely successful as a mechanism to bring researchers, agencies, communities, and regions together to tackle the complex problem of a magnitude 8 Alpine Fault earthquake.

1 | AF8 Programme Strategy 2022-25

We have been successful in raising awareness, bringing people and organisations together, building relationships, prompting preparedness, and supporting readiness and response planning activities.

Over the past 5 years, appetite and demand for information, collaboration and networking has steadily increased, influenced by:

- The updated 75% probability of a future Alpine Fault earthquake occurring in the next 50 years (up from 30%)²
- Extensive stakeholder and community engagement activities (eg. AF8 Roadshow and science presentations)
- Growing awareness and engagement from partner agencies and stakeholder networks
- Media relationships and their ongoing support
- Dedicated human resources to facilitate and implement work (eg. Programme Lead)

What began as a 1-2 year project has now evolved into a fuller programme of work. AF8 has become recognised as a leader in how we coordinate, communicate, plan and prepare for complex natural hazard events in Aotearoa New Zealand.

But are we ready for the next Alpine Fault earthquake? No.

We have built strong foundations, relationships and trust, which has generated an appetite for action, but there is still a lot more to do. This programme strategy aims to build and capitalise on our successes, to progress work efficiently and effectively, and enable a clear path to meet short to long-term outcomes.



1. Scally-Irvine, K., 2020.
 2. Howarth, J., et. al., 2021 (<https://doi.org/10.1038/s41561-021-00721-4>)



Background

AF8 is best understood as a ‘*boundary organisation*’¹: an interdisciplinary partnership between research, policy and practice designed to support, build and coordinate readiness and response capability for the next great Alpine Fault earthquake, across the South Island. It was established and continues to be led by the 6 South Island Emergency Management (EM) Groups and key Alpine Fault hazard risk science partners Resilience to Nature's Challenges (RNC) and QuakeCoRE: NZ Centre for Earthquake Resilience.

Governance and leadership for the programme is provided by the AF8 Steering Group comprising the 6 South Island Group Managers, science leaders and a National Emergency Management Agency (NEMA) representative. Emergency Management Southland acts as the chair and the administrative authority for AF8. West Coast Emergency Management currently acts as the deputy chair.

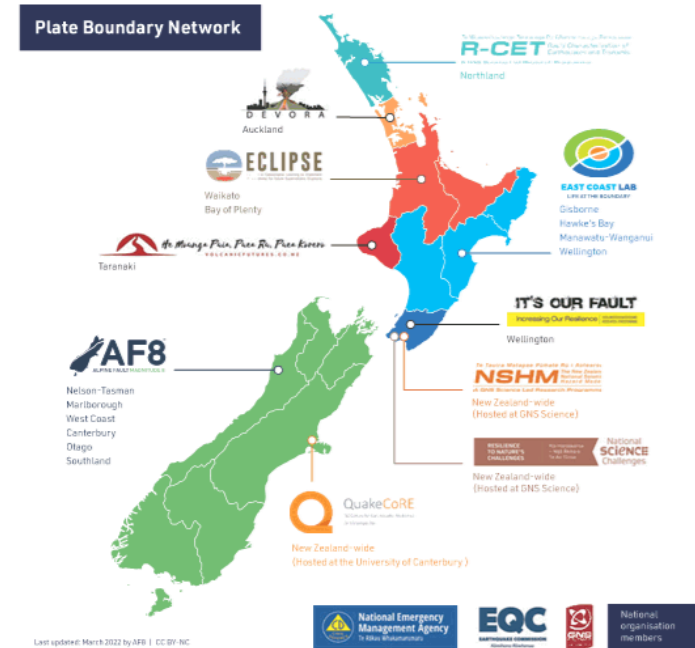
AF8 is also a member of the Plate Boundary Network: a group of regionally branded natural hazard programmes actively involved in sharing natural hazard and impact science and supporting public education and engagement in Aotearoa New Zealand (see image right).

In its **first three years (2016-19)** AF8 was funded by the Ministry of Civil Defence Emergency Management (MCDEM) Resilience

Fund, with significant co-funding from science partners. Key outputs from Years 1-3 include: the AF8 Hazard Scenario², the AF8 SAFER (South Island Alpine Fault Earthquake Response) Framework³, and the development of communication and engagement initiatives to support and socialise this work widely with communities, decision-makers and emergency management agencies (eg. AF8 Roadshow).

From **Year 4 (2019-20)** onwards, the 6 South Island EM Groups have contributed funding on a per regional population basis to cover the role of the programme lead. In Years 4-5 AF8’s programme activities have been made possible with co-funding from RNC, QuakeCoRE and the Earthquake Commission (EQC). Most recently, in **Year 6 (2021-22)**, the AF8 programme activities have been supported by the following co-funding partnerships:

- QuakeCoRE co-funding supports the programme lead role, and science and risk communication activities, eg. workshops.
- RNC funding supports science research and communication, eg. scientific expertise, research assistants.
- EQC co-funding supports public education activities eg. the AF8 Roadshow.
- NEMA co-funding supports planning activities and products, eg. coordinated intelligence for planning.



1. Beaven, S. et. al., 2017 ([https://doi.org/10.1061/\(ASCE\)NH.1527-6996.0000202](https://doi.org/10.1061/(ASCE)NH.1527-6996.0000202))
 2. Orchiston, C. et. al. 2016 (<https://af8.org.nz/af8-scenario/>)
 3. AF8 [Alpine Fault magnitude 8], 2018 (<https://af8.org.nz/safer-framework/>)



Beyond this, AF8 attracts significant in-kind contributions from science partners (e.g. universities, GNS Science) which is estimated to exceed, by far, the value of the EM contributions. Even harder to quantify, but perhaps of greatest value, is the time and expertise given by multiple stakeholders in support of AF8’s activities. Often described as ‘a coalition of the willing’, this collaborative partnership approach has been critical to the programme and the progression of its objectives thus far.

However, as our understanding of the hazard risk grows, and momentum, demand and appetite for action increases, this *willingness* is not enough to sustain an effective and efficient programme of work. It is clear that the work required to plan and prepare for the next AF8 earthquake goes well beyond the initial three-year MCDEM Resilience Fund funded project.

What is AF8?

It is important to understand what AF8 is, and is not. AF8 has no statutory role, nor will it take on the role of managing a response to an Alpine Fault earthquake. These responsibilities lie with the EM Groups, NEMA and their partner agencies. AF8 has several key roles:

- Bringing together emergency managers, scientists, policymakers, practitioners and communities to build capability for earthquake readiness and response;

- Providing a conduit for the direct application of Alpine Fault related research to support policy and practice;
- Facilitating and coordinating engagement between scientists, emergency managers and the public;
- Translating and communicating hazard risk science to enable informed decision-making for planning and preparedness;
- Supporting Alpine Fault response planning and community preparedness.

All of these roles and responsibilities align very closely to the National Disaster Resilience Strategy aim, which includes managing risks (eg. identifying and understanding risk scenarios) and enabling, empowering and supporting community resilience (e.g. cultivating connectedness). AF8 has been extraordinarily successful in this regard, winning awards for communication and engagement (AF8 Roadshow)¹ and collaborative action (SAFER Framework)².

Partner Roles & Critical Contributions

AF8 is not responsible for the mandated roles of its core partners: the 6 South Island EM Groups, science and research organisations, and NEMA. However, the successful implementation of this strategy is reliant on the contributions, cooperation and participation of these partners. AF8’s mission and objectives do not operate in isolation, and

should be embedded in partner workplans where appropriate. Partner roles and critical contributions as they relate to this strategy are outlined in the next section.

The AF8 Programme Strategy aims to build on and strengthen these partnerships in the context of planning and preparing for the next Alpine Fault earthquake. It is intended to provide clarity for all partners, so we may progress our work efficiently and effectively together.



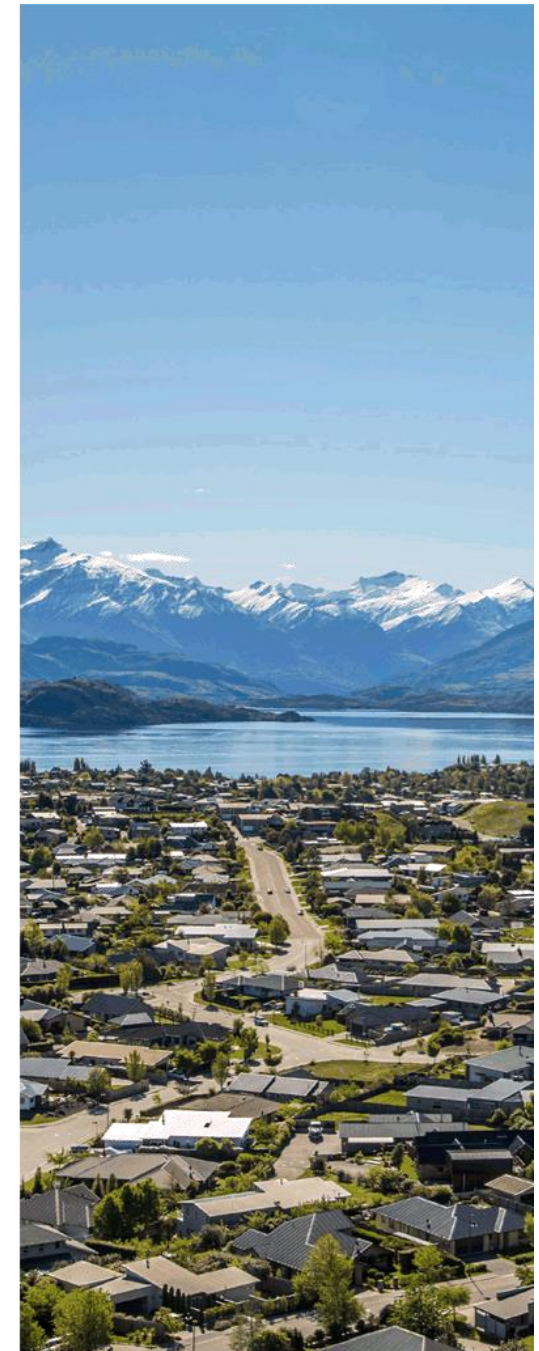
1. <https://af8.org.nz/af8-roadshow-empa-award/>
 2. <https://af8.org.nz/af8-receives-excellence-award/>



Partner Roles & Critical Contributions

This table outlines the roles and critical contributions of AF8’s core partners as they relate to this strategy. The successful implementation of this strategy is reliant on the contributions, cooperation and participation of our partners. AF8’s mission and objectives do not operate in isolation, and should be embedded in partner workplans where appropriate.

South Island EM Groups	Science Partners	NEMA
<p>As regional representatives, EM Groups are focused on response planning in their region, preparing their communities for an Alpine Fault earthquake, maintaining regional relationships and providing strategic leadership for the AF8 programme.</p>	<p>As leaders in science excellence, AF8’s science partners are responsible for growing AF8’s knowledge-base, responding to knowledge gaps and making the latest Alpine Fault-related science accessible, applicable and actionable.</p>	<p>As Steward, Assurer and Operator, NEMA is responsible for national planning, supporting capability/capacity to enable the progression of regional work and maintaining central government relationships to enable progress.</p>
<p>Critical Contributions:</p> <ul style="list-style-type: none"> ➤ Communicating and disseminating AF8 information into their organisations, partners, agencies, local authorities and communities. ➤ Leading AF8 regional and district planning in their regions, in collaboration with national planning. ➤ Leading and hosting workshops, talks, forums etc. in their regions. ➤ Advocating for AF8 in the regions, with communities, partner agencies and local authorities. ➤ Enabling EM staff to participate in AF8-related activities. ➤ Enabling iwi partnerships and representation on the steering group. ➤ Funding the programme lead role and co-funding AF8 Programme activities. 	<p>Critical Contributions:</p> <ul style="list-style-type: none"> ➤ Providing timely, up-to-date science advice and information. ➤ Progressing research for earthquake resilience, responding to knowledge gaps with new research, and feeding it back into the AF8 Programme. ➤ Publishing co-created knowledge to enable AF8’s learnings to be shared widely and with credibility. ➤ Advocating for AF8 in research institutions and associated organisations. ➤ Enabling iwi partnerships and representation on the steering group. ➤ Co-funding AF8 Programme activities and the programme lead role. 	<p>Critical Contributions:</p> <ul style="list-style-type: none"> ➤ Leading national AF8 planning and support regional planning. ➤ Providing planning resource to ensure national workplans do not surpass regional capabilities. ➤ Providing strategic leadership for AF8 readiness and response activities, and build emergency management capability and capacity. ➤ Advocating for AF8 at central government level, with national agencies and North Island EM. ➤ Enabling iwi partnerships and representation on the steering group. ➤ Co-funding AF8 Programme activities and planning support roles.



Vision & Mission

The AF8 programme's overarching message and call to action is:

"We can't predict earthquakes, but we can prepare for them"

This statement references the science and emergency management partnership at the core of AF8, and makes a collective call to action that can be applied at every level: national, regional, local, organisational, community and individual.

Our vision and mission statements reflect this call to action, and guide the programme's strategic focus areas to achieve these aims.



Strategic Focus Areas & Objectives

Focus Area 1: Raising Awareness	Objectives:	We will do this by:
<p>Raising awareness and increasing understanding of the Alpine Fault hazard risks and consequences, and the AF8 programme.</p>	<p>A. To provide quality and consistent messaging to a wide range of audiences (including stakeholders and partners), communicated in a way that is accessible, understandable and actionable.</p>	<ul style="list-style-type: none"> ➤ Maintaining an engaging, up to date website and digital media presence, which acts as a central knowledge-point and pathway to understanding the Alpine Fault hazard. ➤ Providing frequent and targeted science engagement, making the latest research accessible and applicable. ➤ Coordinating the AF8 Roadshow with EM Groups, to bring Alpine Fault hazard science and preparedness information to South Island communities. ➤ Developing other public education initiatives (eg. <i>What's On Our Plates?</i> StoryMaps).
	<p>B. To build capability in hazard risk communication in the regions to support South Island planning and preparedness activities.</p>	<ul style="list-style-type: none"> ➤ Developing and maintaining resources for risk communication and public education for use by EM Groups and partner agencies. ➤ Developing and maintaining curriculum-based schools resources for use by teachers/educators in the classroom.
Focus Area 2: Coordinating Intelligence	Objectives:	We will do this by:
<p>Coordinating intelligence for Alpine Fault earthquake response planning and preparedness.</p>	<p>A. To build and coordinate a central knowledge-base to inform Alpine Fault planning and preparedness activities.</p>	<ul style="list-style-type: none"> ➤ Making the AF8 Hazard Scenario accessible in a range of formats, providing a single source of information for planning and preparedness. ➤ Coordinating and maintaining the AF8 GIS portal and supporting documentation, to define the logistical problem for the South Island and inform planning.
	<p>B. To provide a conduit for the direct application of Alpine Fault related research into practice.</p>	<ul style="list-style-type: none"> ➤ Facilitating links between AF8-related research and emergency management practice. ➤ Identifying critical knowledge gaps and potential barriers to resilience, for future research.

Focus Area 3: Networking & Collaboration	Objectives:	We will do this by:
<p>Supporting networks for ongoing collaboration and advocating for a coordinated approach to readiness and response planning for an Alpine Fault earthquake.</p>	<p>A. To support relationships and networks for ongoing collaboration.</p>	<ul style="list-style-type: none"> ➤ Facilitating workshops and forums and giving presentations to enable networking and collaboration. ➤ Facilitating links between communities of practice and knowledge holders to strengthen networks.
	<p>B. To support South Island EM Group planning for the next severe Alpine Fault earthquake at an inter-regional level.</p>	<ul style="list-style-type: none"> ➤ Socialising the SAFER Framework, ensuring it is accessible and applicable as the foundation for AF8 response planning ➤ Coordinating and providing administrative support for AF8 planning activities (eg. Response Planning Groups)





Year 7: Q2 Programme Update February 2023

Hello to you all, I hope that everyone has had a good break. Great news from last year was that Alice secured a new sponsorship agreement from Toka Tū Ake EQC cementing that funding for the next three years. This funding supplements the great work the team are completing, allowing for public education projects like the AF8 Roadshow and NCEA curriculum resource and public education toolkit to proceed. Speaking of the AF8 Roadshow, this will be running again in 2023. The itinerary is in the process of being confirmed and the team will be out again in the regions supporting education and preparedness activities.

The inclusion of Jane and Alanah has seen the ability of AF8 to really expand the programme and bring to reality what we had only imagined a year ago. Towards the end of last year, the AF8 team turned their attentions to the further development of the common operating picture, Jane is putting a lot of effort into the GIS platform. I believe that this preplanning will further the understanding of the interdependencies, frailties and weakness that can be identified. Alanah is well into developing a communications framework for the AF8 Programme and our partners, which, alongside the consistent messaging guide and public education toolkit, is designed to support regional community resilience activities.

Lastly, as the AF8 Steering Group Chair, I would like to thank the AF8 team, the South Island EM Groups, our science partners, NEMA, Toka Tū Ake EQC for their ongoing support of this important work.

Simon Mapp,

AF8 Chair / Emergency Management Southland Group Manager.

Next update will be shared at the end of Q3, April / May 2023.

All feedback can be sent to Alice: alichelh@af8.org.nz



[Link to the AF8 Programme Strategy 2022-25](#)

[Link to AF8 website](#)

Strategic Focus Area #1: Raising Awareness

Raising awareness and increasing understanding of the Alpine Fault hazard risks and consequences, and the AF8 programme.

New three-year sponsorship agreement with Toka Tū Ake EQC finalised

Late last year, the AF8 Programme finalised a new agreement with Toka Tū Ake EQC for sponsorship of public education and community preparedness activities in 2022-2025. This three-year agreement recognises the ongoing success of AF8's public education initiatives in raising awareness of the hazard and enabling informed decision making, and the benefits the programme's activities have in building our community resilience. The more we talk about the next large Alpine Fault earthquake the more people want to know about it, and this new funding agreement ensures we are able to continue key public education activities and support inter-generational resilience building across the South Island over the next three years. The sponsorship will support the following public education projects:

- The AF8 Roadshow delivery in 2023 and 2025;
- A review and extension of the popular *What's On Our Plates?* StoryMaps from 2022-24 (with East Coast LAB); and,
- The development of a NCEA curriculum resource and public education toolkit over 2022-25;
- A third *A Lot On Our Plates* social media campaign (with East Coast LAB).

A huge thank you to the team at Toka Tū Ake EQC for their continued support of this important mahi!



AF8 Roadshow 2023 (Sponsored by Toka Tū Ake EQC)

After a slightly slow start, planning for the 2023 AF8 Roadshow is underway. As noted in our last quarterly update, from now on the AF8 Roadshow will be Group-led, AF8-supported. This means that Groups will take on more responsibility in the planning, organisation and delivery of the public talks and schools visits. AF8 will continue to provide coordination, marketing, and general support, and will fund materials and travel/accommodation for science presenters.

The itinerary for our 2023 tour is currently in development and will be published towards the end of February. We've done our absolute best to fit in everyone's requests. However, as usual the demand for Roadshow events is greater than available resources. At present, we are aiming to include 23 Public Talks and 13 School Visits around the South Island. A big thank you to the AF8 Public Ed & PIM RPG and their colleagues for their support in identifying locations and arranging dates and times with communities and schools in their regions.

NCEA Curriculum-based resource and public education toolkit development – Phase 2, 2022-23 (Sponsored by Toka Tū Ake EQC)

This project is now moving into Phase 2, with the initial pilot of the AF8 NCEA resource due to be tested in schools this year. This project is supported by a steering group of teachers, educators and the Eagle Technologies GIS in Schools lead to ensure high-quality, relevant and easy to use outcomes.

For those who are unfamiliar with this project – through our education contacts and schools who have participated in the AF8 Roadshow, we identified an opportunity to create an Alpine Fault-focussed NCEA curriculum-based resource and toolkit, which teachers can apply in the classroom and educators can use to extend our schools engagement capabilities beyond the AF8 Roadshow. This resource would not replace future AF8 Roadshow school sessions but will be developed as a curriculum resource and public education toolkit, enabling schools, emergency managers and educators to share Alpine Fault hazard risk information with students, and eventually communities, without needing to wait for an AF8 Roadshow visit to be available to them.

- **Phase 1 (2021-22)** – Scoping and research – Complete
- **Phase 2 (2022-23)** – NCEA Level 1 resource kit refinement, testing and implementation (aligned with NCEA Change Programme)
- **Phase 3 (2023-24)** – Development of public education kit activities and materials to extend access of curriculum resource and increase delivery capability in the regions (eg. ArcGIS layers, shaketables, maps, games, videos, supporting materials etc.)
- **Phase 4 (2024-25)**– Review and update of resource, toolkit activities and materials, and adaptation to Te Reo Māori where appropriate

AF8 Consistent Messaging Guide – Version 1 (RNC & QuakeCoRE co-funded)

In November last year, Emergency Management Otago hosted a very successful South Island PIM Forum in Dunedin. AF8 ran a workshop with forum attendees to assist in the development of the AF8 Consistent Messaging Guide and socialise the concept with regional communications professionals and Public Information Managers. A smaller scale workshop is planned for the Nelson Tasman representatives this month, as they were unable to attend the Dunedin workshop. Feedback gathered during the first workshop is currently being used to inform the development of the AF8 Guide. We are aiming to have a first draft of version one ready for review by the second quarter of this year.

For those new to this project – The AF8 Consistent Messaging Guide is intended to provide an agreed set of Alpine Fault hazard science and preparedness messaging, across the 4Rs, for all emergency management organisations and partner agencies to use. It references relevant messaging from the latest NEMA Consistent Messaging Guide (June 2022) as a starting point and builds on these with key messaging specific to an Alpine Fault earthquake (based on the South to North rupture scenario) or similar catastrophic event circumstances.



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AF8 Communications & Engagement Framework development

The AF8 Programme’s aim to raise awareness and improve understanding of the Alpine Fault hazard risk is supported by the six South Island CDEM Groups, science partners, NEMA and multiple partner organisations. To build capability and ensure consistency across all these networks we are developing an AF8 Communications & Engagement Framework, aligned with the AF8 Programme Strategy 2022-25.

The Framework will set out a coordinated approach to communicating the Alpine Fault hazard risk, and provide support to risk communication and community engagement activities aimed at improving our readiness for the next large Alpine Fault earthquake beyond the Programme itself. It will outline how the AF8 Consistent Messaging Guide (in development), Public Education Toolkit (for development in 2023-24) and other initiatives (eg. the AF8 Roadshow) work together and offer guidance on how they can be applied. It will also outline the AF8 Programme’s role in supporting, facilitating, developing and maintaining communications and engagement activities and materials. The Framework marks the shift towards a smarter, better coordinated, and more sophisticated communication approach, which capitalises on existing AF8 Programme resources, maximises opportunities for shared advocacy, promotes a coherent and consistent image of AF8’s collaborative approach to building resilience and empowers to communicate with confidence.

AF8 Digital Media Plan 2023

The AF8 Programme creates and shares public education content online through five popular social media platforms, an e-newsletter and a dedicated website (af8.org.nz). To ensure consistency and maintain activity across all channels, a broader digital media plan is being developed. This plan is informed by the AF8 Programme Strategy 2022-25 and is developed concurrently with the AF8 Communications & Engagement Framework to ensure our digital content aligns with the broader AF8 Programme communication goals and guidelines. As part of our quarterly updates we will be reporting on key social media insights. These insights are being used to inform the Framework development and track the effectiveness of the digital media plan in 2023.

Social Media insights – 2022 totals:

Platform	Followers	2022 total posts	2022 total reach	2022 total engagements	Engagement rate
Facebook	2428 ▲	151 ▲113%	132597 ▲4%	4387 ▲56%	2.4% ▲
Instagram	496 ▲	128 ▲267%	9246 ▲72%	685 ▲73%	7.4% ▲
Twitter	511 ▲	80 ▲370%	48853 ▲10%	1754 ▲85%	2.2% ▲
LinkedIn	274 ▲	17 -*	12502 -*	913 -*	7% -*

*LinkedIn data from previous years unavailable

AF8 presentations records form and engagement levels

This AF8 presentations records form is designed to capture details of AF8 presentations (including Alpine Fault presentations related to the AF8 Programme). Please complete the form if you have presented on AF8 (in-person or online): to a public or professional group/community; at a workshop, forum or conference, or; at another similar event. Link to form: <https://forms.office.com/r/CfQSMasudE>

The information recorded helps keep track of who we are talking to, how people are engaging with AF8 and Alpine Fault information, and what kind of feedback or questions are generated from these engagements. The data is used for reporting purposes and to help identify knowledge, audience and information gaps/strengths.

AF8 presentations record statistics – total to date:

	Year 1 to date (Jul 2016 – Jan 2023)	Year 7 (Jul 2022 – Jan 2023)
Number of events	339	24 ▲18
Total Audience numbers	20,176	708 ▲493
Average reception rating	4.6/5 stars	4.6/5 stars



Strategic Focus Area #2: Coordinating Intelligence

Coordinating intelligence for Alpine Fault earthquake response planning and preparedness.

AF8 Intelligence & Insights workstream development

Following on from the successful geospatial workshop we ran with our science partners in October 2022 (kindly funded by QuakeCoRE), we have started categorising, collating, and organising the relevant data sets in the AF8 ArcGIS Online portal. While, at the same time, we have begun drafting an AF8 Intelligence & Insights Strategy to guide development of the portal and its associated resources.

The identified data sets and information sources come in many different formats and the strategy will set out what is available, to who and how to access it. The development of the online portal and strategy is informed by stakeholder feedback through the AF8 Response Planning Groups (RPGs) and other engagement opportunities.

The feedback we have received so far indicates a high preference for geospatial information (rather than a repository of reports and academic papers), and we are currently prioritising these data sets for acquisition. Some examples include: AF8 shakemaps, landslide hazard modelling, liquefaction modelling and the landslide dam modelling, which is in the process of being extended to all 6 South Island regions. This is being undertaken by students at the University of Canterbury with funding support from the Brian Mason Trust.

The Intelligence & Insights workstream and strategy is for review and discussion at the AF8 Steering Group meeting later this month, it currently includes:

- Intelligence data sets and sources identified to date
- Methodology for AF8 ArcGIS Online Portals development and how access is managed
- Sharing and permissions framework
- Timeframes for development and access

Once reviewed and endorsed we will begin implementation, including reaching out to those who have indicated they have data they can share including: CDEM Groups, science partners, partner agencies and local authorities. Thank you for your support and patience while we work through the finer details of the process.

AF8 Intelligence product scoping

Alongside the strategy development and set-up of the AF8 ArcGIS Online portal, we are also scoping intelligence products to support Alpine Fault planning. These are currently informed by the work happening in the AF8 RPGs, some examples are:

- Population-based needs assessment methodology (developed with AF8 Welfare RPG and currently with NEMA for refinement)
- Community profiling
- Habitability Model (in development with AF8 Welfare RPG)
- Inter-agency alternative communications (in development with AF8 Lifelines RPG)
- Priority Routes Project (led by AF8 Lifelines RPG)
- Rapid damage/impact assessment tool

On top of these individual pieces of work, an AF8 Scenario-based (pre-event) Common Operating Picture, which brings key information and products together has also been identified as a priority output of the process. Our intention is to be able to test out some of these products as part of the CATPLAN programme later this year and the National Tier 4 Alpine Fault Exercise in 2024.



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Strategic Focus Area #3: Network & Collaboration

Supporting networks for ongoing collaboration and advocating for a coordinated approach to readiness and response planning for an Alpine Fault earthquake.

AF8 Response Planning Groups (RPGs)

The RPGs continue to be a key focus of AF8’s networking and collaboration activities at present, and are designed to support inter-regional planning. The membership, meeting frequency and current focus of each RPG is reported below. Additionally, we also convened a second Partner Agencies RPG meeting in December 2022. This meeting included regional representatives from: NEMA, FENZ, NZ Police, DOC, Health NZ, MSD, MBIE’s Temporary Accommodation Service, Waka Kotahi, St John and South Island CDEM Group Managers. There continues to be a huge appetite for AF8 and Alpine Fault planning from these agencies and we are working with NEMA to look at how the AF8 Programme can support the networking and collaboration of planning activities and information sharing (as outlined in the SAFER Framework) with and between these partners through the RPGs, CATPLAN regionalisation process, workshops/forums and the AF8 Intelligence & Insights workstream. Although these groups are currently meeting independent of each other, the intention is to bring them together for targeted pieces of work to progress coordinated Alpine Fault response planning in the future.

Public Ed & PIM RPG	
Membership	Regional representatives from the 6 South Island CDEM Groups, AF8 Programme Manager, AF8 Communications & Engagement Coordinator, NEMA Southern Region Planning Advisor and Research Assistants
Meeting Frequency	Monthly on the first Thursday of every month
Current Focus	AF8 Roadshow 2023 and AF8 Consistent Messaging Guide
Welfare RPG	
Membership	Regional representatives from the 6 South Island CDEM Groups, AF8 Programme Manager, NEMA Planning and Social & Community Resilience team representatives and a South Island CDEM Group Manager
Meeting Frequency	Fortnightly on Friday mornings
Current Focus	Population-based needs assessment methodology, rapid relief, and Habitability Modelling
Lifelines RPG	
Membership	Regional representatives from the 6 South Island CDEM Groups, AF8 Programme Manager, NEMA Planning, Critical Infrastructure team representatives, NZ Lifelines Council Programme Manager, a Civil Engineering research academic and a South Island CDEM Group Manager
Meeting Frequency	Monthly on the second Thursday of every month
Current Focus	Priority Routes Project and Alternative Communications Survey

AF8 Teams space and associated SharePoint sites

Networking and collaborating online is supported by the AF8 Teams space and associated SharePoint site. The AF8 Teams space is hosted on the *CD Southland tenancy* (Emergency Management Southland is the administering authority for the AF8 Programme) and most of the 100 members of the AF8 Team space are Guests. We encourage you to bookmark the SharePoint link and utilise the Teams space. Please also keep us updated on any new staff who need their access set-up.

Who has access – The AF8 Teams space is accessible to all South Island CDEM Group staff, science partners and relevant NEMA representatives via the MS Teams platform (desktop or browser). Members need to be invited to join first.

Continued over the page.



What you will find – The General channel and files are accessible to all members, and programme updates, science updates and reports are shared here as posts. There is also a private channel for each RPG, with its own associated SharePoint site for file sharing and collaboration.

Where to find it – You can use the MS Teams desktop/browser platform by changing to the CD Southland tenancy and logging in. To avoid needing to change tenancies you can also access the files by logging into the associated AF8 SharePoint site here: <https://civildefencesouthland.sharepoint.com/sites/AF8/>

How to get access – if you or any of your team needs an invite to join or help accessing the AF8 Teams/ SharePoint sites contact: Alice (alichel@af8.org.nz) or Andrea Andrea.Hyde@cdsouthland.nz) for assistance.

NEMA update

The National Emergency Management Agency provides leadership in reducing risk, being ready for, responding to and recovering from emergencies.

Planning for an Alpine Fault rupture continues to be a priority for the National Emergency Management Agency. A major Alpine Fault rupture is being used as a scenario for both NEMA's CATPLAN programme and the upcoming national Tier 4 exercise.

Catastrophic Event Planning

NEMA has commenced a series of work to increase our collective readiness for a catastrophic event. Known as CATPLAN (catastrophic event planning), the workshop series is focusing on how NEMA and national agencies will deliver critical response tasks following a catastrophic event.

In November, NEMA hosted the first five-day CATPLAN workshop involving national agencies and with representation from a selection of CDEM Groups. This first workshop focused on a Hikurangi subduction zone event. This year we plan to run a further CATPLAN workshop focused on an Alpine Fault scenario. NEMA will work closely with AF8 throughout this.

This work is being done with urgency as the risk of a catastrophic event for New Zealand is not currently reflected in the readiness of our emergency management system to respond to such an event. NEMA will keep the CDEM sector updated as this work takes shape, particularly how this planning will be regionalised going forwards.

National Tier 4 Alpine Fault Exercise

As part of the National Exercise Programme, NEMA is planning a tier 4 exercise for a major Alpine Fault rupture scenario. This will be a phased series of exercise activities, commencing with two table-top/orientation exercises later in 2023, prior to the main operational exercise in early 2024. We are working to align the CATPLAN and exercise programmes to streamline efforts.



   @ALPINEFAULT8 | AF8.ORG.NZ



CDEM Continuing Professional Development Plan – this update: 2/03/23

	Topics Planned for 2023	Delivery	Status
1.	Team Leadership – action oriented	<ul style="list-style-type: none"> Rotoiti course has 6 spare spaces – 25 & 26 Feb Escape Room/Team working together 	Underway
2.	Controller Leadership	Feb 27 & 28	Underway
3.	Resilience – Coping Strategies	Team requested emphasis on practical advice, keen to hear from others who deal with stress everyday about their strategies. Can be different speakers & sessions on this topic.	Underway – First quarter
4.	Response systems and processes	Topics to flow out of the ORIP.	Alternate Weeks during the years, so approx. 20 sessions
6.	4WD Driver Training	Two team members attended RT2 4WD Driver Training, in 2022.	Luci and Kay completed (2022).
7.	Cultural Competency Series		
8.	Deaf Community	Rachel/Paul S.	TBC
9.	Blind Low Vision Community	Luci has a contact	TBC
10.	Homeless/Migrant Communities	Police perspective - NCC/TDC Community Engagement	TBC
	Health & Safety		
11.	First Aid Due for renewal	Kathy Solly - 12/01/23	Completed
		Joe Kennedy) Ros Gibson) – 12/05/23	TBC
		Kathy King – 21/02/24	TBC
		Kay Anderson – 26/03/23	TBC
		Luci Swatton – 08/03/24	TBC
12.	Fire Warden Training	NCC/TDC via their H&S Team – Barbara & Malcolm	TBC
	Training completed during 2022		

[NDOCS-1802750138-5365](#)

1.	Conflict Management	Via TDC: Lance Burdett, Warn International. Attended by 3 team members KS & RG,	Held – September & November
2.	4WD Driver Training	Two team members attended RT2 4WD Driver Training LS & KA.	Held – September
3.	Resilience	In house: EMAT Video and Discussion session, Joe Kennedy.	Held April/May
4.	Meeting Facilitation/Chairing	Adrian Humphries, Regulatory Services Manager (TDC) "Toastmaster Tips for Meeting Chairs".	Held April
5.	Cultural Competency Series		
6.	Introduction to Unconscious bias	Rebecca Taylor, People and Capability (NCC) Presentation on-line.	Held – April, with follow up discussion Held – May
7.	Understanding our Rural Communities	Panel Discussion chaired by Richard Kempthorne and shared with the IMT Team on-line.	Held - May
8.	Older People & Emergencies	Panel discussion involving Age Concern.	2022 – November
9.	First Aid	Completed. All team members hold current First Aid Certificates.	2022 –Held
Training completed during 2020/21			
1.	Manual Handling	Hemisphere Health	Held – Dec 2020
2.	VHF Radio	Andrew- Radio Ops volunteer	Held - 2020
3.	Giving Effective Presentations	Chalkbox	Held – June 2021
4.	Anaphylaxis – Training/Refresher	Resus	Held - July 2021
5.	Fire Warden training	Booked via TDC H&S	Held – July 2021
6.	First Aid	Resus	Held – March, May 2021
7.	Learning styles, Leadership	"Thinking Skills" - Workshop with Kathy Jamieson	Held - Oct, 2021

[NDOCS-1802750138-5365](#)

[NDOCS-1802750138-5365](#)

Nelson Tasman Emergency Management

Statement of Income and Expenditure

For Period to

December-22

	Current Month		Year to Date		Variance	Full Year Budget
	Actual	Budget	Actual	Budget		
Income						
Levies	80,500	80,500	483,000	483,000	0	966,000
Other Income	5,990	-	5,990	-	5,990	-
Interest	123	333	840	2,000	1,160	4,000
	<u>86,613</u>	<u>80,833</u>	<u>489,830</u>	<u>485,000</u>	<u>(4,830)</u>	<u>970,000</u>
Less Expenditure						
Staffing Costs	58,914	48,647	298,458	291,875	(6,583)	583,750
Operational Costs	22,407	19,491	92,802	116,950	24,148	233,900
Maintenance	164	500	3,205	3,000	(205)	6,000
Public Engagement	-	1,083	1,721	6,500	4,779	13,000
Consultancy	-	1,250	168	7,500	7,668	15,000
Fixed Overheads	7,587	8,100	50,135	48,600	(1,535)	97,200
Depreciation	5,432	6,000	32,590	36,000	3,410	72,000
NZRT-2	665	3,083	12,787	18,500	5,713	37,000
Event Costs	3,103	250	1,388,854	1,500	(1,387,354)	3,000
Total Expenses	<u>98,272</u>	<u>88,404</u>	<u>1,880,383</u>	<u>530,425</u>	<u>(1,349,958)</u>	<u>1,060,850</u>
Net Income (Deficit)	<u>(11,659)</u>	<u>(7,571)</u>	<u>(1,390,553)</u>	<u>(45,425)</u>	<u>(1,345,128)</u>	<u>(90,850)</u>

Statement of Financial Position

As At

Dec-22

Nov-22

Jun-22

Opening Equity	589,251	589,251	614,604
Plus YTD Surplus (deficit)	(1,390,553)	(1,378,894)	(25,354)
Equity	<u>(801,303)</u>	<u>(789,644)</u>	<u>589,251</u>

Which was invested as follows -

Assets

Prepayments	7,137	-	-
Accounts Receivable	-	-	16,925
Accrued Income (TDC & Welfare)	-	40,250	-
Fixed Assets	255,686	261,090	290,275
Intangibles	3,750	3,875	4,500
NCC Reserve Account	(987,376)	(1,094,859)	277,550
	<u>(720,803)</u>	<u>(789,644)</u>	<u>589,251</u>

Liabilities

NCC Current Account	-	-	-
Income in Advance	80,500	-	-
Sundry Creditors	-	-	-
	<u>80,500</u>	<u>0</u>	<u>0</u>
	<u>(801,303)</u>	<u>(789,644)</u>	<u>589,251</u>

Capital Expenditure Summary

YTD Actuals

Full Year Budget

EOC and Office	873	58,500
Vehicles (22/23 NZRT2)	-	35,000
Communications	1,051	16,500
NZRT2	-	13,000

Generators	-	-
Airshelter	-	-
	<u>1,924</u>	<u>123,000</u>

**Nelson Tasman Emergency Management Office
Annual Plan Budget 2023-24**

	2022/23	Uninflated	Revised
	Annual Plan	2023/24	2023/24
		LTP	Annual Plan
Total Levy each Council	\$ 470,800	\$ 474,550	\$ 529,000
Income			
Levies	941,600	949,100	1,058,000
Interest	15,200	15,200	4,000
Total Income	956,800	964,300	1,062,000
Less Expenditure			
Staffing Costs	485,500	485,700	645,900
Operational Costs	237,500	226,800	256,200
Maintenance	7,000	15,000	6,400
Public Engagement	13,000	13,000	13,000
Consultancy	15,000	15,000	22,000
Fixed Overheads	99,800	99,800	115,900
Depreciation	62,000	72,000	72,000
NZRT-2	37,000	37,000	40,000
Event Costs	-	-	-
Total Expenses	956,800	964,300	1,171,400
Net Income (Deficit)	0	0	(109,400)
Capital Expenditure			
Plant, Furniture and Equipment	11,000	58,500	102,500
Communication Equipment	5,500	16,500	5,900
NZTR2 (including vehicles)	13,000	48,000	56,600
Vehicles (net)	40,000	-	-
Total Capital expenditure	69,500	123,000	165,000

MINUTES
of the
**NELSON TASMAN CDEM COORDINATING EXECUTIVE
GROUP MEETING**

held
2.00 pm, Wednesday, 26 October 2022
Via Teams

Present: L Rae (Tasman District Council) (Chair), P Dougherty (Nelson City Council), G Hayward (Fire and Emergency New Zealand), A-M Harris (St John Ambulance), C Churchill (Ministry of Social Development), R Mason (iwi representative), M Clayton (New Zealand Police) and P Kara (Nelson-Marlborough District Health Board)

In Attendance: K Briggs and O Varley (NEMA), M Tunley (New Zealand Police) R Kirby, R Smith, R Scherer (minutes) (Tasman District Council), N Harrison (Nelson City Council), L Swatton, K Solly, K Anderson, K King and R Gibson (Nelson Tasman Emergency Management Office), A Lindsay (Nelson-Marlborough District Health Board), J Tetlow (Toa Consulting) and Neville Reilly (Recovery Manager)

1 OPENING, WELCOME

Chair, Leonie Rae welcomed everyone to the meeting and invited Rebecca Mason to offer the opening karakia.

Mark Clayton from New Zealand Police introduced himself as the acting Nelson Bays Area Commander.

2 APOLOGIES AND LEAVE OF ABSENCE

There were no apologies.

3 DECLARATIONS OF INTEREST

Nelson Marlborough District Health Board staff member, Pete Kara declared his interest in the Bays Water Safety Community Board.

4 CONFIRMATION OF MINUTES

It was noted that the reference to Mr Biggs on page 3 of the previous minutes should read Ms Biggs.

Moved Group Member Harris/Group Chair Rae
CEG22-10-1

That the minutes of the Nelson Tasman CDEM Coordinating Executive Group meeting, as amended, held on Wednesday 29 June 2022, be confirmed as a true and correct record of the meeting.

CARRIED

5 REPORTS

5.1 Report of the Nelson Tasman Emergency Management Office

Neville Reilly from the Group Recovery Office, provided an update on activities following the August 2022 severe weather event.

He noted the following

- 1000mm of rain fell in four days
- 1200 residents were evacuated
- 450 slips occurred
- 89 properties were red stickered
- 89 properties were yellow stickered.
- The event caused extensive damage to roads, rural water pipeline, parks, reserves and tracks.
- The transition period ceased on 26 October 2022.
- Twenty nine houses remain red stickered and 90 yellow stickered in Nelson.
- Three houses remain red stickered and 12 remain yellow stickered in Tasman.
- 12 households are registered for temporary accommodation while their homes are being repaired or rebuilt.
- A number of public meetings and drop in events have and continue to be held.
- Future issues include the long term viability of some areas where there has been major instability.
- One navigator has been helping people to access the right services. There are plans to hire three more navigators.
- Just under \$700,00 was provided to the Mayoral Relief Fund and additional government funding is also being sought.

Craig Churchill joined the meeting at 2.10 pm.

Nelson City Council Chief Executive, Pat Dougherty noted the impact of the event on Nelson City including projected financial costs of around \$40-60 million to repair infrastructure. This work will dominate the city's infrastructure programme over the new two-three years.

Mr Dougherty thanked Mr Reilly for staying on as the Recovery Manager.

He also acknowledged Recovery Manager, Richard Kirby and the surge support provided by councils from throughout the country during the weather event.

Kathrine Biggs provided an update from the National Emergency Management Agency (NEMA). She referred to:

- The significant amount of mahi by those involved in the August 2022 severe weather event.
- The impending closure of SH6 for repairs following the weather event.
- The proposed AF8 scenario scheduled for 2023 which will involve top of the south CDEM groups.
- The Trifecta programme noting that the emergency management bill is being drafted and it is hoped it will be presented at Parliament for its first reading before Christmas/early 2023.
- An early draft of the review of national CDEM plan is being prepared and will be circulated widely for feedback. The timeframe for this work has been delayed until 2023. In response to a question, Ms Biggs noted that the role of iwi/Māori has been woven into the draft plan.
- NEMA's 24/7 monitoring and reporting centre is now live.

Alan Lindsay provided an update from the Nelson Marlborough Public Health. He noted:

- Covid numbers had been decreasing but are now increasing with the borders open.
- New Covid variants are coming into the country.
- Cruise liners returning, around 25 coming into Port Nelson this season. Covid infections on cruise ships are being managed.
- Covid will continue to impact businesses.
- Monkeypox numbers seem to be dropping away. Measles is on the horizon.

Mr Kara noted that the Public Health office will maintain the Covid testing station at Saxton Field for four days a week until Christmas 2023.

Iwi representative Rebecca Mason provided an update on civil defence work with Te Tau ihi iwi/Māori.

- She noted that recent meetings with civil defence staff had helped to facilitate work between the teams, to break down barriers and to get things done.
- She referred to the iwi/Māori management strategy which is a living document providing a detailed work plan for iwi/Māori involvement in civil defence and emergency management.
- Emergency management containers are being rolled out across all marae within Te Tau ihu with Te Āwhina and Te Horo being the first to receive them.
- A meeting is scheduled for 15 November for the iwi emergency management teams to look at how things went during last event, what roles worked and what didn't. She noted that more work is required in relation to financial recompense for those who are on standby during an event.
- An operations manual is being prepared for the iwi/Maori desk in the EOC.
- Sims training for iwi/Maori is not as friendly as it could be and could be improved.
- Better integration is required on basis issues such as preparing rosters.

Jim Tetlow from TOA Consulting used a powerpoint presentation to provide an update on the Hazard Risk Assessment Project.

Emergency Management Advisor, Luci Swatton referred to the recent severe weather event. She thanked the Tasman District Council Hydrology team for their work which allowed pre-

planning before the weather event;

She noted that areas for improvement following the event included data management and information flow from EOC and councils and other agencies, handovers and briefings, and management of incoming and outgoing shifts.

Moved Group Member Dougherty/Group Member Churchill

CEG22-10-2

That the Nelson Tasman CDEM Coordinating Executive Group:

1. receives the Report of the Nelson Tasman Emergency Management Office RCEG22-10-1; and
2. receives the Nelson Tasman Civil Defence and Emergency Management Annual Accounts June 2022 (Attachment 3); and
3. approves the Nelson Tasman Civil Defence and Emergency Management Annual Accounts June 2022 for presentation to Nelson City Council and Tasman District Council (Attachment 3).

CARRIED

7 CONFIDENTIAL SESSION

7.1 Procedural motion to exclude the public

Moved Group Member Dougherty/Group Member Kara

CEG22-10-3

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

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

7.2 Appointment of Local Controllers

Reason for passing this resolution in relation to each matter	Particular interest(s) protected (where applicable)	Ground(s) under section 48(1) for the passing of this resolution
The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.

CARRIED

Ms Mason offered the closing karakia.

The meeting concluded at 3.47 pm.

Confirmed as a correct record of proceedings by resolution on 8 March 2023.

Confirmed



MINUTES
of the
**NELSON TASMAN CDEM COORDINATING EXECUTIVE
GROUP MEETING**

held
2.00 pm, Wednesday, 8 March 2023

Present: L Rae (Tasman District Council) (Chair), L McKenzie, (Nelson City Council), J Beatson (MSD) G Hayward (Fire and Emergency New Zealand), J Krammer (St John Ambulance), R Mason (Iwi representative), P Kara, (Te Whatu Ora), S Collins, (New Zealand Police),

In attendance: N Harrison, A Louverdis, P Shattock (Nelson City Council), K Biggs (NEMA), A Lindsay (Te Whatu Ora), J Kennedy, K Solly, R Gibson, K Anderson, K King (Nelson Tasman Emergency Management) R Kirby, R Smith, G Drummond (Tasman District Council), T Morris

1 OPENING, WELCOME

Chair, Leonie Rae welcomed everyone and offered the opening karakia.

2 APOLOGIES AND LEAVE OF ABSENCE

Noted apologies for lateness from Rebecca Mason.

3 DECLARATIONS OF INTEREST

Pete Kara – member of Water safety NZ board.

4 CONFIRMATION OF MINUTES

Moved Member Haywood/Member Kara
CEG23-03-1

That the minutes of the Nelson Tasman CDEM Coordinating Executive Group meeting held on Wednesday, 26 October 2022, be confirmed as a true and correct record of the meeting.

CARRIED

Moved Member Rae/ Member Kara

CEG23-03-2

That the in committee minutes of the Nelson Tasman CDEM Coordinating Executive Group meeting held on Wednesday, 26 October 2022, be confirmed as a true and correct record of the meeting.

CARRIED

5 PRESENTATIONS AND VERBAL UPDATES

5.1 Update from the National Emergency Management Agency (NEMA)

Katherine Biggs provided a verbal update from the National Emergency Management Agency (NEMA).

- Thank you on behalf of Auckland for the staff that were deployed to assist with the Flooding Event.
- Auckland and Northland have been in crisis management since 27 Jan.
- As of 8 March, parts of NZ are still under a National State of emergency and national transition notice.
- Consequences of weather events, national and architecture to support recovery, cabinet committee convened.
- The experience gained from the Nelson Tasman August 2022 flooding event, has been beneficial for the response across the North Island.
- NEMAs entire workforce has been focused on the Cyclone Gabrielle Response.
- Trifecta programme, new legislation and the work being done on the national plan, no information to say the passage of the bill will be delayed.
- There may still be requests for surge staff, unsure at this stage who coordinates this when not under the state of emergency.

Jennifer Beatson joined the meeting at 2.40 pm.

Rebecca Mason joined the meeting at 2.40 pm.

5.2 August 2022 Weather Event Recovery

Alec Louverdis provided a verbal update that included the following:

- Update on Red and Yellow stickered houses
- Four Navigators, requests for help increasing, linking into health services.
- Mayoral relief funds have been paid out.
- \$13M has been spent at this point in time, anticipated about \$20M, total bill about \$57M spread out over about six years.
- Remedial measures being reported to the Council, a recovery task force has been established reporting back every two weeks, comprised of the Mayor and two elected members.
- Implementation framework in place, once structures are finalised they will be distributed.
- Several community meetings have been held.

- Lots of learnings have come from the event, in relation to data issues and engaging navigators earlier on.

5.3 Whanaū, Hapū, Iwi

Rebecca Mason gave a brief update

- People attending D4H training.
- Have been in contact with Marae and Iwi from the North Island during the Cyclone Gabrielle response.

5.4 Te Taihu o Te Waka-a-Māui Emergency Management Strategy 2022-2027

Rebecca Mason spoke to a presentation, she highlighted the following.

- The values are a guiding focus, an important connection to marae and people.
- The function of Iwi as proposed in the structure and how it informs, ideally would have someone embedded in each function.
- Strive towards having skillsets across every function.
- Slowly getting a base of Iwi Māori getting trained to be able to support during a response.

Alec Louverdis left the meeting 3.00 pm

6 REPORTS

6.1 Report of the Nelson Tasman Emergency Management Office

Joe Kennedy presented the report which was taken as read.

- Noted there were issues with file sizes and distribution of the CEG agenda, we will work on getting this sorted before the next meeting.
- Deputy Chief Executive of NEMA is currently Roger Ball in an acting capacity, John Price is stepping into that role on the 13th of March.
- CATPLAN, the National approach to catastrophic events will require regional work programmes.
- New operating system D4H – replaced EMIS.
- Thanks to NZ Police, planning mass evacuation for the Waimea Dam area is nearing completion and will be distributed in due course.
- The controller leadership training pilot ran last week and have had expressions of interest from other regions on this course.
- NTCDEM Group plan, updated every 5 years – last updated in 2018, legislation requires it to be updated this year. Still fit for purpose and will update/tweak, hoping for more alignment with Marlborough group plan.

Moved Member Collins/ Member Krammer

CEG23-03-3

That the Nelson Tasman CDEM Coordinating Executive Group

- 2.1 **Receives the Report of the Nelson Tasman Emergency Management Office RCEG23-03-2; and**
- 2.2 **Receives the Nelson Tasman Emergency Management Civil Defence Emergency Management Six Month Accounts to December 2022 (Attachment 5); and**
- 2.3 **Approves the draft Annual Plan 2023-24 budget of the Emergency Management Office for presentation to the Nelson City Council and the Tasman District Council for review and provision of feedback if required (Attachment 6).**
- 2.4 **Approves the carry forward for 2022/23 to the 2023/24 financial year of the following capital funding of \$37,500 for air conditioning units, \$10,000 for tsunami information boards, and \$35,000 for a replacement vehicle for New Zealand Response Team 2.**

CARRIED**6.2 Report of the Nelson Tasman Civil Defence Emergency Management Subsidiary Committees**

The following update reports were received and taken as read:

- PEPI Committee
- Readiness and Response Committee

Pete Kara acknowledged the NZRT2 team and their help in assisting with Bay Dreams alongside the medical teams.

- Reduction Committee
- Welfare Coordination Group
- Recovery Committee
- Lifelines Committee

**Moved Member Kara/ Member Beatson
CEG23-03-4**

That the Nelson Tasman CDEM Coordinating Executive Group receives the Report of the Nelson Tasman Civil Defence Emergency Management Subsidiary Committees

CARRIED**AGENCY UPDATES**

- FENZ Leadership being deployed to assist with Cyclone Gabrielle Response.
- Te Whatu Ora staff are being deployed to assist with Cyclone Gabrielle Response.
- MSD has been processing Cyclone Gabrielle support payments, and they have gone out to over 100,000 people.
- Nelson City Council are struggling to replace Clare Barton as alternate recovery manager, but are working on this.
- St John staff are supporting the response in the north
- Tasman District Council have adopted Far North Council and has offered BAU support where possible.

Tasman District Council Minutes of Nelson Tasman CDEM Coordinating Executive Group – 08 March 2023

Lindsay McKenzie acknowledged Alec Louverdis's hard work with the August 2022 flooding event and recovery work.

Joe Kennedy thanked Leonie Rae for all her work as Chair of the Coordinating Executive Group.

Kay Anderson offered the closing karakia.

The meeting concluded at

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

Error! Reference source not found.

CONFIDENTIAL SESSION

6.1 Procedural motion to exclude the public

The following motion is submitted for consideration:

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

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

7.2 Appointment of Local Controllers

Reason for passing this resolution in relation to each matter	Particular interest(s) protected (where applicable)	Ground(s) under section 48(1) for the passing of this resolution
The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.