



Proactive Release

The following document has been proactively released by the Department of the Prime Minister and Cabinet (DPMC), and National Emergency Management Agency (NEMA), on behalf of Minister for Emergency Management, Hon Kieran McNulty:

Briefing to the Incoming Minister for Emergency Management

The following document has been included in this release:

Title of paper: Briefing to the Incoming Minister for Emergency Management

Some parts of this information release would not be appropriate to release and, if requested, would be withheld under the Official Information Act 1982 (the Act). Where this is the case, the relevant section of the Act that would apply has been identified. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it.

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**National Emergency
Management Agency**
Te Rākau Whakamarumarū

Briefing to the Incoming Minister for Emergency Management

June 2022

Briefing number: 22/62

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Haere mai, welcome

On behalf of Te Rākau Whakamarumarū, the National Emergency Management Agency (NEMA), welcome to your role as the Minister for Emergency Management.

You take responsibility for the portfolio at an exciting time in the journey to modernise New Zealand's emergency management system.

NEMA is working to make the system more contemporary, putting the safety and wellbeing of people at its heart as demands become more complex in the emergency management environment. We have a lot of work ahead of us. We are facing new kinds of hazards along with increasing frequency and severity of familiar threats.

Since establishment in 2019 NEMA has increased capacity, capability, and resourcing. However, we know that is not the case for many of our partners, without whom we cannot improve emergency management outcomes for all communities in Aotearoa. We also anticipate funding pressures for areas of our work in the future.

One of the ever-present challenges we face is balancing leadership and stewardship with the short-term imperative of responses to emergencies. Since January 2021 we have responded to 25 emergency events. These included the eruption of Hunga Tonga-Hunga Ha'apai, COVID-19 resurgences, the Auckland tornado and multiple severe weather and flooding events around the country, especially on the South Island's West Coast.

NEMA is focused on ensuring Government and community expectations of an emergency management system that provides for a community-led response to disasters is met. Growing our partnerships with iwi and Māori, Pasifika, CDEM Groups, and communities that are disproportionately impacted by emergency events is a key priority, as is reducing risk, improving readiness and system capability.

Our recent internal staff survey identified our strengths as being our sense of a shared mission and purpose, and a commitment to building our Māori capability. Your new NEMA team is well connected and very aware of the positive impact we have on our communities.

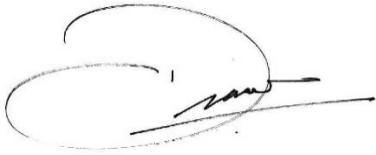
This briefing sets out your roles and responsibilities as the Minister for Emergency Management, including those in an emergency. It also provides an overview of:

- The role and work of the National Emergency Management Agency
- The emergency management system in New Zealand
- The key trends and issues affecting the portfolio.

NEMA is ready to support you with any follow-up questions or advice you may request. We are looking forward to working with you, delivering your priorities, and offering you our best advice.

Recommendation

The National Emergency Management Agency recommends you note the contents of this briefing.



Dave Gawn
Chief Executive, National Emergency Management Agency

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You have specific roles as Minister for Emergency Management before, during and after emergency events

As Minister for Emergency Management, Aotearoa New Zealand looks to you to champion the emergency management system. With the support of NEMA, you will set the direction for the system's modernisation.

You will often be the public face of emergencies in New Zealand. You have powers to declare states of national and local emergencies.

You also have an important role outside of emergencies, in ensuring the emergency management system is fit for purpose. Your relationships with relevant Ministerial colleagues are key assets.

Your close engagement with the Civil Defence Emergency Management (CDEM) Groups will be vital in helping you fulfil your responsibilities as Minister for Emergency Management. The nature and function of CDEM groups is explained in more detail below.

Your and NEMA's roles in planning

As the Minister for Emergency Management, you will have the opportunity to review the CDEM Group Plans, table the National CDEM Plan Order in the House and present the final plan back to the House. The completion of other significant planning documents and reports can be used as opportunities to promote key emergency management messages.

NEMA's planning includes specific contingencies for responses to hazards where it is the mandated lead agency or where hazard-specific plans are required. An example is the update to the Wellington Earthquake National Initial Response Plan (WENIRP). The WENIRP directs and coordinates the immediate national response to a major Wellington earthquake to ensure the most effective and efficient use of scarce resources, until a formal response structure and specific national action plan has been established.

NEMA works with agencies and other public/private sector organisations to develop plans for response to, and recovery from, emergencies. This includes establishing national and regional coordination arrangements across the lifeline utilities sectors and agencies.

NEMA supports other lead agencies in their strategic planning for emergencies, for example, Foot and Mouth Disease planning led by the Ministry for Primary Industries.

NEMA's role in warning

NEMA is responsible for the following warning and alerting systems:

- National Warning System - a 24/7 process for communicating hazard risk information to alert recipients to the need for readiness and possible response to a potential or imminent threat that may result in an emergency (for example, a national warning for tsunami threat)
- Emergency Mobile Alert system. This provides critical life safety information to people about threats to life, health, or property through cellphone messages. Most recently it was used on 22 May 2022 to send the annual test of the system
- Issuing public warning messages for tsunami. In deciding whether to issue warnings it draws on advice from GNS Science, which is responsible for forecasting tsunami that may affect New Zealand.

Your role in emergencies

You will have a critical leadership role during many emergencies. **Figure 1** shows the flow of alerts and information to yourself and other key parts of government.

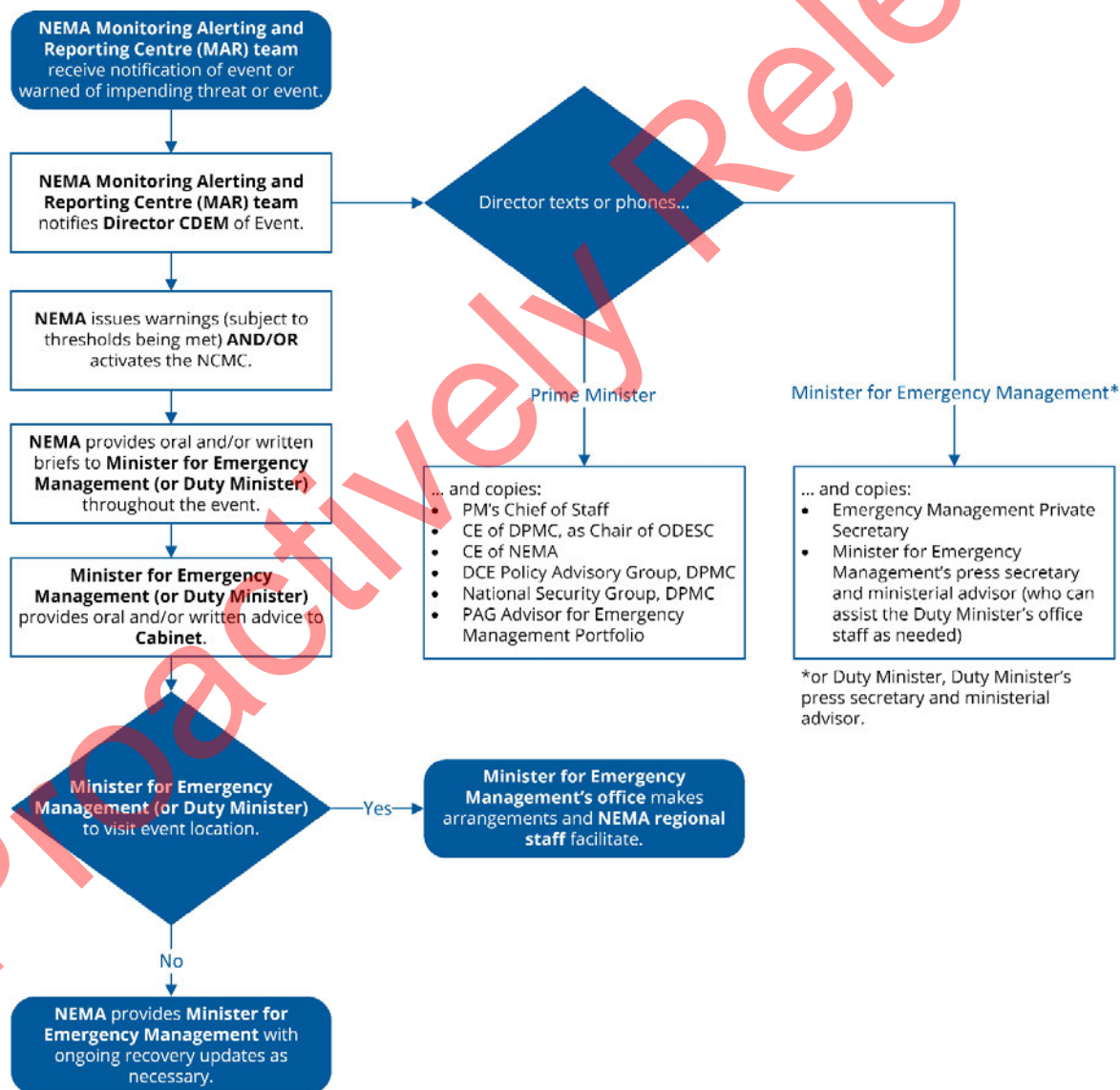


Figure 1: How the Minister for Emergency Management and others are advised of an emergency.

For most natural hazards (for example, severe weather, floods, earthquakes, tsunami, volcanic eruptions), you will be the lead Minister, working with local mayors and regional council chairs. The Director of Civil Defence Emergency Management (Director) will inform you of possible impending emergencies or rapid on-set emergencies as soon as possible. During an emergency, the Director will keep you informed on response and recovery. NEMA will support your office with media statements, visits, speeches, and other advice as required.

As Minister you will often be the Government's main spokesperson in emergencies that require government assistance or involvement in the response or recovery. In such cases NEMA will ensure clear communication and information exchanges between your office, NEMA, relevant CDEM Groups and other organisations leading the response or recovery.

Where you are the lead Minister you may also lead engagement with Cabinet on policy decisions on the response to and recovery from the emergency. This includes briefing Cabinet (or the relevant Cabinet Committee) on the consequences of the emergency. This may include recommending financial assistance or additional support from a range of Ministerial portfolios.

As emergency events occur, local authorities may seek government support through you, for example, for contributions to Disaster Relief Funds. NEMA can provide advice to you on the level and/or criteria for support in such events.

Your powers to declare states of national and local emergencies

As Minister for Emergency Management, you can declare a state of national or local emergency. This may be needed when resources required to manage a response are beyond what can be provided by CDEM Groups and local authorities, or otherwise require a significant and coordinated response under the Civil Defence Emergency Management Act 2002 (CDEM Act).

The powers available under a state of national emergency may be exercised by the National Controller, a CDEM Group Controller (discussed below) or Police Constables. These include the power to give directions, the power to close roads and, in certain circumstances, the power to requisition.

If a CDEM Group wishes to declare a state of local emergency in support of the COVID-19 response, they first must seek your agreement. This is to maintain national consistency of the COVID-19 response. To date, no CDEM Groups have sought permission to declare a local state of emergency for COVID-19.

NEMA will advise you on the exercise of your powers should the need arise.

Your and NEMA's roles in public information during emergencies and public education

As Minister, you will be integral in amplifying vital public education messages via media, speaking opportunities, social media, and other channels. You will have the opportunity to speak at, and participate in, publicity events such as ShakeOut, our national earthquake drill and tsunami hīkoi, and make and support announcements about public education activities.

Public education



Figure 2: Examples of the 'Get The Flood Out (GTFO)' campaign imagery.

Public education messages will also be important for you to convey during and immediately following emergencies. For example, if there is an earthquake, you may remind people to Drop, Cover and Hold in the event of aftershocks, and reinforce evacuation messages if there is risk of a tsunami.

NEMA works with CDEM Groups and other partners to educate and motivate New Zealanders to better prepare for emergencies and take the right safety actions when an emergency happens. The programme uses a range of communications channels, with a particular focus on reaching disproportionately impacted communities. Ranking fourth out

of 58 agencies on the Kantar Public Sector Reputation Index, NEMA, together with our CDEM partners, benefit from a high level of trust from the public.

A National CDEM Public Education Representative Group, with representatives from each CDEM Group, plays a key role in developing the long-term strategy for the public education programme. NEMA also works closely on public education with other organisations such as the Earthquake Commission, GNS Science, the Ministry of Education and Neighbourhood Support.

We are focusing on making our communications accessible and inclusive with an ongoing project to translate our Get Ready website into different languages, including New Zealand Sign Language and Te Reo Māori.

NEMA also maintains the Civil Defence website, which provides extensive information and resources about emergency management and the latest information on current emergencies.

Our most recent public campaign "Get The Flood Out (GTFO)" was launched on 9 June 2022 – see **Figure 2**. This nationwide campaign will be used during "peacetime" and aims to help people understand the dangers of flood water and encourages them to stay out. It uses a

catchy, memorable slogan to add to our earthquake advice “Drop, Cover, Hold” and our advice for local source tsunami “Long or Strong, Get Gone”. “Get The Flood Out” will be complemented with the “Flood Water is Deep Trouble” campaign, which will be used when a severe event is forecast.

NEMA is launching a new national Tsunami Evacuation Map in mid-June 2022. A new ‘Know your Zone’ campaign will begin on 22 June 2022 to promote the new online tool. This campaign will encourage people to take responsibility for knowing if they live or work in a tsunami zone.


On 27 June 2022, we will be launching the 2022 New Zealand ShakeOut earthquake drill and tsunami hīkoi, which will be held on 27 October 2022. We will liaise with your office in regard to your potential participation in these events.

Media

NEMA operates a Memorandum of Understanding (MoU) with key television and radio broadcasters for the dissemination of life safety information during emergencies. This agreement covers the two state broadcasters, all major commercial broadcasters (TV3 and the members of the Radio Broadcasters Association), several independent radio stations, and Community Access Broadcasters. Our public surveys show us that news media – led by radio – is the public’s primary source of information during and immediately after an emergency, so we partner with broadcasters to ensure official messages are relayed during severe emergencies such as tsunamis (such as during the 5 March 2021 tsunami sequence) and when announcing COVID-19 lockdowns.

This MOU enables us to break into programming during emergencies with verbatim messaging, and to work with media during “peacetime” to strengthen our shared arrangements for disseminating life safety information to the public.

s9(2)(f)(iv)



Your and NEMA’s role in welfare services

As Minister for Emergency Management, you will often lead the government’s expression of sympathy and support for affected communities. This frequently involves visiting the emergency area, or close to it, and meeting affected people, the mayor and other community leaders.

NEMA and CDEM Groups are responsible for coordinating welfare services during and following emergencies across a range of stakeholders. This coordination is carried out through the National Welfare Coordination Group (a national cluster of welfare services agencies), by CDEM Group Welfare Managers and regional Welfare Coordination Groups (a regional cluster of welfare services agencies).

For example, the welfare response to COVID-19 required CDEM Groups to support communities with food deliveries and financial support to community food providers, and to work with other agencies to provide accommodation for those who needed it.

Outside emergencies, NEMA's role in welfare involves ensuring arrangements for welfare service delivery are well understood and effectively planned for by agencies and nongovernment organisations.

Your role in supporting communities through government contributions to Disaster Relief Funds

The primary responsibility for responding to and recovering from local emergencies lies with the local authority. However, Central Government will assist where this cannot be adequately achieved in a timely manner.

In an emergency, the Government may choose to make a financial contribution to a local authority's Disaster Relief Fund (often called "Mayoral Relief Funds") as an additional way to help communities recover after an emergency. Mayoral Relief Fund contributions are intended to help fill gaps quickly where an immediate need exists and are not a replacement for insurance and costs covered by other local authority funding sources.

Once you understand an affected region's immediate needs, you may choose to provide a grant for the local authority so it may support the needs of affected individuals, families, community organisations and marae. Local communities and councils are well-placed to know what they need funding for, so grant conditions are not specific and place few limitations on its use.

Mayoral Relief Funds have previously been used for recovery activities such as cleaning septic tanks, filling water tanks, re-establishing damaged boundary fence lines and clearing debris from properties.

Additional trained emergency support staff available for responses

As part of the Emergency Management System Reform a dedicated Emergency Management Assistance Team (EMAT) has been established. This nationally managed group of trained emergency managers from central and local agencies has equipment which allows them to work from stand-alone emergency control centres if required.

EMAT's most recent deployments were for the February 2022 Buller severe weather and flood response.

Your and NEMA's roles in recovery

Recovery involves the co-ordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following

an emergency.¹ It starts on day one of an emergency and ramps up while response activities are still in progress, signalling a shift in priorities.

Regardless of whether a state of national or local emergency is declared, as Minister for Emergency Management, you can give notice of a national transition period under s94A of the Act, provided certain conditions are met. A national transition period can apply to either the whole of New Zealand or any areas or districts and supersedes any existing transition period. This may be needed where the scale of coordination is beyond the resources of CDEM Groups and local authorities, or the consequences of the emergency are nationally significant. The powers under the Act² allow the Director CDEM to coordinate national recovery activities through a National Recovery Manager, and to establish a National Recovery Office. In large-scale recovery, the Government can establish a standalone agency, e.g., the Canterbury Earthquake Recovery Authority (CERA).

In cases where the recovery is beyond the capacity of the local authority, Government may provide additional financial assistance. The existing Government 60/40 policy means Government covers 60% of eligible repair costs to essential infrastructure and the relevant council covers the remaining 40% of costs. When the damage and cost of repair is beyond the financial means of a local authority, Government may consider extraordinary funding on a case-by-case basis with the approval of Cabinet. This approach was recently applied in support of the Buller District recovery and previously for the Kaikōura earthquake recovery.

The emergency management system is underpinned by formal structures and wide-ranging relationships

The emergency management system is part of New Zealand's wider National Security System. The system takes an all-hazards, all-risks approach to ensure that potential risks to New Zealand are recognised and assessed, risks are reduced where possible, readiness is built and maintained, and response to and recovery from emergencies is timely, coordinated, and effective. Collectively, these increase our resilience (our ability to anticipate and resist the effects of a disruptive event, minimise adverse impacts, respond effectively post-event, maintain or recover functionality, and adapt in a way that allows for learning and thriving).

The National Security System provides an architecture that allows agencies to work together effectively and to provide you and relevant Ministers with timely advice. It operates at several levels during both crisis response and governance modes:

- Chief Executives via the Officials' Committee for Domestic and Security Coordination (ODESC). This manifests in different guises depending on whether it is functioning as a committee managing a crisis event or as a governance board such as the Hazard Risk Board of which Chief Executive NEMA is a member.
- Senior officials and other officials. NEMA participates in interagency committees and groups, and partners with Civil Defence Emergency Management Groups. NEMA is the lead for some of these and acts as a supporting agency for others.

¹ Section 152 of the CDEM Act 2002

² Sections 11A, 155A and 156 of the CDEM Act 2002

The emergency management system focuses on “hazard” risks. NEMA is the lead agency, at the national level, for earthquakes, volcanic hazards, landslides, tsunamis, coastal hazards, coastal erosion, storm surges, large swells, floods, severe weather, snow and infrastructure failure. Civil Defence Emergency Management Groups are the lead at the local/regional level.

An important feature of the emergency management system is the role local government undertakes through Civil Defence Emergency Management Groups (CDEM Groups). There are sixteen CDEM Groups across New Zealand (see **Figure 4**), all established as joint committees of local authorities under the CDEM Act.

The formal structure for civil defence emergency management is provided by the CDEM Act, which among other things:

- Sets out the powers and obligations of the Minister for Emergency Management
- Establishes three statutory positions and sets out their roles, functions, and powers:
 - Director of Civil Defence Emergency Management
 - National Controller
 - National Recovery Manager
- Requires the establishment of CDEM Groups
- Provides for Group Controllers (who have specific powers during states of national and local emergencies)
- Provides for Group Recovery Managers (who have responsibilities and some powers in managing the recovery after an emergency).

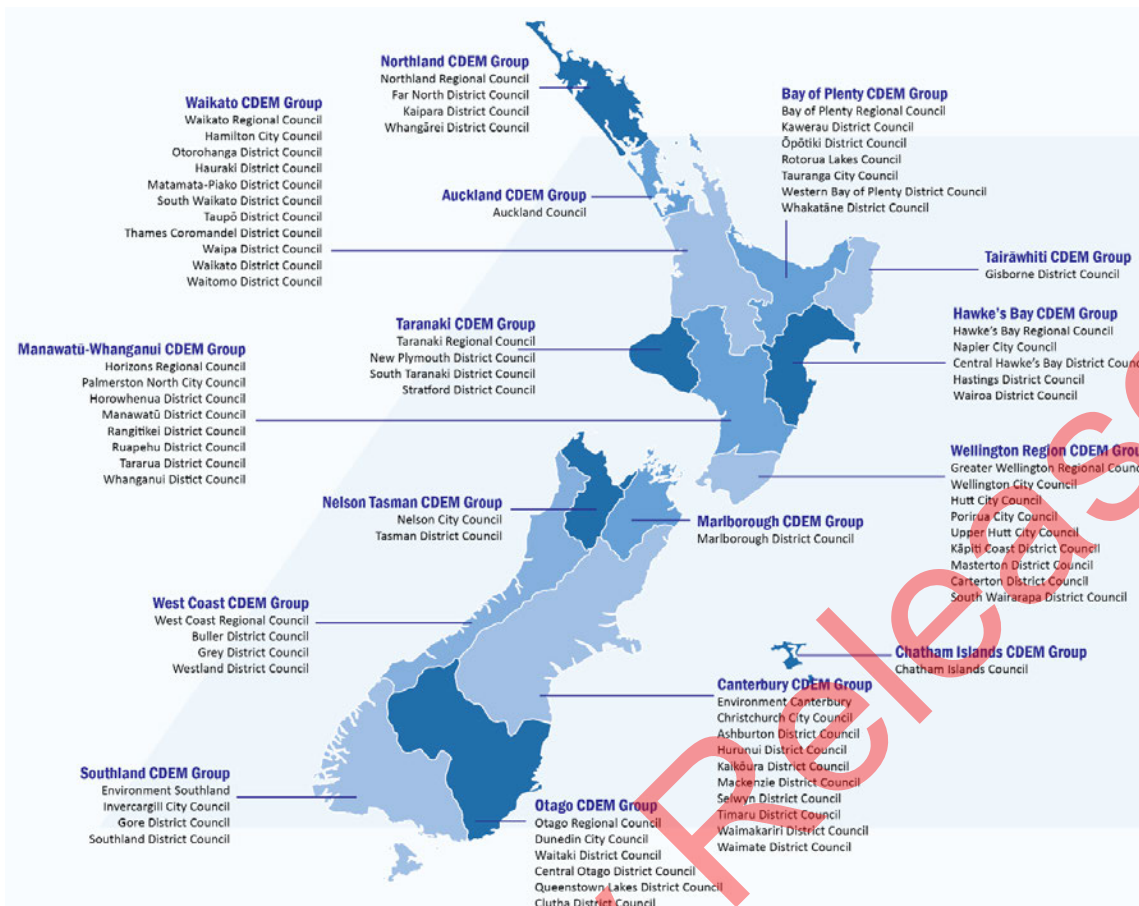


Figure 4: Locations and participating members of the 16 CDEM Groups.

The CDEM Groups are responsible for working with emergency services, government agencies, lifeline utilities and others to deliver regional/local scale civil defence emergency management in their region, where the impact of an event is purely local or within their region. They also provide local services support for multi-region or national emergency events.

A Partnership Charter between NEMA and the 16 CDEM Groups was launched at NEMA's internal conference on 31 May 2022. For the Partnership Charter, see **Appendix C**.

This Charter was created with and approved by the CDEM Groups. It sets out a shared kaupapa, aspirations, focus areas, partnership principles, the separate roles NEMA and the CDEM Groups have and how those interact.

Emergency Management in New Zealand is becoming more complex and demanding

New Zealand's economic and population growth means more people, property and infrastructure are at risk from any given hazard event. This increasing need, the pressures of a changing climate, the growing complexity and interconnectedness of emergency management, and our community's high expectations place strains on the capacity and capability of the system.

The frequency, complex nature and socio-economic consequences of recent emergencies highlight the importance of modernising New Zealand's emergency management system.

There is a need for strong, well-established relationships across society to ensure resilience continues to grow. This need presents challenges, as well as opportunities, to ensure planning, operational capability and capacity is integrated across the emergency management system.

This context also stresses the importance of enhancing New Zealand's understanding of, and integrated planning for, increased resilience to be able to withstand and minimise the impacts of a range of hazards and risks from natural and human causes.

COVID-19

NEMA is engaged in the All of Government (AOG) response for managing COVID-19 in New Zealand. This includes contingency planning for future variants and looking ahead to arrangements that will support the COVID-19 strategy for the long term. NEMA participates in governance and operational structures and contributes to the DPMC-led work to capture lessons from the pandemic for use in future responses.

NEMA's particular focus is to ensure that we, and the wider CDEM sector, are 'match fit' for responding to concurrent emergencies. For example, by ensuring we have a workforce and facilities ready and safe to use.

Caring for Communities

The NEMA Chief Executive is a member of the Caring for Communities Chief Executive Officers group. This was established early in the COVID-19 response to oversee provision of welfare services to those impacted by COVID-19. As arrangements have been finessed over the last two years, NEMA and CDEM's welfare services role has decreased. While ready to respond, it is expected that welfare agencies (such as the Ministry for Social Development) will continue to deliver COVID-19 related welfare services with little or no involvement from NEMA or CDEM.

Ministry for Social Development/NEMA Welfare Leadership

A significant number of emergencies (such as COVID-19) have highlighted the importance of robust, optimised leadership of emergency welfare services arrangements.

NEMA and the Ministry for Social Development (MSD) have developed a joint work programme to explore existing emergency welfare services arrangements and evaluate a change in emergency welfare leadership. This includes the coordination of social service agencies and organisations, planning, and service delivery.

Work has been carried out with representatives of NEMA, MSD and CDEM Groups to understand the strengths and capabilities required to provide this national leadership and coordination role. ^{s9(2)(f)(iv)}

Climate Change

We have begun to feel the increase in frequency and severity of weather-related emergencies caused by climate change and we expect that this pressure on the system will continue to increase in the future. This will include more severe storms and droughts, flooding, coastal inundation, and more wildfires.

NEMA has a role in responding to both rapid onset events, such as earthquakes or wildfire, and those that are more gradual, such as sea-level rise and drought.

Te Tai Pari O Aotearoa released NZ SeaRise, its new NZ sea level rise model, on 2 May 2022, providing sea level rise estimates down to a two km radius along New Zealand's coastlines. This model suggests sea level rise in many places will happen faster than previously thought. For example, in Wellington, a sea level rise of 30cm is predicted by about 2040 rather than around 2060. A 30cm sea level rise would cause what we currently consider a '1 in 100-year' flood to take place every year.

The Ministry for the Environment is leading the cross-agency development of a National Adaptation Plan to adapt to and minimise the harmful impacts of climate change. NEMA-led actions within the plan are to:

- modernise the emergency management system
- give effect to the National Disaster Resilience Strategy
- develop the emergency management workforce
- improve how science, data and knowledge is used to inform emergency management
- raise awareness of climate-related hazards and how to prepare
- connect communities to wider response and recovery support.

The Climate Response Ministerial Group has placed priority on actions which can strengthen the capability and capacity of the emergency management system to respond to changing climate risks.

Examples of recent steps NEMA has taken to support the agency's efforts to keep pace with our changing climate:

- development of a NEMA Science Strategy
- appointment of a Chief Science Advisor
- supporting the development of the National Adaptation Plan, as a contributing agency
- establishment of NEMA's International Engagement team, to better support disaster resilience and rapid response capability in the Pacific
- establishment of NEMA's Continuous Improvement Unit, that will develop a New Zealand Lessons Management Framework to better learn from past events to inform future responses.

Monitoring Alerting and Reporting Centre

The Emergency Management portfolio's 2021/22 funding increase enabled the establishment of a 24/7 Monitoring, Alerting and Reporting (MAR) centre. This replaces an on-call duty system for monitoring and response activities and was one of the recommendations from the Technical Advisory Group report into Better Responses to Natural Disasters and Other Emergencies, accepted by the Government in 2018.

The work to establish this capability started in late 2021. The MAR centre is on track to be operational by the end of June 2022 and will enable faster and more accurate alerts and warnings.

The MAR centre is located in NEMA's Wellington office, staffed by 18 specially trained staff who will operate as a team to respond immediately at all hours of the day or night.

The MAR centre will also enhance engagement and information sharing with CDEM Groups, emergency services, critical infrastructure providers, science organisations, and other stakeholders. This proactive capability will provide a range of intelligence products and contextual briefings to support local responses.

Tsunami Detection

The Deep-ocean Assessment and Reporting (DART) network, consisting of 12 DART buoys, enables timely detection and warnings of tsunami that can be communicated by NEMA via public alerting systems like Emergency Mobile Alerts.

The DART network also provides tsunami monitoring and detection information for southwest Pacific countries, including New Zealand's Pacific Realm countries (Tokelau, Niue, and the Cook Islands), and Australia and South and Central America, depending on where the tsunami may be generated.

The DART network proved vital in analysing the tsunami threat to New Zealand's coastlines following the eruption at Hunga Tonga-Hunga Ha'apai volcano in Tonga in January 2022.

NEMA has been responsible for coordinating the agencies and activities involved in all stages of the project. This has been completed collaboratively between NEMA, Ministry of Foreign Affairs and Trade (MFAT), Ministry of Business, Innovation and Employment (MBIE), GNS Science and NIWA (climate, freshwater, and ocean science).

The network requires regular servicing and occasionally re-instatement of buoys if they become disconnected from their moorings. The next servicing voyage takes place in July 2022, with the aim to service three of the buoys which have become disconnected.

The DART network was established with Crown funding, funding from MFAT's Vote Overseas Development Assistance (ODA) and, given the coverage of the South-West Pacific, Australia also contributed to the capital costs of establishing the network from its aid programme.

Operating and depreciation funding for the network comes from Crown funding (\$2.067 million per annum) and from MFAT ODA (2022/23 \$3.723 million; 2023/24 \$3.709 million). ^{s9(2)(f)(iv)}

Alpine Fault and AF8

Planning for an Alpine Fault rupture continues to be one of the top priorities for NEMA and the whole emergency management system. NEMA has invested in the AF8 project over the last few years and has announced special funding to support the West Coast's resilience to an Alpine Fault rupture.

The consequences of significant rupture will be severe and may include thousands of injuries, hundreds of fatalities, and significant damage to the built, social, economic, and natural environments. It would also trigger a cascade of hazards that could persist for decades. New research published in April 2021 has improved our understanding of the Alpine Fault and estimates the likelihood of a significant (Mw 8+) rupture to be 75% within the next 50 years. Previous estimates put the likelihood at approximately 30%.

This research brings attention to the importance of reduction and readiness activity and sharpens our focus on response capacity and capability across the system.

A fit for purpose National Crisis Management Centre

The Beehive basement facility continues to be used as the primary location for the National Crisis Management Centre (NCCM) function and by NEMA as its National Coordination Centre. In the past 12 months, the facility has been used for events such as the COVID response and to support the West Coast following flooding in Westport.

However, the 2018 Technical Advisory Group (TAG) Review concluded that the facility is no longer fit for purpose. ^{s9(2)(f)(iv)}

To ensure greater resilience in responding to a significant Wellington emergency, NEMA has established an alternative NCCM facility in Auckland.

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[Redacted]

[Redacted]

Ruapehu Volcanic Risk Management and System Readiness

Ruapehu is the most active volcano in Tongariro National Park and last erupted in 2007. It is normally at Volcanic Alert Level (VAL) 1 (minor volcanic unrest) but is currently at VAL 2 (moderate to heightened volcanic unrest).

Within the next four weeks, the most likely outcome of the ongoing unrest is no eruption. However, minor eruptive activity, confined to the lake basin, is also possible. Minor eruptions may generate lahars (dangerous volcanic mudflows) in the Whangaehu River.

As part of managing volcanic risk within Tongariro National Park, the Department of Conservation (DOC) and GNS Science have a comprehensive monitoring and warning system. DOC has a systematic risk reduction and response plan in place to manage the on-mountain initial response to an eruption event. In summary:

- GNS Science leads the scientific monitoring of volcanic conditions at Ruapehu.

- DOC leads operational decisions inside the national park, including evacuation and access.
- Manawatū-Whanganui CDEM Group, with support from NEMA, leads the coordination of the regional and national emergency response.

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Our interests in other portfolio work

NEMA actively engages with, or provides consultation on, the following policy work programmes.

Community resilience (Department of Internal Affairs)

This is a multi-agency initiative aimed at ensuring New Zealand effectively manages risk and builds resilience when faced with increasing exposure and vulnerability to natural hazards and climate change. NEMA's interest in this work is that it complements the objectives of the National Disaster Resilience Strategy.

Climate Change Adaptation (Ministry for the Environment)

The Ministry for the Environment is currently leading work to develop a cross-agency and cross-sectoral National Adaptation Plan for climate change. NEMA's interest in this work comes from its role in promoting risk reduction as an important component of the emergency management system.

Resource Management System reform (Ministry for the Environment)

The Ministry for the Environment is leading inter-agency advice to the Government on resource management system reform in response to the report by the independent Resource Management Review Panel, *New Directions for Resource Management in New Zealand*. NEMA's interest is in ensuring effective land-use planning reform that effectively enables geological, weather and climate hazard risks to be addressed.

Three Waters Review (Department of Internal Affairs)

This review seeks to ensure drinking water, wastewater and storm-water services are fit for purpose from public safety and environmental perspectives. NEMA's principal interest in this work is to ensure resilience principles are embedded in any new regulatory requirements and organisational design principles.

Natural Hazards Insurance (The Treasury)

This work looks at issues and options for retaining effective and affordable insurance opportunities in earthquake risk, and the anticipated increasing impacts of climate change. NEMA's interest in this work stems from its role in developing and advocating for risk reduction and promoting recovery planning.

Future Pathways (Ministry of Business, Innovation and Employment)

The Ministry of Business, Innovation and Employment (MBIE) is currently undertaking a large-scale review of New Zealand's research, science and innovation system. This work is known as the Future Pathways Programme. Many matters it addresses will intersect with the Emergency Management portfolio, including infrastructure and services such as GeoNet and the National Seismic Hazard Model.

Welfare Leadership (Ministry of Social Development)

NEMA and the Ministry of Social Development (MSD) have developed a joint work programme to explore existing emergency welfare services arrangements and evaluate a change in

emergency welfare leadership, including the coordination of social service agencies and organisations, planning, and service delivery.

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The National Emergency Management Agency

NEMA is an autonomous departmental agency (established under Part 2 of the Public Sector Act 2020) hosted by DPMC. NEMA was established on 1 December 2019, replacing the Ministry of Civil Defence & Emergency Management. NEMA has approximately 160 staff, based in Wellington, Auckland, and Christchurch. The NEMA executive leadership and senior leadership teams are set out in **Appendix A: NEMA's Leadership Team**.

We have undertaken an intensive programme of organisational development to stabilise and grow NEMA's capability and capacity.

NEMA's primary accountability is to you as the Minister for Emergency Management.

NEMA is headed by a Chief Executive, employed by the Te Kawa Mataaho (Public Service Commission). The Chief Executive is responsible for the overall leadership and direction setting of NEMA and is accountable for NEMA meeting its performance expectations.

The Chief Executive also appoints the Director of Civil Defence and Emergency Management. The powers and functions of the Director are set out in the CDEM Act. They include the functions of providing advice to you on civil defence emergency management, identifying hazards and risks the Director considers of national importance and, during a state of national emergency or national transition period, directing and controlling the resources available for civil defence emergency management. It will normally be the Director who keeps you informed of emerging events or updates you on emergency events as they develop.

NEMA's role is to work across central government and with local government, communities, iwi, science, research and not-for-profit organisations, and businesses to create an emergency management system that is ready and able to provide an effective and integrated response to, and recovery from, emergencies. The purpose of this mahi is to reduce the impact of emergencies on New Zealand's people, communities, property, critical infrastructure, economy, and environment.

NEMA has been asked by the Government to focus on the performance and capability of the system. It is expected to provide national emergency management leadership and stewardship, to build the capability and capacity of the emergency management workforce and improve the information and intelligence system that supports decision-making in emergencies.

It will normally be the Chief Executive who discusses with you progress and initiatives on the evolution of NEMA's place in the system.

Our Strategic Framework Tā Mātou Anga Rautaki



National Emergency
Management Agency
Te Rākau Whakamarumaru

Our Purpose

Ā Mātou Whāinga

Empowering communities before, during and after emergencies.

Our Vision

Ā Mātou Tirohanga

A safe and resilient Aotearoa New Zealand.

Our Role

Tō Mātou Tūranga

We are the Government lead for emergency management.

Our Functions Ā Mātou Mahi

As Steward...

We provide strategic leadership for risk reduction, readiness, response and recovery activities, and build emergency management capability and capacity.

As Operator...

We lead or support the response to and recovery from emergencies, while also supporting the operation of the emergency management system.

As Assurer...

We provide assurance that the emergency management system is fit for purpose.

Strategic Outcomes Ā Mātou Whāinga Rautaki



All communities are better prepared to respond to and recover from emergencies.



Impacts of emergencies on people, the economy and the environment are reduced.



Māori participation in the emergency management system is recognised, enabled and valued.



The emergency management system is well-coordinated, high-performing and enjoys widespread trust and confidence.

Our Values Ā Mātau Uara

Courageous
Kia māia
We stand up.

Connected
Kia honohono
We join together.

Committed
Kia manawanui
We believe in what we do.

Respect
Kia taute
We do it with respect.

Numbers at a glance

<p>\$46.6m</p> <p>investment in NEMA</p> <p>through Budget 2021, to be distributed over four years.</p>	<p>\$6.5m</p> <p>welfare claims approved</p> <p>from CDEM Groups and local authorities this financial year.</p>
<p>146</p> <p>uses of the Emergency Mobile Alert system</p> <p>since its launch in 2017, including messages, updates, stoppages issued by NEMA, New Zealand Police, Fire and Emergency New Zealand, and the Civil Defence Emergency Management sector.</p>	<p>25</p> <p>emergency responses</p> <p>since January 2021, including floods, COVID-19 resurgences, fires, earthquakes and tsunami, a tornado, and a storm.</p>
<p>NEMA is 4th</p> <p>(out of 58)</p> <p>in the 2021 Kantar Public Sector Reputation Index, ranking in the top five on three of four key measures.</p> <p>3rd Fairness 3rd Social Responsibility 2nd Trust</p>	
<p>660,000+</p> <p>people</p> <p>were registered for the 2021 ShakeOut earthquake drill.</p>	<p>14,306</p> <p>people</p> <p>are registered with our online learning management system, Takatū.</p>
<p>237,000</p> <p>followers on NEMA's social media, across Facebook, Twitter, and Instagram.</p>	<p>46</p> <p>Emergency Management Assistance Team (EMAT)</p> <p>members in the cadre, which has supported local CDEM Groups during recent emergency events.</p>

Key items on NEMA's workplan

NEMA's key priorities for the next six months are:

- s9(2)(f)(iv)
- Progressing the Emergency Management Reform programme.
 - Emergency Management Bill.
 - Review of the National Plan.
- Developing workforce capability.
 - Health, safety and wellbeing.
 - National Crisis Management Centre workforce.
- Strengthening and deepening relationships with iwi and Māori.
- Keeping New Zealanders safe and planning for new challenges in facing COVID-19.

Our focus for 2022 is to:

- **Increase stability** with organisational strategy and architecture and a clear internal and external understanding of NEMA's role.
- Build NEMA to full strength by:
 - clarifying roles and responsibilities
 - invigorating career pathways
 - increasing diversity and inclusion
 - reducing the gender pay gap
 - growing our people in Te Reo Māori and tikanga
 - expanding our response and recovery capability
 - improving the quality of our policy advice.
- Build NEMA's capability as the **emergency management system steward, operator and assurer**.
- Increase confidence in arrangements for **effective leadership, coordination or support to a significant event** (including recovery).
- Continuing to put the **safety and wellbeing of people** at the heart of the emergency management system, with inclusive, community-led responses.

Emergency management system reforms

The Regulatory Framework Review Programme, more commonly known as the 'Trifecta', brings together three separate but inter-connected pieces of work, which form the statutory foundation of New Zealand's emergency management system. These are:

- developing a new Emergency Management Bill (Bill) to replace the CDEM Act
- reviewing the National Civil Defence Emergency Management Plan Order 2015 (the Plan) and accompanying Guide to the Plan
- designing a Roadmap for the National Disaster Resilience Strategy – this work is currently paused as we prioritise the Bill and Plan.

Emergency Management Bill

The Bill project objectives are to achieve a new and fit-for-purpose Act for emergency management, which:

- is part of a consistent, coherent, and streamlined overarching emergency management legal framework
- is consistent with modern legislative design and fit for purpose for end user and sector needs
- reflects the place of the Treaty of Waitangi in emergency management
- provides for greater recognition of the “4Rs” of emergency management
- is informed by, to the extent possible, the views of the emergency management sector, iwi and Māori, and the community.

Changes introduced in the new Bill will include:

- clarifying the role of critical infrastructure providers (services that are essential for everyday life) and strengthening arrangements to enhance the resilience of critical infrastructure
- recognising the role Māori play in emergencies and enabling Māori to participate at all levels
- ensuring the emergency management system enables better outcomes for people who may be disproportionately impacted by emergencies
- fully integrates the principles of the ‘4 Rs’ of risk reduction, readiness, response and recovery.

The new Bill will build upon existing systems and structures and is not intended to be significantly transformative. It will not reform the current emergency management powers, nor remove the existing key local and regional response and recovery roles.

In addition to consultation with central government agencies, targeted engagement with key sector partners and stakeholders has informed the development of policy proposals for the Bill. This includes the Ministerial Advisory Committee on Emergency Management, local government stakeholders (including elected representatives, chief executives, and CDEM Group managers), and Māori emergency management practitioners.

Work is ongoing to draft the Emergency Management Bill, and design commencement and transition arrangements. We are drafting the final Cabinet paper for your consideration this week.

We will continue to work towards introduction of the Bill to the House of Representatives later in 2022 after the local government elections.

Review of the National CDEM Plan and Guide

The National CDEM Plan is being reviewed alongside the development of the new Emergency Management Bill. The Plan sets out the guiding principles and roles and responsibilities for

CDEM across the '4Rs' at the national level so that all agencies, CDEM Groups, and local authorities can work together effectively.

While the Plan is overdue for review (a review is required every five years), we are reviewing it alongside the Bill to ensure we can implement the policy changes that are being made within the Bill, and that the planning arrangements reflect our current environment.

Similarly to the Bill, changes to planning arrangements are not intended to be transformative. What currently works within the Plan and Guide will remain, with some improvements based on lessons from events over the years, and a stronger focus in other areas, like welfare and recovery.

Work on the Review of the Plan and Guide is ongoing across NEMA in collaboration with the sector to develop strategic objectives for executing emergency management across core thematic areas at the national and regional level.

During 2022 we will continue to reorganise the content of the current CDEM Plan and Guide into a new regulatory framework. Engagement on the Plan Review will be as inclusive as possible. There will be ongoing opportunities for engagement, collaboration, and consultation. External engagement with the emergency management sector and Māori emergency management partners will be managed in phases.

Te Kāhui Mataara – NEMA Māori Engagement in the Emergency Management System

At the 2021 Hui Taumata o Te Uepū Whakahaere Haumarū (National Emergency Management Conference), tangata whenua handed NEMA three priorities (ngā wero) for change to the emergency management system. These were:

- Ture – The law relating to strengthening legislation
- Tikanga – Policy that follows the law and includes better ways of doing things with iwi Māori and the community
- Tukua – Letting go, remove barriers, and enable resourcing that contributes to building stronger trust and relationships.

In recognition of ngā wero, NEMA is integrating Te Ao Māori into the Trifecta Programme and developing Te Kāhui Mataara, NEMA's organisational Māori strategy and work programme. Te Kāhui Mataara involves:

- NEMA and the emergency management sector applying Te Ao Māori and Mātauranga Māori principles into their mahi
- the emergency management sector work with our Māori partners, acknowledging the value of meaningful and mutually beneficial treaty partnerships
- Māori determining their own participation across all levels of the emergency management system.

Ngā wero underpin the three pou (pillars) supporting Te Kāhui Mataara are:

- Whakapūmau – Focusing on enabling a culturally capable workforce
- Whakapakari – Prioritising the need for building, fostering, and strengthening partnerships with iwi, hāpu, and whānau across Aotearoa
- Whakatipu – Improving the emergency management system and enabling a Te Ao Māori / Maturanga Māori worldview to be applied across all layers.

Each pou comprises a series of Kaupapa Māori initiatives allowing for a more diverse and inclusive emergency management system.

The development of Te Kāhui Mataara as a robust, sustainable, and future focussed strategy is critical in maximising the benefits of the Trifecta programme. ^{s9(2)(f)(iv)}

Whakaari / White Island

In May 2022, the Court dismissed WorkSafe charges against NEMA under the Health and Safety at Work Act 2015 for alleged offending in relation to the 2019 eruption of Whakaari / White Island.

WorkSafe was not granted approval from the Solicitor General for an appeal. This means the prosecution against NEMA by Worksafe has concluded.

Parallel to the WorkSafe prosecution, the NZ Police have been investigating on behalf of the coroner.

^{s9(2)(h)}

Now that this prosecution has concluded, NEMA may be asked to assist with this inquiry as it progresses.

System capability

The emergency management workforce is diverse and relies heavily on people whose day job is not emergency management. For example, council employees, rapid response teams, and the many Māori supporting communities through their marae.

The part-time nature makes training more challenging, so NEMA is developing new approaches, for example, a new continuous professional development programme.

This year, significant progress has been made with NEMA staff who are now working through a training pathway which includes undertaking unit standard assessments in Coordinated Incident Management System (CIMS).

Plans to further progress system capability include NEMA's new Workforce Development team co-designing a capability development work programme with Māori, delivering a workforce solution for the alternative National Crisis Management Centre, and developing

a schedule of regional and national exercises has been developed ready for implementation.

Proactively Released

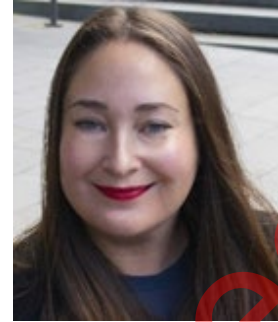
Appendix A: NEMA's Executive Leadership Team



Dave Gawn
Chief Executive



Gary Knowles
Deputy Chief Executive Emergency
Management
Director of Civil Defence and
Emergency Management



Jenna Rogers
Deputy Chief Executive
Strategic Enablement
(Acting)



Ann Kilgour
Team Leader
Designing for the Future



Anthony Richards
Chief Advisor to the DCE
Emergency Management



Joanne Fair
External Member



Sarah Holland
Chief Advisor to the Chief
Executive



Stefan Weir
Chief of Staff



Tom Wilson
Chief Science Advisor

NEMA's Senior Leadership Team

- Adam Allington - Policy Manager
- Alex Hogg - Manager, Planning and Sector Partnerships
- Anthony Frith - Communications Manager
- David Coetzee - Manager, Regional Partnerships
- Gill Genet - Manager, System Capability
- Jo Guard - Manager, Continuous Improvement
- Kevin Fenaughty - Manager, Risk and Recovery (Acting for Jenna Rogers)
- Roger Ball – Manager, National Operations
(Roger also acts as National Controller during emergency responses).

Appendix B: National Disaster Resilience Strategy overview

National Disaster Resilience Strategy

Working together to manage risk and build resilience

Our Vision

New Zealand is a disaster resilient nation that acts proactively to manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all New Zealanders.

Our Goal

To strengthen the resilience of the nation by managing risks, being ready to respond to and recover from emergencies, and by enabling, empowering and supporting individuals, organisations, and communities to act for themselves and others, for the safety and wellbeing of all.

We will do this through:

1 Managing Risks

2 Effective Response to and Recovery from Emergencies

3 Enabling, Empowering, and Supporting Community Resilience

OUR OBJECTIVES

1. Identify and understand risk scenarios (including the components of hazard, exposure, vulnerability, and capacity), and use this knowledge to inform decision-making
2. Put in place organisational structures and identify necessary processes – including being informed by community perspectives – to understand and act on reducing risks
3. Build risk awareness, risk literacy, and risk management capability, including the ability to assess risk
4. Address gaps in risk reduction policy (particularly in the light of climate change adaptation)
5. Ensure development and investment practices, particularly in the built and natural environments, are risk-aware, taking care not to create any unnecessary or unacceptable new risk
6. Understand the economic impact of disaster and disruption, and the need for investment in resilience; identify and develop financial mechanisms that support resilience activities

7. Ensure that the safety and wellbeing of people is at the heart of the emergency management system
8. Build the relationship between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding, and integration of iwi/Māori perspectives and tikanga in emergency management
9. Strengthen the national leadership of the emergency management system to provide clearer direction and more consistent response to and recovery from emergencies
10. Ensure it is clear who is responsible for what, nationally, regionally, and locally, in response and recovery; enable and empower community-level response, and ensure it is connected into wider coordinated responses, when and where necessary
11. Build the capability and capacity of the emergency management workforce for response and recovery
12. Improve the information and intelligence system that supports decision-making in emergencies to enable informed, timely, and consistent decisions by stakeholders and the public

13. Enable and empower individuals, households, organisations, and businesses to build their resilience, paying particular attention to those people and groups who may be disproportionately affected by disasters
14. Cultivate an environment for social connectedness which promotes a culture of mutual help; embed a collective impact approach to building community resilience
15. Take a whole of city/district/region approach to resilience, including to embed strategic objectives for resilience in key plans and strategies
16. Address the capacity and adequacy of critical infrastructure systems, and upgrade them as practicable, according to risks identified
17. Embed a strategic, resilience approach to recovery planning that takes account of risks identified, recognises long-term priorities and opportunities to build back better, and ensures the needs of the affected are at the centre of recovery processes
18. Recognise the importance of culture to resilience, including to support the continuity of cultural places, institutions and activities, and to enable the participation of different cultures in resilience

Appendix C: Partnership Charter

Partnership Charter

between Civil Defence Emergency Management (CDEM) Group Offices and National Emergency Management Agency (NEMA)



A strong partnership between the CDEM Group Offices and NEMA provides the back-bone required to support the broader emergency management system and its stakeholders, in response to emergencies and to support delivery of the National Disaster Resilience Strategy (NDRS). Each entity operates independently with their own governance structures, but with a common purpose and desire to work together to improve outcomes for the communities of Aotearoa New Zealand. This document summarises our partnership aspirations and plans to achieve those aspirations over the next three years.

Who we are...

16 CDEM Group Offices and NEMA...

working in partnership with each other... alongside our Iwi Māori partners... with connections across the emergency management system.



The NDRS defines resilience as the ability to anticipate and resist the effects of a disruptive event, minimise adverse impacts, respond effectively, maintain or recover functionality, and adapt in a way that allows for learning and thriving.

Our kaupapa...

To be trusted leaders in emergency management... working together to empower and support communities across Aotearoa... and increase our collective resilience.

Ā mātou mahi | What we do

Together we support and enable the emergency management system, with NEMA providing national enablement through its steward, assurer and operator functions, and CDEM Group Offices have an aligned set of functions focussed at the regional level.

NEMA

CDEM Group Offices

Steward

Assurer

Operator

Karanga |

To weave, connect and facilitate

Ako |

To teach and learn

Tohungatanga |

To anticipate and mitigate risk

Tiakitanga |

To care and protect

Hāpaitanga |

To advocate and champion

Ō mātou tikanga | How we work

The NDRS identifies six principles that are important in pursuing a resilience goal. These same principles guide how we work, with the addition of an additional two principles reflecting attributes critical to our partnership.

NDRS PRINCIPLES

Manaakitanga

We respect and care for others

Mātauranga

We value knowledge and understanding

Kaitiakitanga, tūrangawaewae

We guard and protect the places that are special to us

Rangatiratanga

We lead by example

Tikanga

Our customs and cultural practices are central to who we are

Whanaungatanga, kotahitanga

We nurture positive relationships and partnerships and act as one team

PARTNERSHIP PRINCIPLES

Mahi pono

We are trusting and transparent

Raungāwari

We are flexible and adaptable

Partnership Charter

between Civil Defence Emergency Management (CDEM) Group Offices
and National Emergency Management Agency (NEMA)



Te mahi ngātahi | Partnership Aspirations

We want a partnership relationship, that increases our collective readiness and resilience.

Clear and aligned roles
and responsibilities

Clear and consistent
channels to engage
each other

Collaborative problem
solving and openness to
new ideas

Connected **leaders** and
clear **strategic**
direction

Capable, supported
and safe teams

Shared intelligence
and insights

Consistent approach
and narrative

Joint **project** planning
and prioritisation

Ā mātou arotahinga | Partnership Focus Areas

To achieve our partnership aspirations we have identified six focus areas, each with some key initiatives that address current challenges and strengthen how we work together.

1 Role clarity and ways of working

- ✓ Align and ensure broad understanding of NEMA-CDEM responsibilities, operating environments and ways of working
- ✓ Explore and establish nationally-consistent policies and processes where appropriate (e.g. legal advice)
- ✓ Assess understanding and adoption of new ways of working

2 Collaboration and decision-making

- ✓ Agree **key information** types, protocols and channels for sharing
- ✓ Agree **principles** and approach for co-design, collaboration and reflection
- ✓ Confirm recurring forums and refresh **Terms of Reference (ToRs)**
- ✓ Facilitate greater exec-level engagement (CE to CE)

3 Aligned work programmes and communications

- ✓ Establish channels for new initiatives and regional resource/SME requests
- ✓ Develop integrated and prioritised CDEM-NEMA work programme
- ✓ Establish strong project and programme management function and disciplines to oversee CDEM-NEMA work programme
- ✓ Identify common national stakeholders and agree national relationship management approach
- ✓ Align national and regional hazard communications

4 Staff deployment and wellbeing

- ✓ Develop staff wellbeing plan
- ✓ Develop **resource** deployment guidelines, considering:
 - National resource pool when deploying to local events, to support both capability development and fatigue management
 - Pre, during and post deployment support

5 Critical capabilities and development plan

- ✓ Identify critical capabilities, KPIs and development programmes
- ✓ Identify current capability and capacity gaps (incl. succession plans for key roles) and develop remediation plans
- ✓ Identify and activate individual development and secondment opportunities

6 Options to optimise funding and resources **

- ✓ Improve equity of funding and resource distribution
- ✓ Reduce functional and administrative duplication

** Mandate to implement identified options does not reside with the parties to this Partnership Charter. This initiative is therefore limited to identification of opportunities and options to drive national efficiency and effectiveness based on our collective experiences and observations of how we work day-to-day. These options will be shared with relevant decision-making authorities for consideration.

Appendix D: Recent Events

West Coast Severe Weather July 2021, February 2022

Extreme weather events during July 2021 and February 2022 caused widespread flooding and infrastructure damage along the West Coast, with surface flooding and slips affecting the road network.

The Buller District Council's financial position, and the comparative scale of the flood damage, severely constrains its ability to fund the infrastructure recovery programme.

A Buller Recovery Steering Group has been established as the forum in which the flood recovery work is monitored and coordinated involving central government agencies, the Buller District Council, West Coast Regional Council, and local iwi.

NEMA and DIA representatives have provided support to the Council to establish the necessary in-house capability and capacity to administer the appropriations and enable delivery of the recovery programme.

Agencies are also helping the Council determine what they need to develop to support the next phase as the focus shifts from immediate recovery work to longer term resilience for Westport.

To date, in terms of response and recovery from the Buller District flood events, the total cost to Central Government of funding provided under *existing policy settings* is \$57.578m. The total cost to Central Government of *additional support* is \$33.07m.

Damage assessments and cost estimates have now been completed by the Council, a work programme has been developed and an additional request to Cabinet has been made. The Council has secured financial support from the Crown of \$10.636 million to restore key infrastructure.

The Minister of Local Government has invited the Buller District Council and the West Coast Regional Council to submit a business case for future flood protection, including the case for possible co-investment by Central Government, ^{s9(2)(f)(iv)}

Tairāwhiti Severe Weather May 2022

Successive weather events in March and April 2022 caused significant flooding and infrastructure damage to the Tairāwhiti Region.

Flooding and road closure isolated several communities in the Wairoa and Gisborne Districts.

A local Recovery Team continues to lead and co-ordinate efforts on the ground focussed on roading, wastewater, primary industry, schools, and housing.

The event was monitored by the NEMA Duty team who proactively used social media channels to inform the public on preparedness actions. NEMA also deployed four Regional Emergency Management Advisors (REMAs) ahead of the event (two to Tairāwhiti and two to Hawkes Bay).

A six-person local Recovery Team has been established and continues to lead and co-ordinate efforts on the ground. They have completed the Transition Notice and Transition Report, revised the Draft Recovery Plan which will be presented to the Coordinating Executive Group meeting and are convening monthly Recovery Partners Meeting.

NEMA officials have been providing support, as required, primarily through the Regional Emergency Management Advisor (REMA) assigned to this area. To date this support has primarily been sharing of tools and resources, reviewing draft documents, and providing advice when required. We have been advised that some aspects of recovery are moving towards being absorbed into BAU work.

One challenge we have been advised of is thin resources within the local recovery team to oversee the various workstreams. NEMA officials are working with the local authority to consider resourcing for recovery and where surge capacity for this may best be drawn from.

Marlborough Severe Weather July 2021

A severe rainfall event occurred in the northwest of the South Island during July 2021. This caused extensive flooding and infrastructure impacts for the Marlborough region which was still in the process of recovering from a severe weather event in May 2021.

Roading recovery, led by the Marlborough Roads Recovery Team, remains the outstanding issue and works are expected to be completed by the end of June 2023.

The transition period has enabled the Marlborough Civil Defence Emergency Management Group Recovery Manager to support those communities affected by the floods by using certain powers to roll out a comprehensive road reconstruction program. This has included closing and restricting speed limits of various roads to enable damage assessments and repairs to commence, undertaking river works to ameliorate the risk of bridge damage and limiting access to residential dwellings that are threatened by slips.

The transition period for this event ran from 28 July 2021 to 3 May 2022. The remaining Recovery actions will now be coordinated and led by the Marlborough Roads Recovery Team (MRRT). The MRRT will continue to provide NEMA and partner agencies with reports on a 6-weekly schedule regarding the roading recovery progress

It is expected that the works will be completed by the end of June 2023

Canterbury Severe Weather May 2021

The extreme weather events during May 2021 caused widespread flooding and infrastructure damage across the Canterbury Region, with surface flooding, infrastructure damage, and slips affecting the road network.

Many properties receiving substantial damage and residents were evacuated in Selwyn, Waimakariri, and Ashburton Districts.

Impacts of the event were wide ranging in terms of geographical spread, with 9 districts affected, and in terms of damage and needs. Support from a range of agencies was required to support their recovery. Government financial assistance to the affected region for this event exceeded \$5m in direct response and early recovery costs.

This event prompted the Canterbury CDEM Group to send three memos to NEMA identifying some challenges and gaps. Some of these were known, some have remedial actions in train and others remain as gaps within the current system. The Group appreciated that these concerns were acknowledged.

The recovery was led by Local Recovery Managers at a local level and coordinated across the region by the Canterbury CDEM Group. Needs assessments were completed across the region with a significant contribution by Ngai Tāhu.

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Appendix E: How the Emergency Management portfolio is funded

NEMA is funded through Vote Prime Minister and Cabinet.

Within Vote Prime Minister and Cabinet, the Emergency Management Leadership and Support Multi-Category Appropriation supports leadership of the all-hazards, all-risk emergency management system. This is to reduce risk and to be ready and able to provide an effective and integrated response to, and recovery from, emergencies.

This appropriation supports the annual departmental operating budget (excluding depreciation and overhead allocation) for NEMA of \$41 million for 2021/22 and \$33 million for 2022/23. The appropriation also includes funding for other non-departmental expenditure to support emergency events and emergency preparedness, the latter of which are administered by NEMA but not part of its operating budget.

The Emergency Management Leadership and Support Multi-Category Appropriation comprises:

	2021/22	2022/23
	Per 2021/22 Supplementary Estimates	Per 2022/23 Estimates
Departmental Output Expenses <i>Advice and Support for Emergency Risk Reduction, Readiness, Response and Recovery</i> - advice to Ministers and the emergency management sector on the design, operation and performance of the emergency management system; building the capability and capacity of the emergency management sector (including communities) to plan for, respond to and recover from emergencies; and leading and supporting response to and recovery from emergencies. NEMA's operating budget of \$30 million comes from this amount.	\$ 44.5M	\$ 36.2M
Non-Departmental Other Expenses (administered by NEMA) <i>Emergency Risk Reduction, Readiness, Response and Recovery</i> - grants, contributions and other payments to support communities and the emergency management sector in New Zealand and Pacific Realm countries on matters relating to emergency risk reduction, readiness, response and recovery.	\$ 21.2M	\$ 3.6M
Non-Departmental Capital Expenditure (administered by NEMA) <i>Capital Expenditure to Support Emergency Risk Reduction, Readiness, Response and Recovery</i> -	\$ 5.4M	-

capital expenditure necessary to acquire and preserve the functionality and value of Crown assets that support emergency risk reduction, readiness, response and recovery.		
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The Non-Departmental Other Expenses Emergency Risk Reduction, Readiness, Response and Recovery category above supports expenditure for:

	2021/22	2022/23
	Per 2021/22 Supplementary Estimates	Per 2022/23 Estimates
Contributions to Local Authorities Following an Emergency Event for non-reimbursement related financial support i.e. to disaster relief funds and 'special policy' funding as prescribed in the current Guide to the National Civil Defence Emergency Management Plan.	\$ 1.5M	\$ 0.5M
Emergency Management Preparedness Grants supporting emergency preparedness and improved community resilience through funding projects endorsed by CDEM Groups and managed or supported by NEMA.	\$ 0.9M	\$ 0.9M
Depreciation of the Tsunami Monitoring and Detection Network	\$ 2.9M	\$ 2.2M
Disposal of Earthquake Demolition Materials	\$ 1.0M	-
Maintaining Water Supply in Periods of Drought	\$ 8.3M	-
Civil Defence Emergency Management Training	\$ 1.9M	-
Buller District Council Financial Assistance	\$ 4.6M	-
Student Volunteer Army	\$ 0.1M	-
TOTAL	\$ 21.2M	\$ 3.6M

NEMA also administers the following non-departmental other expenses appropriations:

	2021/22	2022/23
	Per 2021/22 Supplementary Estimates	Per 2022/23 Estimates
COVID-19: Civil Defence Emergency Management Group Welfare Costs	\$ 4.9M	-
Local Authority Emergency Expenses PLA	\$ 5.0M	\$ 5.0M

Reductions in expenditure between 2021/22 and 2022/23 are due to the expected completion of some initiatives and projects during the 2021/22 year. In-principle approval has been received from the Minister Finance to carry forward 2021/22 underspend to 2022/23 for some initiatives and projects, if the work is not completed by 30 June 2022.