

AGENDA/KAUPAPA



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MEMBERSHIP: Her Worship the Mayor Rehette Stoltz, Deputy Mayor Aubrey Ria, Anne Huriwai, Jeremy Muir, Rawinia Parata, Rob Telfer, Rhonda Tibble

CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP/KAIWHAKAHAERE OHOTATA WHAKAMARU TŪMATANUI Committee

DATE: Thursday 27 November 2025

TIME: 10:30AM

AT: Te Ruma Kaunihera (Council Meeting Room), Awarua, Fitzherbert Street, Gisborne

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Civil Defence Emergency Management

Reports to:	Council
Chairperson:	Mayor Stoltz
Deputy Chairperson:	Deputy Mayor Aubrey Ria
Membership:	
Quorum:	Half of the members when the number is even and a majority when the number is uneven
Meeting Frequency:	As required. Meetings may take place on the same day as Council meetings.

Purpose

To perform the functions of a Civil Defence and Emergency Management Group required under section 12(1)(b) of the Civil Defence and Emergency Management Act 2002 (the Act).

To ensure that appropriate emergency management as detailed in the Civil Defence Emergency Management Act 2002 (the Act) is carried out within the Gisborne District.

Provide governance and oversight of the activities required to be undertaken on its behalf by the Act.

Terms of Reference

The Civil Defence and Emergency Management Committee has responsibility and authority to:

- Be Gisborne's strategic forum for civil defence emergency management planning and policy.
- Co-ordinate planning, programmes and activities related to civil defence emergency management across the areas of risk reduction, readiness, response and recovery.
- Assist in local civil defence emergency management planning activity through developing, approving, implementing and monitoring the Gisborne Civil Defence Emergency Management Group Plan and ensuring alignment of local planning with national plans and strategy.
- Establish and maintain a Civil Defence Emergency Management Co-ordinating Executive Group, as required by section 20 of the Act.
- Exercise the statutory powers and functions outlined in the Act, including those set out in sections 17 and 18 of the Act.

Relevant Legislation includes but is not limited to

- Civil Defence Emergency Management Act 2002.

3.

3.1. Action Register

Meeting Date	Item No.	Item	Status	Action Required	Assignee/s	Action Taken	Due Date
24-05-2023	10.1	23-56 Hazards of Mud Volcanoes	In progress	A one pager flyer to give effected dwelling owners some information about future mud volcano eruptions. Due date has been extended to the next CDEM meeting 3 September 2024.	Dr Murry Cave	20/11/2025 Murry Cave An update will be given at the meeting.	26-11-2025
3-09-2024	10.2	24-219 Group Manager Report	In progress	The Review of Tairāwhiti Civil Defence Emergency Management Group Plan Review the dates around the public consultation process as December is not a good time to consult with the public.	Ben Green, Yvette Kinsella	10/09/2025 Ben Green Ben Green noted that 3 October 2025 has been selected as the date for the Workshop.	26-11-2025

3.2. Governance Work Plan

2025 Civil Defence Emergency Management						Meeting Dates			
HUB	Activity	Name of agenda item	Purpose	Report type	Owner	26-Feb	7-May	10-Sept	26-Nov
Office of the Chief Executive	CDEM	25-297 Recovery Update	Provide an update on recovery	Information (I)	Naomi Whitewood	-	-		
Office of the Chief Executive	CDEM	25-291 CDEM Group Manager Report	The purpose of this report is to update on Civil Defence Emergency Management (CDEM) Group activities since 7 May 2025	Information (I)	Ben Green				

10. Reports of the Chief Executive and Staff for INFORMATION



25-291

Title: 25-291 Civil Defence Emergency Management Group Manager Report
Section: Civil Defence Emergency Management
Prepared by: Ben Green - Civil Defence Emergency Manager
Meeting Date: Thursday 27 November 2025

Legal: No

Financial: No

Significance: **Low**

Report to CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP/KAIWHAKAHAERE OHOTATA WHAKAMARU TŪMATANUI for information

PURPOSE - TE TAKE

The purpose of this report is to update on Civil Defence Emergency Management (CDEM) Group activities since 10 September 2025.

SUMMARY - HE WHAKARĀPOPOTOTANGA

This quarterly report outlines the Tairāwhiti CDEM Group's activities, achievements, and strategic priorities for the third quarter of 2025. The only emergency event for this period was the activation of the Tsunami Warning as a result of the Kamchatka (Russia) earthquake and tsunami. Our outreach campaigns and focus have been on enhancing community resilience, improving operational capabilities, and aligning with national emergency management sector workstreams. Key activities include:

- Ongoing review of the Tairāwhiti CDEM Group Plan, readiness and preparedness training for community groups.
- Strengthened community engagement that encompasses the wide cross section of our communities.
- Active participation in the Emergency Management Bill consultation and Emergency Management System Improvements Plan (EMSIP).

The decisions or matters in this report are considered to be of **Low** significance in accordance with the Gisborne District Council's (Council) Significance and Engagement Policy.

RECOMMENDATIONS - NGĀ TŪTOHUNGA

That the Civil Defence Emergency Management Group/Kaiwhakahaere Ohotata Whakamaru Tūmatanui:

- 1. Notes the contents of this report.**

Authorised by:

Nedine Thatcher Swann - Chief Executive

Keywords: CDEM, civil defence, emergency management

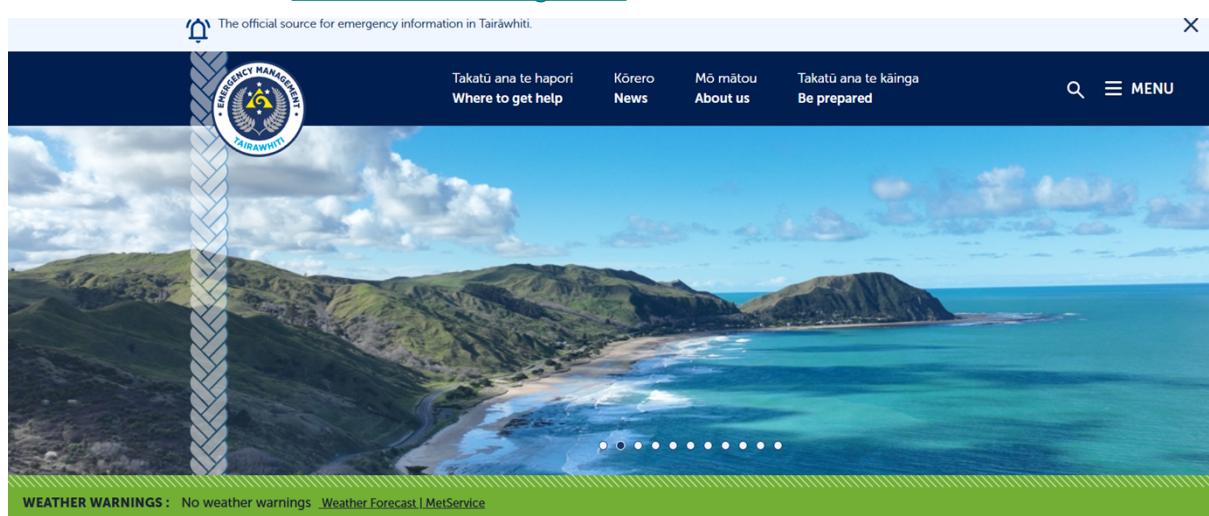
BACKGROUND - HE WHAKAMĀRAMA

1. The period for this report covers 19 August to 4 November 2025. Whilst the region has experienced a wet winter, this has been without severe weather events, offering some respite for the region. The workstream focus remains on community preparedness, and response training as part of the regional community engagement plan. This quarterly report provides an update on our activities, aligning with both local needs and national directives.

TAIRĀWHITI EMERGENCY MANAGEMENT OFFICE (TEMO) GENERAL UPDATE

Tairawhiti Emergency Management Website launched

2. The new standalone website for Tairawhiti Emergency Management was launched on 4 November and has been developed to have a specific functional response mode when activated. The website will be subject to ongoing development to develop content and provide a central access repository for emergency management content, resources and tools.
3. Website address link: www.tairawhitiem.govt.nz



Tairawhiti CDEM Group Plan Development - Hazard and Risk Workshop 3 October

4. The recent Tairāwhiti CDEM Group Hazard and Risk Workshop is a key step of reviewing the Tairawhiti CDEM Group Plan that will be in place for the next five years once it has been adopted.



5. The workshop delved into methodically working through the region's top four hazard scenarios (tsunami, flooding, drought and pandemic). The workshop participants get to determine that the right policies and practices are in place for all eventualities and identifying any gaps with respect to the four R's. The risks that were looked at are those that have a high likelihood of occurring over the next five years.
6. The workshop and plan (currently being reviewed) will seek to futureproof the region as it is looking at current and emerging risks including the likes of space weather. As a region we need to be agile and this requires adopting an approach of continuous learning and improvement, a risk management system that evolves based on new information, emerging threats and changing community needs.
7. Yvette Kinsella who is the consultant managing the group plan project will provide a presentation to the committee during meeting proceedings. This will review the intent and purpose of the CDEM group plan, where the project timeline is and the next steps.

'Mesh Core' – Mesh Communications Network

8. Following the devastating communication blackout during Cyclone Gabrielle, which left Tairāwhiti isolated with failed cell towers, data networks, and Wi-Fi. Led by Ben Green, options were looked at to locate an expedient solution that can link communities and overcome regional blackspots, many of which exist without an emergency.
9. Working with local self-taught software and radio expert Liam Cottle, a mesh communications network called 'Mesh Core' has been developed, having tested and developed the system over the last 9 months. This bespoke mesh network enables direct device-to-device connections without cell phone, satellite or data networks. Solar-powered repeaters will connect the spine of a regional network that will connect into community areas providing a robust emergency network. Featuring a custom app and web interface, Mesh Core delivers secure, encrypted text messaging integrated into the Emergency Coordination Centre, transforming it into a command-and-control system. The system is currently being deployed by TEMO.



Solar Mesh repeaters and Mesh Nodes. Liam Cottle (L), Ben Green (R)



Marcus Tibble (TEMO) Solar Repeater Installation at Anaura Bay

Digital billboards to deliver weather warning information during emergencies

10. A joint initiative between NEMA and MetService will see digital billboards across New Zealand display MetService's real-time warning information during severe weather events. This work has been a collaboration between NEMA, MetService, New Zealand Digital Billboard network LUMO. Warnings will be displayed in regions they apply to, and regional electronic billboards will be connected to the public warning initiative.



Digital billboards will be used for public facing warnings when activated

National ShakeOut Earthquake and Tsunami Drill Results

11. The national 'ShakeOut' 2025 campaign focuses on earthquake and tsunami preparedness in Tairāwhiti and across New Zealand. ShakeOut is the primary community outreach campaign that seeks to promote hazard awareness across the country given the catastrophic risk exposure to major seismic and tsunami threats. Our regional 'ShakeOut' campaign seeks to ensure that all whānau, workplaces and schools are empowered to act decisively when a tsunami response is required.
12. The national 'ShakeOut' drill was conducted on Thursday, 16 October, at 9:30 a.m. Tairawhiti achieved a regional sign up of 27% last year (the highest recorded regional sign up since the campaign was started in NZ), however the regional response for this year has surpassed the 2024 campaign to achieve a 32% sign up for 2025.
13. As a funded outreach campaign the TEMO delivers, ShakeOut results are a lead indicator for engagement across whanau, schools and workplaces. The regional sign up rates have delivered a 5% year and year increase since 2021. Letter from John Price, Deputy CE NEMA (Attachment 1).



2025 'ShakeOut' Results

National Emergency Management Agency (NEMA) Update

14. NEMA update (attachment 2)

ASSESSMENT of SIGNIFICANCE - AROTAKENGA o NGĀ HIRANGA

Consideration of consistency with and impact on the Regional Land Transport Plan and its implementation

Overall Process: **Low** Significance

This Report: **Low** Significance

Impacts on Council's delivery of its Financial Strategy and Long Term Plan

Overall Process: **Low** Significance

This Report: **Low** Significance

Inconsistency with Council's current strategy and policy

Overall Process: **Low** Significance

This Report: **Low** Significance

The effects on all or a large part of the Gisborne district

Overall Process: **Low** Significance

This Report: **Low** Significance

The effects on individuals or specific communities

Overall Process: **Low** Significance

This Report: **Low** Significance

The level or history of public interest in the matter or issue

Overall Process: **Low** Significance

This Report: **Low** Significance

15. The decisions or matters in this report are considered to be of **Low** significance in accordance with Council's Significance and Engagement Policy.

TREATY COMPASS ANALYSIS

Kāwanatanga

16. Emergency management planning continues to integrate kawanatanga principles, ensuring collaboration with tangata whenua in community-facing initiatives.

Rangatiratanga

17. Tino Rangatiratanga is embedded in workstreams involving tangata whenua, supporting their aspirations in emergency management.

Oritetanga

18. Equity remains a core focus, with TEMO ensuring inclusive outcomes in community engagement and training.

Whakapono

19. Mātauranga Māori is incorporated alongside scientific approaches to enhance hazard and risk planning.

TANGATA WHENUA/MĀORI ENGAGEMENT - TŪTAKITANGA TANGATA WHENUA

20. TEMO continued engagement with marae, delivering emergency resource training and operational support across the rohe.
21. The TEMO annual training plan will deliver annual training to rohenga in conjunction with iwi and hapu.

COMMUNITY ENGAGEMENT - TŪTAKITANGA HAPORI

22. No specific community engagement was undertaken for this report, though ongoing training and website development enhance public access to information.

CLIMATE CHANGE – Impacts / Implications - NGĀ REREKĒTANGA ĀHUARANGI – ngā whakaaweawe / ngā ritenga

23. Climate modelling indicates an increase in the frequency and intensity of severe weather events in Tairāwhiti, reinforcing the need for robust risk reduction and readiness measures.

CONSIDERATIONS - HEI WHAKAARO

Financial/Budget

24. The contents of this report does not involve financial matters.

Legal

25. The contents of this report does not involve legal matters.

POLICY and PLANNING IMPLICATIONS - KAUPAPA HERE me ngā RITENGA WHAKAMAHERE

26. No policy implications are associated with this report.

RISKS - NGĀ TŪRARU

27. No significant risks are associated with this report.

NEXT STEPS - NGĀ MAHI E WHAI AKE

Date	Action/Milestone	Comments
Q1 2026	CDEM Group Plan – draft review	

ATTACHMENTS - NGĀ TĀPIRITANGA

1. Attachment 1 - Tairawhiti- Gisborne Shake Out Thank you letter_John Price NEMA [25-291.1 - 1 page]
2. Attachment 2 - NEMA Update Tairawhiti JC 27 November 2025 [25-291.2 - 2 pages]



4 November 2025

Kia ora Nedine

Thank you for making ShakeOut 2025 a success!

Thank you for making ShakeOut 2025 such a huge success this year – over 765,000 people signed up, making this the biggest ShakeOut drill since 2019. It's not all about the numbers, but the social cohesion as we all work as a team to look out for each other and help the communities we serve to stay safe.

ShakeOut is also a powerful reminder that we live in a beautiful, but often hazardous country. As we know, earthquakes, tsunami, and floods can strike without warning. That's why it's so important that we all take part in ShakeOut - a national day of action to prepare for a major natural disaster.

Gisborne got 32% of their population signed up – the highest of all districts – and a huge improvement over 27% last year. That's a fantastic result and it shows the strength of your leadership, and the community's commitment to preparedness.

Every person who practiced their Drop, Cover and Hold and tsunami hīkoi this year is not just better prepared for an earthquake or tsunami – they've developed the mindset to handle any emergency, and that's a win for all of us.

Thank you so much for your critical part in making this happen, as being ready today means being safer tomorrow.

Ngā mihi

John Price
Deputy Chief Executive Emergency Management and Director
National Emergency Management Agency Te Rākau Whakamarumaru



NEMA Update

Tairāwhiti CDEM Joint Committee

27 November 2025

Update on Emergency Management Bill

Following consultation earlier this year on the discussion document on strengthening Aotearoa New Zealand's emergency management legislation, Cabinet has agreed to a series of policy proposals for a new Emergency Management Bill.

The Cabinet paper provides details on the 21 proposals, but in summary the Bill will:

- clarify who is in control during emergencies (particularly when undeclared) and clarify accountabilities at the local level.
- improve how Civil Defence Emergency Management Group plans are developed and with whose input, given they drive change on the ground.
- provide for representation of iwi Māori, rural communities and the wider community on Coordinating Executive Groups.
- expand the tools available to improve assurance of the system, e.g. through rules or Compliance Orders.
- expand the lifeline utilities/essential infrastructure providers that can be recognised under the legislation (e.g. certain digital services and solid waste).

The Cabinet Paper has been proactively released and is available on NEMA's website: [Emergency Management Bill » National Emergency Management Agency](#)

The Government intends to introduce and pass the new Emergency Management Bill during this term of Parliament. The public will have another opportunity to make submissions during the Select Committee process.

Phase Three of EMSIP Underway

Phase 3 of the Emergency Management System Improvement Programme (EMSIP) has started.

During Phase 3 we (NEMA/Sector) will put forward budget bids for three workstreams, with a view to securing funding from Government in FY26/27. The three workstreams are:

- Regional Support Teams
- Public Readiness / Community Development and Outreach
- Resilience Fund

The budget bids will be drafted by the Chief Advisor, Strategic Finance (DPMC). However, the content for the budget bids will be provided by key stakeholders, including the Emergency Management Leadership Group.

The budget bids (for FY26/27) are likely due at Treasury in **December 2025**. NEMA has spent from July – September scoping the bids and finalising content. From here the process is:

- October:** Invitations to submit budget bids advised (by Treasury) plus stakeholder consultation.
- November/December:** Budget bids submitted to Minister, followed by formal submissions to Treasury.

An anchor project within EMSIP is the Emergency Management Sector Operational Systems Modernisation and Uplift (EMS-OS) Programme.

EMS-OS is a key strengthening initiative for the emergency management sector, designed to improve how information is managed and shared before, during, and following emergencies.



The programme is working on what is needed to establish a common operating picture to enable better situational awareness, produce intelligence, deliver coordination, and support decision-making across the Sector.

With the support of KPMG, NEMA is progressing towards the development of detailed business cases for critical operational systems to help support advice to Government in the future. This includes:

1. **Incident Intelligence:** a shared capability for near real-time situational awareness and the production of intelligence products.
2. **National Warning System:** modernising how emergency warnings are issued.
3. **Resilient Communications:** exploring the use of technologies like Low Earth Orbit satellite internet to ensure connectivity during emergencies.
4. **Operational Systems for NEMA:** enhancing tools for national coordination.
5. **Feasibility Study:** a view to deliver common operating tools and associated processes for the CDEM Sector.

NEMA is currently engaging with stakeholders, subject matter experts and function leads from across the sector on the business cases.

October Severe Weather Event

The National Coordination Centre activated in response to the multi-hazard severe weather events occurring across the country in October. NEMA coordinated the deployment of personnel and critical resources including surge staff personnel, generators and other specialist equipment to impacted areas.

The National focus has now moved from Response into Recovery. NEMA is working with central government agencies and CDEM groups from impacted regions to ensure that support to local and regional recovery efforts continues seamlessly. NEMA acknowledges the support provided from CDEM Groups in supporting this response and ongoing recovery.

CDEM Resilience Fund

The CDEM Resilience Fund is a contestable fund to enhance Aotearoa New Zealand's hazard risk resilience. The resilience fund aligns with CDEM Group Plans and the National Disaster Resilience Strategy priorities to enhance Aotearoa New Zealand's hazard risk resilience through the development of local and regional capability and practices.

There were 11 successful applications for funding for the 2025/2026 period, and details about these can be found here <https://www.civildefence.govt.nz/cdem-sector/cdem-resilience-fund>

The closing date for the next round of applications is 31 January 2026.

Ian Wilson | Senior Regional Emergency Management Advisor
National Emergency Management Agency Te Rākau Whakamarumaru



Title: 25-297 Recovery Update

Section: Chief Executive's Office

Prepared by: Naomi Whitewood - Recovery Manager

Meeting Date: Thursday 27 November 2025

Legal: No

Financial: No

Significance: **Medium**

Report to CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP/KAIWHAKAHAERE OHOTATA WHAKAMARU TŪMATANUI for information

The purpose of this report is to provide an overview of the progress being made for the region's Recovery.

SUMMARY - HE WHAKARĀPOPOTOTANGA

This report covers the Recovery component for the Civil Defence Emergency Management (CDEM) report.

The decisions or matters in this report are considered to be of **Medium** significance in accordance with the Council's Significance and Engagement Policy.

RECOMMENDATIONS - NGĀ TŪTOHUNGA

That the Civil Defence Emergency Management Group/Kaiwhakahaere Ohotata Whakamaru Tūmatanui:

- 1. Notes the contents of this report.**

Authorised by:

Nedine Thatcher Swann - Chief Executive

Keywords: Recovery Update, Recovery Programme, CDEM, Woody Debris, Regional Transport, RTP, FOSAL, Exercise Chilly Dog II, Flood Resilience, Flood Intelligence, CLRPs, Emergency Management

BACKGROUND - HE WHAKAMĀRAMA

1. Firstly, welcome to our new and returning Councillors. Emergency Management in its entirety is an important responsibility that will constantly evolve and move up in the priority ranking as we continue to experience a range of events that put our communities and constituents in harm's way.
2. Whilst we have an extremely experienced and mature response system (leading edge), we have committed to developing and stabilising a recovery system that can lead by example as well. The need to understand and plan for a resilient recovery approach is not unique to Tairāwhiti and not unique to Aotearoa, however, we have many conditions of success that can contribute to becoming a lead in this area, for the betterment of our people.
3. The Gisborne District Council (Council) employs a full-time Recovery Manager position that has two areas of responsibility. Firstly, to fulfil the role of Group Recovery Manager and oversee the Recovery function (CIMS) in a declared event, and then into transition. Secondly, following that transition to oversee the operations of a recovery programme.
4. Through a co-investment package with the Crown, Council has managed a recovery programme of works, pre and post Cyclone Gabrielle (2023). This report will outline that programme and give a high-level view of Recovery preparation for the future.
5. The Gisborne District Council continues to operate under a formal extension of the Local Transition Period under section S94D(3) and S94D(9) of the Civil Defence Emergency Management Act 2002 (CDEM Act).

Recovery Progress Table:

Woody Debris		Since May 2023, 578,000m³ of woody debris has been extracted from rivers and beaches across the region. This is equivalent to approximately 15,000 logging trucks' worth of debris. Council is the administrator of Crown funding, of which, more than \$80m was received by Council. The oversight and decision body for the programme is the Tairāwhiti Forestry Action Group. The project's focus has been on reducing the risk to life and critical infrastructure by removing debris from waterways and beaches. Local contractors have been engaged to undertake the highly specialised work in the Waipaoa, Uawa, Te Arai, Waiapu, Hikuwai, Hangaroa and Waimatā catchments.
Regional Transport		The Regional Transport Programme consists of 4 major work programmes of work. Slips and Dropouts, Roadside Drainage Supporting Iwi Communities, Tiniroto Road and Bridge(s) Programme. Following the winter season, procurement and physical work is now underway. This will be the largest Civil construction season that Tairāwhiti will experience for some time.
Slips and Dropouts		The non-complex programme identified 251 sites. This is largely complete. The team is now focused on 95 complex sites. 80% of the designs are complete with a total of \$6m procured to the market, to date.
Tiniroto Project		The designs for Tiniroto are available to view. The RFT documents were released to the market as well as the lodgement of a Resource Consent application, the beginning of October 2025. Current cost estimates still fall within the \$45million budget.

Bridge Programme		The rebuild and repair of more than 100 bridges. The major-minor repair programme is 62% complete. Bridge rebuilds start this September with St Leger underway, followed by Mata in November, Grays and Pauariki in early 2026.
FOSAL Cat 3		Cat 3 buyouts have 95% (56/59) of properties settled. Future Land Use Policy is in place and guiding decisions for Council as the relevant parcels of land are being cleared of residential features and required to be considered for future use.
		Cat 2P Mitigation Tairawhiti remains in action. There are a number of home/property owners that have been successful in mitigation. There are still a high number of owners to progress. The fund was extended until 30 December 2025. The programme of work is seeking a further extension (from the Crown) to allow for homeowners to complete the mitigation work needed.
Flood Resilience Flood Intelligence		Favourable weather conditions have enabled construction earthworks for the Waipaoa restart once again. A preferred model for the Flood protection project for Te Karaka was approved through Council in August. More detailed project modelling has been underway. This is making visible more realistic costs.
		The improvement of monitoring technology that will enhance flood forecasting across the region has been developed and installed. Much of this work is seen as leading across New Zealand and wider. The system will go live 2026.
Community Led Recovery Plans (CLRP)		Council is supporting community-led recovery planning with twenty-three locally developed plans received and over \$400k of relief funds distributed across the plans.

DISCUSSION and OPTIONS - WHAKAWHITINGA KŌRERO me ngā KŌWHIRINGA

6. The investment to dedicate a Full Time Employee (FTE) to oversee the recovery programme of works and plan for a future recovery response (within emergency management) is seen as an approach to aspire to, by other local government and civil defence colleagues. Work and support will be required across Tairāwhiti to develop a future framework that identifies the resources and skills needed to activate 'Recovery' following a civil defence event. To date, the reliance and associated responsibility for the transition to recovery has sat with Council. As the Group Recovery Manager, I would like to explore opportunities to identify key individuals across the public service, iwi and other strategic partners, who are interested in contributing to future event preparedness and response.
7. The investment package for recovery (that was secured in 2023-2024) is also significant when you compare (per population) with Auckland and Hawkes Bay and furthermore observe other councils as they deal with recent weather events and having to navigate and negotiate for funds from government agencies.
8. The emerging work programme is beginning to highlight that ideal solutions will exceed budgets, and Council will need to advocate with Government and other partners to support Tairāwhiti to recover for future events.
9. As noted in the Group Emergency Manager report, *Exercise Chilly Dog II*, will be activated for December of this year. This will test the transition from response into recovery and will highlight the functions, skills and competencies we will need to transition successfully.

10. As a small unitary authority, amongst a region of leaders who work relatively collectively, we can identify many areas of success. Although there have been concerns about the timing and pace of major infrastructure projects, these challenges reflect the need to operate within a system facing significant demand nationwide (i.e. civil construction) and to coordinate with other post-Cyclone Gabrielle initiatives such as Tairāwhiti Roads East Coast (TREC). Despite these pressures, we are pleased to note the implementation and progress of many major projects, as well as the potential winding down of other significant programmes (i.e. FOSAL Category 3 Voluntary Buy Outs).
11. Notwithstanding, there are still many whānau and communities awaiting solutions. These situations are extremely complex in all aspects of our regional typography, the uncertainty of climate change, policy settings and the limited availability of resources. We are grateful for the investment by the Crown and will continue to work closely with them to meet expected investment outcomes while ensuring that we continue the commitment to work with mana whenua and communities for future solutions.
12. As the Group Recovery Manager, I will take the learnings and direction from experiences and reviews across Tairāwhiti and other councils (see **Attachment 2**), as well as evidence-based frameworks. Examples to note are the Recovery Readiness Assessment Framework 2025 (United Nations Office for Disaster Risk Reduction (UNDRR) and the Bay of Plenty Civil Defence Emergency Management Group Recovery Framework 2025. These can provide guidance on how we can organise and prepare ourselves across the region. The final outcomes will help shape the Tairāwhiti Emergency Management Group Plan.

ASSESSMENT of SIGNIFICANCE - AROTAKENGA o NGĀ HIRANGA

Consideration of consistency with and impact on the Regional Land Transport Plan and its implementation

Overall Process: **Medium** Significance

This Report: **Low** Significance

Impacts on Council's delivery of its Financial Strategy and Long Term Plan

Overall Process: **Medium** Significance

This Report: **Low** Significance

Inconsistency with Council's current strategy and policy

Overall Process: **Low** Significance

This Report: **Low** Significance

The effects on all or a large part of the Gisborne district

Overall Process: **Medium** Significance

This Report: **Medium** Significance

The effects on individuals or specific communities

Overall Process: **Medium** Significance

This Report: **Medium** Significance

The level or history of public interest in the matter or issue

Overall Process: **Medium** Significance

This Report: **Medium** Significance

13. The decisions or matters in this report are considered to be of **Medium** significance in accordance with Council's Significance and Engagement Policy.

TREATY COMPASS ANALYSIS

Kāwanatanga

14. Early in the Recovery process, Council and Iwi collectively put forward priorities for funding to be considered by Central Government. Where funding has been allocated, those entities that proposed the priorities are involved in decisions on how the funds are used.

Rangatiratanga

15. As recovery work is operationalised mana whenua are included to give feedback on what happened during Cyclone Gabrielle to better inform and give direct input into the options to remediate the impacts and collaboratively deliver resilient outcomes.

Oritetanga

16. When priorities align more effectively by supporting Iwi to deliver programmes of work in their rohe, discussions with funders have focused on developing funding agreements that match this approach.

Whakapono

17. Community-led recovery planning has provided opportunities to understand the aspirations of whanau. Consistent engagement with mana whenua throughout the delivery of the recovery programmes will ensure expectations are met.

TANGATA WHENUA/MĀORI ENGAGEMENT - TŪTAKITANGA TANGATA WHENUA

18. Recovery programmes are incorporating engagement with Iwi at an operational level and through community-led recovery planning.

COMMUNITY ENGAGEMENT - TŪTAKITANGA HAPORI

19. Regular communication continues with the community across the full range of the Recovery programmes, this has been significant with the Flood Resilience work in partnership with Te Aitanga a Mahaki and the Te Karaka Stopbank. There is also regular communication strategies employed through the Regional Transport programme with affected communities and the construction sector.

CLIMATE CHANGE – Impacts / Implications - NGĀ REREKĒTANGA ĀHUARANGI – ngā whakaaweawe / ngā ritenga

20. This has been factored into programme deliverables.

CONSIDERATIONS - HEI WHAKAARO

Financial/Budget

21. Financial forecasting is progressing to a granular operational level to increase the certainty of what projects will cost. This will enable there to be a clearer view of what we can do with current funding and where we need to look for additional funding opportunities.

Legal

22. Agreements for current and any future funding will require legal review to understand our obligations. FOSAL and work programmes require ongoing legal review of processes and policies, contractual arrangements, and communications.

POLICY and PLANNING IMPLICATIONS - KAUPAPA HERE me ngā RITENGA WHAKAMAHERE

23. A review of the Category 3 Policy will be required as the Crown investment has concluded, and Council supports the final tranche of applicable landowners to settle the purchase of their properties or residential rights.

RISKS - NGĀ TŪRARU

24. There is ongoing communication with funders to provide information for releasing current funding and to explore opportunities for securing more funding. Further clarity will allow for there to be clear scope of deliverables across the programmes of work.

NEXT STEPS - NGĀ MAHI E WHAI AKE

Date	Action/Milestone	Comments
December 2025	Exercise Chilly Dog	Test and understand functions and skills needed for the transition to Recovery under a Civil Defence event.
November 2025	Woody Debris	Implementation of actions within MPI funding agreement (behind the gate)
November 2025	Slips and Dropouts	21 Complex sites to be awarded before end of December = \$7m worth of investment
November 2025	Tiniroto	Construction begins
December 2025	Bridge Programme	Huiarua (Mata) resource consent expected with enabling works to begin. Grays Bridge – procurement planned for November onwards
November 2025	FOSAL Cat 3 Voluntary Buyouts Cat 2P	Final properties to be settled. Demolition/relocation programme 45% complete. More detailed knowledge of practical completion numbers, dates and costs.
December 2025	Flood Resilience Flood Intelligence	Further detailed costs for Te Karaka Stopbank Programme of work due to be completed

ATTACHMENTS - NGĀ TĀPIRITANGA

1. Attachment 1 - G20 Recovery Readiness Assessment Framework [25-297.1 - 10 pages]
2. Attachment 2 - Aotearoa Recovery Forum Auckland Council [25-297.2 - 122 pages]
3. Attachment 3 - Bay of Plenty Civil Defence Emergency Management Group Recovery Framework 2025 [25-297.3 - 44 pages]



Attachment 25-297.1

DISASTER RISK REDUCTION WORKING GROUP



Recovery Readiness Assessment Framework



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www.g20.org



Recovery Readiness Assessment Framework

October 2025

1. Introduction

The [G20 Disaster Risk Reduction Ministerial Declaration](#) in November 2024 expressed commitment from the G20 to promote equitable recovery, rehabilitation and reconstruction, addressing inequalities through regular readiness assessments. Subsequently, the G20 Working Group on Disaster Risk Reduction (DRRWG) under the Presidency of South Africa, set as *Priority 5: Disaster Recovery, Rehabilitation and Reconstruction* a deliverable to "develop a consulted and piloted Recovery Readiness Assessment Framework for consideration by the Working Group", led by the International Recovery Platform (IRP) along with partners¹ and the National Disaster Management Centre of South Africa. This Recovery Readiness Assessment Framework is the result of feedback from the G20 DRR Working Group on an initial input paper submitted in March 2025, and a revised version submitted in July 2025.

2. Rationale

Recovery is a central pillar of disaster risk management and sustainable development, as it determines whether societies emerge stronger or fall deeper into vulnerability after the impact of an emergency or disaster. When recovery is delayed or poorly coordinated, the consequences of a disaster go far beyond the initial losses, pushing individuals and communities into deeper cycles of poverty, inequality and vulnerability.

Timely, inclusive, and risk-informed recovery efforts can dramatically reduce these cascading impacts. For recovery to deliver on that potential, however, governments must be ready before disaster strikes. Recovery readiness refers to the advance preparations that enable a country to build back better recovering in ways that strengthen resilience, improve prospects for sustainable development, and reduce risk.

Recovery readiness encompasses pre-disaster policies, institutional arrangements, resources and capacities that enable countries to recover faster, more inclusively, and more resilient than would otherwise be possible.

¹ UNDP, UNEP, UNESCO, WB, UNOPS, WHO, WFP, FAO, UN-Habitat, UNOPS, ADB, ADRC, Cabinet Office of Japan, Hyogo Prefecture Government, ADPC and CUDRR+R.



Investment in recovery readiness will deliver substantial long-term benefits that transform how countries respond to and recover from disasters. Countries with strong readiness would experience significantly faster recovery timelines through pre-established coordination mechanisms, robust governance structures, clear roles and responsibilities, and pre-positioned resources that enable immediate action rather than lengthy setup periods.

Recovery readiness will enable countries to move beyond simply rebuilding what was lost to Building Back Better. With pre-disaster planning for risk reduction, stakeholder engagement mechanisms, and evidence-based decision-making systems, countries can use recovery periods as opportunities to address underlying vulnerabilities and strengthen resilience against future shocks. This approach would yield substantial cost savings over time as countries require less external assistance, experience shorter recovery periods, and achieve more durable outcomes that reduce repeated losses from similar hazards.

3. Recovery Readiness Assessment Framework

The Recovery Readiness Assessment Framework (“the Framework”) aims to equip national governments with the tools to translate this imperative into practical action—before the next disaster strikes.

The Framework was developed through a global review of recovery experiences, literature, and expert consultations. It draws from country case studies of recent recovery experience, structured interviews with national focal points, international organizations engaged in recovery, and subject matter experts. The research outcomes pointed to specific aspects of recovery where targeted interventions are recommended. These coalesced around four broad themes –Governance, Finance, Capacity, and Data and Knowledge. These have been adopted as ‘Readiness Domains’ within the Recovery Readiness Assessment Framework. In order to ensure the Framework is grounded in reality and draws on recent disaster experiences in different contexts, it will be tested in four contexts during the piloting phase. While the assessment can begin with any domain, it is recommended that the assessment begins with collecting, recording and archiving of past disasters, reviewing past recovery process and lessons, and carrying out scientific projection of future disasters.

Cross cutting elements

In addition to the four domains above, three cross-cutting elements necessary for ensuring readiness for resilient recovery are: multi-stakeholder collaboration, sustainability perspective, and Build Back Better (BBB). While the cross-cutting elements are not to be assessed individually, they are embedded in key indicators under the domains.

Multi-stakeholder collaboration



Disaster recovery requires seamless collaboration and alignment among national, regional, and local governments, and across society such as the private sector, civil society and communities. Integrated action begins with developing unified policies, plans, and SOPs that are co-created and harmonized between local actors and national government and could expand beyond national borders, as appropriate, in preparation for major disasters. It is imperative to foster shared responsibilities and well-defined roles while promoting collective decision-making and resource allocation. Coordinated working arrangements aligned with the overall vision and strategy need to be discussed and agreed upon. Embedding integrated and coordinated actions into recovery readiness frameworks will lead to recovery efforts that are inclusive, efficient, and capable of addressing the complex and interconnected challenges posed by disasters. Recovery plans should also ensure clear linkage with broader agendas, in alignment with national contexts, such as countries' action plans for disaster risk reduction and development.

Sustainability in recovery interventions

Post-disaster recovery period presents a unique opportunity to align recovery objectives with development agendas. This includes integrating social, economic, and environmental considerations in a balanced and integrated manner into recovery planning and designing interventions that not only ensure to build back better, but also enhance social, economic, and environmental well-being. When integrating development agendas into recovery planning, the community's development priorities should be clearly identified during pre-disaster period so that these priorities can be acted on immediately without delay to recovery.

Build Back Better (BBB) for long-term resilience

Resilient recovery should balance short-term immediate recovery needs with long-term resilient development strategies, especially in developing countries. Climate resilience, humanitarian response and peacebuilding are linked to and are essential to recovery. Future focused recovery efforts require creative thinking, technologies, and practices that strengthen resilience and support holistic well-being in the near term and create systems to withstand shocks and stresses in the medium to long term. "Build Back Better" (BBB) emphasizes strengthening infrastructure, governance, and social systems to enhance resilience against future shocks while ensuring that recovery processes address vulnerabilities and promote long-term development. Critical infrastructure dependencies should also be evaluated, through for example assessing the resilience of power grids and transportation systems, through a whole of society approach. By focusing on risk-informed planning, stakeholder participation, and innovative solutions, BBB transforms recovery from a reactive process into an opportunity for sustainable, equitable growth and development.



4. Readiness Domains

A. Governance:

Strong governance provides the institutional foundation for coordinated, accountable, and inclusive recovery. Without it, recovery efforts become fragmented and delayed regardless of available resources or technical capacity. This domain assesses whether countries have established clear institutional mandates for recovery leadership, developed comprehensive policies and guidelines for recovery decision-making, and created mechanisms for multi-stakeholder engagement and coordination.

Key assessment questions:

Without robust governance arrangements, recovery efforts become fragmented and delayed regardless of available resources or technical capacity. The governance domain answers critical questions: Are there defined roles and responsibilities at different levels of government, including who is the accountable decision-maker? How are different agencies coordinated?

DOMAIN: Governance	
MEASUREMENT AREAS	SAMPLE KPIs
i. Policies, strategies and frameworks	<ul style="list-style-type: none"> • Does the country conduct regularly multi-hazard recovery readiness assessments with documented action plans for addressing identified gaps? • Does the country have a legally mandated national recovery framework that defines roles, responsibilities, and coordination mechanisms?
ii. Institutional and legal arrangements, coordination and planning	<ul style="list-style-type: none"> • Does the country have an institutional structure, including legal and/or regulatory frameworks, with dedicated coordination for national recovery? • Has the country assessed the harmonization of legal structures across national, sub-national, and local levels to enhance coordination during recovery? • Are national recovery strategies aligned with the national development plan, national disaster risk reduction strategies/plans and/or climate policies?
iii. Inclusive and accountable governance	<ul style="list-style-type: none"> • Does the country have coordination mechanisms in place to engage diverse stakeholders—including the private sector, NGOs, and academia—in recovery planning, assessment, and strategy development? • Does the country have public reporting mechanisms for cost transparency? • To what extent are recovery plans and actions responsive to the specific needs and priorities of



	<p>women, children, elderly and young people, persons with disability as well as marginalized groups including migrants, displaced persons, and others?</p> <ul style="list-style-type: none"> • To what extent does traditional and indigenous knowledge inform recovery policies and strategies?
--	---

B. Finance:

Adequate and well-managed financing enables timely recovery implementation while ensuring accountability and transparency. This domain evaluates countries' access to diverse financing mechanisms, the effectiveness of financial management systems, and the availability of both pre-arranged instruments (such as insurance and contingency funds) and post-disaster mechanisms (such as emergency budget procedures and international aid agreements).

Key assessment questions:

Financial readiness determines whether recovery can proceed, if recovery resources reach beneficiaries without lengthy delays while maintaining fiduciary standards. Key questions include: Where will recovery funding come from? How quickly can it be accessed? How will it be managed transparently? How will it reach those who need it most?

DOMAIN: Finance	
MEASUREMENT AREAS	SAMPLE KPIs
i. Public Financial Management	<ul style="list-style-type: none"> • Does the country have a diversified and pre-arranged set of financial mechanisms to support recovery, ensuring sufficient and timely access to funds when needed? • Does the country have transparent financial management systems with oversight mechanisms to track investments and account for recovery funding aligned with national policies? • Does the country have mechanisms in place for the transfer of funds to local governments and frontline responders? • Does the country have flexible funding mechanisms for community-based recovery, such as national contingency funds or national budget allocations?
ii. Recovery Financing Strategies and Instruments	<ul style="list-style-type: none"> • Does the country have a holistic national disaster risk reduction financing strategy? • Does the country have financial instruments activated by forecast triggers?²

² Note: This is an ambitious indicator, as many countries do not yet have such instruments in place.



	<ul style="list-style-type: none"> Are systems in place to support rapid livelihood restoration and provide recovery assistance to affected SMEs and other economic actors?
iii. Private Sector Engagement and Livelihoods Recovery	<ul style="list-style-type: none"> Does the country have mechanisms to engage the private sector in recovery, including pre-disaster agreements, operational procedures, and co-financing schemes, in addition to the immediate donations by the private sector for humanitarian assistance? Are systems in place to support rapid livelihood restoration and provide recovery assistance to affected SMEs and other economic actors?

C. Capacity:

Human and institutional capacity determines whether recovery plans can be effectively implemented with appropriate technical quality and community engagement. This domain assesses the availability of trained personnel for recovery leadership and technical implementation, the existence of national systems to access additional expertise when needed, and the availability of tools and technologies to support evidence-based recovery decision-making.

Key assessment questions:

Capacity readiness ensures that recovery processes are technically sound and locally appropriate. It will ask questions such as: Who will manage recovery operations? What technical expertise is available? How can additional capacity be accessed when needed? What tools and systems support effective implementation?

DOMAIN: Capacity	
MEASUREMENT AREAS	SAMPLE KPIs
i. Human Resources and Technical Capacity	<ul style="list-style-type: none"> Does national and local-level emergency management training include recovery elements, through specific modules or courses in advance and/or just-in-time training in the post-disaster context? To what extent does the country have the technical capacity to produce projections of future disasters? Do communities, such as emergency management sector and volunteer organizations, have access to training and education in recovery?



	<ul style="list-style-type: none"> • Does the country have technical guidelines including criteria and decision protocols for housing repair, retrofitting, and reconstruction? • Does the country have the capacity to collect data on recovery both before and after a disaster?
ii. Local Recovery Capacity and Community Engagement	<ul style="list-style-type: none"> • To what extent do local governments have financial autonomy to manage recovery planning and logistics? • Are community-based organizations formally represented in recovery planning committees at sub-national levels? • Are there public awareness raising initiatives on disaster risk and importance of resilient recovery?
iii. Sectoral Readiness and Continuity of Essential Services	<ul style="list-style-type: none"> • Are national and sub-national policies and recovery plans in place to ensure continuity of essential services and critical infrastructure – including health, education, water, agriculture and food security? • Does the country have technical guidelines for “building back better”, including criteria and decision protocols for housing repair, retrofitting, and reconstruction?

D. Data and knowledge:

Comprehensive and accessible information systems enable evidence-based recovery planning and continuous improvement of recovery approaches. This domain evaluates the availability of current risk and resilience assessments, the functionality of data sharing systems across institutions as appropriate, data accessibility across different groups, and the existence of knowledge management processes that capture lessons from past recovery experiences.

Key assessment questions:

Data and knowledge readiness supports decision-making that is informed by both scientific evidence and practical experience. Key questions include: What information is available to guide recovery decisions? How is knowledge shared between institutions? How are lessons from past recoveries captured and applied?

DOMAIN: Data and Knowledge	
MEASUREMENT AREAS	SAMPLE KPIs
i. Pre-Disaster Data and Risk Information	<ul style="list-style-type: none"> • Does the country maintain pre-disaster baseline data to support post-disaster needs assessment and



	<ul style="list-style-type: none"> recovery planning and clearly identify the recovery and resilience outcomes that will be sought and tracked during recovery? Does the country maintain a comprehensive national disaster risk database that integrates hazard maps, vulnerability assessments, and exposure data across all administrative levels, with standardized methodologies for risk profiling that inform national recovery planning decisions?
ii. Damage and Needs Assessment Systems	<ul style="list-style-type: none"> Does the country have guidelines and/or protocols in place for disaster loss and damage tracking (economic and non-economic)? Does the country operate interoperable digital systems that can track damage assessment and recovery progress in real time?
iii. Monitoring, Evaluation, and Learning for Recovery	<ul style="list-style-type: none"> Do formalized mechanisms exist to learn from past disasters, and is there documented evidence of the results of these assessments leading to changes in national recovery preparedness? To what extent are recovery data systems interoperable with national disaster risk Monitoring, Evaluation, and Learning (MEL) platforms? Does the recovery framework include public grievance redress and audit mechanisms?

5. Framework Implementation

Countries can implement the Recovery Readiness Assessment Framework through a phased approach. This could begin with archiving lessons from past disasters, establishing a multi-sectoral coordination mechanism comprising representatives from disaster management agencies, national strategic planning offices, and key line ministries. This mechanism serves as the focal point for framework implementation and ensures whole-of-government engagement.

Implementation should be strategically integrated with existing national disaster risk reduction strategies, development plans, and monitoring systems such as Sendai Framework reporting, Sustainable Development Goals tracking, and climate adaptation planning to maximize efficiency and avoid duplication. Countries are encouraged to conduct baseline assessments to establish benchmarks, develop action plans and carry out reassessments every two to three years to track progress and identify emerging gaps or opportunities.

The Framework is designed to be flexible and adaptable to different national contexts, recognizing that recovery challenges vary significantly across countries based on hazard exposure, development levels, and institutional capacity. Countries should customize key performance indicators and measurement approaches to reflect their specific hazard profiles,



DISASTER RISK REDUCTION WORKING GROUP



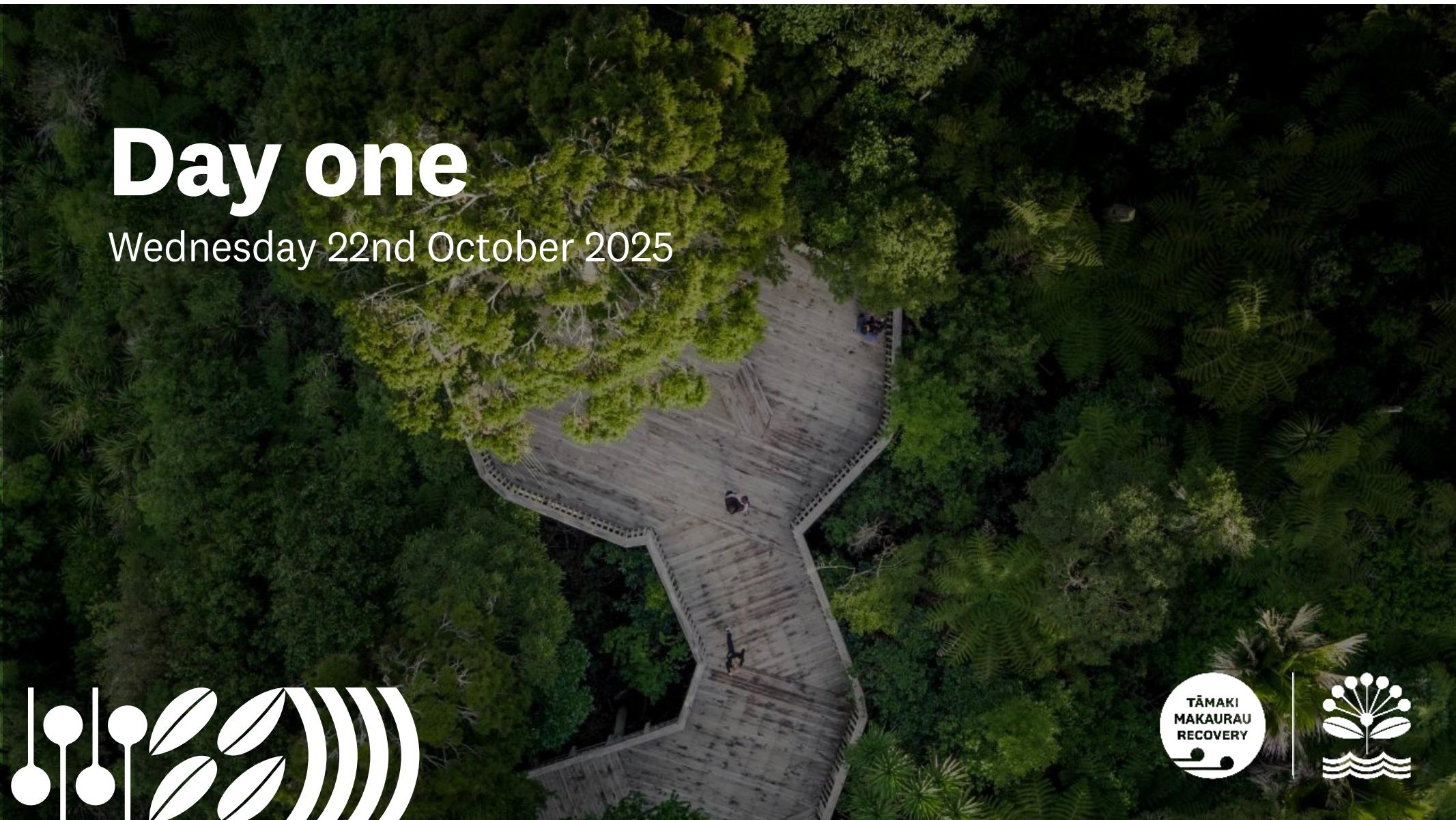
governance structures, socio-economic conditions, and development priorities. This adaptation process ensures the assessment remains relevant and actionable within existing institutional frameworks while maintaining comparability for regional and global learning.

Regional learning networks and peer-to-peer exchanges can significantly accelerate implementation by facilitating the sharing of experiences, innovative solutions, and successful practices while helping countries avoid common implementation challenges. South-South cooperation mechanisms and technical assistance partnerships provide valuable platforms for knowledge transfer and capacity building, particularly benefiting countries with limited experience in systematic recovery planning.

Over time, the Framework can also serve as a basis for monitoring progress and guiding investments in national systems that enable faster, more equitable, and more resilient recovery outcomes.

Day one

Wednesday 22nd October 2025



oliver Bale

Head of Underwriting, Tower
Insurance



Enhanced sea surge and landslide data

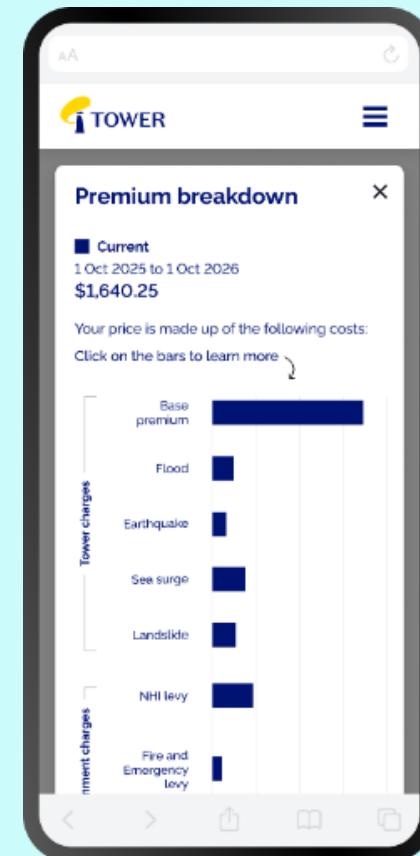
2025



About Tower

Kiwi born and bred

- Only insurer listed on the NZX
- 156-year history
- 300k+ customers across NZ and five Pacific countries
- 150k house insurance customers in NZ
- 10% NZ house insurance market share
- First insurer to introduce risk-based pricing in NZ
- First insurer to transparently display risk ratings and related premium impacts to customers.



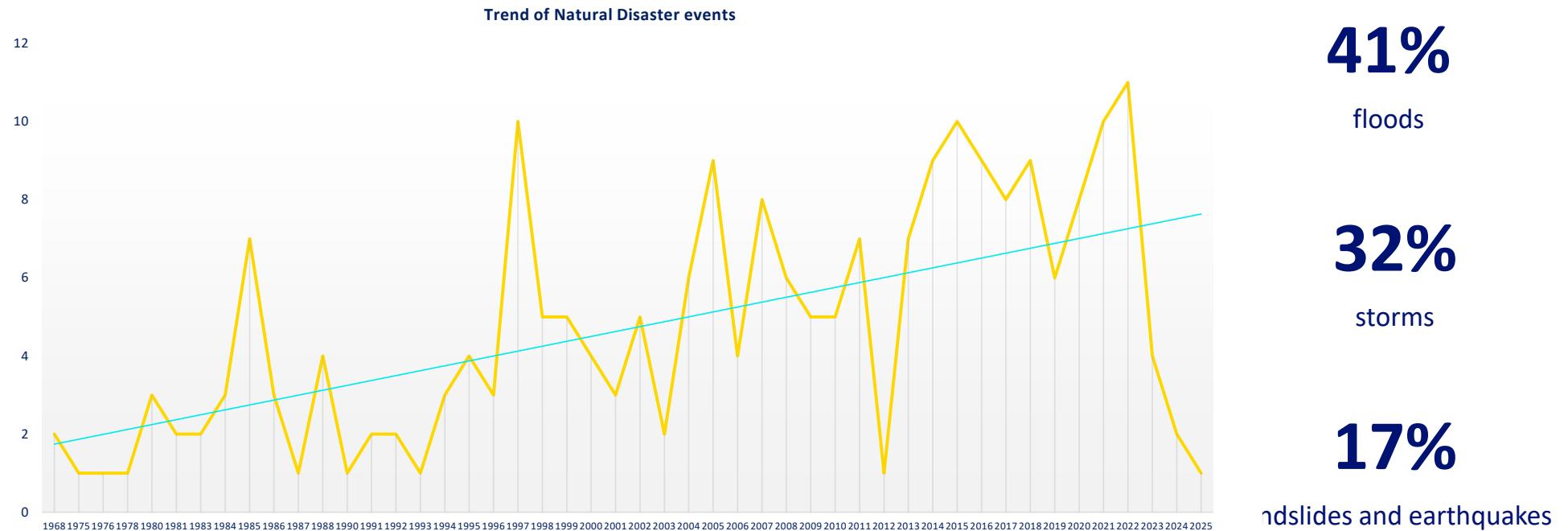
THE FREQUENCY AND SEVERITY OF WEATHER EVENTS ARE INCREASING

Better adaptation planning and resilience will help keep insurance accessible and affordable in the long term



Natural disasters are accelerating

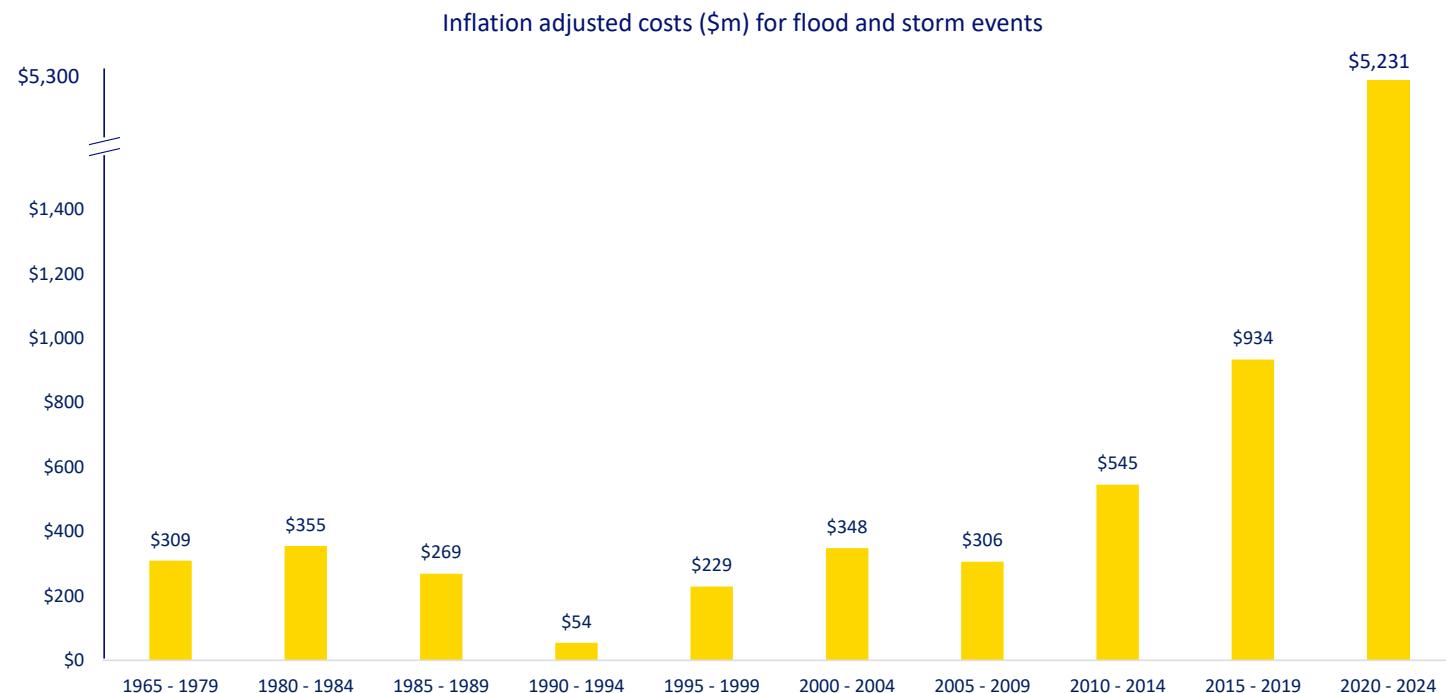
2024 and 2025 are outliers in terms of event frequency; the next catastrophic event for our communities is not a matter of 'if' but 'when'.



Data from Insurance Council of New Zealand's Cost Of Natural Disasters Table (NZ).

The costs for communities are increasing

Weather event severity is escalating, fast.



70%
of flood and storm costs
since 1965 were incurred in
the last 10 years

Data from Insurance Council of New Zealand's Cost Of Natural Disasters Table (NZ).

THE FREQUENCY AND SEVERITY OF WEATHER EVENTS ARE INCREASING

31% of Kiwi are concerned about the potential impact of future events on their property

Of those concerned:

61%

are concerned about earthquakes

48%

are concerned about flooding

17%

are concerned about landslide

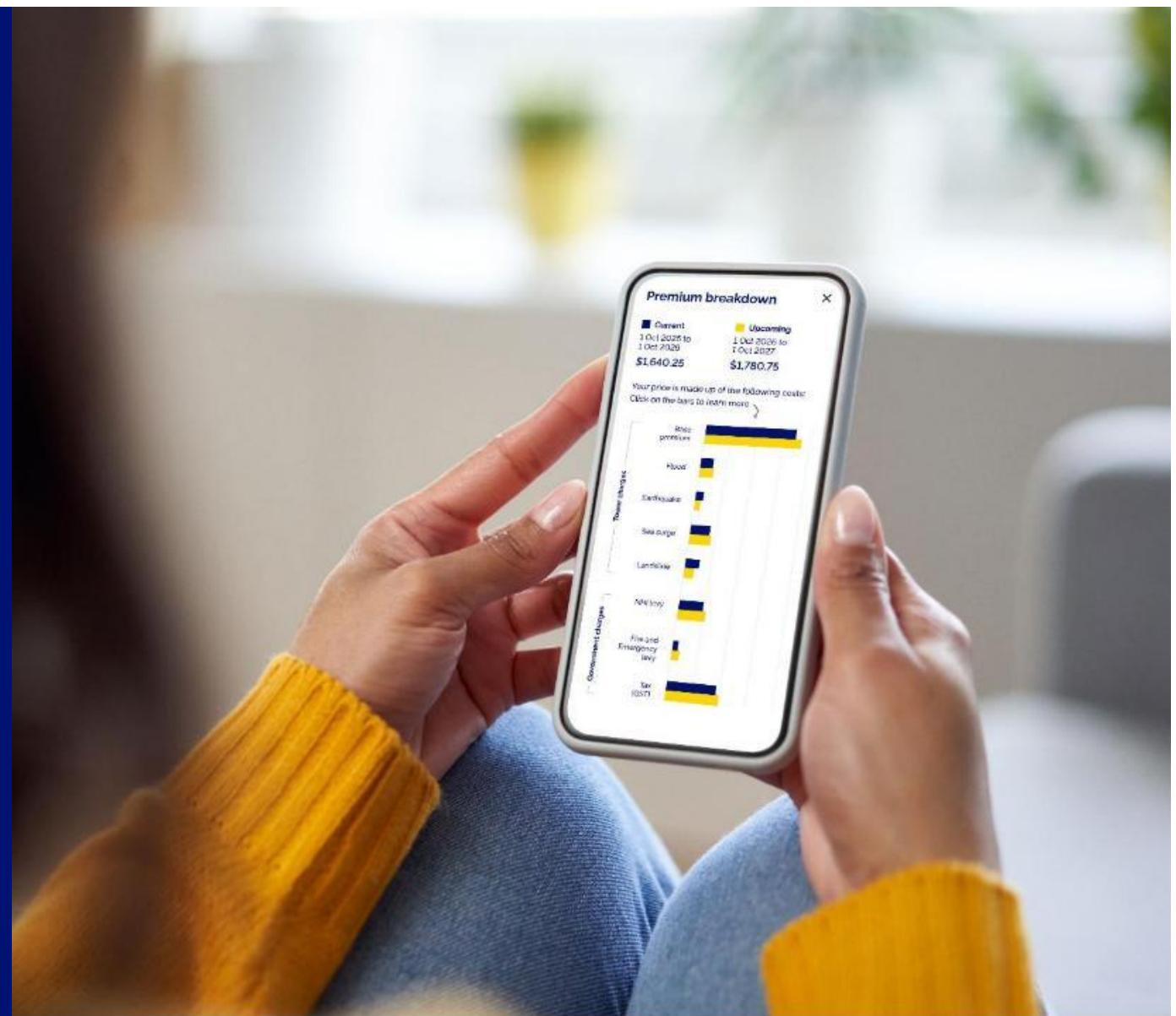
10%

are concerned about sea surge

Data from *Weathering change: attitudes to climate risk and resilience in New Zealand*.

HELPING CUSTOMERS UNDERSTAND THE RISKS THEY FACE

Fairness and transparency at the heart of our customer experience



HELPING CUSTOMERS UNDERSTAND THE RISKS THEY FACE

The majority of Kiwi believe it's important to understand the risk profile of their property and support risk-based insurance pricing

Data from *Weathering change: attitudes to climate risk and resilience in New Zealand*.

Attitudes to risk-based pricing and information

46%

say they want more information about potential risks their property could be exposed to

70%

say it's fair that home insurance premiums reflect the individual risks of each property

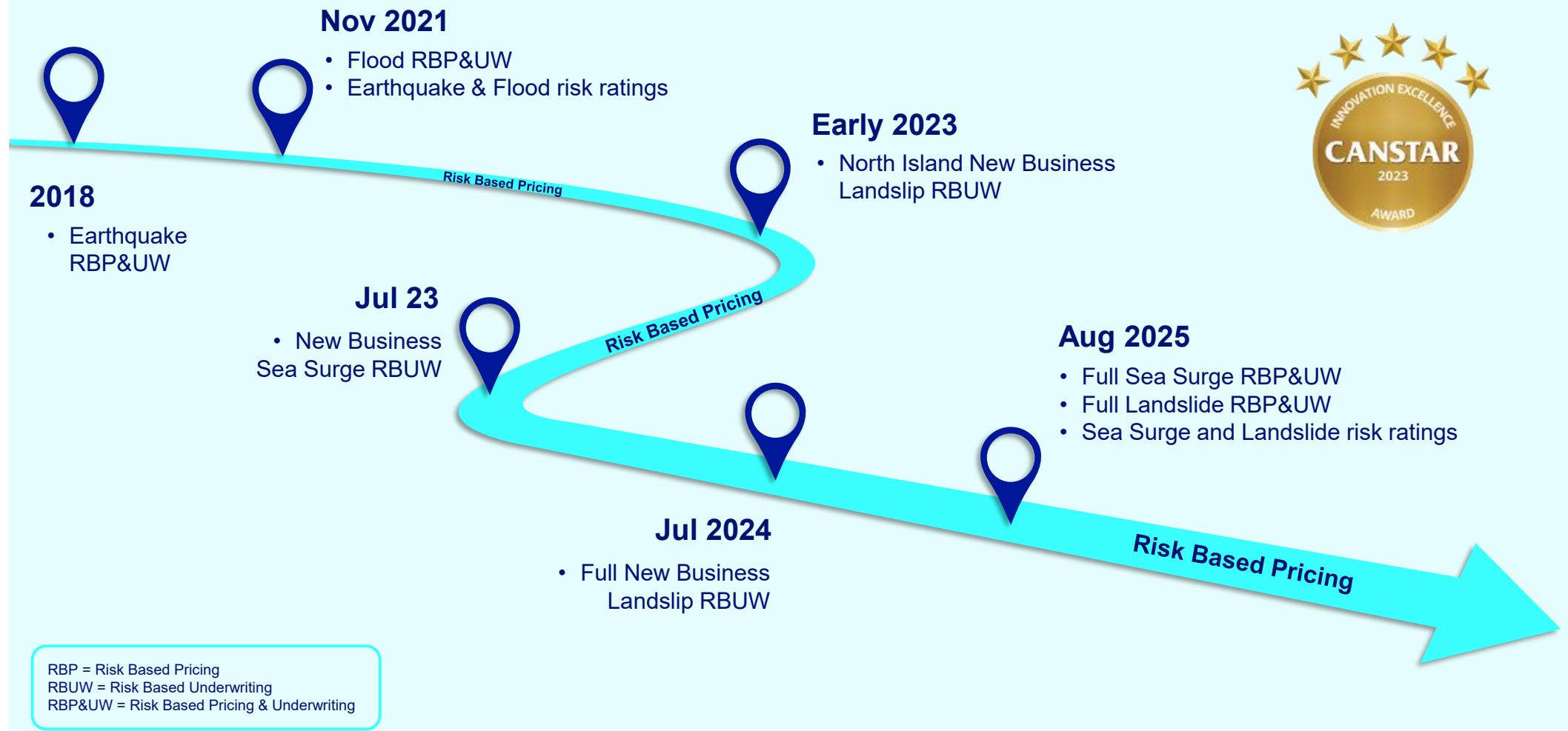
68%

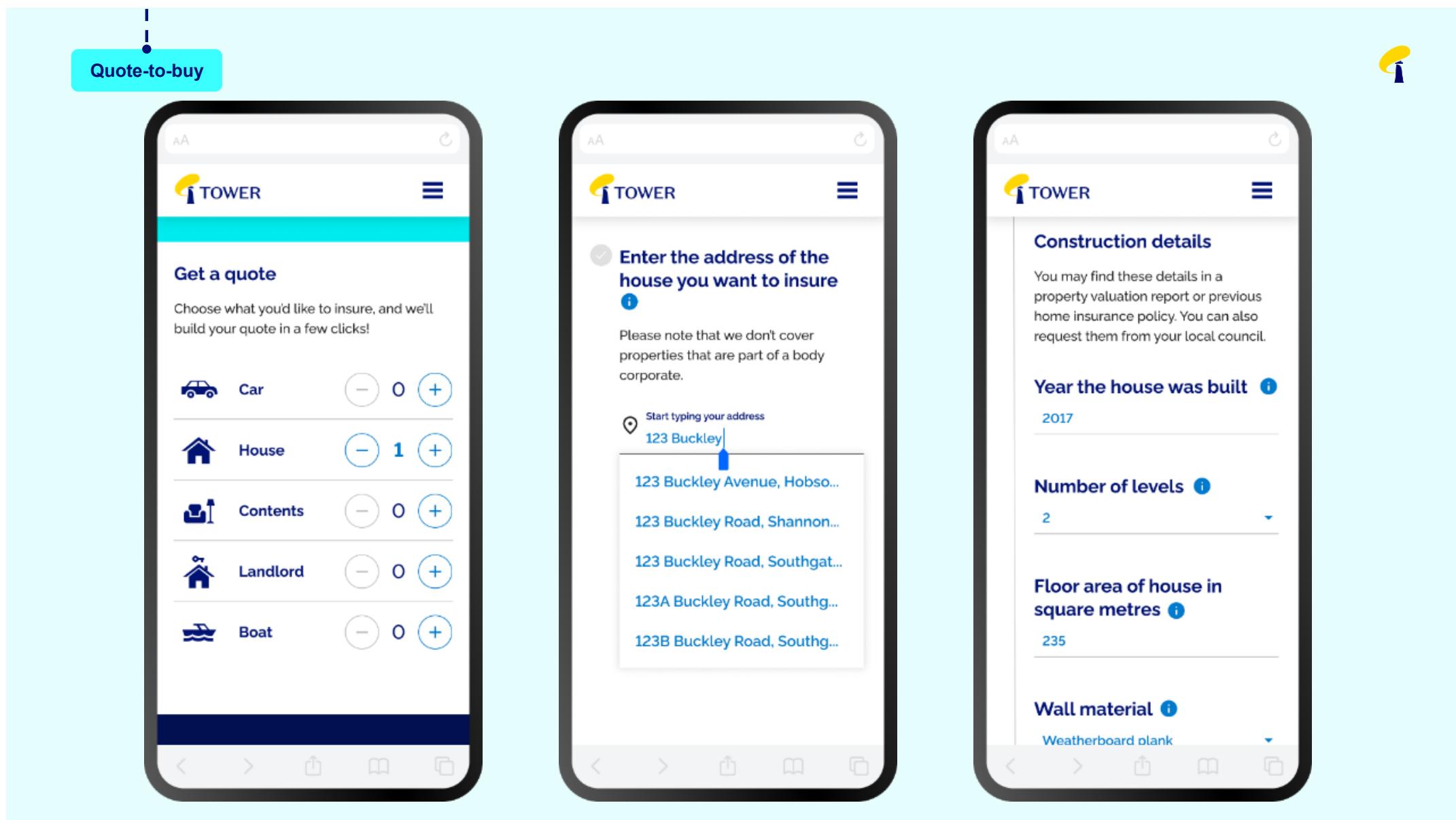
say it's fair for the cost of insurance to increase for a property with higher risk

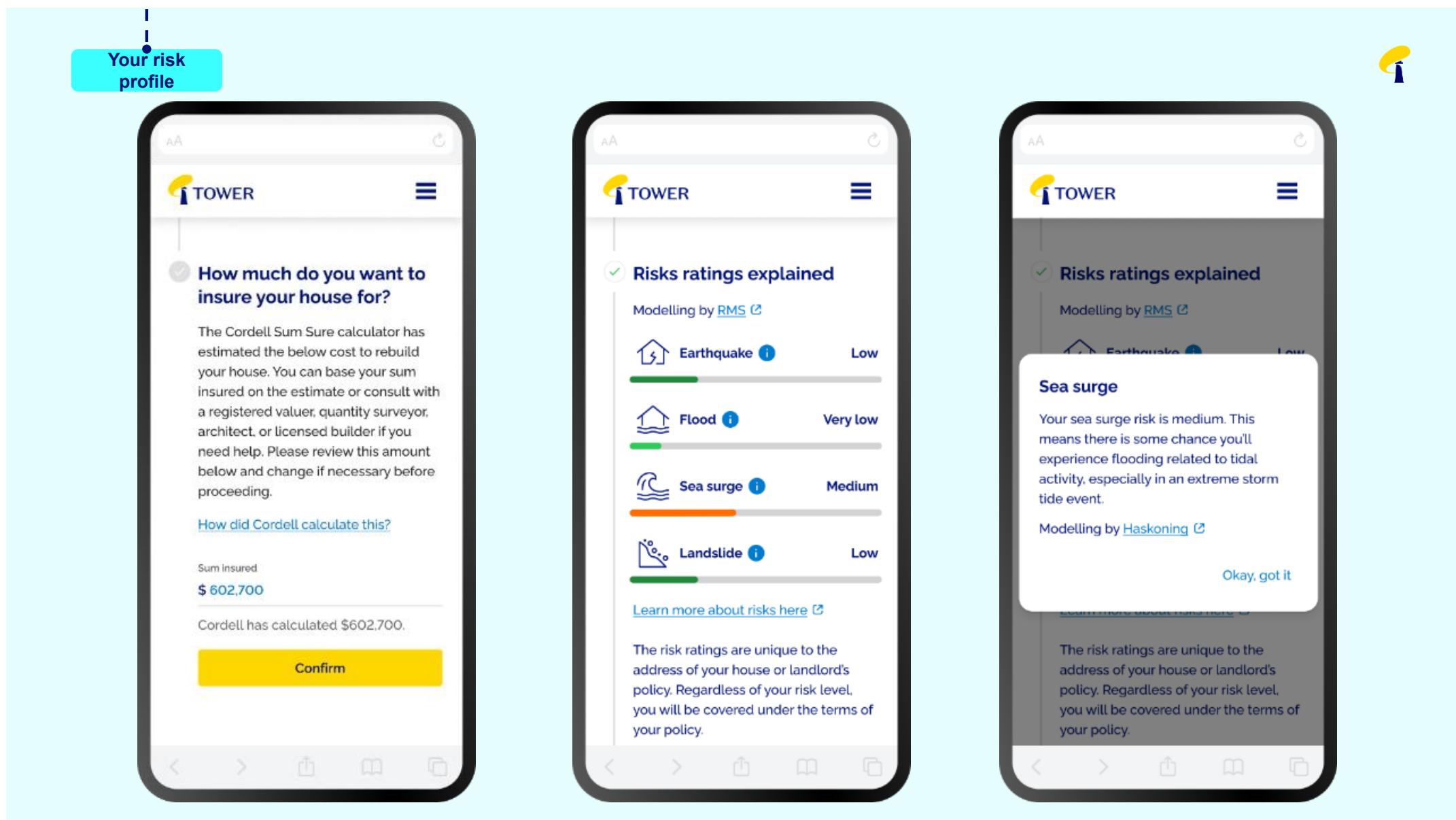
64%

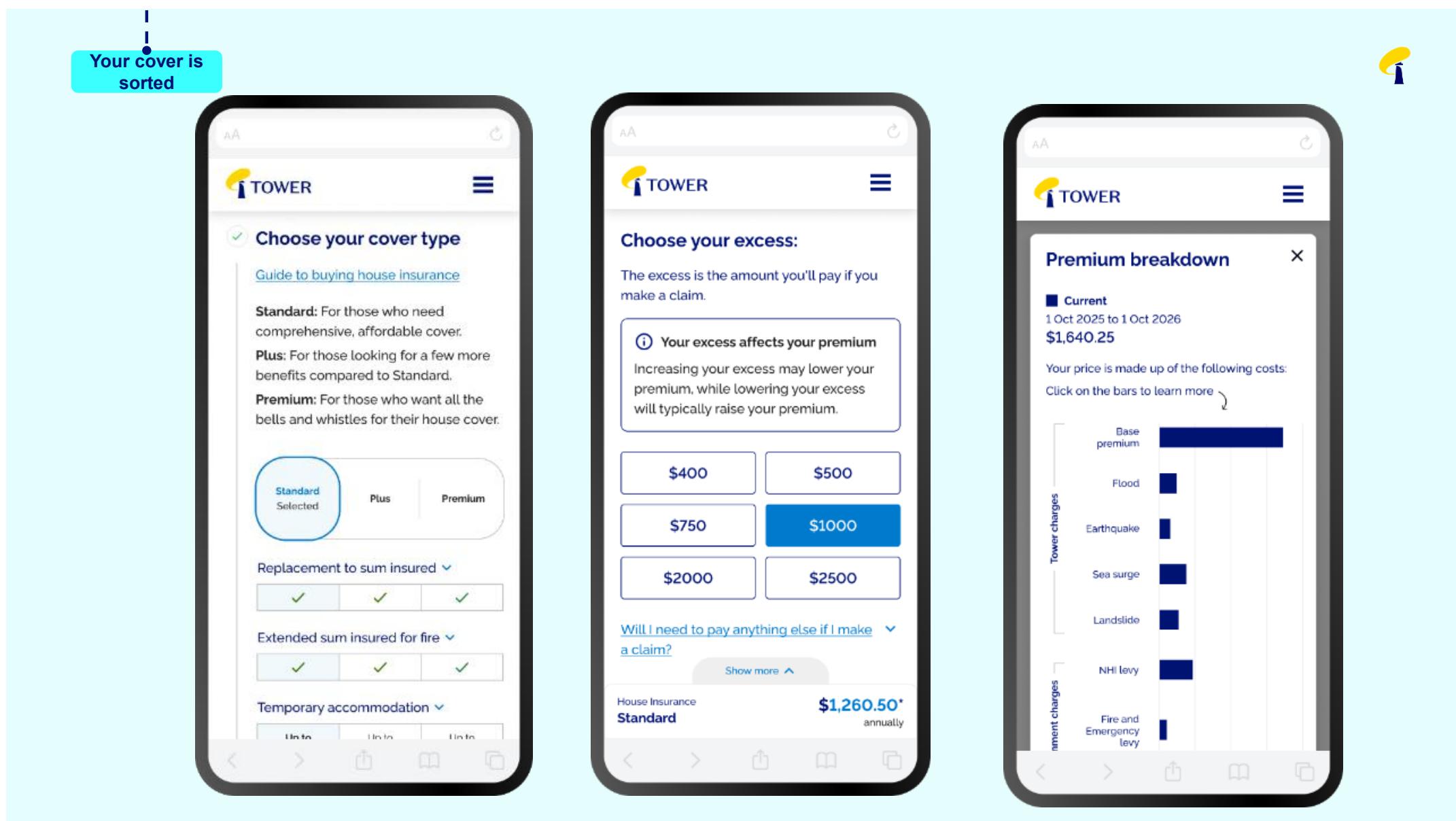
want risk ratings for natural hazards to better understand property risks

Risk-based pricing & underwriting journey



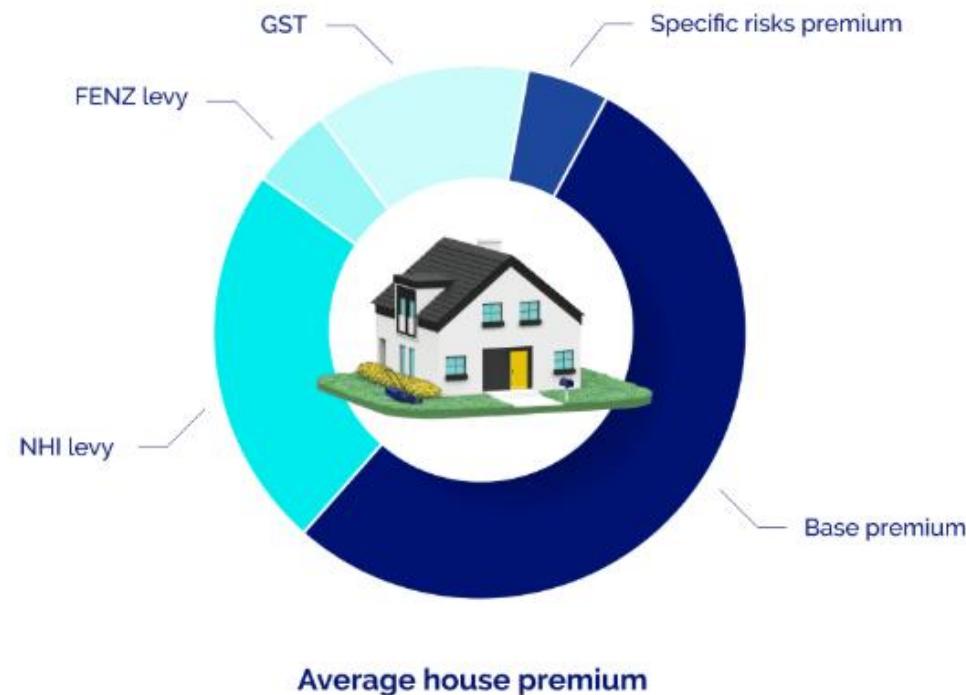






Premiums explained

Government taxes and levies account for nearly half of the average house insurance premium in NZ.



PARTNERING WITH WORLD-LEADING RISK
MANAGEMENT AND MODELLING
SPECIALISTS

Insurance innovation:
enhancing risk
awareness through
data, pricing, and
transparency



Risk-based pricing, enabled by partnerships with global risk experts

More than 200 million address level data points across New Zealand.

Tower has invested in global geospatial tool, Carto, and extensive data and risk modelling capabilities, through our partners.

These investments have been combined and refined with Tower claims data to create address level risk ratings and pricing for homes throughout the country.



Earthquake

- Partner with **Moody's**
- Includes secondary impacts
- Wide range of possible magnitudes and rupture lengths/depths
- Allows for NHC cap on losses.



Flood

- Partner with **Moody's**
- Fluvial (river) & pluvial (rainfall) flooding
- 50,000 years continuous simulation of precipitation yielding 350,000 flood events
- Includes known council defences and property level protections.



Sea surge

- Partner with **Haskoning**
- Sea surges simulated based on modelled tidal heights inundating coastal topography
- Includes known council defences and property level protections.



Landslide

- Partner with **Swiss Re**
- Rainfall and earth tremor triggered landslides
- Covers locations:
 - That may start to slip
 - Caught in downward motion
 - And areas of deposit
- Allows for NHC cap on losses.

The majority of Kiwi live in low risk areas

New Zealand:



Earthquake

Low High

68% **16%**



Flood

Low High

89% **6%**



Sea surge

Low High

94% **5%**



Landslide

Low High

93% **3%**

Tower:

As a result of the introduction of sea surge and landslide risk-based pricing, **more than 90% of Tower customers will receive a reduction in the natural hazards portion of their premium**, at an average saving of \$70 per property.

Low = combined low and very low risk.. High = combined high and very high risk. Based on Tower model output for all New Zealand.

Landslides and sea surge, more or less common than you think?

Landslide:

In 2022, Wellington alone experienced 670 landslides in seven weeks, during a July-August rainy period.

In 2023, Cyclone Gabrielle triggered over 140k landslides across the country¹.

Sea surge:

There are approx. 2 million private dwellings in Aotearoa².

15% of Kiwi homes are within 500m of the coastline³.

¹ From RNZ story, 'Wellington landslides: 670 slips in seven weeks' and GeoNet, 'over 140k landslides mapped following Cyclone Gabrielle'.

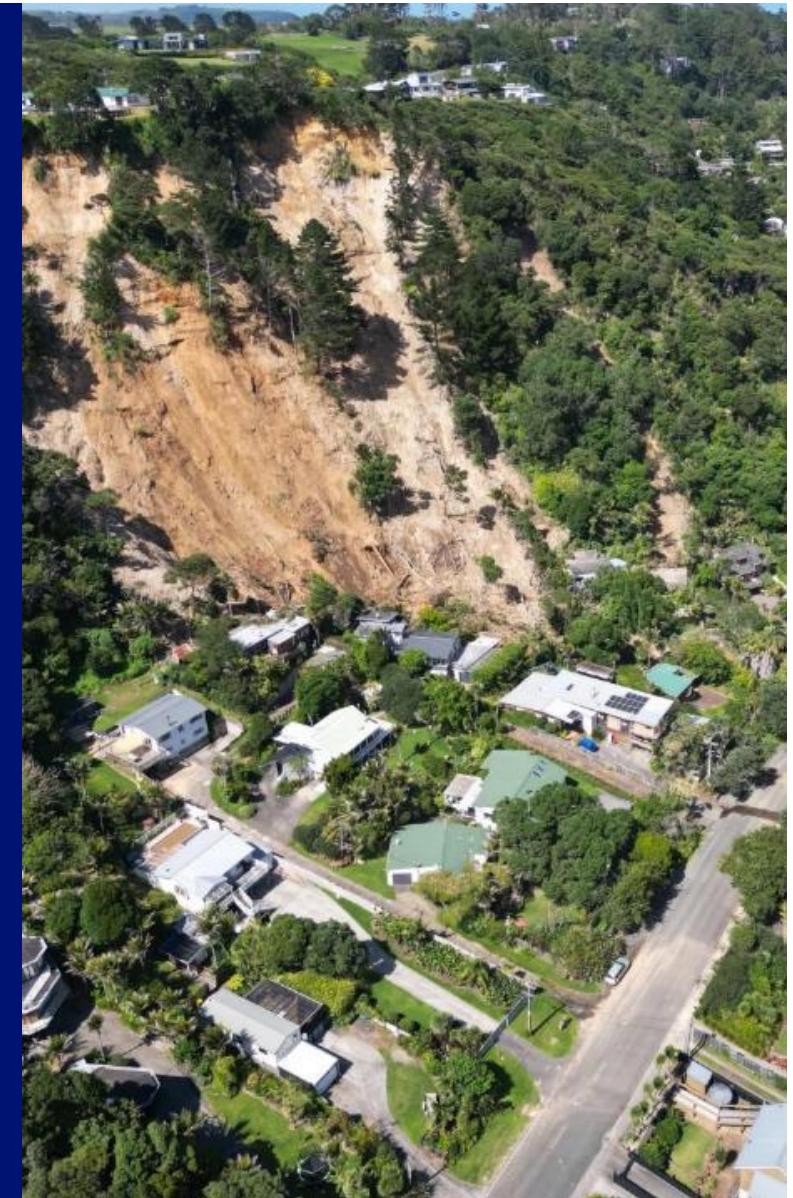
² From Stats NZ: At June 30 2024, the estimated number of private dwellings in New Zealand is 2,089,400.

³ 15% of homes within 500m of the coastline based on Tower sea surge model output, 2025.

WHAT'S NEXT?

Supporting NZ's climate change preparedness

- Sending important price signals
- Investigating new hazards
- Sharing data insights with stakeholders
- Advocating for better risk mitigations and adaptation planning
- Stop building in risky places.





Lessons management

Two regional approaches



Tilly Redstone – Learning & Integration Manager, CSR, Auckland Council

Sarah Binner – Lessons Management & Transition Lead, Auckland Council

Ross McLeod – CE, Hawke's Bay Regional Recovery Agency

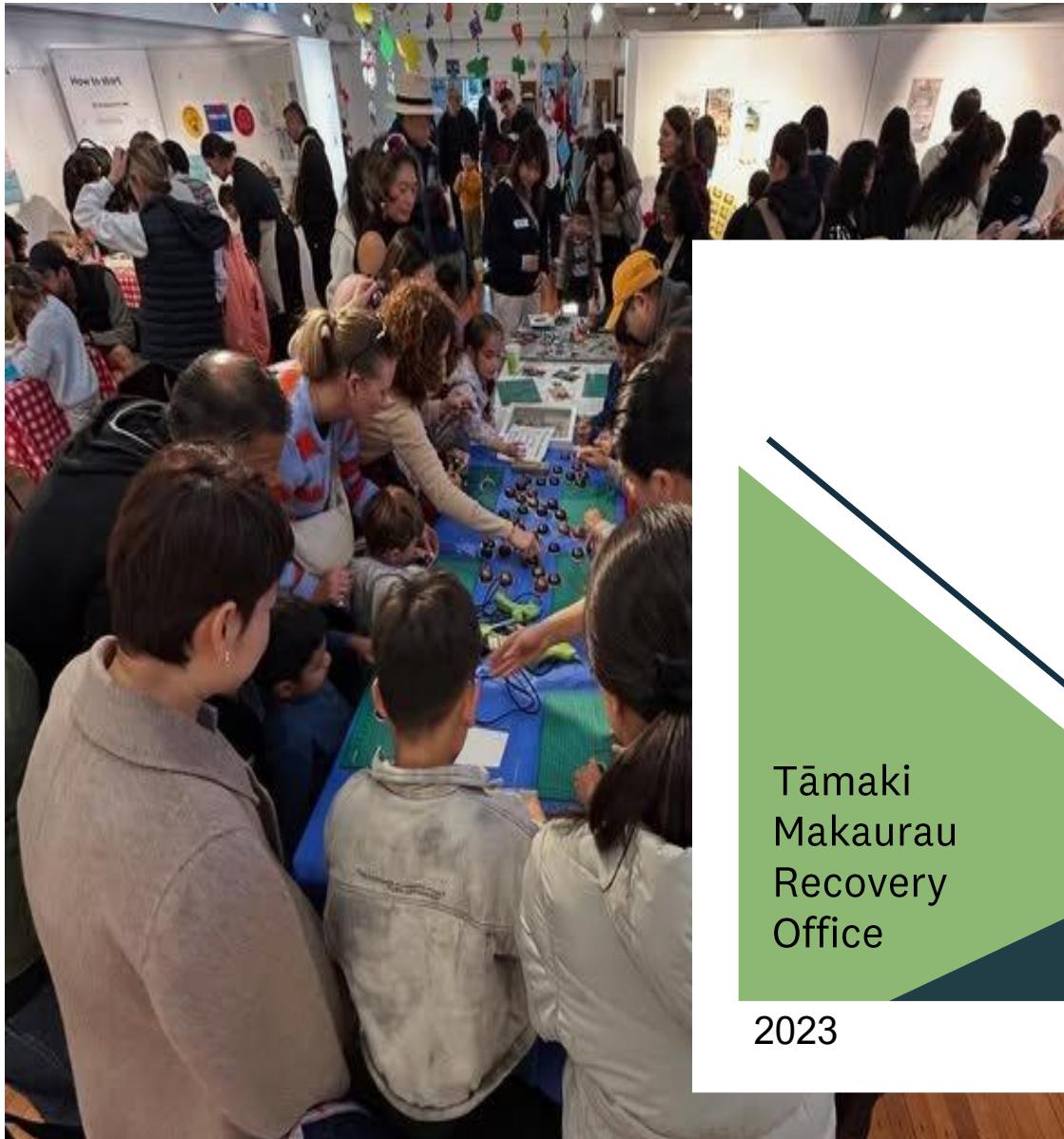
Julia Haydon-Carr – Deputy CE, Hawke's Bay Regional Recovery Agency



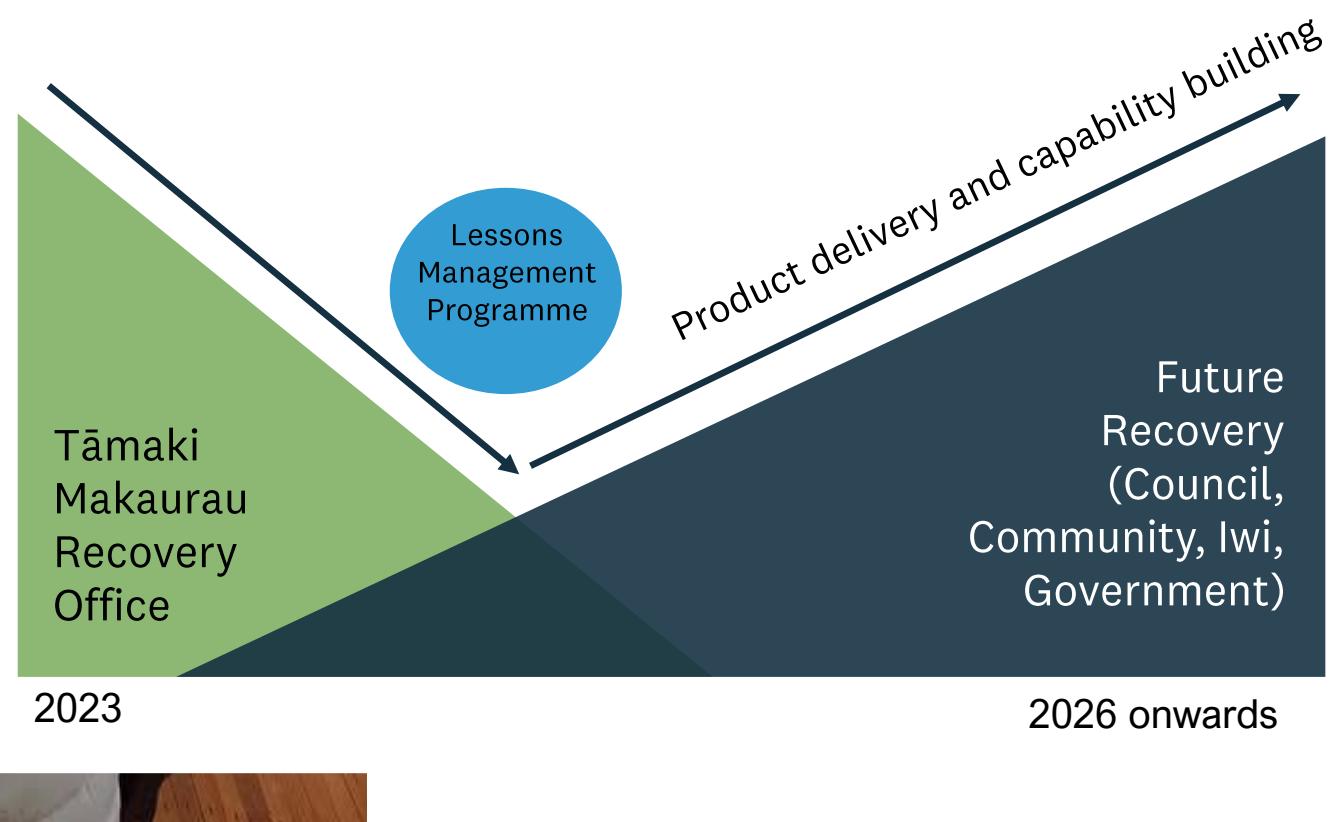
Tāmaki Makaurau Recovery Office (TMRO) Lessons Management

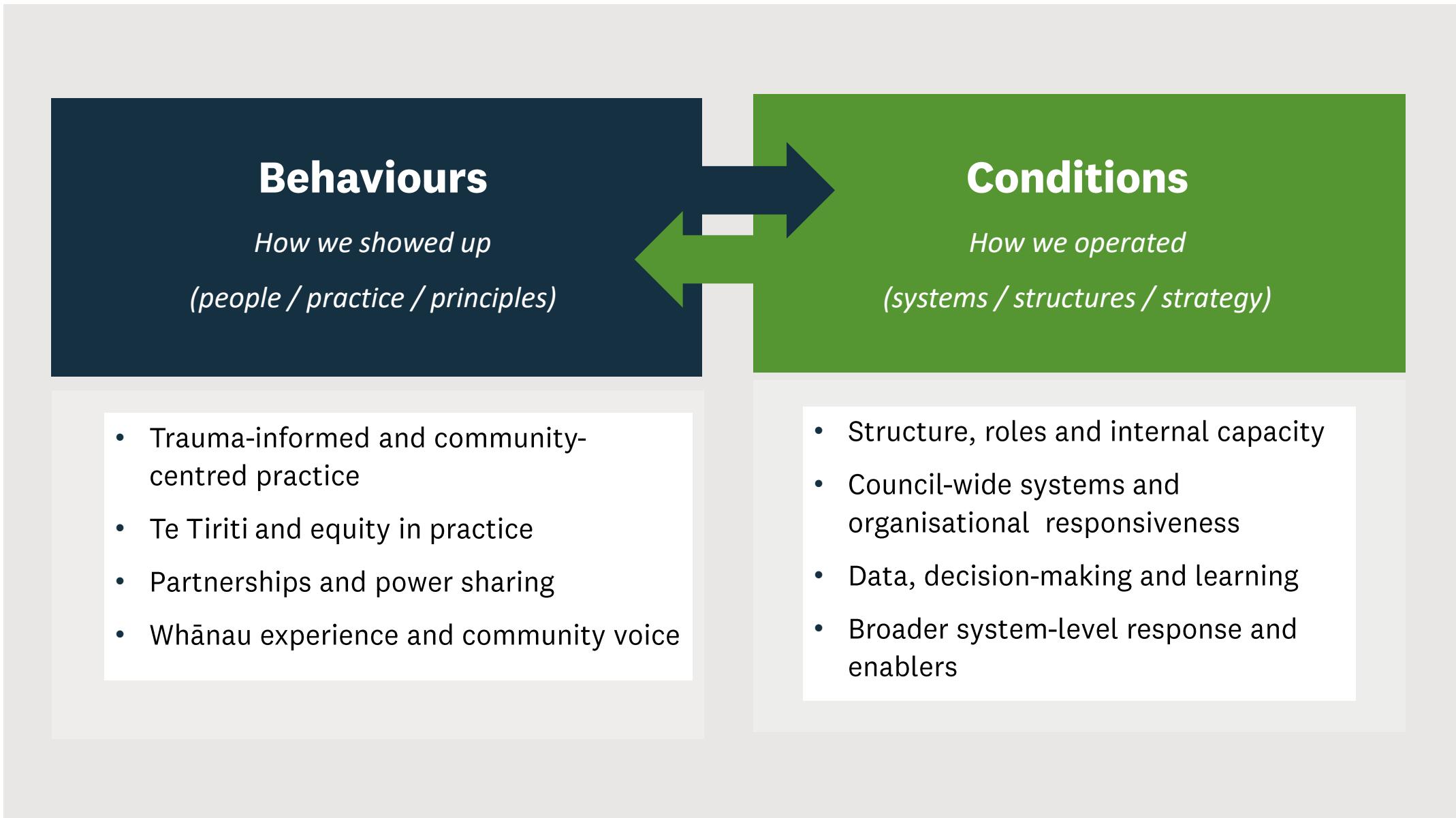
Tilly Redstone Integrated Learning Lead &
Sarah Binner Lessons Management and Transition Lead



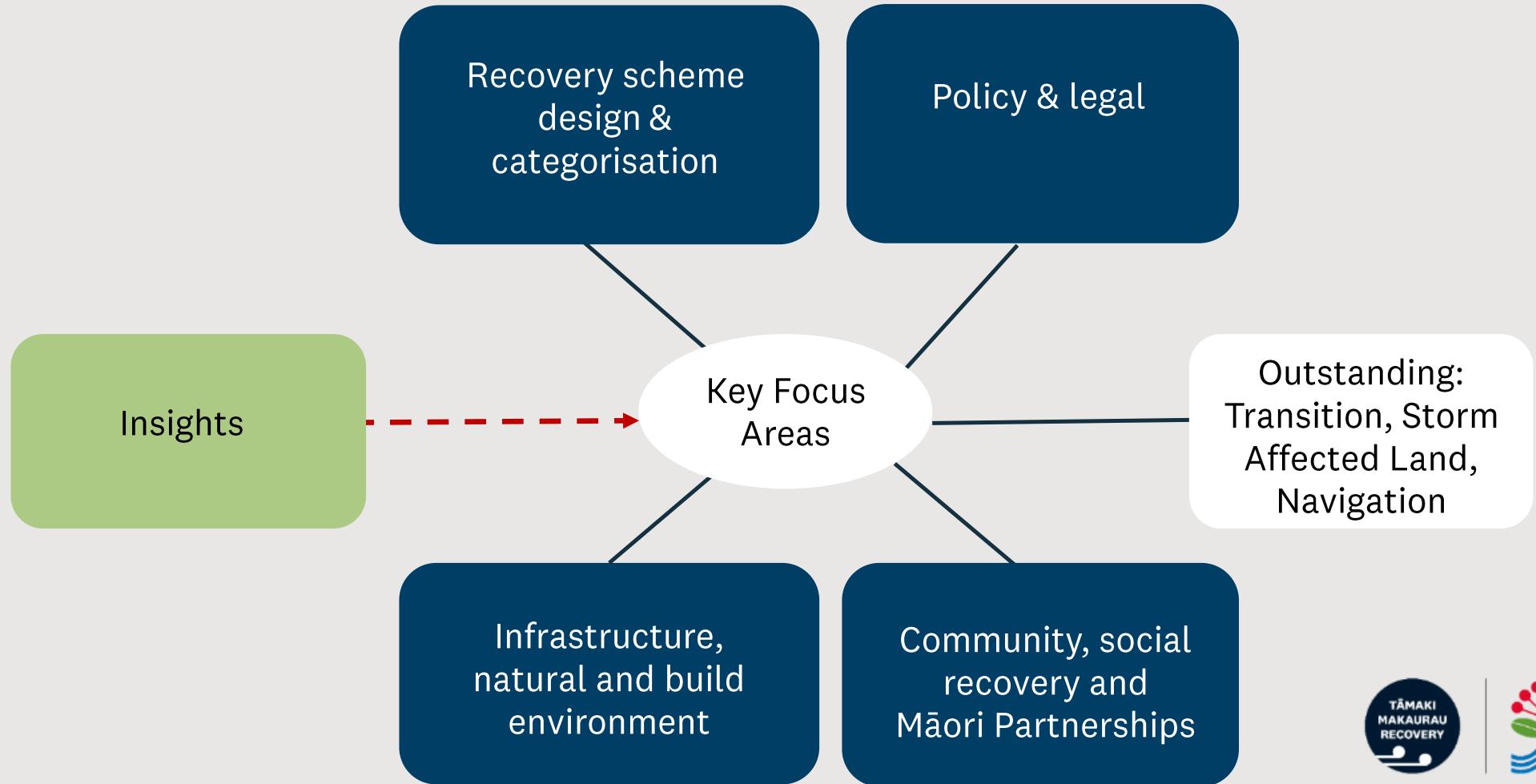


Recovery Lessons





Our approach to gathering insights



Emerging lessons

The emerging lessons highlight the **interconnectedness** of recovery functions, where effective **communication**, strong **leadership**, and trusted **relationships** are essential to coordinating action across the system that is operating outside of BAU norms.

Future recovery will be dependent on investing in partnerships, **coordinated information and data systems**, and structured **training and induction**.



Recovery products: shifting lessons to action

Council & Partners

Recovery Toolkit: an accessible online guide for future recovery managers and practitioners

Community

Recovery Story: a set of multi-media resources to share the story of Auckland's recovery, informing and connecting diverse audiences about the 2023 weather events

Systemic influence

Advocacy papers and recommendations





STRENGTH IN UNITY



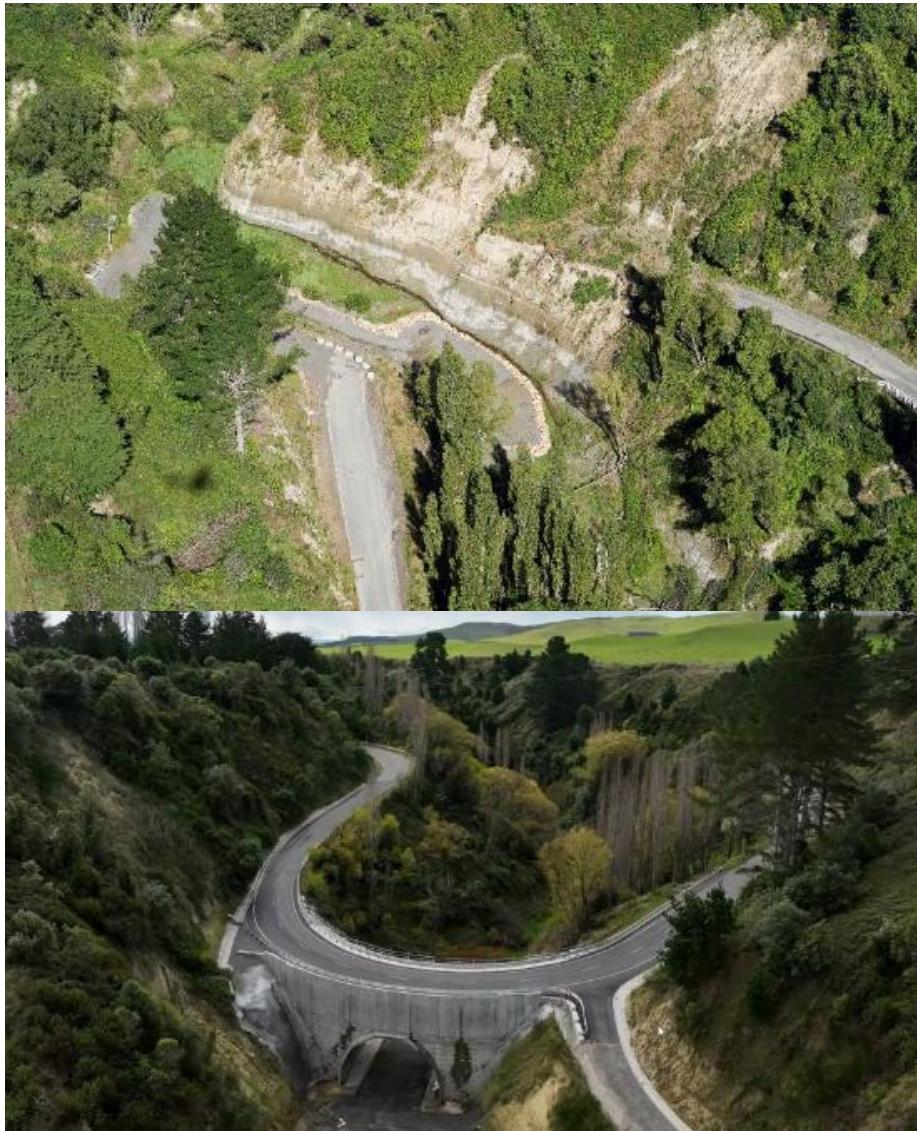
How collaboration across Hawke's Bay shaped our recovery and our future



Pre/post rebuild Moteo-Puketapu Bridge

CONTEXT

- One Regional Council
- Four territorial authorities
- Seven Post-Settlement Governance Entities
- Nine lives lost, circa 2000 homes flooded/impacted
- Marae communities significantly impacted
 - two Marae category three, several others flooded



Pre/post rebuild Kereru Gorge

CONTEXT

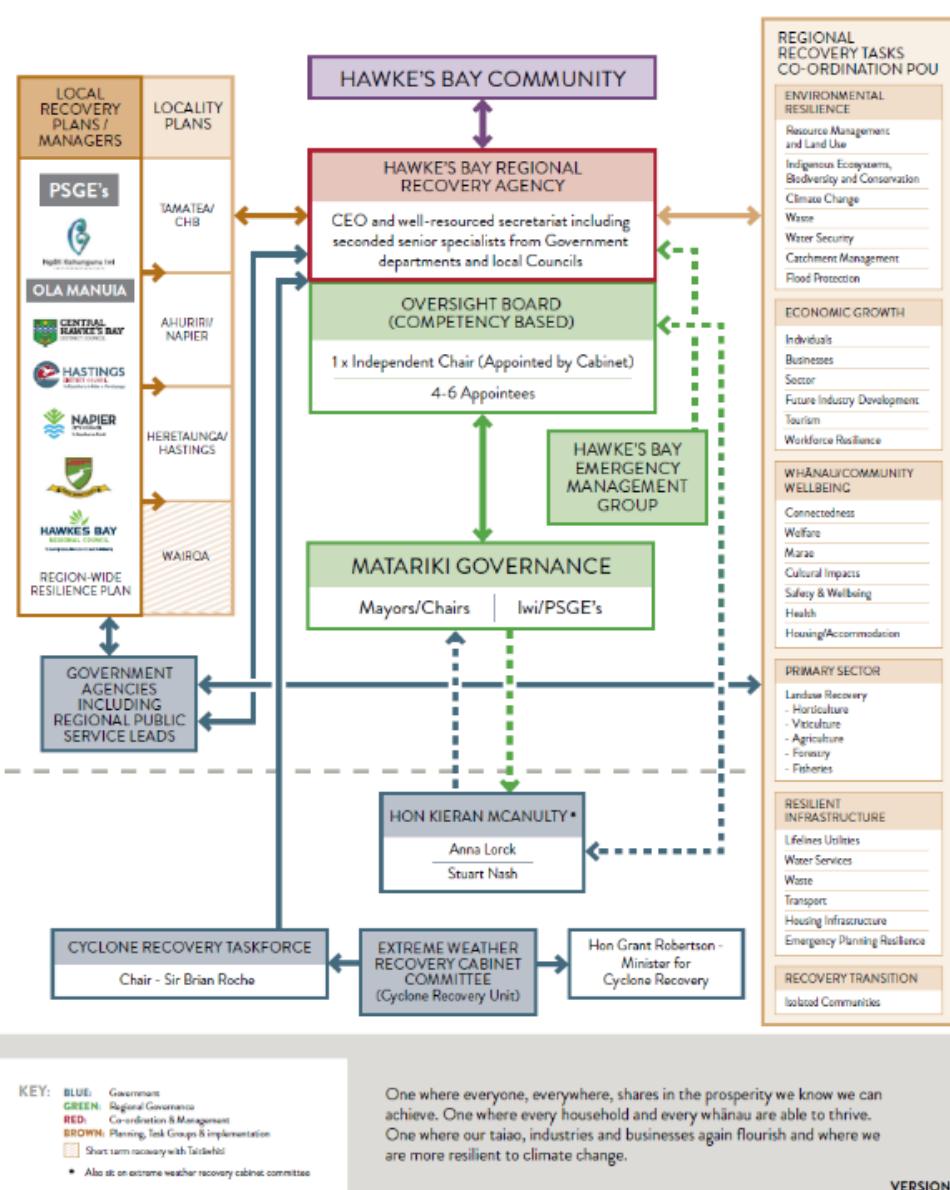
- Significant infrastructure damage – Roads, Electricity, some wastewater and water services, telecoms
- Severe economic impacts - horticulture, viticulture, farming and forestry; tourism; manufacturing in some areas; and access issues due to roads
- Significant silt and debris deposition
- Major damage in rural and peri-urban areas – lucky to avoid major urban flooding
- Needed strong coordination, clear priorities and regional voice to Government



RECOVERY

- Cyclone Gabrielle created unprecedented challenges across Hawke's Bay
- Recovery has required collaboration, coordination, and trust
- Regional unity has been our greatest strength - one voice, one plan





REGIONAL UNITY

- “One Picture of Recovery”
- Collaboration between the five Councils and PSGEs
- Shared decision-making, regional recovery framework, and joint priorities
- Enabled consistency, efficiency, and fairness across the region





ONE VOICE TO WELLINGTON

- Coordinated, consistent advocacy to central government

“I want to see sub-regional approaches across New Zealand - for example, the four district councils in Hawke’s Bay and one regional council there” – Prime Minister, Christopher Luxon April 2024





ADAPT AND EVOLVE

- Unity Doesn't Mean Uniformity
- Our message must evolve depending on who is in government
- Unity gives strength, but flexibility gives longevity
- **Case Study: Silt & Debris**





WORKING WITH WELLINGTON

- Lessons learned
- Insights from engaging with Ministers and officials
- Preparation, persistence and clear regional alignment
- **Case Study:** Kaupapa Māori pathway





SHARING BEYOND HAWKE'S BAY

- Information is Power
- Our success also depends on sharing knowledge and strategies with other regions
- The more we share across territorial and regional boundaries – the stronger we are nationally
- **Case Study:** Crown negotiations – coordination meant we could learn from each other's experiences and avoid duplication





LOOKING FORWARD

- Maintaining unity is harder in recovery than in response — yet more important
- As we move from recovery to resilience, our shared purpose must remain
- “One region, one voice, many perspectives.”



“OUR UNITY TURNED CRISIS INTO STRENGTH — AND IT WILL SHAPE OUR FUTURE.”



Recovery Severity Assessment



Richard Ball
Canterbury Group Recovery Manager



Recovery Severity Assessment

Richard Ball
Canterbury Group Recovery Manager
richard.ball@cdemcanterbury.govt.nz
021 462 362



Why does it matter?

Robust early assessment aids early decision making.

Typically early recovery decisions:

- Not prioritised by response
- Made by people outside of CDEM EOC/ECC
- Advised by people without recovery expertise.

Result:

- Delayed, confused, and under-cooked recoveries
- Unnecessary harm to affected communities.



Overarching Goal (beyond today)



A framework that can rapidly characterise a situation to inform early recovery decisions:

- What will be the critical recovery issues?
- What resources will be needed?
- What external help will be required? (e.g. funding / workforce)
- What governance and management arrangements are appropriate?
- How long will recovery take?
- How does this compare to past events?

Aim: assessment able to provide answers within first two days and take no longer than one hour.

Today's exercise

Building a basic appreciation of recovery severity assessment.

In small groups determine severity of one scenario at one level.

- Three scenarios: plane crash, volcanic ashfall, and electricity outage.
- Three levels: local, regional, national



Questions for today

What are the key consequences and how severe are they?

- Economic, social, built, natural

What are key contextual considerations that may impact recovery?

- e.g. wealth of affected population, demographics, past events, levels of insurance, council debt levels

Overall how severe is this at the level you are assessing?

- Severity: Minor, moderate, major, severe, catastrophic
- Level: local, regional, or national



Recovery severity descriptors

Minor: Minimal disruption or harm. Low level of coordination required at the level being assessed. Consequences largely addressed by business-as-usual (BAU) agencies and processes.

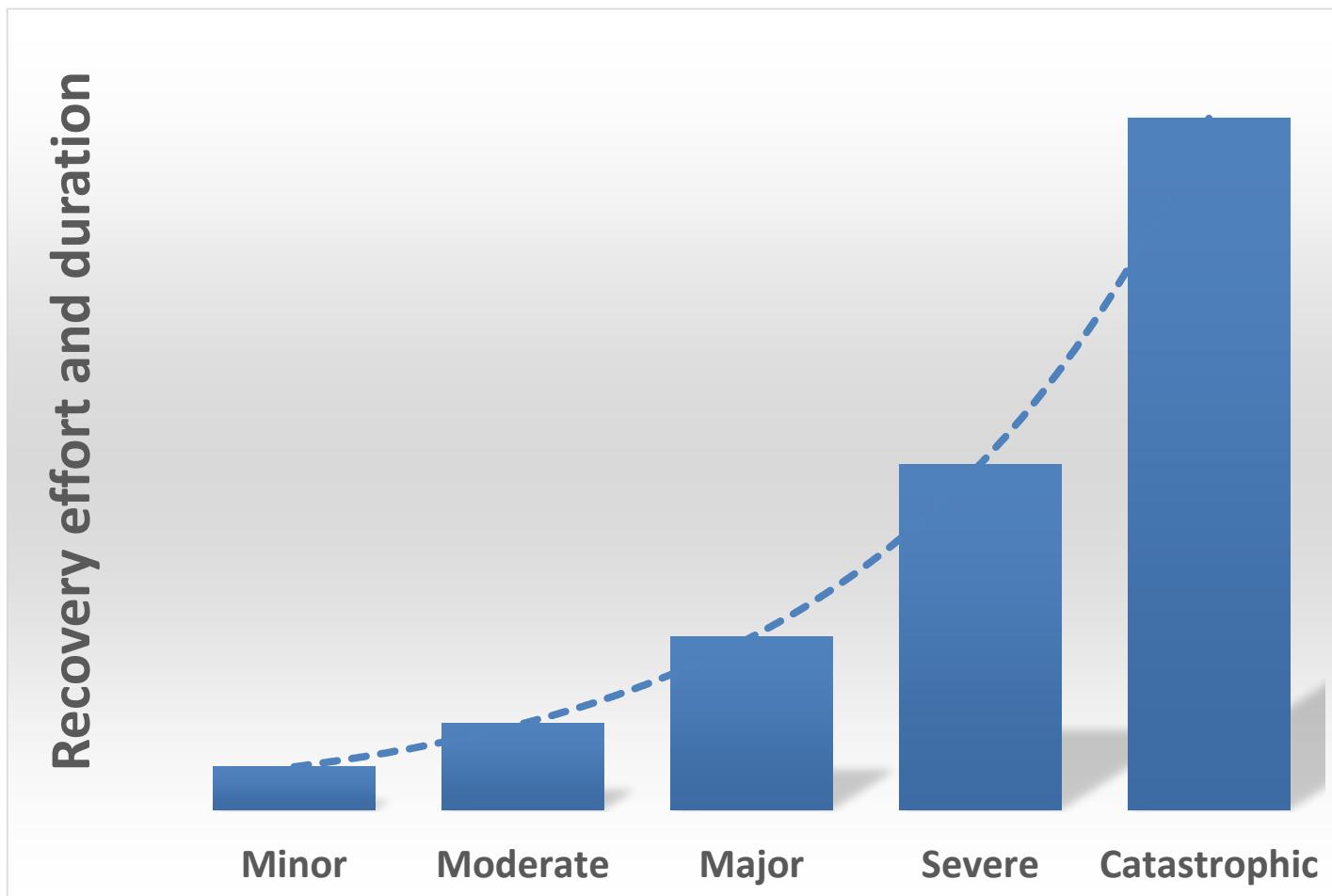
Moderate: Impacts and consequences span recovery environments and require some dedicated coordination and resources beyond BAU.

Major: Significant disruption and harm to the communities affected, with consequences extending beyond those immediately impacted. Requires coordination over a sustained period and resources from beyond the area affected.

Severe: Extensive and widespread impacts and consequences causing severe harm, with significant impacts beyond the communities directly affected. Recovery requires large workforce, cost, and coordination with significant outside support for years or decades.

Catastrophic: Overwhelming and devastating destruction with significant inter-generational consequences.





Severity varies between levels

Example

SEVERITY ASSESSMENT	Minor	Moderate	Major	Severe	Catastrophic
National		X			
Group / Region			X		
Local / District				X	

Severity varies between levels

Example

SEVERITY ASSESSMENT	Minor	Moderate	Major	Severe	Catastrophic
National			X		
Group / Region			X		
Local / District			X		

Example: Westport 2021

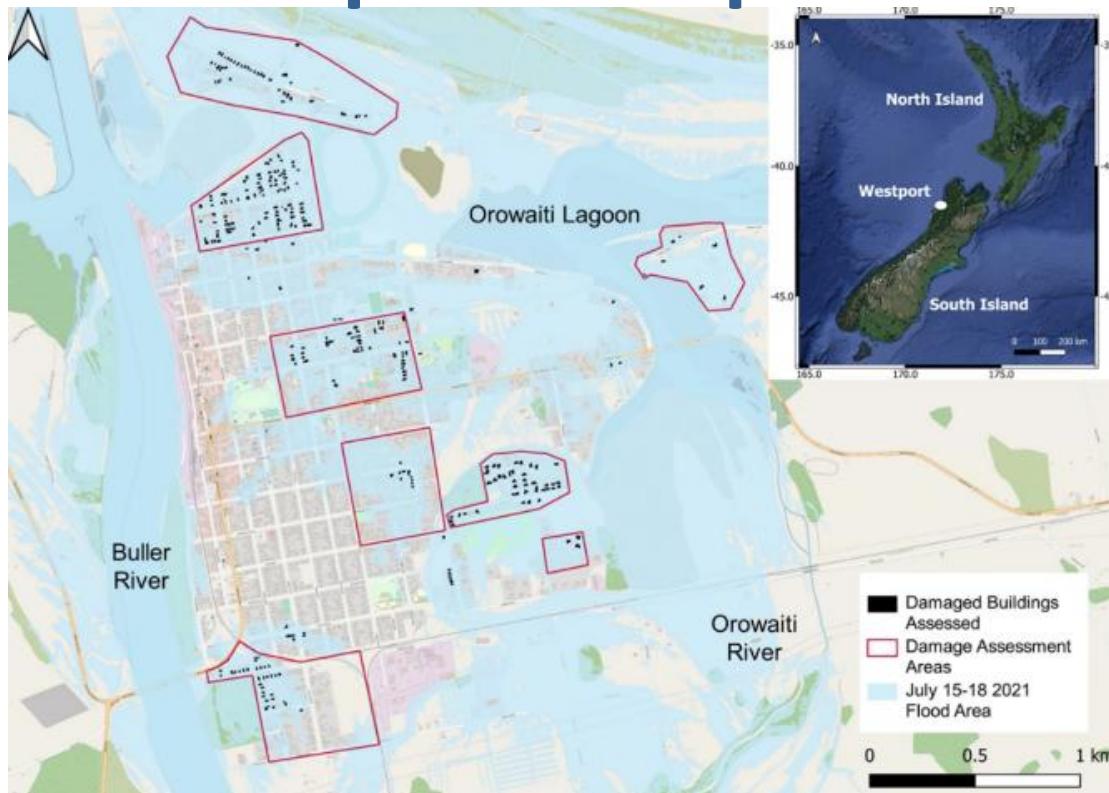


Image source: Geoscience letters, 11, 2024, R Paulik & al,

Scenario

- Westport at mouth of Buller River. Population about 4,250. Buller District pop 10,600. West Coast region pop 33,500.
- Average age 6 years older than rest of NZ. Median income 80% of national average. 86% NZ European; 13% Māori.
- Long history of major flooding: 1873, 1926, 1970, 2012, 2015, 2021, 2022 (twice). Flood protection works unaffordable for size of town.
- July 2021 Buller River reached 8,890 cumec. 826 properties and 2,064 people evacuated. Isolated by road closures. 71 homes unsafe for habitation and 388 required repair. Extensive flooding in surrounding rural areas and some parts of town centre.

Consequence summary at local level:

- Social: severe – including displaced communities, disrupted social facilities, limited alternative accommodation.
- Built: severe – housing / major – roads and infrastructure.
- Economic: major – disruption to some businesses and cost to ratepayers.
- Natural: moderate – lots of mud and debris but it is the Coast ...

Contextual factors:

- Repetition of flooding and unaffordability of protection works. Small population, lower average income, and higher age profile.

Overall severity:

- Locally: severe.
- Regionally: major.
- Nationally: moderate (assistance required beyond BAU processes / Cabinet approval required).



Subsequent questions?

- How long will recovery take?
- What resources will be needed?
- What external help will be required? (e.g. funding or workforce)
- What governance and management arrangements are needed?



Dive into it

(err.. not literally)



Day two

Thursday 23rd October 2025



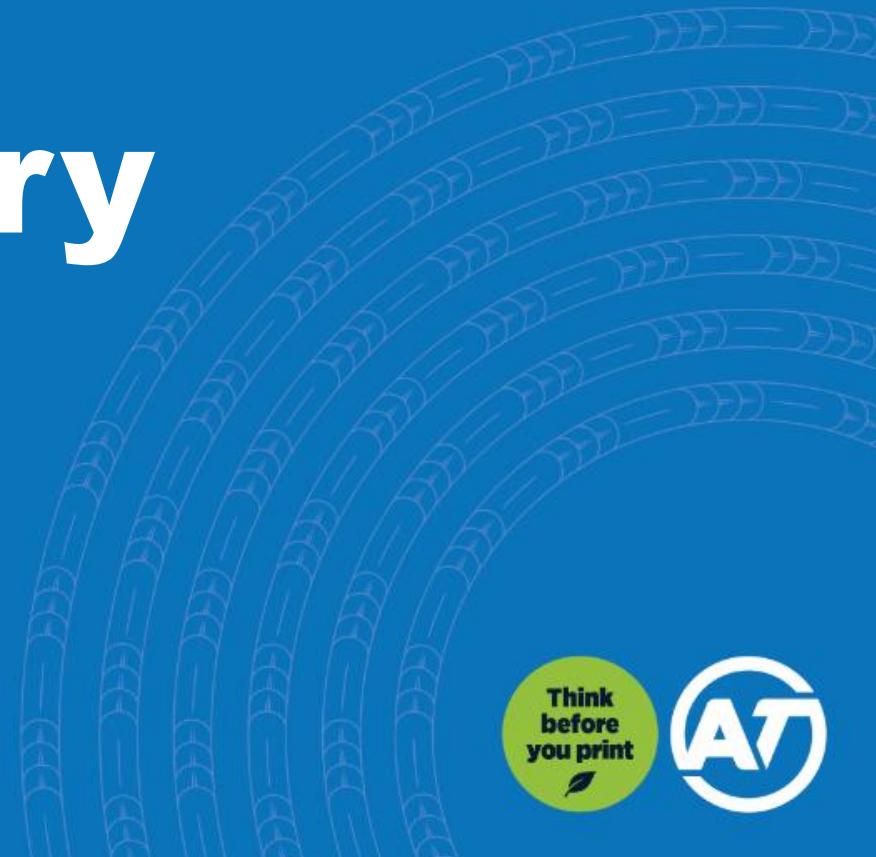


Auckland Transport Flood Recovery Programme

Presented by

Jez Pellow and Johan Swanepoel

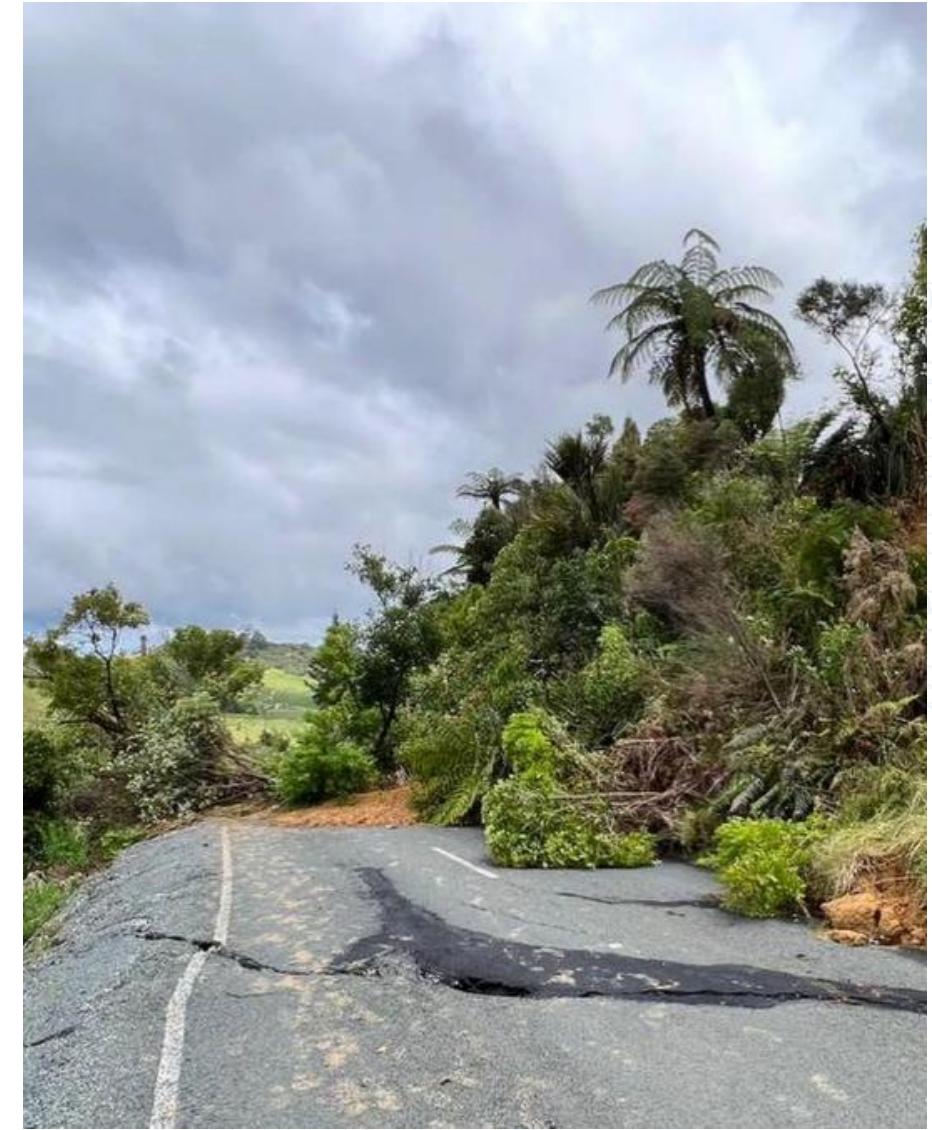
Aotearoa Recovery Forum 23 October 2025



State of Emergency

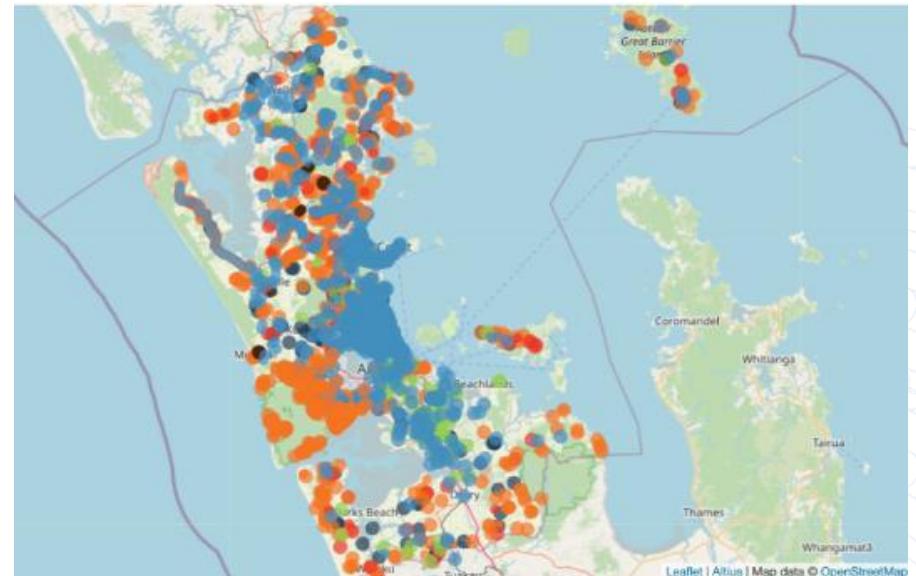
In 2023, Auckland was thrown into chaos with the Auckland Anniversary Weekend storm, followed closely by Cyclone Gabrielle

- Over two weeks the Auckland received about half its annual rainfall
- A state of emergency was declared
- Auckland experienced a 1 in 200 year weather event in some parts of the region which totally exceeded the capacity and capability of existing infrastructure
- Our Maintenance contractors had 500 people per day, working on the ground in the first month to clear debris and reopen roads



Auckland's transport network disruption

- 150 road closures
- Over 2000 sites with slips
- Traffic signals were down due to communication and electricity outages
- Widespread disruption to Public Transport – rail, bus and ferry
- One bridge was washed away
- Response focus on reopening roads as quickly as possible with the permanent repairs to follow
- 75% of the affected roads were reopened within 1 week
- 1200 slips cleared within 3 months



"It was a surreal experience. We must have taken thousands of calls about flooding and infrastructure damage within the first 48 hours, and they kept on coming."

Johan Swanepoel









Cracks/Fault line



How do we respond?

An Earth Sciences NZ study published in August 2025 found that:

“Cyclone Gabrielle was one of the most extreme landslide triggering events ever recorded globally”.

Land area covering the equivalent to the size of Napier was impacted.



Not just North Rural and West Auckland - Hinemoa Terrace, Birkenhead – 12 minutes from Auckland's CBD



Flood Recovery Programme

- Road Asset Maintenance and Renewals established contractors Downer, Fulton Hogan, Ventia and Liveable Streets have been invaluable delivery partners.
- The decision was made early to deliver the works through these existing regionwide maintenance contracts as design and construction projects - this was a good fit in terms of familiarity with the contract areas and speed of procurement to get the network up and running urgently.
- We also utilised emergency works provisions under the Resource Management Act where required to seek retrospective consents and we have agreement with the General Manager Building Consents AC that the works are urgent under the Building Act and should take place in order to protect life and property and so seek Certificates of Acceptance retrospectively.



Funding

- \$390M Funding package is part of the Auckland Council/Crown negotiated recovery deal
- NZTA - \$199m
- Auckland Council -\$81m
- National Infrastructure Funding and Financing - \$110m



Recovery across Auckland



Pine Valley Road, Dairy Flat

18 metre slip and damaged culvert, \$3.67M

A three-month closure was required to construct an 86-metre block retaining wall on the southern side of the road and a large box culvert replacement installed to re-route stormwater beneath the road.

"Construction crews worked six days a week for up to 12 hours per day to complete the works and reconnect Pine Valley Road before the end of year holiday period"

Jay Badenhorst, Project Manager



Matakana Valley Road, Matakana

10 slips, \$7M +

9 of the 10 slips were completed during 2023 and 2024. The 10th and final site completed in August, shown in the two bottom images, is much larger and more complex involving a massive new concrete block retaining wall as well as major drainage improvements.



Ahuroa Road, Puhoi

8 massive slips cut off Ahuroa and Puhoi communities for over a year, including school access

"I have enjoyed working with such a range of people on Flood Recovery from the designers, to AT, the subcontractors – there have been a lot of people and a lot of fun. Ahuroa Road has been a highlight for me. It is complex in every way and had it all – design, stakeholder, construction."

Sam Smith, Downer Stakeholder Engagement



Tahekeroa Road and Rail Line, Tahekeroa

390m long slip across Tahekeroa Road and the main trunk railway north of Helensville

35,000m³ removed -
95% reused on site

Check out the
Tahekeroa video
[here](#)

*Note the cars in
the images for scale*

Construction: 26
weeks and 13,000
work hours



Duck Creek Road, Stillwater

9-month construction, \$5.5M

[Check out the awesome video here](#)

Stillwater Residents, Auckland ★ Rising contributor: Auckland Transport 2d

Great job 😊 2d Like Reply

Tracy Manu Top contributor It's so nice to drive on! 2d Like Reply

Zalman Johnston Great mahi by all contractors at this site... Traffic Co were so patient & friendly as well... 2d Like Reply

Josh Tucker Great job! 2d Like Reply

Deb Thearle All-star contributor Thank for the mahi. 2d Like Reply

Steve Sharp Top contributor Great job all round, thank you. 2d Like Reply

Trena Gair Rising contributor I just got into a routine of taking a cuppa with me for the drive out in the morning, now I'll need to skull the hot cuppa. Damn 12h Like Reply

Comment as Tania...

Stillwater Residents, Auckland ★ Rising contributor: Auckland Transport 2d

James Gott Great job we are really going to miss you guys 2d Like Reply

Peter Michael Wilson ★ Rising contributor Good job well done 2d Like Reply

Theresa Hatton ★ Rising contributor Awesome job and communications - great team 2d Like Reply

Craig Stephenson Thanks for your work. I hope you enjoyed the chocolate cake 😊 2d Like Reply

Auckland Transport Author ★ Rising contributor Craig Stephenson awww the chocolate cake will be the reason why the job was done so well!!! 2d Like Reply

Write a reply...

Comment as Tania...



Glenvar Road, Torbay

Multiple slip repairs were completed quickly and the road reopened October 2023

The complex Glenvar Road rebuild required significant earthworks, soil nailing, the relocation of service utilities and construction of large retaining walls. The resulting repairs make the road safer and more resilient to future weather events.

[Watch the awesome video here.](#)



“Just got to go down it on my way to work this morning, you don’t know how excited I was to finally be able to take this route again”
Shaun Coates – Torbay Resident



Karekare Road and Lone Kauri Road, Karekare

Several slips occurred along both roads, the only two roads into Karekare Beach

Supplies were originally flown in by helicopter to the cut-off community.

60 slips occurred on these two roads alone – 40 of a major scale.

Permanent repairs started mid-2023 and will continue into 2025.

Check out two cool Karekare videos:

[Here](#)

[And another here](#)



Scenic Drive

Approximately \$20M

Across 10 sites underslips

Retaining length – approx. 75meters
of retaining walls

Impacted communities Titirangi,
Woodlands Park, Waima, Laingholm,
Huia, Glen Eden, Karekare, Piha,
Oratia, Bethels etc – diversions
impacting the road network –
consequently school runs (bus and
car), businesses, people's lives.

Total cost of repairs and cleanup
\$20m



Working with the community

A critical part of the success in repairs – by example Ridge Road, Twin Wharf Road, Hinemoa Terrace



Ridge Road, Lucas Heights

"It's so lovely knowing that I can send my son up the driveway and he can get walked through by the AT guys, and I know that he is going to be safe." Melissa Parker – Tyler's mum, Ridge Road

Check out this feel-good video on [LinkedIn here](#) or on [Facebook](#).

"This is a really important area to Herald Islanders; They love the wharf, they love the view of the harbour and it's got lots of historical significance. We've always wanted something to be done on this coastal bank and fate meant that happened because of the slip." Jan Diprose, Herald Island Environmental Group Chair



Twin Wharf Road, Herald Island



Hinemoa Terrace, Birkenhead

"The finished job is beautiful, thank you AT. For decades kids used to learn to ride bikes on the terrace. Hope to see lots of kids on bikes and roller skates over summer."

Melanie Kenrick, Local Board Member and neighbour

Manukau Heads Road

Physically the biggest slip to affect roading across Auckland

- 90,000m³ of material slipped away down 80 metres
- 220 metres of new road carriageway is required to replace the slipped area
- The road is the only access to the peninsula, including the lighthouse tourist attraction



Complete in July 2025

Manukau Heads Road





WAHAWA



Programme

Over 2000 slips occurred during the 2023 North Island Weather Events on Auckland's Roads

812 minor and major sites in the Auckland Road Network
Reinstatement
Programme

Completed to the end of September 2025:
750 or 92%

Total number of major sites: **215**

188 major sites have been completed to the end of September 2025 and a further **14** are under construction.



Scenic Drive (Site 6), Titirangi

Financial Performance

By the end of September 2025, Auckland Transport had spent \$331 million addressing sites on the Auckland Road Network affected by the 2023 North Island Weather events.

This is 85% of the projected total forecast Flood Recovery cost of \$390 million.



Key learnings from the events

Be ready for next time...

Key teams given greater authority and autonomy meant decisions were made quickly, opportunities seized, and work completed faster.

Current Road Asset Maintenance and Renewals (RAM&R) contracts enabled faster delivery.

Emergency works undertaken with urgency using provisions under the Resource Management Act and the Building Act 2004 with agreement from Auckland Council to proceed under urgency to protect life and property.



Resilience

- Designs taking account of future climate impacts
- Building back stronger with current standard stormwater management and drainage
- Early Warning Flood Alert systems trialled at 3 flood prone sites
- Improved understanding of landslide susceptibility; including Auckland Road Network modelled for slip vulnerability

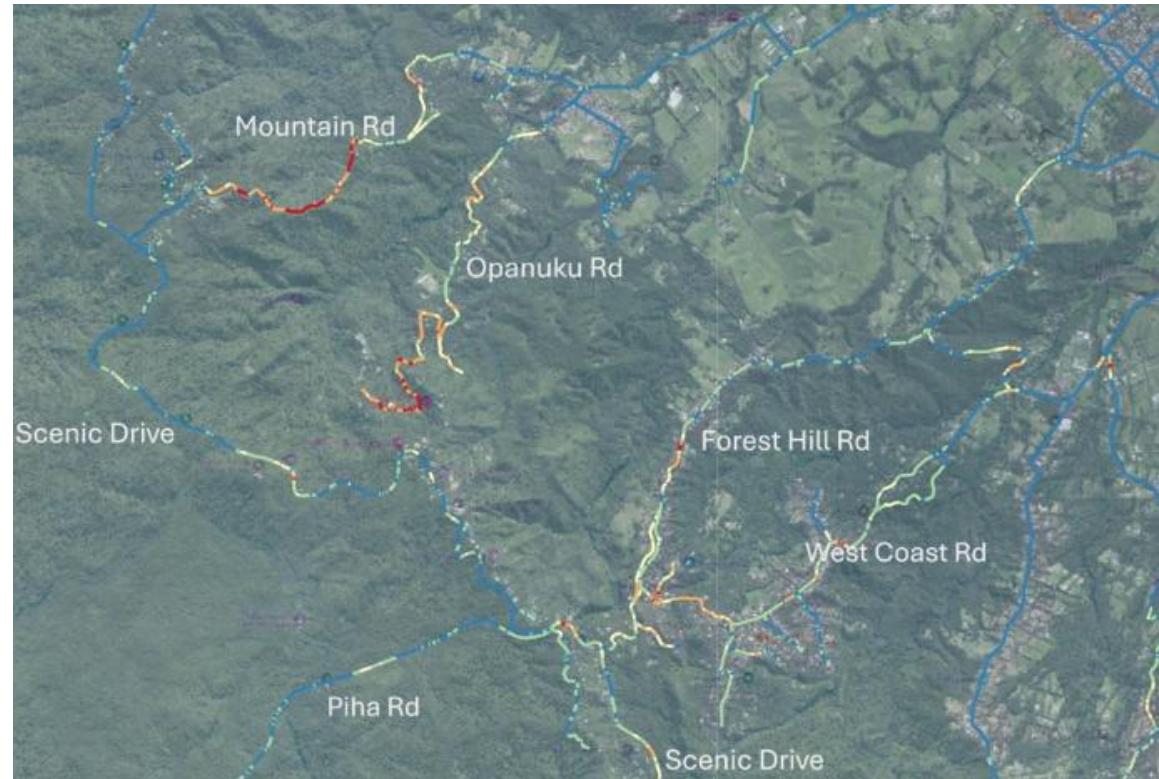


Increased drainage capacity being installed on Pine Valley Road, Dairy Flat



Mapping landslide susceptibility

- We used the 2023 slips data to create a framework that would allow us to predict whether a particular piece of road on our 8,000 kilometres of road network was susceptible to landslides. This tool can be used to help us plan and to monitor areas most at risk.
- We used about 30 different factors which influence landslides to create that framework, and we tested and refined it using the data from the 2000 landslides we experienced during those storm event.
- Opposite is a snapshot overview of a part of the Waitakere Ranges, red's are the roads most susceptible to landslides and blues are the least.
- The framework allows asset management practices to adapt to the changing climatic conditions and improve the resilience of the road network.



The story of the Storm Recovery Navigation Service



Linda Greenhalgh – Head of Community & Social Recovery

Manu Joyce – Navigation Service Manager

Louise Schofield – Navigation Operations Lead

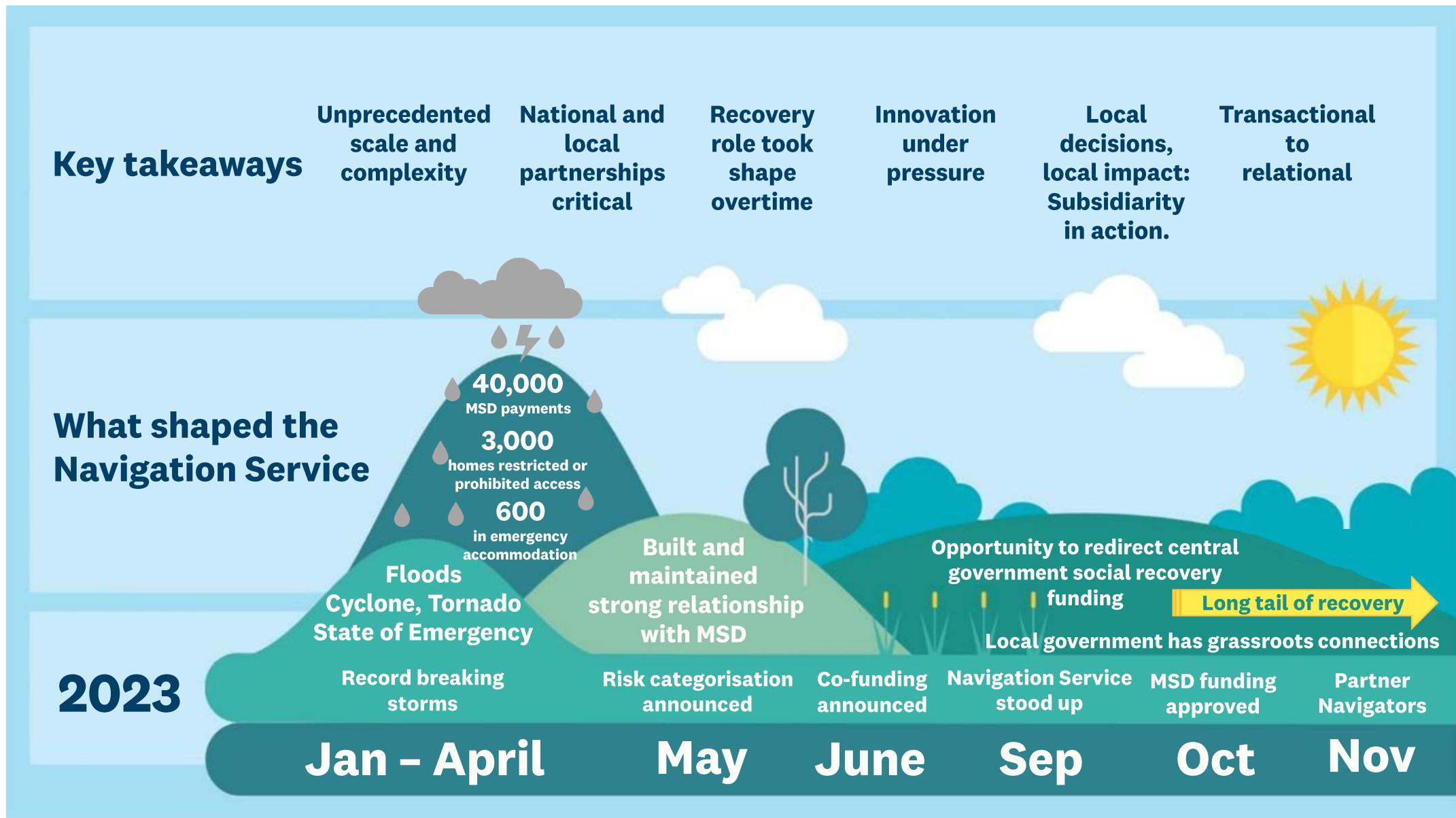
Kai Quan – Intervention Services Manager, Age Concern Auckland

Karla Crawford – Principal Advisor Community & Social Recovery

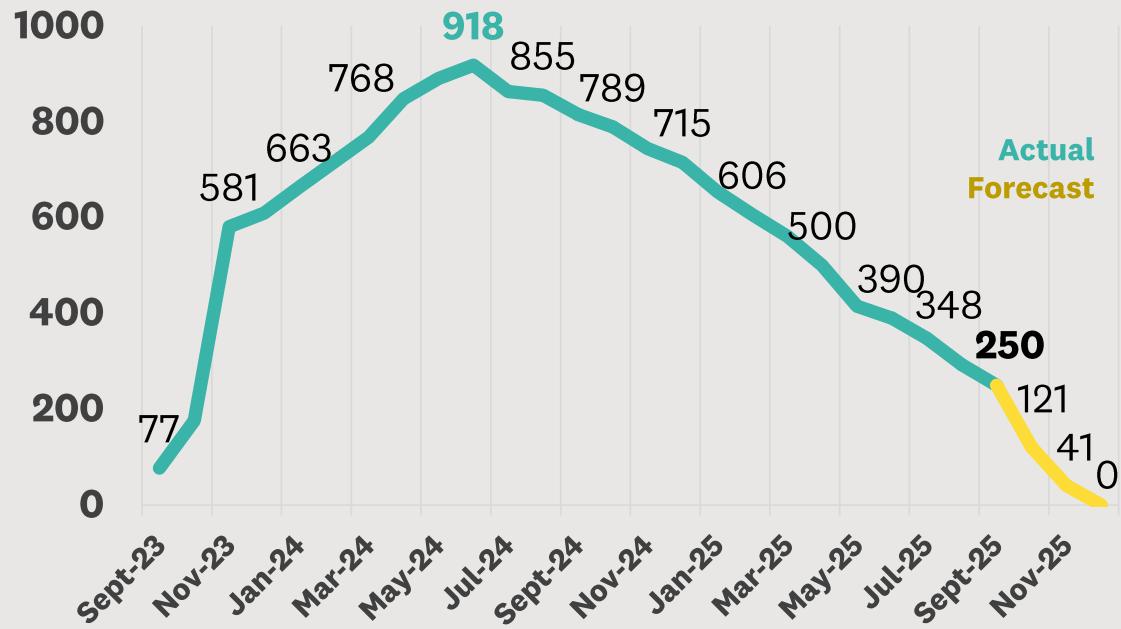




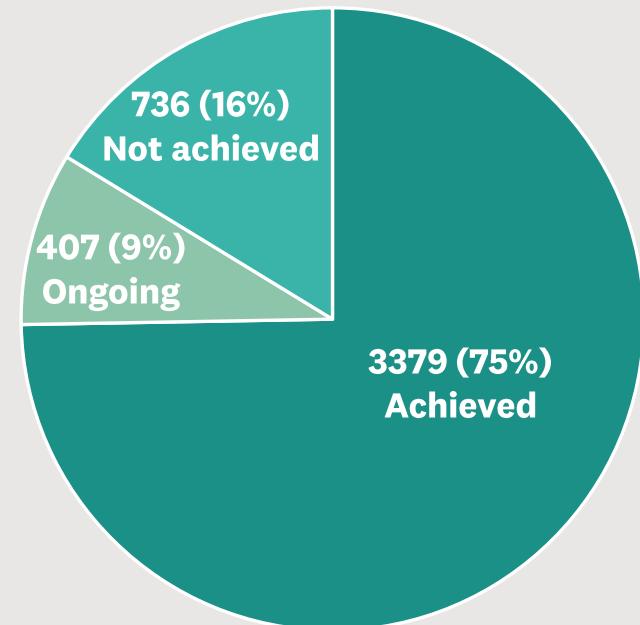
Tāmaki Makaurau Storm Recovery Navigation Service



2,124 whānau supported



4,522 recovery needs



1,314
whānau supported
through categorisation
(41% of all opt-ins)

100+
community events and
pop-ups
attended

1,200+
of doors knocked
by Navigators
during outreach

30
cases max per
Navigator

36
Navigators
16 Council + 20
Iwi/NGO Partner

15
entities in
Governance Group.
14 Iwi & NGO
Partners + Auckland
Council

Partnering model

- Values-driven approach
- Whānau-centred
- Engagement
- Professional standards & Navigator support
- Financial support for whānau
- Impact



Key achievements

Partnering

Developed a successful partnering model with over 15 partners entities and 20 partner navigators

Culture

Built a cohesive team culture with inductions, mihi aroha, and supported kaimahi ora

Funding

Distributed nearly \$2m in red cross relief funding which helped us to be in service delivery

Advocacy

Developed an internal Prioritisation process and advocated for TAS and TAA extensions

Transitioning well

Managed several staggered service reductions with transparency and care

Tools

Developed over 20 tools to support and guide best practice



Frameworks

- ✓ He Kahu Waiora
- ✓ Kaimahi Ora
- ✓ Whakawhiti Kōrero

Case management

- ✓ Navigators Handbook
- ✓ Strengths & Needs Assessment
- ✓ Escalation and Prioritisation Tools
- ✓ Complexity Grading and Practice Consult Tools
- ✓ Ongoing Support and Whānau Guide

Operations

- ✓ Induction & Training
- ✓ Referral Process Guide
- ✓ Outreach and Engagement
- ✓ Scope of Work
- ✓ Professional Supervision
- ✓ Service Wind-down

Partnering

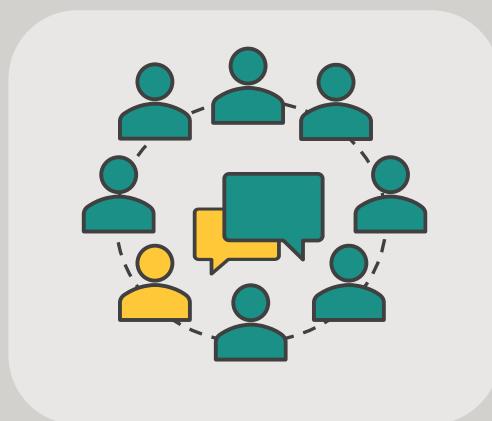
- ✓ Service and Operational Guidelines
- ✓ Governance Terms of Reference

Financial

- ✓ Funding Proposal
- ✓ Procurement Memo
- ✓ Relief Funding

Navigation Service Kete

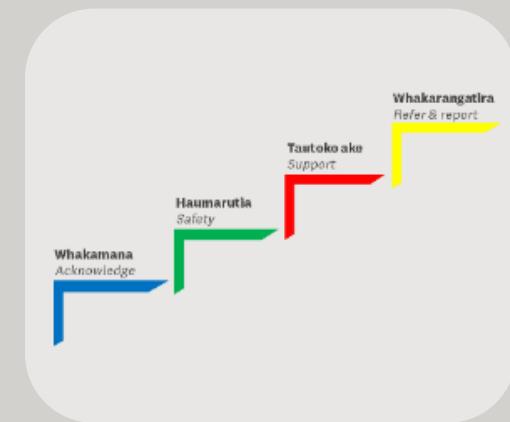
Tools



**Whakawhiti Kōrero
Toolkit**



**Complexity Grading
Tool**



**Escalation Response
Guide**

Whakawhiti Kōrero

- A system that learns
- Our approach: Build on everyone's strengths – whānau, kaimahi, and partners



Mā te huruhuru ka rere te manu

Adorn the bird with feathers so that it may fly

Kōrero pātata



Quick debrief

Kōrero ā-kaimahi



Regular 1:1 supervision

Kōrero ā-take



Initiated by kaimahi to discuss 'moments that matter'

Kōrero ūkawa



Deep dive review

Kōrero ā-rōpū



Shared group learning

Complexity Grading Tool

THEME	LOW	MEDIUM	HIGH	CRITICAL
Managed by	Nav	Nav and TL	Nav, TL and SM	RLT and Nav LT
Contact	Minimal (monthly)	Regular (weekly)	Frequent (daily/weekly-contact)	RLT or directed contact
Needs	Most met	Plan in progress	Multiple high unmet needs, regular monitoring	High, complex unmet needs, urgent support
Internal processes	Awaiting internal decision	Internal dispute or relationship challenges	Prioritised escalation to Lead Team e.g., political/complaint	Media or reputational risk
Complexity of need and risks	Whānau navigate systems well	Some language or cognitive barriers. May have low-level psychological issues	Major psychological, language, and disability challenges; high-risk mental health and possible harm to self or others	Disclosures of harm to self or others
Who/When to update	Nav to update TL in regular 1:1	Nav to update TL in regular 1:1	Nav to update SM within day. Ongoing regular updates as needed	Within a day: Nav update SM who will update RLT

Nav = Navigator; **TL** = Team Leader; **SM** = Navigation Service Manager;
Nav LT = SM & TL; **RLT** = Recovery Office Lead Team

Escalation Response Guide

To guide kaimahi on how to be prepared and respond safely and effectively when supporting whānau in times of crisis and challenges.

Whakamana Acknowledge

Acknowledge and validate the experience whānau

Haumarutia Safety

Make sure whānau are physically safe and you are professionally safe

Tautoko ake Support

Encourage and motivate whānau to seek support

Whakarangatira Refer & report

Escalate to your Team Leader. Refer whānau to services. Report where appropriate and debrief.

The guide covers four psychosocial areas including:

1. Challenging and aggressive conversations
2. Mental health and wellbeing
3. Safeguarding children
4. Family harm

Case study

Have you used a similar tool?

How could you apply this in your Recovery Office?

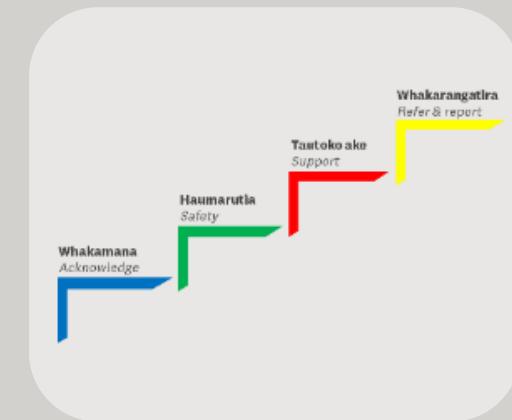
Do you have further questions about these tools?



Whakawhitit Kōrero Toolkit



Complexity Grading Tool



Escalation Response Guide

Easter storms

Recent events exposed ongoing community needs and reinforced the value of local recovery capability.

Transition

Testing what a future Navigation Service could look like, scaling quickly while maintaining trusted relationships.

Role of Council

Clarifying Council's role in navigation during smaller, more frequent weather events.

Future hazards

Exploring how navigation could support other hazard responses – earthquake, heat, tsunami, volcanic, wildfire, and more.

Partnerships

Building stronger pre-event relationships and faster processes to stand up services when needed.

Looking ahead



Desley Simpson

Ōrākei ward councillor
Deputy Mayor of Auckland



LESSONS FOR RECOVERY

- 1. Train your elected members**
- 2. Get clear on roles and lines of communication**
- 3. Policy and budget – prepare, prepare, prepare**
- 4. Work together as a team – as a nation**



Kaimahi Ora



Kaimahi Ora

Creating a supportive workplace that prioritises kaimahi wellbeing and improves whānau experience within recovery



Recovery can be an incredibly rewarding place to work...

- Meaningful
- Fast paced
- Innovative
- Responsive to community needs



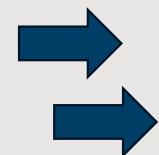
It can also be pretty challenging...

- High workloads and job demands
- Frequent change
- Feelings of responsibility
- Holding space for those who have experienced a traumatic event



There are ways in which we can make it better at the outset...

- Workload planning
- Recruiting for skills and experience
- Ensuring processes minimise further harm
- Reviewing psychosocial hazard controls



Structured debrief for kaimahi transitioning from response
Inductions and core training

...and there are ways in which we can support our own and each others' wellbeing during delivery.

- Prioritising wellbeing
- Normalising wellbeing conversations
- Professional development
- Collaboration and communication

Planning & initiation:
Eliminating risk

Culture

Professional development



Kaimahi are set up for success

Kaimahi Ora is everyone's responsibility...

- Practice Standards
- Reporting incidents
- Raising issues
- Utilising guides and toolkits

...and people leaders have a key role to play.

- Psychologically safe teams
- Leading in ambiguity
- 1:1s/ debriefs - providing direction, role clarity, and wellbeing check-ins
- Reward and recognition
- Role modelling wellbeing



Culture

Leadership

Kaimahi know what is expected

Prioritising wellbeing and dealing with issues before they get bigger looks like...

- 1:1s/ debriefs/ check ins
- Professional supervision
- Wellbeing spaces, chats and activities
- Seeking proactive support from EAP and/or the Hauora Wellbeing Team
- Wellbeing pulse checks
- Taking leave

Accessing further supports when things feel bigger looks like...

- Debriefs
- EAP
- Hauora Wellbeing Team
- External supports (e.g. 1737)
- Wellbeing supports in transition



Culture

Supports

Kaimahi feel supported

In longer term recoveries, the Kaimahi Ora Programme Lead will support the Recovery Manager by...



Identifying and monitoring the psychosocial risks of working in recovery and providing guidance on mitigation



Providing a listening ear for kaimahi and help to access further relevant supports



Working with leaders to embed of a culture of wellbeing throughout recovery

Maintaining a mentally healthy workplace by managing psychosocial risk



In smaller scale recoveries this role will be carried out by the Hauora Wellbeing Team

Sometimes, when we've been part of something as incredible as recovery, thoughts and emotions can creep up on us later...

Remember supports are still available once we've transitioned back into our day jobs.



The Kaimahi Ora Framework

GOAL	To create a supportive workplace that prioritises kaimahi wellbeing and improves whānau experience within recovery.				
OUTCOMES	<p>Kaimahi are set up for success Kaimahi are well equipped to work in recovery and job demands are managed proactively</p> <p>Kaimahi know what is expected Kaimahi understand what is expected of them and what they can expect from others to do their jobs well and maintain a culture of wellbeing</p> <p>Kaimahi feel supported Kaimahi feel supported to manage their wellbeing, including at times of heightened stress</p>				
WHAT	Maintaining mentally healthy work by managing psychosocial risk				
HOW	Planning & initiation	Professional development	Leadership	Culture	Supports
	What psychosocial risks can be eliminated at the outset?	How do we equip kaimahi to do their job well and prevent harm?	How do we equip leaders to maintain psychologically safe teams?	How do we embed a culture of wellbeing? How do we monitor wellbeing?	How do we ensure access to a spectrum of wellbeing supports?



Disaster Recovery Governance



Simon Markham



Disaster Recovery Governance

- Improving Guiding Frameworks and Practice

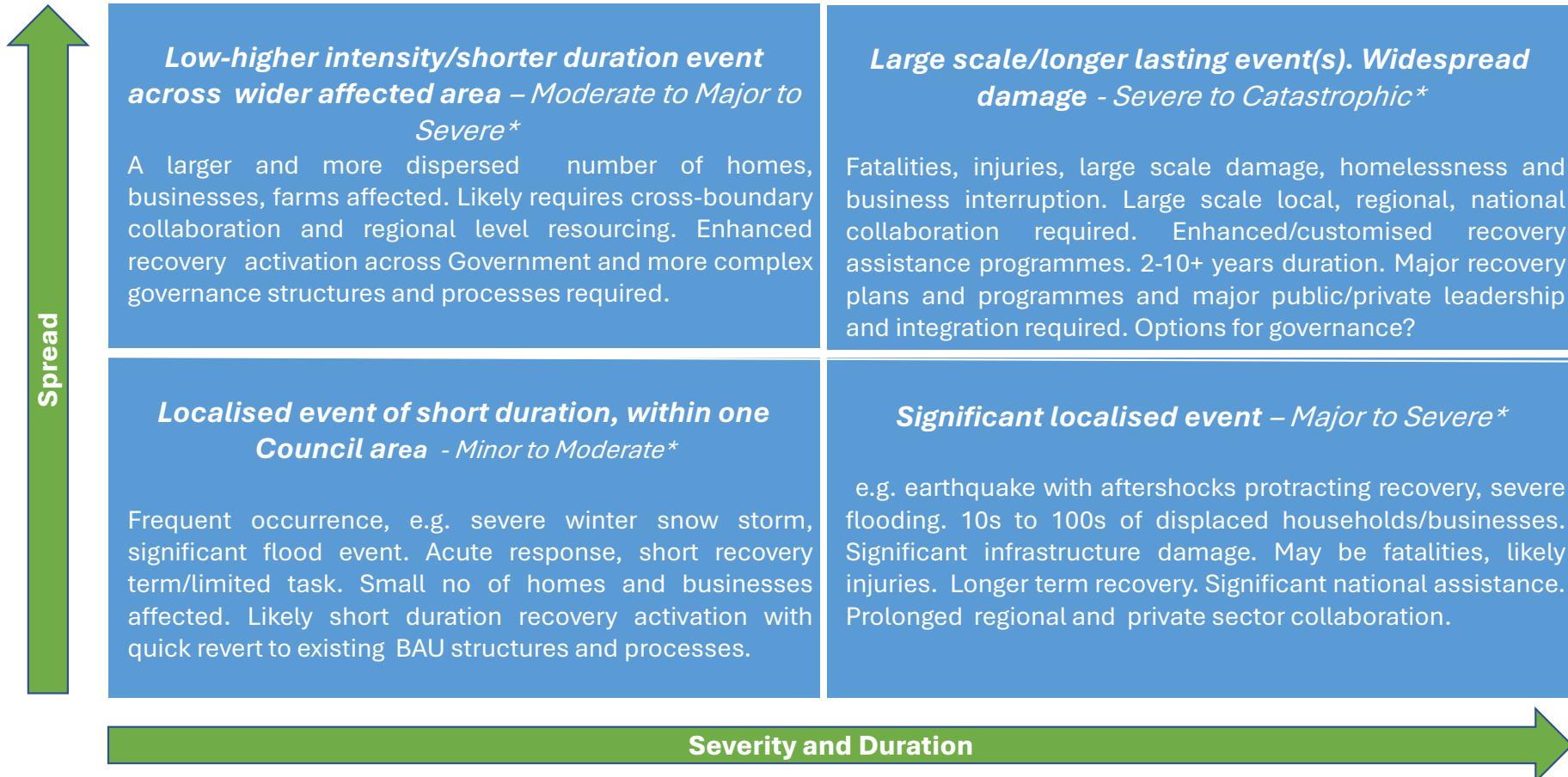
Snapshot of a NEMA 2024/25 Resilience Fund Project Report

smconsulting.co.nz

Purpose and scope

- Project origins in reflections on recent recoveries ad-hoc/bespoke practice, and guidance limitations
- ‘Governance’ in the broadest sense - at the system level
- Report link www.civildefence.govt.nz/assets/Uploads/documents/resilience-fund/2024-25/Governing-and-Managing-Disaster-in-Uncertain-Times-Final-Report.pdf (208pp)
- Framed as a resource document to assist practitioners in developing pre-event recovery preparedness together with their communities
- Focused on effective arrangement for the recovery journey
- Reviews international frameworks and experience to identify attributes of effective recovery
- Considers NZ law and recovery practice guidance
- Notes reported recovery reviews and NZ recovery governance literature
- Case study interviews/document review of recovery arrangements from 2010-11 Canterbury Earthquake Sequence through to 2023 NISWE
- Provides conclusions and recommended actions – today’s focus

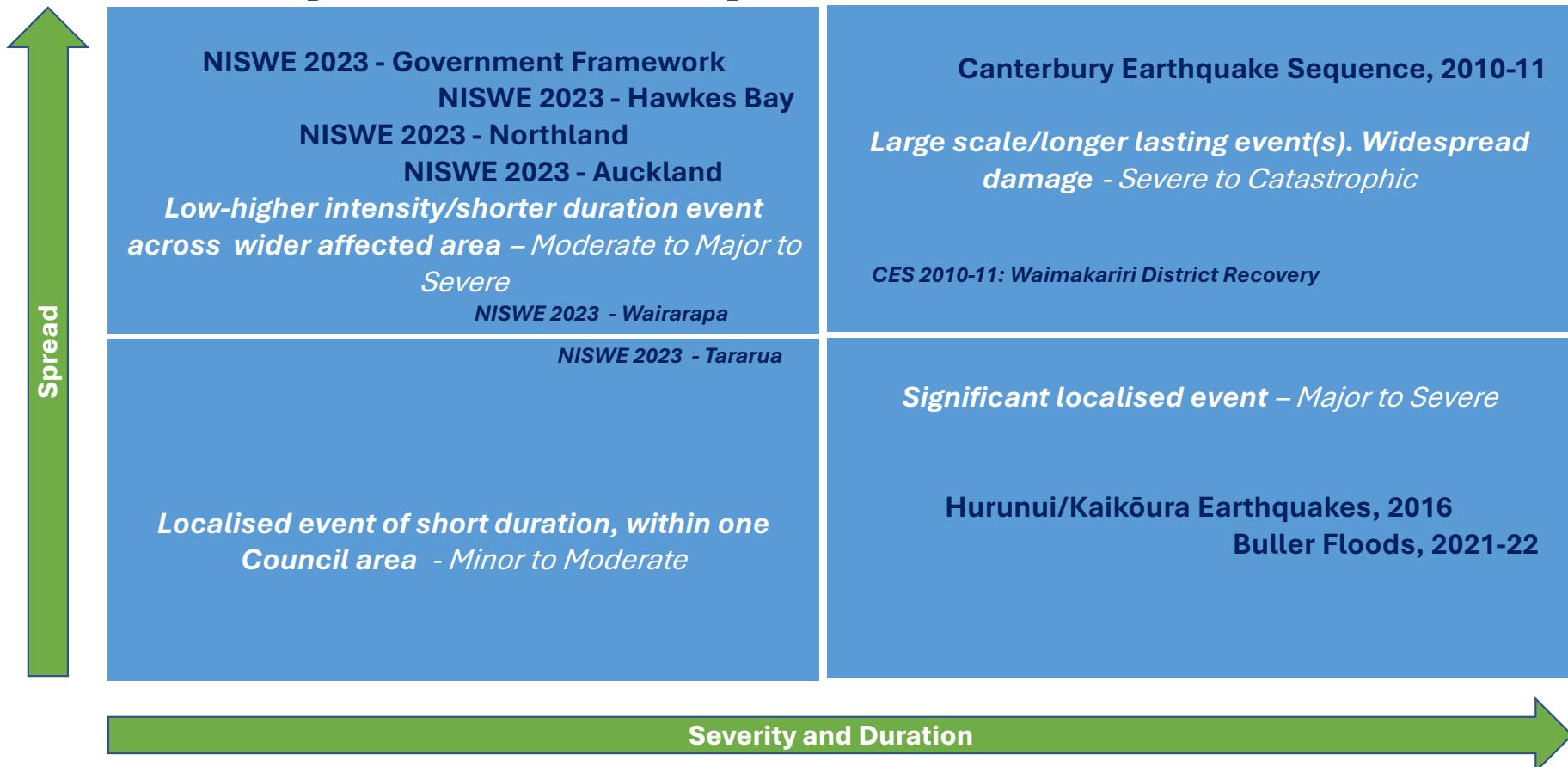
What event(s) are to be recovered from?



* Severity Descriptors are as per Recovery Capability Development, 2024, *Recovery Scorecard Assessment Tool*.

Source: smconsulting.co.nz

Case studies within the event impacts/consequences framework



Source: smconsulting.co.nz

Conclusions

1. About what recovery reviews are saying and case studies suggesting about governance arrangements (fourteen observed themes identified in the report).
2. Supporting the alignment of central-local interests through the practice of collaborative structures and processes.
3. The need to reframe the role of funding recovery and its accountability in relation to recovery governance through innovation in risk financing and assurance arrangements.
4. The lack of, need for, and value of, pre-event recovery planning and preparedness.
5. The criticality of timing, criteria for, and process of decision-making on governance arrangements.
6. The need for, contents, and value of, an integrated National Framework for Recovery Governance.
7. Recovery is not response and this remains poorly appreciated.
8. Developing empathetic and compassionate leadership through recovery governance.
9. The need for but challenge in agreed methodologies for assessing recovery effectiveness and success.

Recommendations

Priority Area	Recommended Action
1. Develop a National Framework for Recovery Governance	<p>Consolidate from the many legislative, policy, and guidance materials, an integrated framework for recovery governance that can be widely promoted. This would be led by a set of principles and normative programme characteristics that follow from wide discussion across the emergency management system.</p>
2. Codify Recovery Governance Options	<p>Develop a practical 'Recovery Governance Options Toolkit' with guiding considerations, example arrangements, and templates for local-regional-national adaptation.</p> <p>This would at national level be a resource to draw on in considering options for recovery governance arrangements to inform the 'Recovery Settings' decision-making framework when it is needed for national level events.</p> <p>At local/regional level it would assist decision-making on preferred arrangements for both pre-and post-event recovery planning and activation.</p> <p>It should be the authoritative source of lessons learnt on governance arrangements from other recoveries.</p>
3. Mandate Recovery Readiness Benchmarks	<p>Define minimum expectations for pre and post-event recovery planning and governance capability in Group Plans. This should include the values, leadership style and preferred behaviours that underpin the role of mandated recovery governance entities, including Joint Committees.</p>
4. Support Collaborative Structures	<p>Create a nationally endorsed toolkit for establishing and maintaining collaborative recovery governance arrangements across all of the sector environments. This includes alliancing models and should draw on lessons learnt through practical examples.</p>
6. Link Recovery Governance to Risk Financing	<p>Develop guidance on how recovery funding arrangements interrelate with governance structures and accountability requirements.</p> <p>Look to practice both elsewhere and locally such as through recent alliancing arrangements and use of mechanisms such as NIFFCo.</p>
7. Lessons Management System	<p>Establish a methodology for assessing recovery effectiveness and success. This should inform a national database of recovery governance lessons through case studies and a mechanism for tracking lessons learning through system improvement.</p>

30 Years Ago...

...the point to note is that, should the impact community not have sufficient pre-planning contingencies that provide an appropriate framework for recovery, central government will intervene. If central politicians are not convinced that a viable recovery management process exists, they will attempt to establish their own...

If Wellington (City) is to maintain control over its own destiny, it needs to demonstrate that it has a plan for recovery, one that takes account of the interests of national actors, that it is capable of managing the recovery process in partnership with the other units of government in the region, and that it does not have to demand an excessive level of assistance from central government.

Rolfe, Jim, and Neil R Brittan, 1995, *Organisation, government, and legislation: Who coordinates recovery?*

Wellington After the Quake - The Challenge of Rebuilding Cities, Proceedings of a conference held in Wellington, New Zealand, 27-29 March 1995, Earthquake Commission.

Recovery training pathway

National Capability Development Programme



Julian Reweti - Group Recovery Manager, Bay of Plenty Regional Council

Dr Ashley Rudkevitch Advisor, Operational Recovery, NEMA





NCDP - Recovery Auckland Forum

Background

- Gaps identified through the Government Inquiry into the North Island Severe Weather Events.
- Government response: the Emergency Management System Improvement Programme (EMSIP) to implement change in the emergency management system. Five focus areas:
 1. Give effect to the whole-of-society approach to emergency management.
 2. Support and enable local government to deliver a consistent minimum standard of emergency management across New Zealand.
 3. **Professionalise and build the capability and capacity of the emergency management workforce.**
 4. Enable the different parts of the system to work better together.
 5. Drive a strategic focus on implementation and investment to ensure delivery.
- National Capability Development Programme (NCDP) addresses focus area 3 through a cross-sector approach.
- NCDP Steering Group identified Recovery as one of the first priorities.

Why Recovery?

EMSIP

- Development of a national pool of specialist recovery experts
- National pathway and training for Controllers and Recovery Managers
- Leaders are accountable and people have the skills, knowledge, and expertise at all levels to manage the increasing frequency and severity of emergencies and recovery efforts

Identified gaps in recovery training

- Limited training across all levels
- Need for more consistency across sector
- Unclear expectations of what is meant by 'qualified and experienced'
- No CIMS Recovery function training available
- Emergency management is often considered to be 'response', and the general public is unclear on what is involved in 'recovery'

Recovery Sprint (10-12 June 2025)

Who:

- NCDP representatives, Groups/Local and Central government SMEs

What:

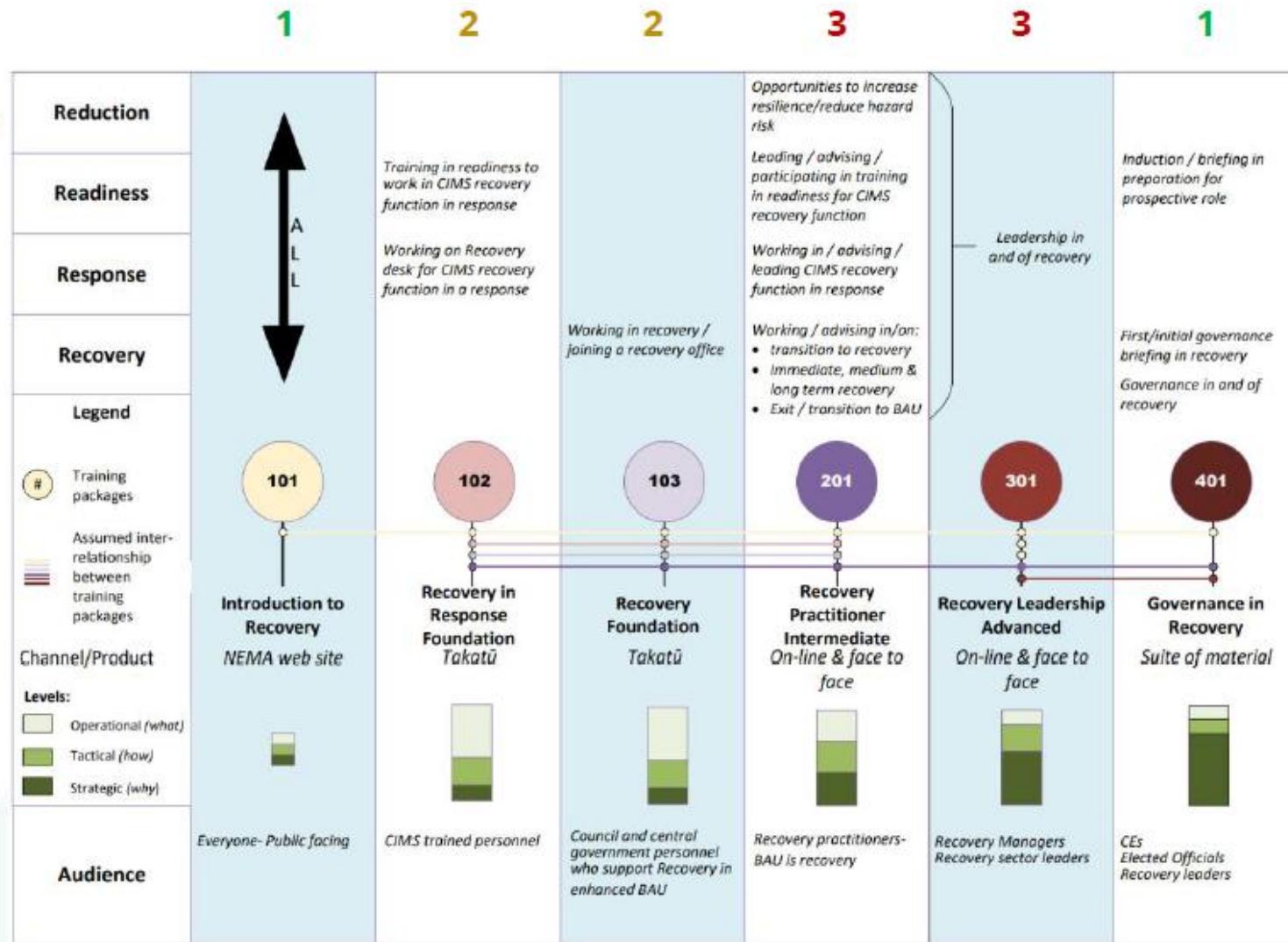
- Map out a pathway for recovery training

Themes:

- Persona
- Phases
- Pathway
- Objectives
- Delivery Method
- Ongoing Professional Development

Pathway

[Agreed in principle]



Governance in Recovery

Approach

Survey

- Participants
- Open for ~10 days
- Opportunity for further feedback

Targeted interviews

- ~8-10 interviews
- Range of experience
- ~1 hour with more in-depth questions

Next steps

- Analyse and collate information
- Develop suite of products

Introduction to Recovery (Recovery Sprint 2 (3-4 September 2025))

Who:

- NCDP representatives, Groups/Local and Central government SMEs

What:

- Map out "Introduction to Recovery"

Considerations: *[Work in progress]*

- The Recovery journey is long and dynamic – it will look different for different people and in different types/scale of events, it's complex and might take months or even years
- Preparing "for after" – understanding the disruptions they might expect and steps they can take
- Broadly highlighting what supports might be available to them; and how local and central government work together and with others to progress recovery activities.

Introduction to Recovery

Get ready for after



Get ready for after

Kia takatū mō ā muri i te ohotata

There's no right or wrong way to navigate the uncertainty that follows a life-changing event. Find out how you can get ready for after an emergency.



*A safe, strong Bay of Plenty, together
Te Moana a Toi kia kaha mā tātou katoa*

Bay of Plenty Civil Defence Emergency Management Group

Recovery Framework

2025



Bay of Plenty CDEM Group Recovery Framework 2025

Authority: This document has been issued by the Bay of Plenty CDEM Joint Committee, pursuant to s17(e) of the Civil Defence Emergency Management (CDEM) Act 2002. The purpose of this document is to outline a sound recovery framework across the Bay of Plenty CDEM Group.

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Civil Defence Publication 2025/02
 ISSN: 1175-8902 (Print)
 ISSN: 1179-9560 (Online)
 July 2025

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Version	Amendment	Approval date	Approved by
1		4 July 2025	BOP CDEM Group Joint Committee

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1 Terminology

1.1 Terms

Agencies	Agencies are Government agencies (including public service departments, non-public service departments, Crown entities and Offices of Parliament), non-governmental organisations, Local Government bodies, emergency services and lifeline utilities.
Bay of Plenty CDEM Partnership Agreement	The agreed operational arrangements of Councils and Emergency Management Bay of Plenty to deliver CDEM for the Bay of Plenty region under the CDEM Act
Bay of Plenty Collective Impact Group (BOPCIG)	This group comprises regional leads from government agencies and serves as a central coordinating body that can be enabled to support Emergency Management through both Response and Recovery.
Civil defence emergency management (CDEM)	Civil Defence Emergency Management means the activities that guard against, prevent, overcome, or recover from any hazard, harm or loss that may be associated with an emergency ¹ . Refer to the s4 CDEM Act 2002 for a comprehensive definition.
Civil Defence Emergency Management Group (CDEM Group)	CDEM Groups are required under the CDEM Act 2002 and are made up of elected representatives of member authorities, such as Mayors, Chairpersons, or their delegates.
CDEM 4R's	NZ's integrated approach to CDEM through the four areas of activity: Reduction, Readiness, Response, and Recovery
Community	Community ² means a group of people who: <ul style="list-style-type: none"> (a) live in a particular area or place (geographic or place-based communities), (b) are similar in some way (relational or population-based communities), or (c) have friendships or a sense of having something in common (community of interest). People can belong to more than one community and communities can be any size. Communities can also be virtual.
Emergency	Emergency ³ means a situation that — <ul style="list-style-type: none"> (a) is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act, and (b) causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand, and

¹ Officials' Committee for Domestic and External Security Coordination. 2019. *Coordinated Incident Management System (CIMS)*, 3rd ed., 107.

² NEMA. 2019. *National Disaster Resilience Strategy Rautaki ā-Motu Manawaroa Aituā*.

³ CDEM Act 2002 s4

	(c) cannot be dealt with by emergency services or otherwise requires a significant and co-ordinated response under the CDEM Act 2002.
Emergency Management Bay of Plenty (EMBOP)	Emergency Management Bay of Plenty ⁴ is the Group Emergency Management Office (GEMO) which is responsible for delivering a range of services on behalf of the Group that enables the Group to fulfil its role. Services include coordination and support, development of plans, policy and procedures; Group representation, Group work programme delivery, Group response capability planning, and hazard and risk analysis functions.
Holistic Consequence Analysis	The assessment to ensure all consequences are considered in any response and recovery. The analysis applies three steps: Impact assessment across the 4 recovery environments, Impacted communities' analysis, and Stakeholder analysis. ⁵
Local Leadership Groups (LLG)	Operating at a district level, these groups include agencies, Iwi, Pasifika, and community leaders.
Local Authority	A Local Authority is a Territorial Authority, a Regional Council, or a Unitary Authority.
Māori	This may also include Iwi, hapu, whanau, kaitiaki, ahi-ka, pukenga, kaumatua, manawhenua and tangata whenua.
National Emergency Management Agency (NEMA)	The National Emergency Management Agency is the Central Government agency responsible for providing leadership, strategic guidance, national coordination, and the facilitation and promotion of various key activities across the 4Rs (reduction, readiness, response, and recovery). It is the lead agency at a national level responsible for coordinating the management of emergencies listed in Appendix 1 of the National CDEM Plan 2015.
National Recovery Coordination Group (NRCG)	A permanent standing group comprised of central government agencies which coordinates and oversees central government recovery activity. During business as usual, the NRCG has a strategic role and will have an operational role when there is an emergency event.
Readiness	Readiness involves developing operational systems and capabilities before a civil defence emergency happens; including self-help and response programmes for the general public, and specific programmes for emergency services, lifeline utilities and other agencies.
Recovery	Recovery involves the coordinated efforts and processes used to bring about the immediate, medium and long-term holistic regeneration and enhancement of a community following an emergency ⁶ .
Recovery Activity	Recovery activity means an activity carried out under the CDEM Act 2002 or any civil defence emergency management plan to deal with the consequences of an emergency, including, without limitation ⁷ — <ul style="list-style-type: none"> (a) the assessment and ongoing monitoring of the needs of a community affected by the emergency, and (b) the co-ordination and integration of planning, decisions, actions, and resources, and (c) measures to support— <ul style="list-style-type: none"> I. the regeneration, restoration, and enhancement of communities across the 4 environments (built, natural, social, and economic), and

⁴ Bay of Plenty Civil Defence Emergency Management Group Partnership Agreement 2019

⁵ CIMS 3rd Edition Section 2.8

⁶ National CDEM Plan 2015.

⁷ s4 CDEM Act 2002.

	<ul style="list-style-type: none"> II. the cultural and physical well-being of individuals and their communities, and III. Government and non-government organisations and entities working together, and (d) measures to enable community participation in recovery planning, and (e) new measures to reduce risks from hazards, and to build resilience.
Recovery Agency	Within the context of this document, the Recovery agency(s) is the agency(s) responsible for the role and functions of appointed CDEM Recovery Manager(s) and to manage the recovery activity. Noting that CDEM Act refers to this as the “recovery office”.
Recovery Navigators	Recovery Navigators aim to facilitate access to the right support at the right time to affected individuals, family and whānau and strengthen individuals and family/whānau so they can move forward with their lives. ⁸
Reduction	Reduction involves identifying and analysing long-term risks to human life and property from hazards, taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and likelihood of their occurring.
Response	Response involves actions taken immediately before, during or directly after an emergency to save lives and property and to help communities recover.
Response to Recovery Transition Report	The report outlining the planned, managed, and coordinated transition from response to recovery management arrangements, including key initial ongoing issues, impacts and consequences for recovery.
Bay of Plenty CDEM Partnership Agreement	The agreed operational arrangements of Councils and Emergency Management Bay of Plenty to deliver CDEM for the Bay of Plenty region under the CDEM Act
Territorial Authority	Territorial authorities are the second tier of local government in New Zealand, below regional councils. They are defined under schedule 2, part 1 of the Local Government Act 2002 as city councils or district councils.

1.2 Acronyms

BAU	Business as Usual
BOPCIG	Bay of Plenty Collective Impact Group
CEG	Coordinating Executive Group
EOC	Emergency Operations Centre
GECC	Group Emergency Coordination Centre
LLG	Local leadership Group
LUC	Lifeline Utility Coordinator
NRCG	National Recovery Coordination Group
PIM	Public Information Manager

⁸ Recovery Preparedness and Management – Director’s Guideline for Civil Defence Emergency Management Groups [DGL 24/20]

2 Introduction

Recovery is the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency⁹.

In simple terms, people and communities are recovered when they are leading a life they value even if it is different to life before the disaster event.¹⁰

Recovery is about regenerating and enhancing communities' functions, social structures and systems following an emergency. Government, partners, agencies, organisations and groups work alongside communities to achieve this.

Every recovery vision, outcome, relationship, and activity should have communities at the centre of its purpose. Communities include individuals and groups in a community, as well as the foundations (i.e. recovery environments) that support communities to function and thrive¹¹.

The ability of communities to recover involves the holistic interaction between the communities and the social, economic, natural, and built environments, as these environments interact to support and form communities. This interaction involves members of communities, so it is critical to consider the consequences of an emergency in relation to communities and to support communities by delivering meaningful local, regional, and national recovery activities. Community involvement in recovery management is an important means of contributing to the empowerment of individuals and communities to manage their own recovery. Supporting and enhancing the resources, capacity and resilience already present within individuals and communities is the key to a successful recovery.

Recovery management provides effective and efficient coordination and delivery of programs, services, and activities to support and expedite the recovery of affected individuals and communities. Recovery management encompasses the measures taken before, during and after any event¹².

2.1 Purpose

The purpose of this document is to outline a sound recovery framework across the Bay of Plenty CDEM Group (the Group) by confirming the recovery arrangements, including roles and responsibilities, structures, and processes, required to support Recovery management, specifically at the Group level.

This document aligns with the recovery objectives (number 1 and 2) outlined in the Bay of Plenty Group Plan 2024-2029, focusing on the coordination of recovery efforts, and ensuring the Group has the capability and capacity to enable effective recoveries.

This Group Recovery Framework specifically addresses the goal '*The Bay of Plenty CDEM Group has a consistent approach to recovery processes and planning*' and '*CDEM partners and stakeholders are engaged, understand and have implemented recovery structures and frameworks as appropriate*'. Additionally, it lends support to the objectives of Response, emphasising the enhancement of relationships and collaboration among Bay of Plenty CDEM Group members, stakeholders, iwi, partners, community organisations, and volunteers engaged in the CDEM sector.

This document also provides the basis for the development of local recovery plans/frameworks by

⁹ Civil Defence Emergency Management Act 2002 Section 4 Interpretation

¹⁰ Guide to Disaster Recovery Capitals (ReCap) Aotearoa NZ edition

¹¹ NEMA Director's Guideline for Civil Defence Emergency Management Groups [DGL 24/20] Section 3.1

¹² Australian Disaster Resilience Handbook 2 – Community Recovery Section 3.2 Recovery Plans and processes

the Group's member local authorities.

2.2 Bay of Plenty CDEM Group Plan 2024-29

The Bay of Plenty CDEM Group Plan 2024-2029 sets the strategic direction and objectives for our CDEM Group over a 5-year period. The Group Plan focuses on comprehensive emergency management across the 4Rs (Reduction, Readiness, Response and Recovery) to enable resilient communities and whānau in the Bay of Plenty.

The Bay of Plenty CDEM Group Recovery Framework 2025 provides a framework for Group recovery governance, leadership, and management.

Acknowledgement – Mātauranga Māori ¹³

"The Bay of Plenty CDEM Group sees mātauranga Māori to be important in two complementary ways: It creates an important space for Māori ways of being and knowing, and its concepts bring genuine value to our mahi. It acknowledges that there is no singular way of understanding, and that we gain strength when we see things from multiple world views.

For these reasons, and under the guidance of iwi, hāpu and whānau, the Bay of Plenty CDEM Group will continue, to learn and to incorporate mātauranga Māori to influence and inform our path forward.

2.3 Legislation, Strategies, and Guidelines

Some of the influential legislation and documents typically associated with recovery include:

- CDEM Act 2002
- Local Government Act 2002
- Building Act 2004
- Health and Safety at Work Act 2015
- Privacy Act 2020
- Vulnerable Children Act 2014
- Resource Management Act 1991
- National CDEM Plan 2015
- National Disaster Resilience Strategy 2019
- Recovery Preparedness and Management – Directors' Guidelines (DGL24/20)
- Strategic Planning for Recovery – Directors' Guidelines (DGL20/17)
- Bay of Plenty CDEM Group Plan 2024-29
- Bay of Plenty CDEM Response Coordination Plan

¹³ Bay of Plenty Civil Defence Emergency Management Group Plan 2024-2029 foreword

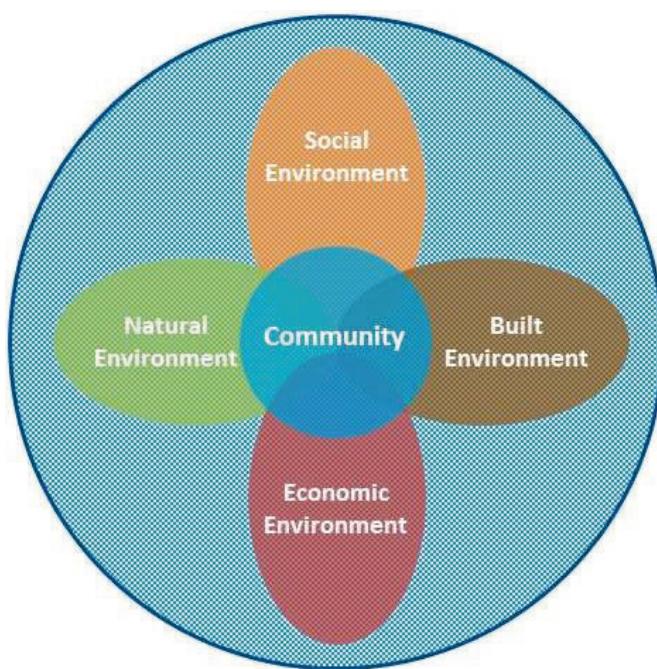
3 Recovery Environments Framework

3.1 The Recovery Environments

This section highlights the general framework used for considering and managing recovery by Group and Local recovery.

The intent of Recovery environments¹⁴ is to provide a framework to identify and manage possible, actual, direct, and indirect consequences of an emergency so that these can be systematically addressed during recovery.

There are four core recovery environments: social, economic, built, and natural. There are also intrinsic links and interconnections between these recovery environments.



Social Environment:

Includes individuals, whānau, common interest groups, and the relationships, communication, and networks between them.

Built Environment:

The physical setting for human activity, including buildings and their supporting infrastructure. It includes physical assets that have a direct role in supporting incomes and material living conditions¹⁵

Economic Environment:

Broadly includes the production, distribution and consumption of goods and services, and financial assets that have a direct role in supporting incomes and material living conditions¹⁶. It includes activity in the primary sector.

Natural Environment:

Incorporates ecosystems that support life and human activity, including natural and physical resources, the qualities and characteristics of areas and their amenity values. It includes manmade natural spaces.

Diagram 1 – Core recovery environments

Depending on the type, scale, severity and consequences of an emergency, recovery environments may be varied, expanded, or combined to suit the recovery agency and community needs.

Refer to Section 6 for “Recovery Office Framework and Activities” which uses the recovery environments framework as the key base for operational management and activities.

¹⁴ Recovery Preparedness and Management – Directors Guideline for Civil Defence Emergency Management Groups [DGL 24/20] – PART A: Section 7 - NEMA

¹⁵ NZ Treasury. 2018. The Treasury Approach to Living Standards Framework.

¹⁶ Incorporating elements of financial capital. NZ Treasury. 2018. The Treasury Approach to the Living Standards Framework.

3.1.1 Recovery Capitals¹⁷

The four environments – social, built, economic and natural – are further expanded to the seven recovery capitals as below. The key difference is that the ‘social’ environment is expanded into four capitals – social, cultural, political, and human – to enable deeper understanding of these important aspects of recovery.

The concept of ‘capitals’ expands our understanding beyond ‘environments’ in several ways. A focus on the capitals that people and communities have supports strengths-based approaches. It also allows us to see how these capitals ebb and flow over time, and to explore how they can be developed and drawn upon.

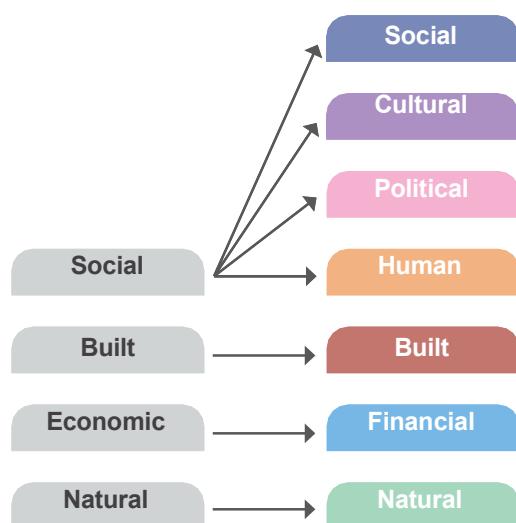


Diagram 2 - Four Recovery environments and the Seven Recovery capitals

Recovery Capitals use an adapted version of the Community Capitals Framework¹⁸ which was originally outlined in the context of community development. It consists of seven capitals – natural, social, financial, cultural, built, political, and human.

‘Social capital’ refers to the connections, reciprocity and trust among people and groups. There are three types of social capital: bonding (strong ties between similar people e.g. whanau, family and friends), bridging (looser ties between a broader range of people, often cutting across race, gender and class) and linking (ties connecting people with those in power, such as decision-makers)¹⁹

‘Cultural capital’ refers to the way people understand and know the world, and how they act within it. It includes ethnicity, habits, language, stories, traditions, spirituality, heritage, symbols, mannerisms, preferences, attitudes, orientations, identities, norms and values, and the process and end products of cultural and artistic pursuits.

17 Guide to Disaster Recovery Capitals (ReCap) Aotearoa Edition vs 02: September 2021

18 Emery M, Fey S, Flora C. Using community capitals to develop assets for positive community change. CD Practice. 2006;13:1-19.

19 Szczerba S, Woolcock M. Health - Social capital, social theory, and the political economy of public health. International Journal of Epidemiology. 2004;33(4):650-67.

'Political capital' refers to the power to influence decision-making in relation to resource access and distribution, and the ability to engage external entities to achieve local goals. It includes agency, voice, justice, equity, inclusion, legislation, regulation, governance, leadership and policy. It applies within and between groups and exists both formally and informally.

'Human capital' refers to people's skills and capabilities, including the ability to access resources and knowledge. It includes education, physical and mental health, physical ability, knowledge from lived experience and leadership capabilities.

'Built capital' refers to the design, building and maintenance of physical infrastructure, including its functional and aesthetic value. This includes critical facilities and services, housing, vehicles, equipment, information technology, communications, water and energy infrastructure.

'Financial capital' refers to the availability of and access to resources including savings, income, assets, investments, credit, insurance, grants, donations, loans, consumption and distribution of goods and services, employment, and economic activity.

'Natural capital' refers to the natural environment and its resources, and the overall health of ecosystems that are necessary to support life. This includes air, land, soil, water, minerals, energy, weather, geographic location, flora, fauna, and biodiversity.

By paying attention to recovery capitals, each person or community can assess what strengths and resources they already have and identify priorities for enhancing their capitals to support their recovery based on what is important to them. This aligns with strengths-based and community-led approaches to resilience and recovery.

3.1.1.1 Interconnectedness

These aspects of life do not exist in isolation from each other, and the attempt to separate them may be particularly incongruent with te ao Māori, Indigenous and other worldviews.

Instead of being treated in separate silos, the capitals should be understood as interacting elements to be addressed together.

Capitals fluctuate and transform over time and have a dynamic influence on disaster recovery. Recovery is a lengthy process, and the experiences in the short-term aftermath of a disaster will not necessarily reflect the circumstances over the following years.

Looking at the complexities of time also allows for a nuanced approach to the 'phases' of disasters – reduction, readiness, response and recovery. Recovery Capitals approach treats these as interdependent and overlapping rather than discrete and linear.

The focus of the Group Recovery Framework is recovery, but this is not at the exclusion of the other phases. Readiness activities influence recovery, and recovery processes can affect readiness for future disasters. In prolonged disasters, such as pandemics, these lines are blurred even further with reduction, readiness, response and recovery activities occurring simultaneously.

3.2 BOP CDEM Group Recovery Environments

3.2.1 Group Environments

By adapting the generic recovery environments (Section 3.1), the Group approach to managing and operationalising recovery outcomes and activities is outlined in the following Diagram 3²⁰.

This approach takes cognisance of the regional interconnectedness of recovery vision, outcomes, activities and the influence the incident has on Local Authorities long term plans (from minor to significant).

This framework also allows the local authority members of the Group to collectively approach outcomes and activities in a coordinated and synchronised manner. The framework supports the development and alignment of Group and Local recovery plans when an incident occurs.

Diagram 3 highlights potential impact considerations on the Groups local authorities long term plans but does not reference government agencies financial impacts. Note that other potential sources of funding may offset local authority costs if that funding is realised (refer Section 7).

The focus areas of the recovery environments framework are:

- Community and social recovery
- Māori partnership and participation
- Natural and built environment
- Economic recovery.

3.2.1.1 Community and social recovery

Community and social recovery are about supporting and enabling individuals, whānau and communities who have been affected by a disaster event to resolve the impacts on their lives.

3.2.1.2 Māori Partnership and Participation

Significant recovery leadership, programmes, activities, and recovery funding needs are generally focussed on local level recovery delivery. It is important that Māori partnership and participation is also considered at BOP CDEM Group recovery level. This involvement includes regional leadership and operational consideration through various phases of recovery (refer Section 4 Roles and Responsibilities). This framework does not preclude BOPRC and BOP CDEM Governance consideration of Māori participation at any time, nor would it preclude seconderment and participation in Iwi authorities' and/or relevant Iwi entities' (eg health and social providers) recovery activities if invited.

3.2.1.3 Natural and built environments

Land, housing, infrastructure networks, and the natural environment are resilient and safe, and our natural environment is valued and regenerated.

3.2.1.4 Economic environment

Businesses are resilient and sustained economic activity contributes to improved economic prosperity.

²⁰ Adapted from Te Kaunihera o Tamaki Mākaurau Recovery Plan 2023-25

3.2.2 Flexible Environments Framework

The recovery environments (Diagram 3) however, is not rigid and can be further combined or broken down to suit the recovery requirements for the event, and the recovery agencies, local authorities and community needs. The key is to ensure that collectively across the Group, decisions, actions and reporting are seamlessly integrated and connected.

3.2.3 Bay of Plenty CDEM Group Recovery Focus Areas

The following outlines the integrated Bay of Plenty CDEM Group approach for recovery activities that tie back to key Group recovery vision, outcomes, and activities resulting from an emergency event, and then connects to future Bay of Plenty Local Authorities long term plans.

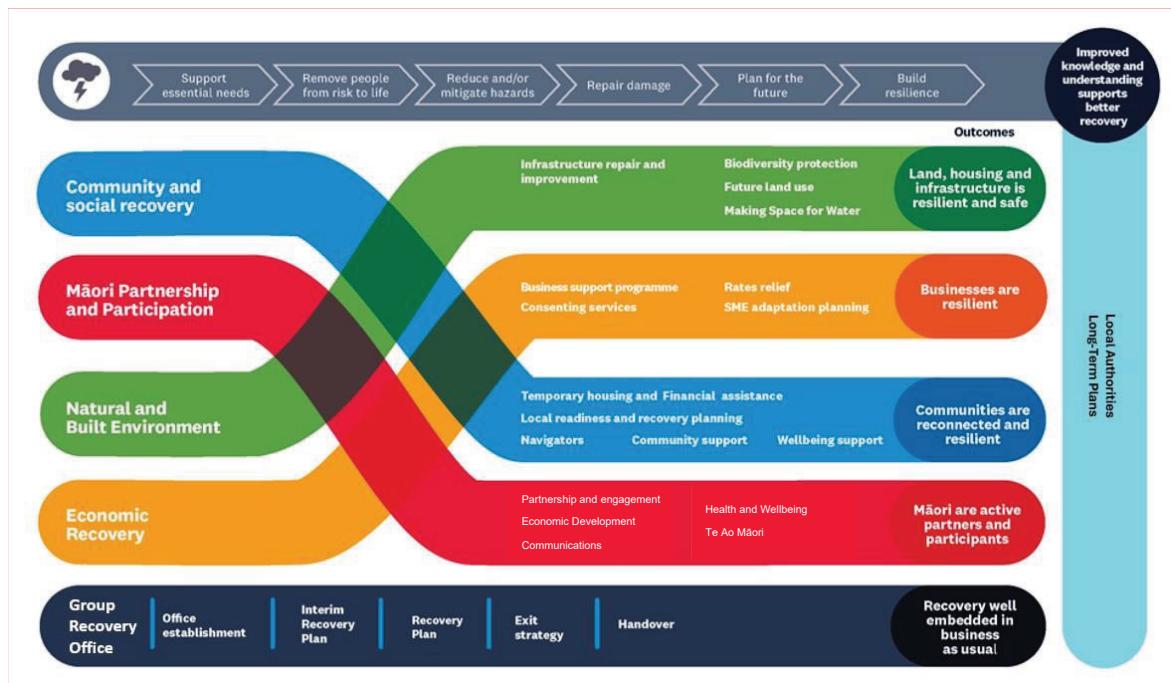


Diagram 3 – BOP CDEM Group Recovery Focus areas

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4 Recovery Roles and Responsibilities

The *CDEM Act 2002*, *National CDEM Plan 2015* and *The Guide to the National CDEM Plan 2015* set out roles and responsibilities of public and private sector agencies and organisations.

The “Recovery Preparedness and Management” Director’s Guideline for CDEM Groups [DGL 24/20] outlines the roles, responsibilities, and functions of the National Emergency Management Agency; CDEM Groups; Coordinating Executive Groups; and local authorities. It also describes the roles, responsibilities and functions of Recovery Managers at the Local, Group and National levels.

4.1 The National CDEM Recovery Framework

The National CDEM Recovery Framework describes arrangements for managing recovery at the National, CDEM Group, and Local level and is illustrated in Diagram 4.

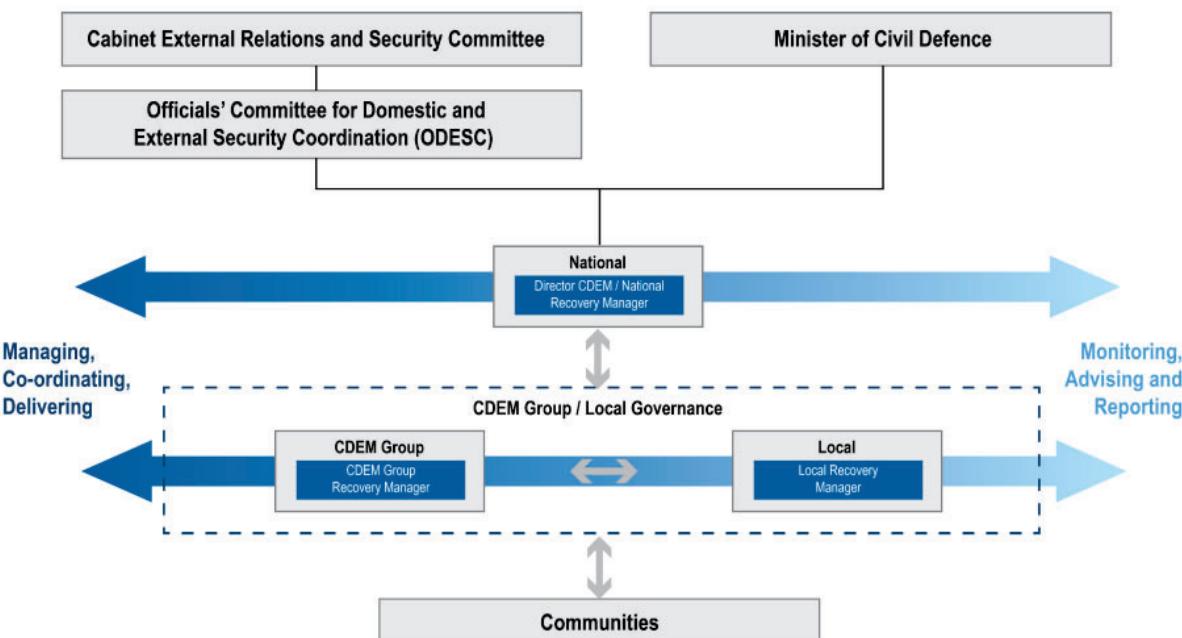


Diagram 4 – National CDEM Recovery Framework

4.2 National Recovery bespoke arrangements

In recent large-scale events, national bespoke arrangements have been put in place to manage ongoing recovery as the primary framework for an all of government approach.

In this regard, the Bay of Plenty CDEM Group, the BOPRC and Local Councils need to be agile to adapt to any bespoke arrangements and bespoke legislative provisions put in place at the time. For significant events, it is possible that a hybrid or an all of government framework may dominate. The Bay of Plenty CDEM Group will need to remain agile and flexible in implementing the appropriate framework that fits with the government framework, recovery needs, and communities impacted.

4.3 Public Service Agencies

Government agencies are key in providing recovery funding and services in support of recovery. Numerous Government agencies, non-public service departments, state owned enterprises, crown entities, and independent statutory entities may be involved in an “All of Government” response to recovery.

Two particular groups assist in strategically supporting and coordinating recovery efforts at a National, Regional and Local level.

4.3.1 National Recovery Coordination Group (NRCG)

The NRCG is a permanent standing group comprised of relevant central government agencies which oversees central government recovery activity to enable a more streamlined approach to cross-agency recovery coordination and planning. Outside an event, the NRCG oversees the strategic planning for recovery at the national level, and then the event specific NRCG is stood up to oversee coordination of recovery activities following an event.

4.3.2 Bay of Plenty Regional Public Service Commission (RPSC)

The RPSC undertake key roles in bridging central government policies and local implementation, including:

- Strategic Coordination to ensure alignment between government objectives and regional priorities.
- Operational support to facilitate collaboration between Group Emergency Operation Centres, Emergency Operations Centres and local governance bodies, ensuring consistent information flow and operational efficiency.

4.4 Partnership with Iwi

The Bay of Plenty CDEM Group Recovery Framework is one component of the 4R’s of emergency management and is a subcomponent of the Bay of Plenty CDEM Group Plan.

The Group Plan 2024-2029 acknowledges²¹:

“We are committed to continuing to grow meaningful partnerships with iwi, hapū and whānau through considered collaborative engagement befitting a true partner and are therefore working towards iwi representation on our governance structure....”

“We see partnership with iwi, hapū and whānau as an important obligation and responsibility of the CDEM Group to continue to grow and develop. As treaty partners, we need to ensure that Māori are involved in the emergency management system, can participate, and can drive change, in that will see real improvements for Māori.

“As we build greater trust with mana whenua, the Bay of Plenty CDEM Group understanding of mātauranga Māori will grow. This will enable mātauranga Māori to influence the way we manage, prepare for, respond to, and recover from emergencies across the region. This is important to help us better understand our communities and be more responsive to their needs. Work that is co-designed and developed will help build resilience across our rohe.”

Refer to previous Section 3.2.1.2 for commentary.

²¹ Bay of Plenty Civil Defence Emergency Management Group Plan 2024-2029 page 25

4.5 National Emergency Management Agency (NEMA)

NEMA provides leadership, strategic guidance, national coordination and the facilitation and promotion of various key activities across the 4Rs of reduction, readiness, response and recovery to achieve the purpose of the *CDEM Act 2002*.

NEMA is responsible for administering the *CDEM Act 2002* and supports the national Director CDEM and, if delegated by the national Director CDEM, the National Recovery Manager, to carry out recovery activities as required under the *CDEM Act 2002*.

4.6 Bay of Plenty CDEM Group (Joint Committee)

The *CDEM Act 2002* provides several functions to Bay of Plenty CDEM Group (s17). CDEM Group functions include the need to plan, organise, coordinate and implement any knowledge, measures or practices to ensure the safety of public and property, and to guard against, prevent, reduce, recover from or overcome any hazard, harm or loss.

4.7 Coordinating Executive Group (CEG)

The CEG provides advice to their CDEM Group on the activities needed to prepare for recovery and implements decisions of the CDEM Group related to pre-emergency recovery planning. The CEG provides senior executive oversight, management support and advice to the Group Recovery Manager and the CDEM Group during recovery management, including during transition periods.

4.8 Bay of Plenty Regional Council

The Bay of Plenty Regional Council has an important role to play in supporting recovery preparation and management, provision of resources for the Group Recovery Office, and strategic planning for recovery as a part of recovery arrangements at the CDEM Group level.

This role involves regional leadership and coordination through working with multiple territorial authorities, and regional and national agencies. The BOPRC provides strategic oversight and agreed resource management where territorial authorities may require additional support (particularly for major to severe local events).

The BOPRC plays key roles in the economic, social, and cultural well-being of the regional community. The aim is to ensure that the region grows in a way that maintains its values and supports the community's needs.

Other key purposes of the Bay of Plenty Regional Council are to guide and support the sustainable development of the Bay of Plenty region. The BOPRC have roles and responsibilities for managing land, air, and water resources, as well as public transport.

These purposes and roles are key when recovering from a disaster event in providing strategic direction and approaches for regional recovery. The BOPRC may also be a key environmental recovery agency depending on the disaster event. In major to severe events this would be highly likely.

4.9 Local Authorities

As members of a CDEM Group, individual local authorities have the same functions as the CDEM Group to 'plan and carry out Recovery activities.'

The Local Government Act 2002 states that local authorities must also ensure they are able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency. Recovery activities needed to support communities after an emergency rely heavily on a local authority's and public service agencies core business.

Other roles of relevance to recovery include the roles of local authorities as lifelines utilities owners and operators, and the responsibilities of all local authorities for strategic planning for recovery as members of CDEM Groups.

4.10 Lifeline Utilities

Lifeline utilities are entities that provide essential infrastructure services to the community. For example, water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services.

During recovery National and CDEM Group Lifeline Utilities Coordinators may work with the National Recovery Manager or the CDEM Group Recovery Manager regarding lifeline priorities and coordination.

4.11 Bay of Plenty Coordination Groups

4.11.1 Bay of Plenty Collective Impact Group (BOPCIG)

BOPCIG comprises regional leads from public service agencies and BOPRC. This group serves as a central agency coordinating body for the region that can be enabled to support emergency management through both response and recovery.

4.11.2 Local Leadership Groups (LLGs)

Local Leadership Groups (LLGs): Operating at a district level, these groups may include agencies, Māori, Pasifika, and community leaders as determined at local level.

4.11.3 Representation and Coordination

These multi-agency and representation groups assist with planning and coordinating recovery activities, overviewing the strategic direction and programmes for recovery, sharing of resources, governance advice and advocacy.

The early establishment of the BOPCIG (if required) for regional coordination and LLGs is essential to ensure focussed and coordinated regional activities for recovery following an event.

It is acknowledged that any LLG formed may well include the same organisations and personnel for regional recovery leadership. In this regard it is important that the makeup and representation of the BOPCIG and LLG's are streamlined to ensure efficient management and operations and reduce administrative burden on organisations and people.

The establishment of BOPCIG and LLG's does not presuppose any delegation (if any) of decision-making functions that may or may not be bestowed on the BOP CDEM Group by Government, Local Authorities, or BOP CDEM Joint Committee. Nor does the above membership limit the makeup of the groups at the time of recovery.

4.12 Other Organisations and Community Groups

Other organisations that typically support recovery efforts include (but are not limited to) philanthropic trusts, charities, community groups, the wider community, and volunteers. These organisations and groups are a significant community resource in terms of funding and undertaking Recovery activities.

4.13 CDEM Recovery Managers

4.13.1 National Recovery Manager

If the Minister of Civil Defence gives notice of a national transition period, the National Director CDEM is responsible for coordinating, directing, and controlling resources made available for CDEM (s8(2)(h) and 9(2)(a) of the *CDEM Act 2002*). The National Emergency Management Agency supports the Director CDEM to do this, but the National Director CDEM may also delegate certain functions and powers to the National Recovery Manager, in s8(2)(h) and s9(2)(a) of the *CDEM Act 2002*, for the purposes of dealing with a national transition period and, where necessary, establish a National Recovery Office.

These functions and powers are available to the National Director CDEM (and the National Recovery Manager if a delegation is in place), during a national transition period. Depending on the scale and severity of an event, the National Recovery Manager is also responsible for coordinating recovery at the national level and supporting CDEM Group level recovery activities.

4.13.2 Group and Local Recovery Managers

Bay of Plenty CDEM Group Recovery Managers are appointed under s29 of the *CDEM Act 2002* must perform any functions or duties conferred on them by the *CDEM Act 2002* or any other enactment and may exercise any power conferred on them by delegation under the *CDEM Act 2002*.

Group Recovery Managers and Local Recovery Managers are responsible for managing and coordinating recovery at their respective levels and areas of appointment. This applies whether a Transition Period Notice is in place or not.

4.13.2.1 Group and Local Recovery Managers - Capability and Capacity

The Bay of Plenty CDEM Joint Committee have approved the key policy for the appointment of Group and Local Recovery Managers²².

The purpose of this policy is to outline the processes required for the appointment of Recovery Managers, and their roles within the Bay of Plenty CDEM Group (The Group).

The policy applies to all local authority member agencies of the Group and highlights the group's associated obligations and commitments.

This policy is to be read alongside the "Bay of Plenty CDEM Group Delegations Manual" and the "Bay of Plenty CDEM - Guideline for the development of Controllers and Recovery Managers".

The purpose of the development guideline is to outline the principles and capabilities that underpin the training, development, engagement, and behaviours required from Recovery Managers, and Alternates (Group and Local) within the Group.

These policies and guideline apply to all local authority member agencies of the Group and highlights the Group's associated commitment and obligations to support staff selected to

²² "Bay of Plenty CDEM Group - Policy for the Appointment of Controllers and Recovery Managers vs 1.0"

perform those roles.

A comprehensive development pathway is essential to enhance Recovery Manager skills, knowledge, and abilities to effectively navigate the complex landscape of response and post-disaster recovery.

5 Recovery Phases and Timeline

The Recovery continuum²³ (Diagram 5) outlines the spectrum of activity for recovery prior to an emergency through to improving processes after exiting recovery. The following gives an indication of the phases that people and communities are likely to have following an emergency, and therefore the duration of expectations placed upon and responsibilities of organisations.

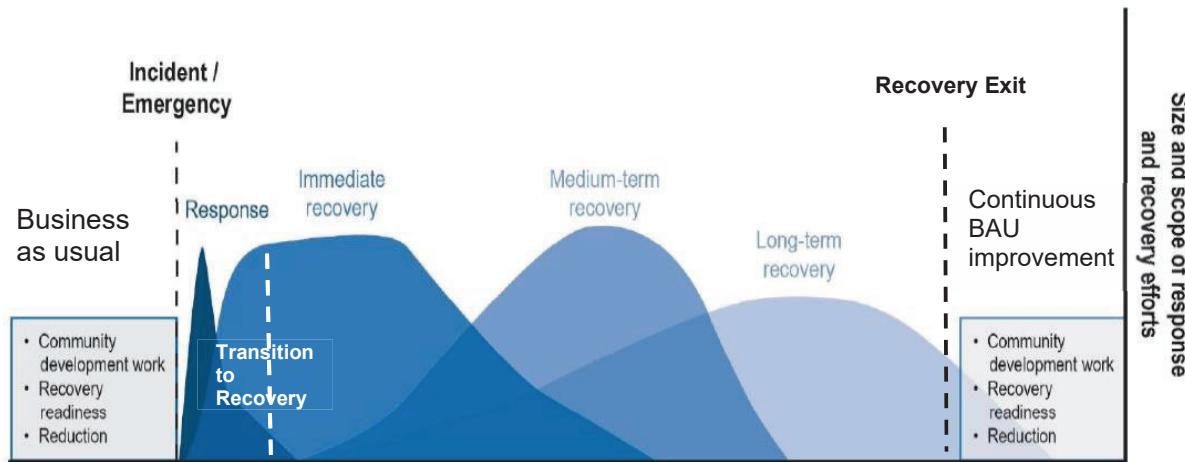


Diagram 5 – The Recovery Continuum²⁴

5.1 Bay of Plenty CDEM Group Recovery Operational Context

The following outlines the phases of recovery. When recovery occurs after an emergency event, various governance and operational frameworks may occur. These frameworks have varied historically in NZ. In all cases however, the CDEM Recovery framework occurs for transition from response to recovery, and for administering CDEM powers under the CDEM Act during a transition period notice (if one is put in place). There may also be Government financial support to local authorities under Section 33 of the "Guide to the National CDEM Plan" which requires administration and corresponding reporting requirements.

Beyond the CDEM Recovery framework, for significant events, it is possible that a hybrid or an all of government framework may be put in place. Bay of Plenty Regional Council and the Bay of Plenty CDEM Group will need to be agile and flexible in implementing the appropriate framework that fits with the government framework, recovery needs, and communities impacted.

²³ Adapted from Federal Emergency Management Agency 2016 National Disaster Recovery Framework 2nd edition.

5.1.1 Recovery Stages / Phases

The following diagrams follows the Bay of Plenty Group CDEM framework and does not presuppose bespoke All of Government arrangements.

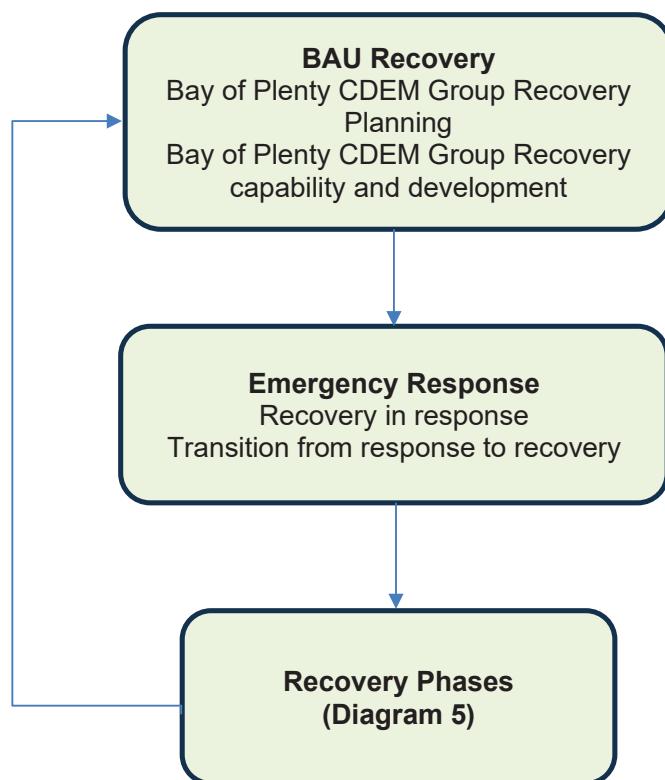


Diagram 6 – Recovery Stages

5.1.2 Bay of Plenty CDEM Group Recovery during BAU and Readiness Framework

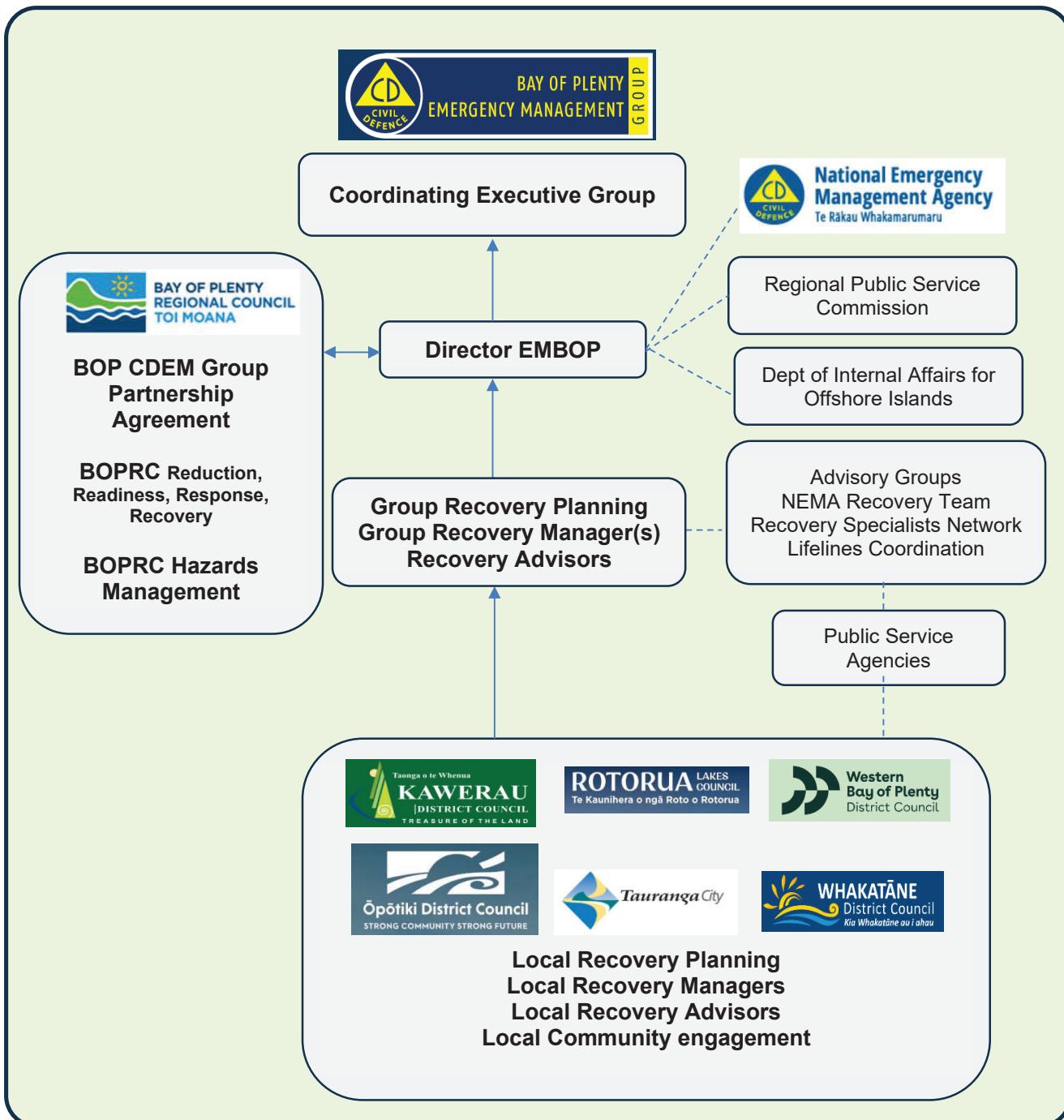


Diagram 7– BOP CDEM Group Recovery Framework during readiness

Four key areas of recovery focus during business as usual are:

- Hazard reduction advocacy (advocacy for reducing or removing the consequence of hazards)
- Maintaining recovery stakeholder relationships
- Recovery readiness (development and training of staff, and ongoing improvement of recovery toolkits and collateral)
- Recovery learning and improvement (continuous improvement)

5.1.3 Bay of Plenty CDEM Group Recovery Operational Framework during response and response transition to Recovery

The Bay of Plenty CDEM Group Recovery function commences alongside other functions in the response to an emergency event within the Group Emergency Coordination Centre (GECC).

This will be the same expectation for the Local recovery function within Emergency Operations Centres (EOCs).

During a declared emergency, the CDEM command lines are as follows:

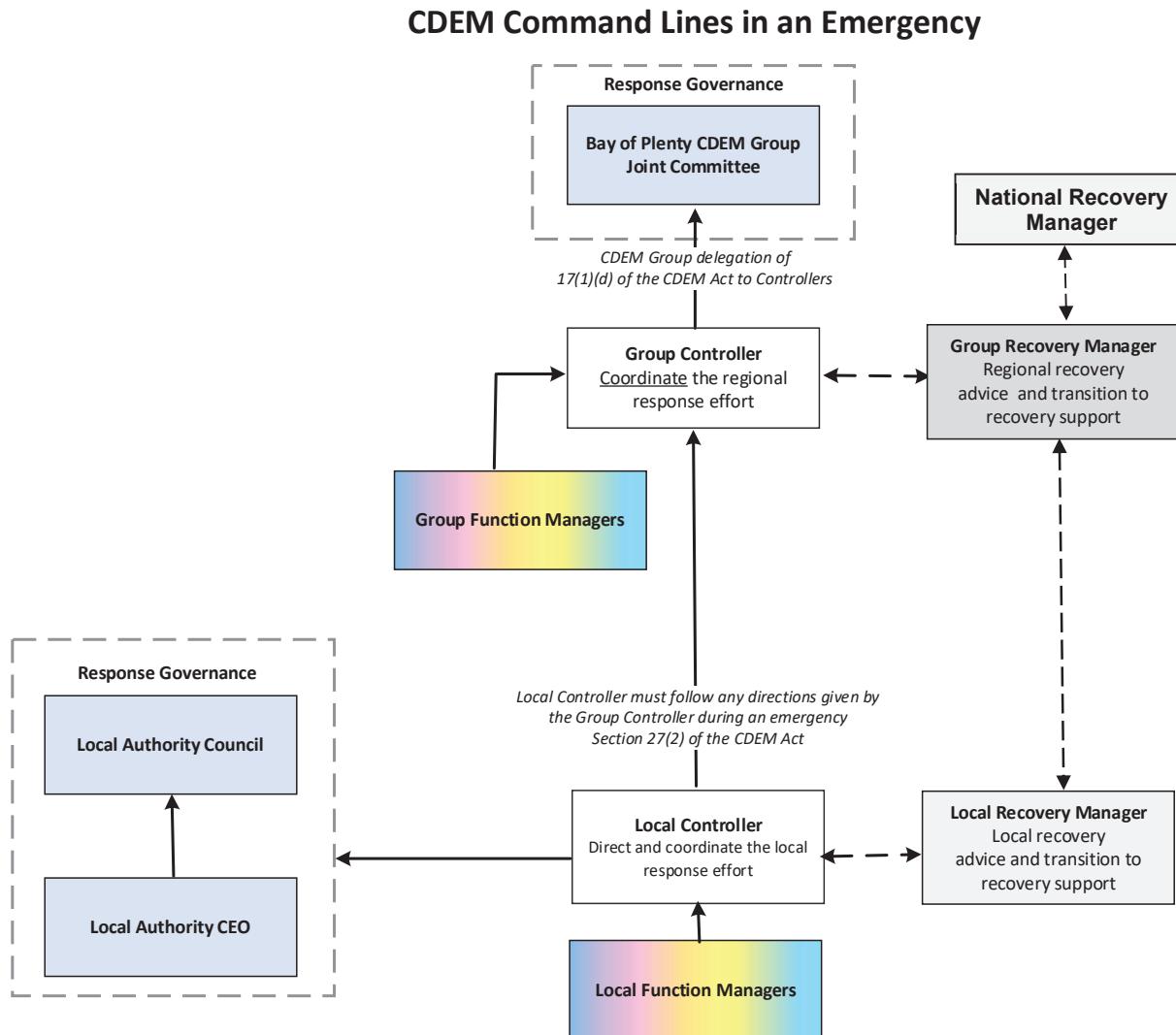


Diagram 8 – Recovery during response framework

A critical aspect during response is to ensure the immediate needs of community are addressed but also that the longer-term consequences of the emergency are considered. This involves considering potential ongoing impacts on the four recovery environments, operations, and resources going forward. It is also vital to identify and transfer key knowledge from the response functions to a recovery office through the development of a "Response to Recovery Transition Report" and an "Initial Recovery Action Plan" to ensure a smooth recovery process.

This will also require the interim transfer of key personnel involved in response to an interim Group Recovery team, particularly Welfare, Intelligence, GIS, and Communications response functions. (Refer Appendix 3)

5.1.3.1 Recovery in Response function

Three key aspects during response that flow into recovery are:

1. **Understanding ongoing impacts and consequences:** Understanding the actual and potential ongoing impacts and consequences from the emergency will assist in directing initial leadership and management recovery actions.
2. **Understanding ongoing Community Needs:** Ensuring that when response formally concludes the ongoing community recovery needs are understood.
3. **Planning for Transition:** Planning for the transition from response to recovery is an integral part of the response phase. This includes ensuring the community and agencies are fully informed on the handover to recovery; and governance, management, and initial operational resources are in place

The GECC recovery function actions in response are generally therefore:

- Maintain liaison with NEMA Recovery team and the National Recovery Manager if required
- Maintain liaison and communication with the local EOC's recovery function
- Regularly compile regional recovery information
- Assist the GECC Intelligence function with the compilation of the holistic consequence analysis. Assist in the development and analysis of the potential ongoing region wide impacts and consequences of the event against the four recovery environments
- Establishing and maintaining communication with key regional stakeholders, including government agencies, community leaders, and other relevant parties, to ensure a smooth transition from response to recovery.
- Identifying initial Group level Recovery office staffing, resources, and initial funding needed.
- Support the drafting of the Group Response to Recovery Transition Report (if required) and Group Initial Recovery Action Plan.

5.1.3.2 Response to Recovery Transition

Transition to recovery is the process of formally ending the response phase and moving into the recovery phase.

- This requires the integration of the data and plans from various localities into a cohesive Group-wide response to recovery transition report, ensuring consistency and coordination across all affected areas.
- Comprehensive transition to recovery is necessary to ensure that there is a clear transition from the response phase to the recovery phase and clarity of roles, responsibilities, risk transfer, and immediate actions going forward.
- Understanding the scope and scale of potential ongoing impacts and consequences is crucial for preparing the transition to recovery. It involves establishing recovery management resources before the response phase concludes and initiating early recovery activities.

Not every emergency will require a notice of Transition Period Notice, however, after any emergency response requiring a recovery phase, there will be some form of transition with a handover from the Controller.

Process of transitioning

Moving from response to recovery is a formal process agreed by the Controller and Recovery Manager.

People involved in response and recovery, including internal staff, external agencies and groups need to be informed when and how the formal transfer from response to recovery will occur.

The formal transfer occurs through five key steps:

1. completing a Group Response to Recovery Transition Report (including the relevant information compiled and summarized from the holistic consequence matrix)
2. confirming the need for and arrangements for a local transition period (if required)
3. completing the Group Recovery Action Plan
4. holding a transition briefing, and
5. holding media briefings and managing communications. Note that this may be focused on local level only and hence local communications will need to inform and liaise with Group PIM to ensure coordination, consistency, and appropriate timing of key messaging.

Responsibilities during Transition

Both the Controller and Recovery Manager have leadership responsibilities during the move from response to recovery to ensure that the process is seamless both from an internal organisational perspective and for the affected community, and so there is understanding and agreement between the Controller and Recovery Manager

Appendix 1 outlines the role and responsibilities of Recovery in Response.²⁵

5.1.3.3 The Response to Recovery Transition Report

A Bay of Plenty CDEM Group Response to Recovery Transition Report may not be required for minor to moderate scale emergency events (refer Section 6.2 classification table). For districts at minor to moderate scale with local declarations in place, the local transition reports will be used as the primary information source documents.

For wider regional impacts at Major to Severe emergency events or where a Regional CDEM declaration is in place, a Group transition report would then be generated.

In all cases, a Local Response to Recovery Transition Report relevant to the local district is required to be generated.

Responsibilities for the Transition Report

The Group Controller is responsible for overseeing the preparation of the Group Response to Recovery Transition Report (if required).

The Planning function in the GECC/EOC is normally tasked to write the report after gathering information from other Coordination Centre functions and other key stakeholders and agencies. The recovery function supports the development of the report and supports the holistic consequence analysis process.

The Group Controller is responsible for approving the Group transition report (if required) and ensuring that local level transition reports are compiled, completed and signed by the Local Controllers. Local Controllers are to ensure local transition reports are completed and forwarded to the Group Controller in a timely manner.

²⁵ Coordinated Incident Management System (CIMS) Third Edition

Purpose of the Transition Report

The purpose of the Group Response to Recovery Transition Report is to capture the end-state of response across the region and to provide a basis for further Group Recovery planning.

The report is to provide the Group Recovery Manager with a good situational awareness of the consequences of the emergency; outstanding actions, risks and issues; resources currently in place; and key contacts established with local authorities, agencies and in the community.

In addition, agencies are also interested in this transition reports key assessments outlining ongoing needs to plan their Recovery actions and initial funding requirements.

Content

The following outlines in general the content requirements. Several templates and examples are available at the Bay of Plenty CDEM Group and NEMA.

The Response to Group Recovery Transition Report must provide information and guidance on:

- the Group Response Action Plan in place at the time of transition, emphasising intended actions that are incomplete
- the nature and state of all assigned resources
- the nature and extent of the consequences, and the condition of the community affected by the emergency, focusing on the four environments and their inter-relationships (noting specifically any areas or situations with the potential to re-escalate the emergency, and any impact and welfare needs assessments underway)
- activities to be continued/started in the recovery phase.

The Group Response to Recovery Transition Report should also provide information on:

- key community contacts established in the affected community (as referenced by local transition reports)
- current and potential future risk and issues, and
- key decisions made by the Group Controller during response using legislative powers.

At Group level, the focus will be on information at regional level incorporating local transition reports.

5.1.4 Group Recovery Structure during Recovery

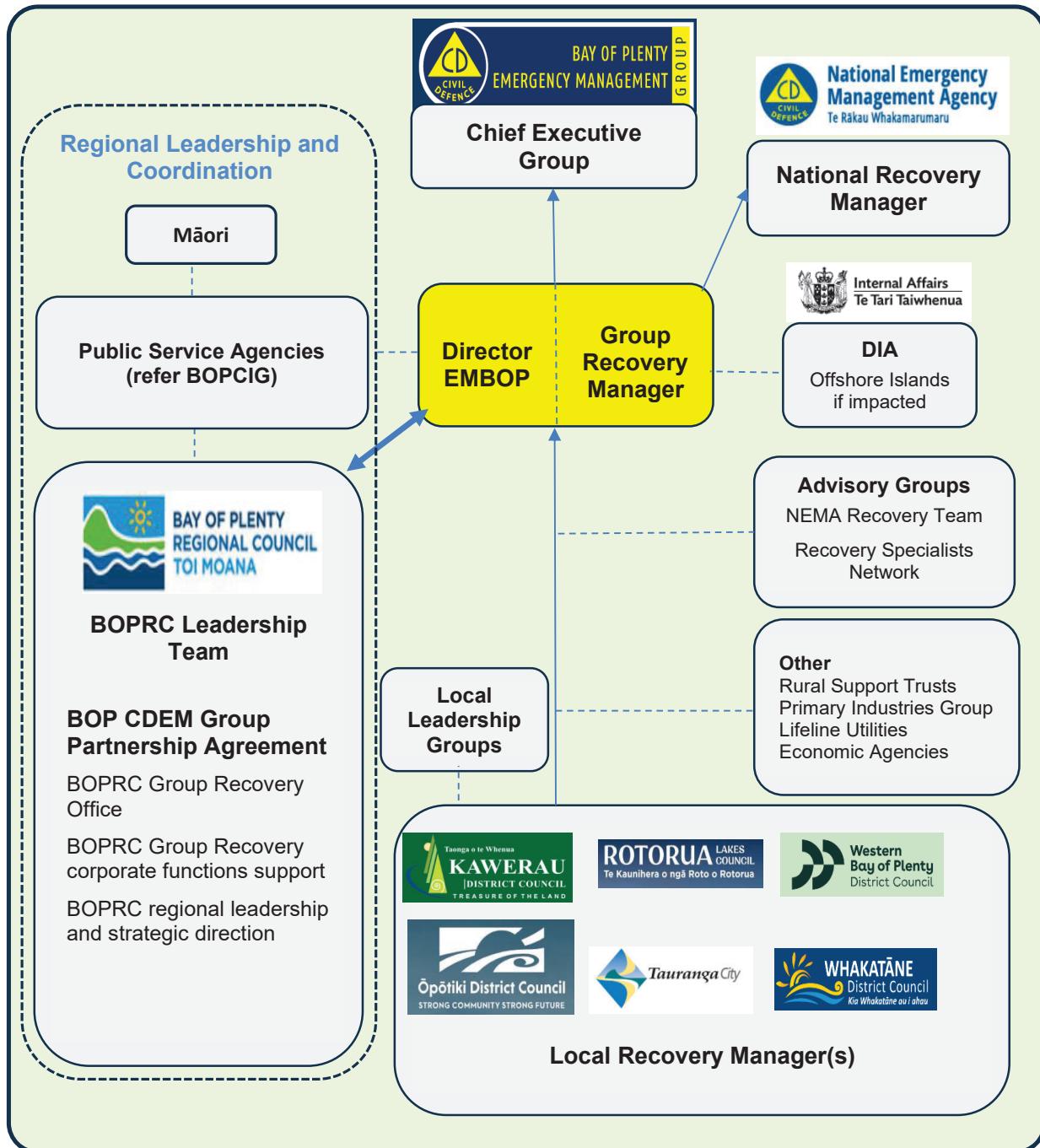


Diagram 9 – Group Recovery structure during recovery

Note

The BOPRC/Director EMBOP/Group Recovery Manager may also be required to report or feedback to a regional coordination group, an “All of Government” bespoke recovery agency/unit, or specific Government department if established for recovery purpose in addition to NEMA.

5.1.4.1 Bay of Plenty CDEM Group Recovery during a Transition Period Notice

Where CDEM legislative recovery powers are considered necessary to ensure efficient recovery, then a “Notice of Transition Period” can be implemented.

The CDEM Act was amended in 2016 to create the ability for the giving of a Notice of Transition Period, which grants statutory powers to Recovery Managers that are similar to those of a Controller during a declared emergency. A Transition Period is activated by a Notice, to aid recovery by providing powers to Recovery Managers to manage, coordinate and direct recovery activities.

During a transition period notice then the above structure applies for the role of Bay of Plenty CDEM Group and the Bay of Plenty CDEM Group Recovery Manager particularly when using legislated recovery powers, undertaking recovery activities and/or administering CDEM allocated funds or national directives: This structure also applies whether a “Notice” is in place or not although the BOPRC may adopt additional recovery structures depending on the event.

5.1.5 Stakeholder Interface

Several operational stakeholder interfaces exist at this stage of recovery including:

- BOPCIG – if established for recovery purposes
- Regional Public Service Commission
- Regional Recovery Environment Sector Leads
- Public Service Agencies Recovery Leads
- Department of Internal Affairs – if offshore islands are involved
- Māori

5.1.6 Immediate Recovery Phase

Immediate recovery focuses on meeting the initial recovery needs of individuals, whānau, communities and businesses impacted by the emergency event. This phase is particularly challenging as it often overlaps with earlier response operations.

Local recovery activities, supported by Group, conducted during this phase include (but are not limited to):

- Continuation of ongoing impact and needs assessments
- Provision of assistance to ensure welfare needs are met
- Restoration of lifeline utilities
- Business case and implementation for Recovery Navigators service
- Psychological first aid training and staff wellbeing support implemented
- Management of spontaneous volunteers and goods and services donations.
- Stakeholder, agency, and community communications established and integrated with regional and national communications
- Reporting protocols implemented
- Financial recovery function established
- Group and Local recovery plans compiled
- CDEM emergency and recovery funding streams determined, and applications commenced.
- Key initial recovery progress metrics established.

5.1.7 Immediate-to-medium term Recovery

This phase of recovery, particularly at local level, continues the coordinated process of supporting affected communities with social and community functioning and connection re-establishment, the reconstruction of physical infrastructure, reestablishment of the economy and rehabilitation of the environment.

During this phase, support for the emotional, social, and physical wellbeing of those affected continues. The recovery activities at this stage will assist the affected community to return to a state of stability, although the community and individuals may experience significant change resulting from the event. This phase consolidates the longer-term direction for recovery and the objectives to be achieved and anticipated timelines.

5.1.8 Medium to Long-term Recovery

Medium to long-term recovery is generally characterised by the ongoing community support and empowerment, restoration and rebuilding of physical infrastructure, restoration of the economy and of the environment, and reshaping to support sustainability of recovery measures in the longer term.

This phase, at local recovery level, typically includes substantial community consultation, engagement and recovery activities that may significantly redirect local authority and agency priorities and funding requirements.

Community and staff wellbeing becomes a key activity as recovery continues and psychosocial impacts continue to emerge.

5.1.9 Recovery Exit

As agencies and organisational recovery activities are nearing completion, Councils and the community will be informed about the proposed conclusion of the CDEM recovery phase. Generally informing of the community is undertaken at local authority level but may require regional contribution for consistent messaging across Districts.

This does not imply or mean recovery for all affected people is complete, hence clarity of communication regarding ongoing recovery support and services is key to organisational messaging.

An exit strategy is required at Group and Local levels, and is a systematic plan designed to ensure a coordinated transition from the formal recovery process to a 'business as usual', where local authorities and other agencies will continue to support the community through their regular activities. National CDEM plan order 2015 sets out what needs to be included in the exit strategy report.

The Group and Local Recovery Manager are responsible for developing this strategy and ensuring that all participating agencies understand their roles and responsibilities after the formal recovery process ends.

The exit strategy should detail which agencies are responsible for ongoing actions, the rationale for ending formal recovery, the date the formal recovery process will end, public notification of the leadership transition from CDEM to local authorities, and a summary of achievements, handover arrangements, and ongoing issues. It is important to understand that while the formal recovery phase may end, recovery efforts may continue for an extended period.

After developing and implementing an exit strategy, it is crucial to conduct a recovery debrief and review. For extended recoveries (sometimes years), it is important that a number of interim debriefs are held to ensure those participants with recovery knowledge and experiences are not lost.

5.2 Continuous improvement

The Bay of Plenty CDEM Group is dedicated to continuous improvement, ensuring that processes and arrangements are regularly assessed and enhanced to maintain their relevance, efficiency, effectiveness, and flexibility.

Supported by the Groups' Assurance Framework, recovery learnings will be compiled and evaluated. Processes and procedures may be updated as required resulting from any learnings that substantively improve recovery outcomes.

The key recovery learnings review aspects are, but not limited to:

- Recovery period timeline being assessed
- Governance and leadership
- Inter-agency interface and coordination
- Communication, information, and confidentiality
- Māori relationships, interface and processes
- Recovery funding and funders
- Recovery planning and operations
- Recovery exit
- Lesson identification
- Challenges and risks.

6 Bay of Plenty CDEM Group Recovery Office

The requirement for a Group Recovery Office is dependent on the scope and scale of the emergency event across the region. Recovery consequences can vary significantly and vary over time.

To consider initial and ongoing Group and Local recovery leadership, management and operational needs, the initial and ongoing impacts and consequences of emergencies need to be determined and then monitored overtime. This determination assists in identifying the initial resources and activities needed to be implemented (in the initial phase and then ongoing recovery phases. The changing availability of overall information and data of impacts and consequences, and associated recovery activities will mean that resources required will need to be scalable.

The establishment of an ongoing scalable Group Recovery Office requires an approval process by the Director of EMBOP and BOPRC CE to be undertaken.

6.1 Bay of Plenty CDEM Partnership Agreement

The Bay of Plenty Regional Council under the *Bay of Plenty CDEM Partnership Agreement*²⁶, provides for resourcing and support of the Group Recovery Office. Some key components are:

- Ensure sufficient staff to manage regional recovery activities
- Support provision of resources for deployment
- Support establishment of Regional Recovery Office
- Provide support to Local Recovery Offices
- Provide ICT and property support
- Procure Group Recovery Office equipment.

6.2 Group Office Operational Functions

The size and requirements for the Bay of Plenty CDEM Group Recovery Office (if established) would depend on the size, scale, severity and/or complexity of recovery needs for the region and the support required at local level. A single district recovery may only require a small regional team in support and overview. At the other end of the spectrum, a region that has been widely impacted by an event would potentially require a full activation of a Group Recovery Office.

A Group Recovery Office may be housed within Bay of Plenty Regional Council offices or externally, depending on the event and external agency relationships and needs.

Appendix 2 outlines the typical operational functions that would be undertaken by the Group Recovery Office. The operational functions are scalable depending on the severity of an event. For a **major to severe** event, it may be necessary to also manage and house external agencies, and hence an increased support required by BOPRC corporate support.

²⁶ Bay of Plenty Civil Defence Emergency Management Partnership Agreement dated 21 June 2019

6.2.1 Group Recovery Office support and coordination role

The role of the Group Recovery Office is largely focused around providing sufficient support and coordination to local recovery operations, reporting to governance and leadership structures, and includes:

- Coordinating and supporting the local recovery process with communities, sector groups and recovery staff.
- Continuation of regional response initiatives that support recovery.
- Ensuring effective strategies are adopted.
- Undertake regional assessments as required.
- Emphasising reduction opportunities to those in a position to influence change.
- Advocating to achieve the best possible outcomes and community improvement; and
- Reporting to the National Recovery Office, governance, and leadership structures.
- Allocation of regional CDEM emergency funds where provided.
- Ensuring the use of statutory recovery powers follow statutory requirements.
- The Group Recovery Office has a key role to play in providing support for Local Recovery Offices and Local Recovery Managers following local emergencies and coordinating Recovery on behalf of the Bay of Plenty CDEM Group following significant events.
- Liaise with the National Recovery Office to access regional financial support from central Government Agencies to support recovery activities.

The level of resourcing however would increase at Group level to deliver recovery outcomes if a significant regional or national event occurred outstripping the capacity of local resources.

6.3 Group Recovery Office Activation Determination

To determine the requirement to implement a Bay of Plenty CDEM Group Recovery Office, the level of severity, extent, and consequence of an event and the ongoing regional recovery will require assessment.

Minor to Moderate events will typically require minimal Group resources.

A single district recovery at minor to moderate level may only require a smaller regional team in support and overview (although the event may be significant for the district)

Major to Severe events will signal significant recovery activities at all levels of government. As an event moves from moderate to major to catastrophic; the role, activities, mandate, and funding needs for recovery will substantially increase. A region that has been widely impacted by an event would potentially require a full activation of a Group Recovery Office.

Catastrophic events will fall outside of current recovery resources and approaches. The event is so significant on NZ in totum, that an all of Government approach will be activated with international support. This implies that the BOPRC will equally be fully engaged in all elements of recovery. However, the early implementation of a full-scale Group Recovery Office would be vital.

The following **Table 1**²⁷ outlines the regional severity of an emergency and the associated impact characteristics. This assessment provides an initial indicator of potential resources, leadership and operational needs at Group/Regional level as recovery progresses.

²⁷ Adapted from CIMS 3rd edition August 2019 Table 6 – Incident Classification Descriptors

6.3.1 Incident Classification and BOP CDEM Group/Regional Council resourcing guide

Category	Aspects to be considered	BOP Regional Severity					
		1 Minor	2 Moderate	3 Major	4 Severe	5 Catastrophic	
Category	Regional Consequences/ impacts	Health and life, infrastructure, culture, community, Māori interface, reputation, trade, economy, environment, shelter and accommodation, Recovery	A small number of the population in an area are impacted	Some of the population in one or some districts are impacted.	Many of the population in a district or multi districts across the region are impacted	Substantial numbers of the population in multi districts or across the region are impacted	
	CDEM Group Resources & Finance	Capacity and capability to manage (e.g. availability of technical expertise and resources,) and finances available	Manageable within available resources, capacity and finance	Requires some Bay of Plenty Regional Council resource to support and resource a small Group recovery team Initial Local recovery teams may be operative or local recovery office(s) being established	initial Group recovery team operative (including BOPRC resource support) Ongoing scalable Group recovery Office to be established Local Recovery Offices being established or operative	Group resource limits and capacity are exceeded requiring significant Bay of Plenty Regional Council resource and financial support Multiple local recovery offices being established or operative	
	Public, political and media interest	Degree of expected public, political and media interest (i.e. local interest only, through to global interest), and at what level it should be managed	Minimal interest Routine managed	Some degree of interest Senior leadership and executives are engaged	Significant degree of interest Elected officials and ministers are engaged	Global interest Elected officials and ministers are engaged	
	Recovery characteristics	Containment, stability, location, spread, number of entities involved, urgency, novelty (e.g. a new event, agencies working with unfamiliar partners etc.), disruption, decisions required, timeframe / expected duration, cost	Familiar/routine/predictable Known solutions/processes to familiar/routine/predictable issues	Mostly familiar/ routine/predictable with some degree of irregularity Known local solutions to known but irregular problems may involve bespoke approaches	Mostly irregular with some degree of familiarity and predictability Mostly known solutions to irregular and possibly unknown problems Some bespoke approach and solutions Extensive recovery timeframe	Unfamiliar/ unprecedented/unpredictable Unknown solutions to unknown problems Substantial finance needed Bespoke approach and solutions Long term recovery timeframe	
	Examples		Auckland Tornadoes 2023	Edgecumbe floods 2017	Cyclone Gabrielle Response 2024	Canterbury earthquakes 2011	Hikurangi Subduction

Table 1 – BOP CDEM Group Recovery Incident Classification and Resourcing guide

6.3.2 Group Recovery Office - Resourcing for Minor Events (Support)

The Group Recovery Manager, alternates, advisors and BOPRC would take a minimal role and provide support as required to Territorial and Local Authorities. This would be within existing capacity and funding.

6.3.3 Group Recovery Office - Resourcing for Moderate Events (Support)

The Group Recovery Manager, alternates, advisors and BOPRC would take a minimal role and provide support as required to TLAs. Some BOPRC internal additional resources will be needed such as support for strategy and policy and potential legal matters. This would be within existing EMBOP and BOPRC capacity and funding but may temporarily impact some BAU activities for some personnel.

6.3.4 Group Recovery Office - Resourcing for Major to Severe events

For **Major to Severe** events the Group Recovery Manager will act to support and coordinate Local Recovery Managers to ensure local recovery priorities are factored into initial Group recovery planning.

There would be a need to consider the scale and scope of Group recovery activities and office depending on the event, but for such size and implications of such an event, a standing recovery office would likely be required.

In order to understand the scale of the ongoing operation needs, resource and financial assessments and approvals are required to proceed with a recovery office operation. This assessment may take time and therefore to minimise the risk of a gap from response occurring, an interim startup Group Recovery Team should be implemented quickly to reduce that risk. (Refer Section 6.4)

Note:

Local Recovery Managers would need to seek funding and incorporate management of a scalable Recovery Navigator Service²⁸ as quickly as possible, as well as a local recovery office. It is possible that at local level the same need is required for a moderate regional event as this may be a significant event for the local recovery. This would be outlined by a local recovery plan or framework.

6.3.5 Group Recovery Office – Resourcing for Catastrophic events

This will fall outside the scope of this document. The event is so significant for NZ in totum, that an all of Government approach will be activated with international support. This implies that the BOPRC will equally be fully engaged as an organisation in all elements of regional response and recovery for an extensive duration.

This document however can be used as a guide for the interim organisational functional setup for recovery whilst NZ and Regional recovery processes are fully established.

6.3.6 Reporting

It cannot be understated that at Group and particularly Local level, the level of reporting will exponentially increase as an event impact increases. The national reporting to NEMA, Ministers, Agencies, Local Authority Governance will be a high burden on resources. For trust and confidence this has to be sufficiently resourced and managed well.

²⁸ Bay of Plenty CDEM Recovery Navigators Guide 2022

6.4 Interim startup BOPRC/Group Recovery Team

The multitude of potential variations and severity of events would require resource and funding assessments at the time of the event.

For **Major to Severe** events and whilst the short to medium term recovery operational resources and costs are being determined for the establishment of a Group Recovery Office, an interim startup BOPRC/Group Recovery Team would assist in providing continuity from response transition through to the initial startup phase of recovery.

This approach is a risk management approach to ensure organisational continuity while key decision makers consider ongoing needs.

6.4.1.1 Interim Startup Team Priorities

For the early stage of entering recovery from response, for **major to severe** events, it is vital that the decision makers within the BOP CDEM Group and BOPRC are provided adequate and timely situational recovery awareness and connectivity nationally and locally.

To ensure continuity of information and activities from response transition to the start of recovery, an interim startup BOPRC/Group Recovery Team as a collective approach would be implemented and would:

- Provide situational awareness for recovery
- Ensure continuity of information for decision makers
- Develop an initial Group recovery plan
- Ensure stakeholder and Māori engagement continuity
- Provide national connection with NEMA and other Public Service Agencies
- Contribute to the assessment of ongoing recovery office resource needs, location, and ongoing functions.
- Provide initial support and advice to local recovery managers and operations
- Support critical regional recovery assessments
- Ensure support for use of legislated recovery powers if required
- Monitor and maintain records of recovery decisions
- Support Governance and Leadership reporting (refer section 6.3.6)

This interim team would keep operating in its limited resource format until the approved establishment of a scalable Group Recovery Office. (if required)

In large events this interim team could only practically provide limited support services at local levels until a full office was established.

Appendix 3 outlines the interim startup team, functions, and management reporting lines.

6.5 Group Recovery Initial Activity Seed Funding

6.5.1 Group Recovery Manager(s) Delegated Authority²⁹

Within the Bay of Plenty CDEM Delegations Manual, the Director of Emergency Management Bay of Plenty provides all Group Recovery Managers with a sub-delegation of \$200,000, this is a per-transaction delegation.

- This sub-delegation applies during **a transition notice period**.
- Expenditure under this delegation **is not** necessarily nationally reimbursable. It may be possible to apply for Government or Public Service Agencies funding support for Recovery Office setup and resourcing, activities, or Navigator Services, but this is not guaranteed.
- Ongoing **CDEM Welfare** support is a separate CDEM function and **does not** fall under this delegation

6.5.2 Local Recovery Managers

Within the Bay of Plenty CDEM Delegations Manual, each council has a delegation by position for any person(s) appointed as Local Recovery Manager, for any one item of budgeted or unbudgeted expenditure during a transition period notice at a minimum of \$100,000. Note that this is a per transaction delegation.

6.5.3 Group Activities using delegation

For Group recovery to establish quickly and in a timely manner, and undertake initial activities requiring the use of statutory powers during a transition period notice, the potential activities requiring use of delegated transactions are outlined (but not limited to) the following:

- Initial setup of interim startup Group Recovery team (major to severe regional events)
- Regional evacuations, regional cordons establishment if required
- Recovery Governance and Leadership support
- Regional recovery interim facilities temporary establishment
- Legal support
- Use of Recovery Powers activities
- Regional assessments
- Establishment of an ongoing Group Recovery Office (if required)

²⁹ Bay of Plenty CDEM Group Delegations Manual.docx

7 Group/Local Recovery Funding Sources

Recovery funding in New Zealand for recovery is not automatic nor guaranteed. Initial operational seed funding is important to provide initial service for a community. Ongoing recovery funding needs and providers would need to be determined.

Recovery funding requirements generally falls into three broad categories:

- Governance, and Recovery Management support and operations
- Community support
- Social, Built, Natural, and Economic Environments support

The following providers of funding have typically been utilised for Recovery events:

- Government and Public Service Agencies recovery support including temporary bespoke funds
- Philanthropic Trusts, charities, and the public
- Lifeline Utilities
- Regional Councils
- Territorial and Local Authorities.

7.1 Central Government Funding

A *Central Government Recovery Funding Factsheet*³⁰ outlines central government funding mechanisms that may be available in a recovery.

This factsheet has been developed by the National Recovery Coordination Group (NRCG), a permanent standing group comprised of Central Government Agencies which oversees central government recovery activity to enable a more streamlined approach to cross-agency recovery coordination and planning.

The factsheet has been designed for use by recovery staff that operate at the regional and local level and breaks down the processes for how these mechanisms are activated and how they can be accessed.

Note:

Central government sources of funding may not be realisable nor specifically initiated for recovery for application by Local Authorities.

Note:

The above does not preclude bespoke Government recovery funding initiatives or support that may be put into place for an event or series of events.

³⁰ Central Government Recovery Funding Factsheet V1.0

Appendices

Appendix 1 – Recovery in Response Role Card

Appendix 2 – Group Recovery Office Operational Functions

**Appendix 3 - Interim startup Group Recovery Team
resourcing for Major to Severe Events**

Appendix 1 – Recovery in Response Role Card

(Refer section 5.1.3.1)

LOCAL LEVEL RESPONSE	RECOVERY IN RESPONSE <i>Starts and integrates the recovery process during the initial response phase and ensures the recovery process is integrated into the response</i>	 CIMS Coordinated Incident Management System
RESPONSIBILITIES INCLUDE <ul style="list-style-type: none"> Ensure that decisions and actions (or lack thereof) made during response consider recovery implications Ensure affected communities are supported to recover from the incident and are considered and incorporated into the response Provision of expert Recovery advice to the Controller and other functions Management of Recovery liaison and communications with Governance, key organisations, and community leaders at local level in affected areas Supporting transition to recovery planning and the formal transition to recovery Coordination of any local level agencies and organisations with recovery responsibilities Ensure elected officials are informed of the key consequences and considerations likely to affect the recovery phase Recovery planning, including the establishment of a core recovery team (if applicable) during the response and planning for an eventual recovery team KEY RELATIONSHIPS <ul style="list-style-type: none"> Controller (and deputy), Response Manager The IMT and other functions, particularly Welfare Recovery Managers and Recovery functions at other EOCs and ECC and national Recovery Manager/Recovery function if appropriate Local Recovery leads/representatives for agencies and NGOs Elected representatives and local authority staff involved in recovery Iwi/Māori Affected communities 	KEY OUTPUTS <ul style="list-style-type: none"> Support development of the local Response to Recovery Transition Report (Controller-led) Initial Local Recovery Action Plan (draft version) Consequence assessment CONSIDERATIONS <ul style="list-style-type: none"> Knowledge of and alignment with any existing and initial Local, Regional, and National Recovery Plans Escalation of issues to regional level (if applicable) The need for a Transition Notice under the CDEM Act 2002 The continuation of some or all CIMS functions into recovery Ensuring sufficient resources to operate a recovery team/office Ensuring cultural needs are appreciated and supported Effective use and prioritisation of resources Ongoing funding arrangements Ensuring recovery planning and activities are driven by local and regional recovery needs 	
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LOCAL
LEVEL RESPONSE
RECOVERY IN RESPONSE

INITIAL TASKS

- Obtain briefing from the Controller to gain situational awareness / understand Controller's intent
- Establish Recovery in Response function; appoint, brief, and task staff; ensure staff have had an induction (including a Health and Safety induction)
- Develop situational awareness of the consequences for recovery at the local level and begin required activities
- Participate in holistic and integrated response and recovery consequence analysis and in setting response objectives
- Development of a holistic and integrated consequence assessment and setting of recovery objectives and begin initial local recovery planning
- Assess local recovery team resourcing needs
- Identify relevant recovery partners and stakeholders (e.g. elected representatives, community leaders, local authorities), initiate communication and integrate into the response
- Set up logs (as required) to record decisions and actions

Actions required to move from response to recovery

Action required	Lead	Support
Complete a Response to Recovery Transition Report	Controller	Recovery Manager
Ensure that agencies, organisations and groups with a role in recovery are committed to their continuing role	Recovery Manager	Controller
Prepare a Recovery Action Plan	Recovery Manager	Controller
Prepare for and conduct a Transition Briefing	Controller	Recovery Manager
Work with PIM and Strategic Communications to prepare and hold media briefings and communications, and ensure messages are consistent and accurate across all agencies	Controller	Recovery Manager

ONGOING TASKS

- Maintain situational awareness and understanding from a Recovery perspective
- Communicate tasks and activities to IMT, monitor progress of tasks
- Provide reports, briefings (including handovers for incoming shifts) and situation updates (as required)
- Hold briefings with the Recovery function (if established) to discuss consequences, new information and gaps, risks, response decisions and activities, and recovery tasks
- Work with PIM and Strategic Communications to prepare and hold media briefings
- Continually review and forecast future resourcing requirements
- Address Recovery needs at a local level
- Discuss outstanding and ongoing needs of people and animals with the Welfare function
- Establish and maintain liaison and communications with key organisations and community leaders in affected areas
- Record decisions, actions, and other activities
- Work with the Local Controller and Planning function to plan and manage the transition from response to recovery



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New Zealand CIMS Role Card

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Appendix 2 – Group Recovery Office Operational Functions

(Refer Section 6)

The following outlines the typical operational functions that would be undertaken by the Group Recovery Office. These operational functions are scalable depending on the severity of an event.

Māori Support Service	Communications & Community Engagement	Strategy & Planning	Project Coordination	Recovery Environments	Information Management & Monitoring	Corporate
Te Ao Māori	Comms Strategy	Regional Initial Recovery Action Plan	Oversight of Regional Recovery Programme	Regional overview of Community Wellbeing Recovery Activities	Recovery Indicators	Staff Resourcing
Tikanga	Social media	Regional Recovery Plan	Special Projects	Regional Coordination of Welfare Delivery	Research & Statistics	Financial Systems
Te Reo Māori	Mass Media	Policy & Planning	Regional Funding Internal & External	Overview of Regional environment sector activities	GIS Support	IT Support
Māori Relationships & Engagement	Wider Community Engagement	Local Office(s) Support & Advice			Privacy Act	Legal & Health and Safety
Māori Expertise					Reporting	Databases & Systems Support & Development

For a **Major to Severe** event, it may be necessary to also manage and house external agencies, and hence an increased support required by the BOPRC corporate function.

Note 4

In addition, the functioning of the Recovery Office and health and wellbeing of personnel is a key corporate function. There is also a need to ensure integration with key BOPRC support processes, guides and policies. For example: the framework of “He Korowai Mātauranga” to inform decision making processes, “Engaging with Māori” BOPRC guide, and BOPRC Privacy Act processes, to name a few.

Appendix 3 - Interim startup BOPRC/Group Collective Recovery Team resourcing for Major to Severe Events

(Refer Section 6.4)

Initial resourcing:

- Group Recovery Manager and Alternates
- Recovery Advisors and specialist recovery support
- Bay of Plenty Regional Council (BOPRC) Corporate service support as required (eg office space, legal, health and safety)
- BOPRC resource support:
 - Recovery Sector Leads (2),
 - Communications (1),
 - GIS support (1)
 - Administration support (2),
 - Policy and Strategy support (1),
 - Kaiārahi and Kaiwhakahaere (2)
 - Finance (1)
 - Economic (1)
 - Regional funding support (1)
 - Programme Coordination (1) if required
 - Project Management Support (if required) (1)
 - Legal support (1)
 - Temporary Group Response function personnel transfer
 - Group Welfare (1), Intelligence (1), PIM (1), LUC (1)

Note 5

The above resource indication does not preclude the inclusion of external expertise at this operational level.

Note 6

Where it is considered necessary to then proceed to establish a scalable Group Recovery Office, this requires approval through the Director-EMBOP and BOPRC CE. The implications of resourcing and funding would carry significance for these scales of events for the BOPRC organisation.

Note 7

The Management reporting lines for this team are:

- Group Recovery Manager for CDEM statutory and reporting requirements – to Director EMBOP and National Recovery Manager (if required), CEG and Joint Committee.
- Group Recovery Team CDEM operations support to local recovery – to GRM and Director EMBOP via BOP CDEM Group Partnership Agreement
- Recovery team ongoing regional strategic direction and regional recovery activities and reporting – to GRM, CE and Senior Leadership Team BOPRC, GRM, Director EMBOP, CEG and Joint Committee



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