Otago Emergency Management Committee
06 November 2026

Meeting will be held in the
Te Pou O Mata Au
6 Clyde Street, Balclutha

This meeting will be livestreamed and available on the Otago Regional Council YouTube channel.

Members:
Cr Neil Gillespie (Chair, Otago Regional Council)
Mayor Jock Martin (Deputy Chair, Clutha District Council)
Cr Jon Mitchell (Queenstown Lakes District Council)
Mayor Melanie Tavendale (Waitaki District Council)
Mayor Tamah Alley (Central Otago District Council)
Mayor Sophie Barker (Dunedin City Council)

Meeting Support: Cara Jordan, Governance Support Officer, Otago Regional Council

06 November 2026 03:00 PM - 05:00 PM

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2. APOLOGIES
There are no apologies at the time of publication.

3. CONFIRMATION OF AGENDA
Note: Any additions must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

4. CONFIRMATION OF MINUTES 4
That the minutes of the Otago Emergency Management Committee of 18 September 2026 be confirmed as a true and accurate record.

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For noting.

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There are no outstanding actions from the Otago Emergency Management Committee.

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7.3 Finance Report 30

To provide an updated overview to the Emergency Management Committee of financial performance for the period from July 2026 to September 2026.

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To seek the Emergency Management Committee's approval and endorsement of the Emergency Management Otago (EMO) resourcing plan (LTP 27-37) and proposed performance measures developed in response to the Emergency Management Act 2026

7.5 2027-2037 Regional Emergency Management Plan Update 41

This paper is an update on work for the draft 2027-2037 Regional Emergency Management Plan.

7.6 Regional Recovery Plan Review 45

This paper provides the Otago Emergency Management Committee with the revised Regional Recovery Plan for consideration and approval.

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7.7 Appointment of Local Controller - Dunedin City Council 74

To appoint Paul Henderson as a local controller for the Dunedin City Council under the Civil Defence Emergency Management (CDEM) Act 2002.

7.8 Medium-Scale Adverse Event (MPI) 78

The purpose of this paper is to inform the Emergency Management Committee on the recent declaration by the Government of a medium-scale adverse event in Southland and Clutha.

7.9 National Emergency Management Agency (NEMA) Update 81

To update the latest activity and matters that the NEMA is working on.

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Emergency Management Otago
Te Rākau Whakamarumaru Ōtākou

KARAKIA TIMATANGA

WHEN TO USE IT » To start the day • To open a meeting

Tuia ki runga
Tuia ki raro
Tuia ki waho
Tuia ki roto
Tuia ki te here tangata

Ka rongo te pō
Ka rongo te ao

Haumi e, hui e
Tāiki e!

Unite above
Unite below
Unite without
Unite within
Unite as one

Listen to the night
Listen to the world of light

We can now come together as one!

Otago Regional Council

Emergency Management Otago
Te Rākau Whakamarumaru Ōtākou

Otago Emergency Management Committee
MINUTES

Minutes of an ordinary meeting of the Otago Emergency Management Committee held in the Te Puna Mahara Cromwell Memorial Events Centre, 36 Melmore Terrace, Cromwell, on Friday 18 September 2026, commencing at 1:00 pm

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COMMITTEE MEMBERS

Cr Neil Gillespie (Chair)	*(Councillor, Otago Regional Council)*
Mayor Jock Martin (Deputy Chair)	*(Mayor, Clutha District Council)*
Mayor Sophie Barker	*(Mayor, Dunedin City Council)*
Mayor Tamah Alley	*(Mayor, Central Otago District Council)*
Cr Jon Mitchell	*(Councillor, Queenstown Lakes District Council)*
Mayor Melanie Tavendale	*(Mayor, Waitaki District Council)*

1. KARAKIA TĪMATANGA - OPENING

Chair Jock Martin welcomed committee members, guests and staff to the meeting at 1:00 pm with a karakia given by Peter Kelly (Chief Executive CODC). Attendees included, Mayor Melanie Tavendale (Waitaki DC), Mayor Tamah Alley (CODC), and Cr Jon Mitchell (QLDC).

Guests and staff in attendance were Steve Hill (Chief Executive, Clutha DC), Richard Saunders (Chief Executive, ORC), James Stevenson-Wallace (Chief Executive QLDC), Alex Parmley (Chief Executive WDC), Richard Briggs (Chief Executive DCC), Peter Kelly (Chief Executive CODC), Matt Alley (Group Manager Emergency Management Otago (EMO)) and Roderick Francis (Team Leader Group Office EMO).

Online attendees: Mauriri Kimura McGlinchey (Kāti Huirapa Rūnaka ki Puketeraki), Chris Brooker (Emergency Management Advisor EMO), Claire Charleton (Emergency Management Advisor EMO), Courtney Jamieson (Emergency Management Advisor EMO), Dave Grimes (Emergency Management Advisor EMO), Derek Shaw (Emergency Management Advisor EMO), Emily Williamson (Admin Support Coordinator EMO), Erica Andrews (Stakeholder Engagement Advisor EMO), Jasmine Weston (Resilience Advisor EMO), Jess Craik (Emergency Management Advisor EMO), Paula Cathie (Team Leader EMO), and Kylie Darragh (Governance Support Officer ORC).

2. APOLOGIES

That the apologies for Mayor Sophie Barker and Councillor Gillespie be accepted.
MOTION CARRIED

3. CONFIRMATION OF AGENDA

The agenda was confirmed as published.

4. CONFIRMATION OF MINUTES

Resolution: Mayor Melanie Tavendale Moved, Cr Jon Mitchell Seconded
That the minutes of the Joint Committee meeting held on 22 May 2026 be received and confirmed as a true and accurate record.
MOTION CARRIED

5. COMMITTEE TERMS OF REFERENCE

The Otago Emergency Management Committee (OEMC) Terms of Reference is presented in item 7.1 for review.

6. ACTION ITEMS

There were no open actions for the Joint Committee.

7. REPORT ITEMS

7.1. Emergency Management Committee (EMC) Terms of Reference Endorsement and Adoption

[Youtube 6:25] An updated Terms of Reference for the Otago Emergency Management Committee, aligning the Committee's constitutional and operating basis with the Emergency Management Act 2026, was presented for endorsement and adoption. Matt Alley (Group Manager EMO) was available for questions.

DRAFT

Resolution CDEM26-135: Mayor Tamah Alley Moved, Cr Jon Mitchell Seconded
That the Otago Emergency Management Committee:

1) ***Notes*** *that the Civil Defence Emergency Management Act 2002 has been repealed and replaced by the Emergency Management Act 2026, under which Civil Defence Emergency Management Groups continue in existence as Emergency Management Committees.*
2) ***Endorses*** *the updated Terms of Reference for the Otago Emergency Management Committee, as set out in Attachment 1.*
3) ***Adopts*** *the updated Terms of Reference for the Otago Emergency Management Committee, effective from the date of this meeting.*

MOTION CARRIED

7.2. Coordinating Executive Group Chair Report
[YouTube 7:24] This report provided an update on key matters arising from the Otago Civil Defence Emergency Management CEG meeting held on 21 August 2026. It outlined work programme progress, readiness and response activity, financial performance, and agency partner updates since the previous meeting. Richard Saunders (CEG Deputy Chair) was available for questions.

Resolution CDEM26-136: Mayor Tamah Alley Moved, Cr Jon Mitchell Seconded
That the Otago Emergency Management Committee:

1) ***Notes*** *this report.*

MOTION CARRIED

7.3. Group Manager Report
[YouTube 27:10] An update was provided on current system reform, proposed work for the 26/27 financial year, and work activity completed for the year 2026. Matt Alley (Group Manager EMO) was available for questions.

Resolution CDEM26-137: Cr Jon Mitchell Moved, Mayor Melanie Tavendale Seconded
That the Otago Emergency Management Committee:

1) ***Notes*** *this report.*
2) ***Notes*** *the EM Otago Team delivery plan sequencing around the statutory deadlines.*

MOTION CARRIED

7.4. Finance Report
[YouTube 36:33] This report provided an updated overview of financial performance for the period from July 2025 to June 2026. It included actuals against budget, identified key variances, and updated the previously reported position to reflect year to date data. Matt Alley (Group Manager EMO) was available for questions.

Resolution CDEM26-138: Cr Jon Mitchell Moved, Mayor Tamah Alley Seconded
That the Otago Emergency Management Committee:

1) ***Notes*** *this report.*

MOTION CARRIED

7.5. Regional Exposure Study and Prioritisation Framework
[YouTube 37:49} The development and key findings of the Otago Regional Council Natural Hazard team's Otago region natural hazards exposure and prioritisation work programme were presented. The report highlighted the alignment between this work and the new functions for local government emergency management described in the Emergency Management Act 2026. These functions include a greater focus on leading the identifying and assessing hazards and

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risks and consulting and communicating with communities about those hazards and risks. Tim van Woerden (Senior Natural Hazards Analyst, ORC) shared a presentation and Jean-Luc Payan (Manager Natural Hazards, ORC) were both available for questions.

Resolution CDEM26-139: Cr Jon Mitchell Moved, Mayor Melanie Tavendale Seconded
That the Otago Emergency Management Committee:
***1) Notes** this report.*
MOTION CARRIED

7.6. 2025-2035 Group Plan Update
[YouTube 1:10:46] This report described how the Emergency Management Act 2026 changes content and consultation requirements for regional plans and how these changes impact progress of what is now known as the 2027-2037 Otago Emergency Management Committee Regional Emergency Management Plan. Roderick Francis (Team Leader Group Office EMO) and Matt Alley (Group Manager EMO) were available for questions.

Resolution CDEM26-140: Mayor Tamah Alley Moved, Cr Jon Mitchell Seconded
That the Otago Emergency Management Committee:
***1) Notes** this report.*
***2) Endorses** staffs' recommended approach which is to work on the 2026-36 Otago Regional Emergency Management Plan in conformance with the Emergency Management Act.*
MOTION CARRIED

7.7. Long-Term Plan Funding and Resourcing
[YouTube 1:14:20] This report highlighted the resourcing implications of the Emergency Management Act and the need for appropriate planning in the current Long-Term Planning round. Glenn Mitchell (Principal Advisor Group Office EMO) and Matt Alley (Group Manager EMO) were available for questions.

Resolution CDEM26-141: Mayor Tamah Alley Moved, Cr Jon Mitchell Seconded
That the Otago Emergency Management Committee:
***1) Notes** this report.*
MOTION CARRIED

7.8. Emergency Management Otago 2026 Community Resilience Survey
[YouTube 1:16:40] This report provided insights into the results of the 2026 Emergency Management Otago Community Resilience Survey, and where gaps have been identified, highlighted opportunities for future activities to support a targeted increase to community resilience prior to and during emergencies. Erica Andrews (Stakeholder Engagement Advisor EMO) shared results of the survey in a presentation and was available for questions.

Resolution CDEM26-142: Mayor Tamah Alley Moved, Mayor Melanie Tavendale Seconded
That the Otago Emergency Management Committee
***1) Notes** this report.*
MOTION CARRIED

7.9. Otago Essential Infrastructure Report
[YouTube 1:29:40] This report presented activity from the Otago Essential Infrastructure meeting on 2 September 2026. Mel Banks (Lifelines Program Lead) was available for questions.

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Resolution CDEM26-143: Cr Jon Mitchell Moved, Mayor Melanie Tavendale Seconded
That the Otago Emergency Management Committee:
***1) Notes** this report.*
***2) Notes** the updates from the Otago Lifeline Utilities Group meeting*
MOTION CARRIED

7.10. NEMA Update

[YouTube 1:36:40] This report updated the latest activities and matters that the National Emergency Management Agency (NEMA) is working on. Shaun O'Halloran (NEMA) was available for questions.

Resolution CDEM26-144: Mayor Melanie Tavendale Moved, Cr Jon Mitchell Seconded
That the Otago Emergency Management Committee:
***1) Notes** this report.*
MOTION CARRIED

8. GENERAL BUSINESS

No further business was raised.

9. KARAKIA WHAKAMUTUNGA - CLOSING

There was no further business, Steve Hill (Chief Executive – Clutha District Council) said a karakia and Chair Martin declared the meeting closed at 2:39 pm.

_____ _____

Chairperson Date

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Emergency Management Otago
Te Rākau Whakamarumaru Ōtākou

Otago Emergency Management Committee

TERMS OF REFERENCE

(Reviewed September 2026 to reflect the Emergency Management Act 2026; originally created August 2023)

The Otago Emergency Management Committee (the Committee), a multi-member Emergency Management Committee comprising elected representatives of local authorities within the region, continues in existence under section 25 of the Emergency Management Act 2026 (the Act) as the successor to the former Otago Civil Defence Emergency Management Group, which was formed under the Local Government Act 2002 pursuant to section 12 of the Civil Defence Emergency Management Act 2002. The Committee is a joint committee under clause 30(1)(b) of Schedule 7 of the Local Government Act 2002 (section 27(4) of the Act).

Members of the Committee are the mayor or chairperson (or delegated councillor) from Waitaki District, Queenstown Lakes District, Central Otago District, Clutha District, Dunedin City and the Otago Regional Council. Although Waitaki District falls within the boundaries of both the Canterbury and Otago Regional Councils, Waitaki District Council's membership of the Otago Committee — originally elected under section 14(2) of the former Civil Defence Emergency Management Act 2002 — continues under the transitional provisions in section 25 of, and Schedule 1 to, the Act.

The Committee may also appoint one or more associate members who are not elected members of a local authority but who, in the Committee's opinion, have skills, attributes, or knowledge that will assist its work; associate members are treated as non-voting members in relation to certain matters (sections 27(3) and 33 of the Act).

The Committee may invite observers to attend its meetings. The Committee exercises governance and determines emergency management policy for member authorities in relation to the reduction of, readiness for, response to, and recovery from, hazards and risks.

The powers and duties of local authority members of the Committee are set out in section 32 of the Act.

The functions of the Committee, as set out in section 29 of the Act, are to:

- take the lead in identifying and assessing hazards and risks within the Committee's area, co-ordinate the management of those hazards and risks, identify and implement cost-effective risk reduction, and assist each local authority member to identify and assess relevant hazards and risks and to consult and communicate with its communities about them.
- ensure suitably trained and competent personnel, including volunteers, are available and that there is an appropriate organisational structure for effective emergency management in its area.
- respond to and manage the adverse effects of emergencies in its area.
- in advance of an emergency, plan for recovery activities in its area.

- in the event of an emergency, carry out recovery activities in its area.
- when requested, assist other Emergency Management Committees with emergency management in their areas.
- promote and raise public awareness of, and compliance with, the Act and relevant emergency management legislation.
- monitor and report on compliance within its area with the Act and relevant emergency management legislation.
- develop, approve, implement, and monitor the Otago Group Plan (the Committee's regional emergency management plan) and regularly review it.
- participate in the development of the national emergency management strategy and the national emergency management plan, and
- promote emergency management in the Otago region that is consistent with the purpose of the Act.

The Committee will:

- provide strategic direction through the Otago Group Plan, the Committee's regional emergency management plan under section 97 of the Act.
- approve the Committee's budget.
- approve and monitor the Committee's annual work programmes.
- appoint Regional Controllers and District Controllers and delegate powers as required (sections 56, 57 and 60 of the Act),
- appoint a Regional Recovery Manager, and District Recovery Managers as required (sections 65, 66 and 69 of the Act)

The Committee should meet each quarter or as required. Procedure for the conduct of meetings will be in accordance with the Local Government Act 2002 and any standing orders adopted under clause 27 of Schedule 7 of that Act (section 36 of the Act). Members may attend meetings by audio link or audiovisual link unless lawfully excluded (section 37 of the Act).

Meetings are held in public (Local Government Official Information and Meetings Act 1987; section 182 of the Act).

A quorum will consist of three members.

A chairperson and deputy chairperson will be appointed from the representatives of the Committee's local authority members, usually following local body elections (section 35 of the Act).

Should the chairperson or deputy chairperson resign or otherwise not be available, a replacement will be appointed at the next Committee meeting.

The Committee will not be discharged by a local body election (section 25(2) of the Act).

Following a local body election, any previous delegated authority given by a local authority to its representative must be renewed or rescinded (section 28 of the Act).

In accordance with local government procedures, decisions made by the Committee are binding on all members.

In accordance with section 31(1) of the Act, the Committee may delegate any of its functions, duties, or powers to a local authority member of the Committee, the Regional Controller, the Regional Recovery Manager, or any other person. These delegations are made by resolution at a Committee meeting.

Common Emergency Management Acronyms

CDEM	Civil Defence Emergency Management — the historic term under the Civil Defence Emergency Management Act 2002, now Emergency Management (EM) under the Emergency Management Act 2026
CEG	Emergency Management Co-ordinating Executive Group
CIMS	Coordinated Incident Management System
COP	Common Operating Picture
D4H	Emergency Operations Platform
DIA	Department of Internal Affairs
ECC	Emergency Coordination Centre
EM	Emergency Management
EMC	Emergency Management Committee
GEM	Group Emergency Manager
EMA	Emergency Management Advisors
EOC	Emergency Operations Centre
FENZ	Fire and Emergency New Zealand
GIS	Geographic Information System
IMT	Incident Management Team
TLA	Territorial Local Authority
LUC	Lifelines Utility Coordination Group
MPI	Ministry of Primary Industries
MSD	Ministry of Social Development
NCC	National Coordination Centre
NCMC	National Crisis Management Centre
NEMA	National Emergency Management Agency
NEMDG	National Emergency Management Development Group
NZ - EMAT	NZ Emergency Management Assistance Team
RAG	Rural Advisor Group
R & R	Readiness and Response Group
SIG	CDEM Special Interest Group
WCG	Welfare Coordination Group
4Rs	Reduction, Readiness, Response and Recovery

7.1. Coordinating Executive Group Chair Report

Prepared for:	Otago Emergency Management Committee
Report No.	CDEM2665
Activity:	Emergency Management Otago
Author:	Matt Alley (Group Manager, Emergency Management Otago)
Endorsed by:	Richard Saunders (Deputy Chair, Coordinating Executive Group)
Date:	6 November 2026

PURPOSE

[1] This report provides an update to the Emergency Management Committee on key matters arising from the Otago Civil Defence Emergency Management CEG meeting held on 23 October 2026. It outlines work programme progress, readiness and response activity, financial performance, and agency partner updates since the previous meeting.

EXECUTIVE SUMMARY

[2] The Committee received a draft of the new terms of reference as the Emergency Management Act 2026 makes some changes to the composition of the Coordinating Executive Group.

[3] The Regional Manager's report highlighted delivery against quarter one of the annual work plan. Financial updates confirmed year-to-date performance. This is explained in more detail in the Regional Manager's update paper and finance paper, respectively.

[4] A paper on LTP resourcing highlighted the increased delivery expectations of the new Emergency Management Act and the need to consider the cost implications in the current LTP planning. The proposed recommendations were endorsed by CEG. This is explained in more detail in the Long-term Plan Funding paper. 4 Proposed LTP measures were also endorsed in this paper.

[5] The Regional Emergency Management Plan Update recommends a revision of the plan work schedule with the target of public consultation on the draft by March or April 2027. This is explained in more detail in the Regional Emergency Management Plan update paper.

[6] The revised Regional Recovery Plan was presented to the committee, which recommended that the Otago Emergency Management Committee approve the plan. This is explained in more detail in the Regional Recovery Plan paper.

[7] In a new format, Committee updates from the Otago Lifelines, Welfare Coordinating, and Readiness and Response groups were included in one report. This was well received by the committee.

[8] Kim Reilly from MPI presented to the committee on the recent declaration by the Government of a medium-scale adverse event in Southland and Clutha. This is explained in more detail in the Medium-scale Adverse Event paper.

[9] Partner agency updates reported easing of the winter health response impacts, mana whenua engagement developments, and emergency service operational pressures, with an early start to the wildfire season. The 2027 CEG meeting schedule is not yet set.

RECOMMENDATION

That the Otago Emergency Management Committee:

1) ***Notes*** *this report.*

DISCUSSION

Coordinating Executive Group Terms of Reference

[10] The draft terms of reference presented to the committee reflected the changes required under the Emergency Management Act 2026.

[11] Changes included additional membership, adding Mana Whenua and Ambulance, who were previously co-opted members, as permanent members of the committee. It is also a requirement for the Coordinating Executive Group to have a member with knowledge, experience or expertise regarding the interests of rural communities in Otago.

[12] As some work will be required to identify a suitable representative for rural communities, the Coordinating Executive Group agreed to table the draft terms of reference until the appropriate membership could be identified.

COMMITTEE UPDATES

Readiness and Response Update

[13] The last meeting for this group was 23 July, with the next meeting scheduled for 5 November. The agenda for the November meeting includes preparedness for El Niño and recovery planning where the Emergency Management Committee is not the lead agency.

Otago Lifelines Update

[14] The Committee last met 2 September, with the next planned meeting 2 December. The December meeting will discuss implications of the new legislation and new terms of reference.

Welfare Coordinating Group Update

[15] The Committee were told that the Otago Welfare Coordination Group have discussed the legislative changes with implications for the welfare group in delivering welfare services to animals and considering how to manage offers of assistance.

[16] The group also received briefings on the Temporary Accommodation Service (TAS) managed by MBIE, and on the work MSD does across the 4R's of emergency management.

NEMA Update

[17] The Committee received an update on national emergency management initiatives, including ongoing reform and sector engagement.

MEMBER UPDATES

[18] **Fire and Emergency New Zealand (FENZ):** Blair Kiely, the Acting District Commander reported on the Walter Peak fire, early for the fire season and planning for a potentially busy fire season is in place.

[19] **Hato Hone St John** reported that they are back to a normal workload following the heavy workload and staff illness over one of their busiest winters.

[20] **Te Whatu Ora Southern** reported the new Dunedin Outpatients building has opened with no major issues. Planning for Central Otago Health design is underway. Lessons from participating in Exercise Pacwave are being incorporated into their escalation plans.

[21] **Te Rūnanga o Moeraki** with the rūnaka governance group have had good engagement with Emergency Management Otago.

[22] **Araiteuru Emergency Facilitator** reported the Araiteuru workplan is in place with work continuing on Marae emergency plans.

[23] **Ministry of Primary Industries:** Kim Reilly reported that MPI will debrief the response into the Southland/Clutha response and recovery.

[24] **Ministry of Social Development** reported they have been involved in the moderate adverse event for Clutha and Southland and reviewing their business continuity plans ahead of impacts from El Niño and the Christmas holiday period.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[25] No new matters arising.

Financial Considerations

[26] No new matters arising

Significance and Engagement

[27] No new matters arising.

Legislative and Risk Considerations

[28] No new matters arising.

Climate Change Considerations

[29] No new matters arising.

Communications Considerations

[30] Focus on community preparedness and internal coordination across partners.

ATTACHMENTS

1. Draft Minutes: Coordinating Executive Group Meeting 23 October 2026 [**7.1.1** - 7 pages]

Emergency Management Otago
Te Rākau Whakamarumaru Ōtākou

Civil Defence Emergency Management Otago
Coordinating Executive Group
MINUTES

Minutes of an ordinary meeting of the Civil Defence Emergency Management Otago Coordinating Executive Group held in the Waitaki Events Centre, 2 Centennial Park Road, Oamaru on Friday 23 October 2026, commencing at 1:00 pm.

MEMBERSHIP

Peter Kelly (Chair)	Central Otago District Council
Steve Hill	Clutha District Council
Richard Briggs	Dunedin City Council
Richard Saunders (Deputy Chair)	Otago Regional Council
James Stevenson-Wallace	Queenstown Lakes District Council
Alex Parmley	Waitaki District Council
Matt Scoles	New Zealand Police
Blair Kiely	Fire and Emergency New Zealand
Mallory Wood	Te Whatu Ora Southern
Trevor McGlinchey	Te Rūnanga o Moeraki
Andrew Rouvi	Te Rūnanga ō Ōtakau
Suzanne Ellison	Kati Huirapa Rūnaka Puketeraki
Steph Voight	Ministry of Social Development
Shaun O'Halloran	National Emergency Management Agency
David Milne	Hato Hone St John
Matt Alley (non-voting)	Emergency Management Otago

DRAFT

1. KARAKIA TĪMATANGA - OPENING

Trevor McGlinchey opened the meeting at 1:04 pm with a karakia. Chair Richard Saunders (Otago Regional Council) welcomed Coordinating Executive Group members and staff.

Members attending were Steve Hill (Clutha District Council), James Stevenson-Wallace (Queenstown Lakes District Council), Richard Briggs (Dunedin City Council), Alex Parmley (Waitaki District Council), David Scoones (Central Otago District Council), Trevor McGlinchey (Te Rūnanga o Moeraki), Stacey Reynolds (Te Rūnanga o Moeraki, online), Steph Voight (Ministry of Social Development), Shaun O'Halloran (National Emergency Management Agency (NEMA)), Mallory Wood (Te Whatu Ora Southern, online) David Milne (Hato Hone St John, online), Blair Kiely (Fire and Emergency NZ, online), and Matt Alley (Group Manager, Emergency Management Otago (EMO)).

Guests and EMO staff attending were Kim Reilly (Ministry of Primary Industries), Mauriri Kimura-McGlinchey (Araiteuru Emergency Facilitator), Tom Dyer (Otago Regional Council) and Roderick Francis (Team Leader Group Office). Staff online were Chris Brooker (Emergency Management Advisor), Courtenay Jamieson (Emergency Management Team Leader), Dave Grimes (Emergency Management Advisor), Erica Andrews (Stakeholder Engagement Advisor), Glenn Mitchell (Principal Advisor), Jacqui Lambeth (Emergency Management Advisor), Jasmine Weston (Resilience Advisor), Jessica Craik (Emergency Management Advisor), John Mawhinney (Readiness and Response Advisor), Paula Cathie (Team Leader Coastal) and Cara Jordan (Governance Support).

2. APOLOGIES

Resolution: Steve Hill Moved, Alex Parmley Seconded:
That the apologies for Peter Kelly and Richard Briggs (to leave at 2:00 pm) be accepted.
MOTION CARRIED

3. CONFIRMATION OF AGENDA

The agenda was confirmed as published.

4. MINUTES

Resolution: Steve Hill Moved, Richard Saunders Seconded
That the minutes of the Coordinating Executive Group meeting held on 21 August 2026 be received and confirmed as a true and accurate record.
MOTION CARRIED

5. COMMITTEE TERMS OF REFERENCE

The Committee Terms of Reference were noted.

6. ACTION ITEMS

There were no open actions for the Coordinating Executive Group.

DRAFT

7. REPORT ITEMS

7.1. Terms of Reference

The new Emergency Management Act 2026 has changed the membership requirements for the Coordinating Executive Group. An updated draft terms of reference was presented for review. An agreement in principle for the terms of reference was formed and the paper was laid on the table until membership could be clarified. Glenn Mitchell (Principal Advisor EMO) and Matt Alley (Group Manager EMO) were available for questions.

Resolution CDEM26-145: Richard Saunders Moved, Alex Parmley Seconded
That the Coordinating Executive Group:
***1) Lay the paper on the table** until final CEG membership is confirmed.*
MOTION CARRIED

7.2. Group Manager Update

An update was provided on progress against the Emergency Management Otago 2026–27 Priority Actions workplan at the close of Quarter 1. The report identified actions that are at risk and each action was reviewed. The funding and capacity matters that will shape delivery to June 2027 and planning for 2027–28 were outlined. Matt Alley (Group Manager EMO) was available for questions.

Resolution CDEM26-146: Richard Briggs Moved, James Stevenson-Wallace Seconded
That the Coordinating Executive Group:
***1) Notes** this report.*
***2) Notes** that 31 of the 46 actions due in 2026–27 or ongoing (67%) are on track, that four actions are at risk and that none are off track.*
***3) Notes** the loss of resilient communications at the Central Otago EOC (Starlink) and the Coronet Peak repeater, and requests that Central Otago District Council and Queenstown Lakes District Council confirm remediation timeframes.*
MOTION CARRIED

7.3. Finance Report

Financial performance for the period from July 2026 to September 2026 was presented. Data included actuals against budget and identified key variances. Matt Alley (Group Manager EMO) was available for questions.

Resolution CDEM26-147: Richard Saunders Moved, David Scoones Seconded
That the Coordinating Executive Group:
***1) Notes** this report.*
MOTION CARRIED

7.4. Long-Term Plan Funding

The report presented Emergency Management Otago's resourcing plan and proposed performance measures developed in response to the Emergency Management Act 2026. EMO is currently working on engagement duties. Proposed funding options were discussed with Option 1, full funding from year 1 preferred. Proposed resourcing and LTP measures were reviewed. Matt Alley (Group Manager EMO) was available for questions.

DRAFT

Resolution CDEM26-148: Steve Hill Moved, Alex Parmley Seconded

That the Coordinating Executive Group:

1) ***Notes this report.***
2) ***Notes*** *that the Emergency Management Act 2026 (2026 No 53) was assented on 3 September 2026 and places new planning, engagement and compliance duties on the Emergency Management Committee.*
3) ***Endorses*** *maintaining the current regional framework for emergency management delivery through Emergency Management Otago under the Otago Partnership Agreement, with the Group's new statutory duties delivered through that framework rather than council by council.*
4) ***Endorses*** *new operational funding of $1.14M per year from 2027/28 through the Regional Targeted Rate: Risk, Assurance and Recovery $720,000; Operations $180,000; Training and Exercise $180,000; and a $60,000 uplift to the Mana Whenua EM Facilitator role (to $150,000).*
5) ***Endorses*** *a one-off capital programme of about $500,000 over LTP Years 1–3 ($50,000 / $300,000 / $150,000) for public education and response assets, followed by $50,000 per year from Year 4 to maintain and renew those assets.*
6) ***Endorses*** *sustaining Community Resilience and Education funding at its current level (about $1.99M in FY25-26) as the means by which the Committee will identify and engage disproportionately affected communities, with no new capability funding sought.*
7) ***Notes*** *the phased implementation option set out in this paper (Option 2), under which two new positions would be held back to Year 2, and that the final phasing of new operational funding will be confirmed through the Otago Regional Council LTP 2027–37 process.*
8) ***Endorses*** *the four new LTP performance measures set out in this paper, and an annual assurance cycle led by the National Emergency Management Agency to verify them and recommends that each Otago council adopt the measures in their Long-Term Plans (2027–37).*
9) ***Notes*** *that each council funds its own District Controller and District Recovery Manager appointments, due by September 2027.*
10) ***Recommends*** *that the Emergency Management Committee Approve and Endorse recommendation 1 to 9 for the Otago Regional Council LTP 2027–37.*

MOTION CARRIED

DRAFT

7.5. 2027-2037 Regional Emergency Management Plan Update

A draft 2027-2037 Regional Emergency Management Plan and timeline for implementation was presented. Legislative changes from the new Emergency Management Act 2026 that will be included in the plan were outlined. The emergency management plan and welfare plan will be presented to CEG for approval to go out for public consultation in April 2027. Roderick Francis (Team Leader Group Office EMO) was available for questions.

Resolution CDEM26-149: Richard Saunders Moved, David Scoones Seconded

That the Otago Emergency Management Committee:

1) ***Notes*** *this report.*
2) ***Endorses*** *staffs' recommended approach which is to work on the 2026-36 Otago Regional Emergency Management Plan in conformance with the Emergency Management Act with the work plan schedule and approval to seek public consultation presented in April 2027.*

MOTION CARRIED

7.6. Regional Recovery Plan Review

The revised Regional Recovery Plan was presented for consideration and endorsement to the Otago Emergency Management Committee. Thanks was given to Mauriri Kimura-McGlinchey for his support in providing a mana whenua lens to the plan. Recovery managers are required to be appointed by September 2027. Glenn Mitchell (Principal Advisor EMO) was available for questions.

Resolution CDEM26-150: James Stevenson-Wallace Moved, Richard Briggs Seconded

That the Coordinating Executive Group:

1) ***Notes*** *this report.*

2) ***Recommends*** *that the Otago Emergency Management Committee approve the Regional Recovery Plan.*

MOTION CARRIED

Richard Briggs left the meeting at 1:58 pm.

7.7. Sub-Committee Updates [Readiness & Response, WCG, RAG, Lifelines Group]

This report summarised the activities of four sub-committees of the Otago Emergency Management Coordinating Executive Group: Readiness and Response, Welfare Coordination Group, Rural Assistance Group and Otago Lifelines Group. The rural response to the wet weather situation in Southland and Clutha was discussed. Roderick Francis (Team Leader Group Office EMO) and Kim Reilly (MPI) were available for questions.

Resolution CDEM26-151: Alex Parmley Moved, Richard Saunders Seconded

That the Coordinating Executive Group:

1) ***Notes*** *this report.*

2) ***Notes*** *the updates from the Otago CEG sub-committees and minutes from subcommittees; Draft Readiness and Response Meeting Minutes 23 July 2026, Draft Otago WCG Minutes 18 September 2026, Otago Lifelines Meeting 2 September 2026, and the Otago Lifelines Utilities Group Work Plan Update 2026.*

MOTION CARRIED

7.8. Medium-Scale Adverse Event

The process and outcomes of the recent declaration, by the Government, of a medium-scale adverse event in Southland and Clutha was reviewed. $50,000 of support funding was received for the Rural Support Trust; $15,000 for Otago and $35,000 for Southland. Glenn Mitchell (Principal Advisor EMO) and Kim Reilly (MPI) were available for questions.

Resolution CDEM26-152: Steve Hill Moved, Dave Scoones Seconded

That the Coordinating Executive Group:

1) ***Notes*** *this report.*

MOTION CARRIED

7.9. NEMA Update

This report updated the latest activity and matters that NEMA is working on. The EMS-OS programme has now been submitted to vendors for expressions of interest. Monitoring of El Niño and the tropical cyclone season is ongoing. Shaun O'Halloran (NEMA) was available for questions.

DRAFT

Resolution CDEM26-153: Richard Saunders Moved, James Stevenson-Wallace Seconded
That the Coordinating Executive Group:
***1) Notes** this report.*
MOTION CARRIED

8. PARTNER AGENCY UPDATES

Fire and Emergency New Zealand
Blair Kiely reported on the Walter Peak event which was the first wild fire event for the season. Cross-sector engagement in response is valuable and support from other entities may be needed as the season progresses. Preparedness and planning at the response level for the wild fire season is in place.

Hato Hone St John
David Milne reported on behalf of Hato Hone St John. Winter has been one of the busiest on record with the winter tail of sickness that stretched on, but St John is now back to a normal service delivery model. A desktop exercise is proposed for 2027 to keep the district leadership team engaged and up-to-date with emergency management practice.

Te Whatu Ora Southern
Mallory Wood echoed St John's report on a long winter tail of presentations to the health sector. The new Dunedin hospital outpatient building is open with no major issues. Central Otago health planning is still under way with teams working on design and implementation planning. Te Whatu Ora Southern took part in Exercise Pacific Wave to test the regional South Island escalation plan. The lessons learnt will flow into the district southern escalation plans. Business continuity planning remains ongoing.

Araiteuru Emergency Facilitator
Mauriri Kimura-McGlinchey reported that the Araiteuru workplan and EMO plan have been aligned with a work programme for the next 9 months in place. Marae emergency plans are continuing to develop. Work continues with USAR and FENZ. Proposal for Ngai Tahu tribal event in November, *Who We Are Iwi*, which may include whanau emergency planning.

Te Rūnanga o Moeraki
Trevor McGlinchey reported that the runaka governance group has been meeting regularly with Emergency Management Otago with good engagement.

Ministry of Primary Industries (MPI)
Kim Reilly reported that lessons learnt from the Southland and Clutha response and recovery will be pulled into a debrief to analyse how this affects the new normal winter situation. Work continues with the sector and government on projects in that space.

Ministry of Social Development (MSD)
Steph Voight reported that MSD is now doing written updates for agencies and will implement written reporting from the next CEG meeting. MSD has asked for police engagement in future CEG meetings. A regional leadership group was undertaken last week with good effect. MSD is part of the medium scale adverse event for Southland and Clutha. Business continuity planning is being reviewed to reflect El Niño impacts especially with Christmas workforce impacts. A tightening eligibility for 18-19 year old job seekers will come into effect November 2027.

DRAFT

9. GENERAL BUSINESS

There were no items of general business.

10. KARAKIA WHAKAMUTUNGA - CLOSING

There was no further business and Trevor McGlinchey closed the meeting with a karakia at 2:28 pm.

_____ _____

Chairperson Date

DRAFT

7.2. Group Manager Update

Prepared for:	Otago Emergency Management Committee
Report No.	CDEM2666
Activity:	Emergency Management Otago
Author:	Matt Alley (Group Manager, Emergency Management Otago)
Endorsed by:	Matt Alley (Group Manager, Emergency Management Otago)
Date:	6 November 2026

PURPOSE

[1] This report updates the Otago Emergency Management Committee (EMC) on progress against the Emergency Management Otago (EMO) 2026–27 Priority Actions workplan at the close of Quarter 1. It sets out the funding and capacity matters that will shape delivery to June 2027 and planning for 2027–28.

EXECUTIVE SUMMARY

[2] **Delivery is broadly on course.** 32 of the 46 actions due this year or ongoing (70%) are on track, and none are off track. All four subcommittee functions and five of seven operational systems actions are on track.

[3] **Two actions are at risk.** The most material for councils is the loss of resilient communications at two sites (Central Otago EOC Starlink and the Coronet Peak radio repeater), both have active corrective actions.

[4] **Funding is the main structural risk.** 24 actions (38%) have no dedicated budget. Ten of these are due now or ongoing, including Emergency Management Act 2026 implementation, Schedule 2 compliance reporting, and the EM risk register.

RECOMMENDATION

That the Otago Emergency Management Committee:

1) ***Notes*** *this report.*

BACKGROUND

[5] The 2026–27 workplan sets out the Group's priority actions for the financial year. It has 63 actions across 12 workstreams, broken down into 287 tasks with owners, budget status and delivery period. Each action carries a delivery tracker status (on track, at risk, off track or not yet started) that rolls up automatically into the workplan dashboard.

[6] Of the 63 actions, 46 are due in 2026–27 or are ongoing, and 17 are deliberately programmed for 2027–28. This report covers Quarter 1 (July to September 2026), with status as of 28 October 2026.

[7] Quarterly workplan reporting to CEG is itself a workplan action (WP07.5, district compliance dashboarding). It is intended to give chief executives confidence that their councils are meeting their obligations under the Emergency Management Act 2026.

DISCUSSION

Overall position

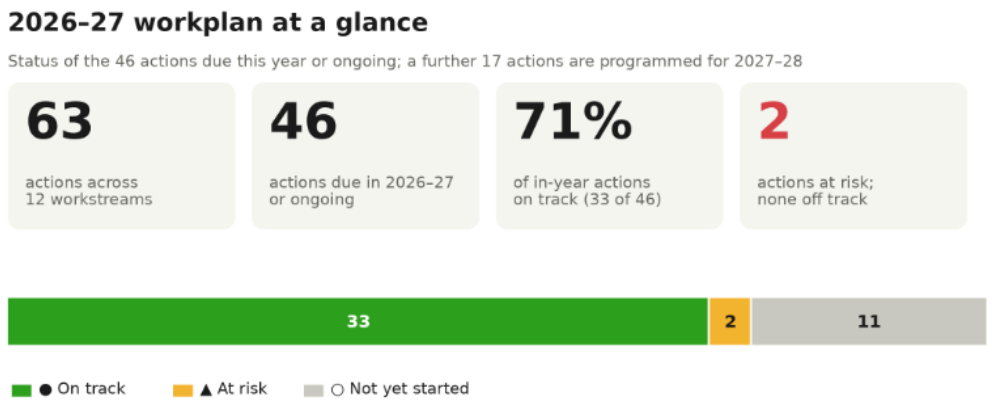


Figure 1: Status of actions due in 2026–27 or ongoing

[8] At task level, 17 of the 238 tasks due this year or ongoing are complete (7%), 90 are in progress (38%), and 131 have not yet started (55%). This is expected at the end of Quarter 1, because many tasks are tied to Quarter 3 and 4 milestones such as the regional exercise, committee cycles and strategy approvals. It does mean delivery is back-loaded, so a significant response activation or a staff absence in the second half of the year would affect results.

[9] Quarter 1 achievements include:

- Participated in Exercise Pacific Wave (Tier 4, NEMA-led), completed 14 October 2026.
- Reviewed the Group Recovery Plan, including mana whenua feedback. It comes to CEG on 23 October and goes to the Joint Committee on 6 November.
- Took part in the NEMA National Assurance Framework pilot and completed the self-assessment.
- Delivered functional leadership training for ECC/EOC staff and the annual PIM function training.
- Confirmed the AF8 project funding position for the 2027–37 LTP period.
- Reviewed and updated the Duty Officer SOP, and confirmed the purpose, governance and readiness requirements of the Coastal Otago NZ Response Team.
- Delivered the annual community resilience survey and set the ECC/EOC facility audit schedule and method.

Progress by workstream

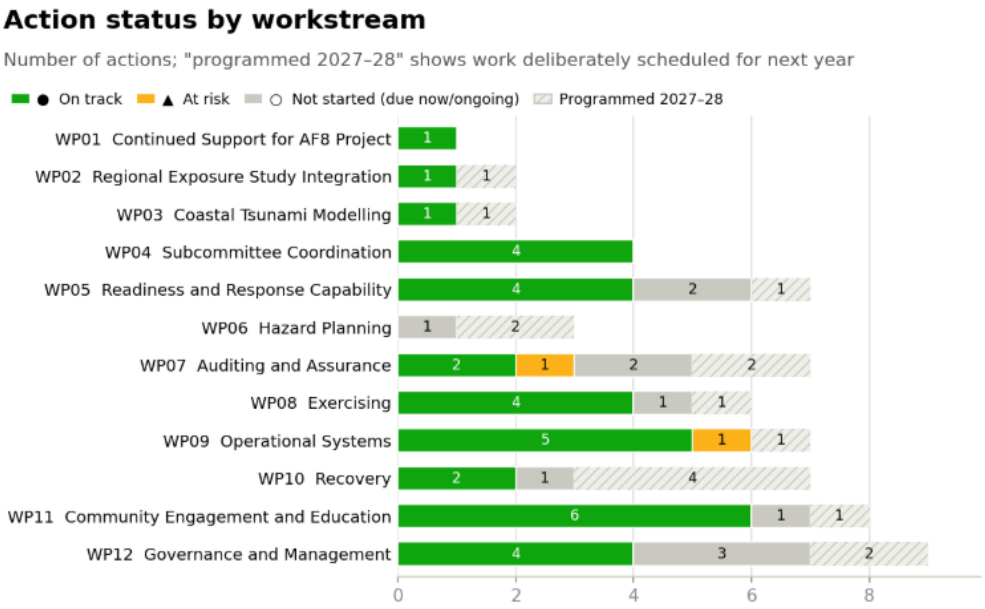


Figure 2: Action status by workstream

[10] **Strongest:** Subcommittee Coordination (4 of 4 on track), Operational Systems (6 of 7 on track) and AF8 support.

[11] **Governance and Management:** this is the largest workstream with 9 actions, and 38 of its 44 tasks have not started. It includes Regional Plan 2027–2037 implementation and EM Act implementation, which are the foundations the rest of the programme is measured against.

[12] **Hazard Planning:** Catastrophic Event Plans for all districts (WP06.1) are budgeted and due this year, but none of the nine tasks have started. Delivery depends on district Emergency Management Advisors.

[13] **Recovery:** four of seven actions are programmed for 2027–28 and are unbudgeted. Progress depends on the Joint Committee approving the Group Recovery Plan in November.

Actions at risk

[14] Table 1 sets out the four actions that are at risk, what is driving each, and the response.

Table 1: Actions at risk

Action	Status	What is driving it	Response and support sought
WP07.2 Resilient systems: ECC/EOC audit testing	▲ At risk	The Central Otago EOC Starlink in Alexandra failed about 12 months ago and has not been replaced while CODC scopes a wider Starlink resilience project, so there is currently no satellite capability. The Coronet Peak repeater, the main repeater for the QLDC radio network, has been damaged by snow load.	Remediation is tracked through corrective action plans. CODC and QLDC are asked to confirm interim backup arrangements and repair timeframes.
WP09.2 Impact assessment workflow	▲ At risk	The region-wide building assessment standard and dashboard are due 27 November, but agreement across councils is still forming. Natural Hazards has not yet set dates for flood modelling.	Regional "views" are being built in the meantime, and tools will be tested in the 2027 regional exercise. Council building teams need to adopt a common standard.

Key milestones

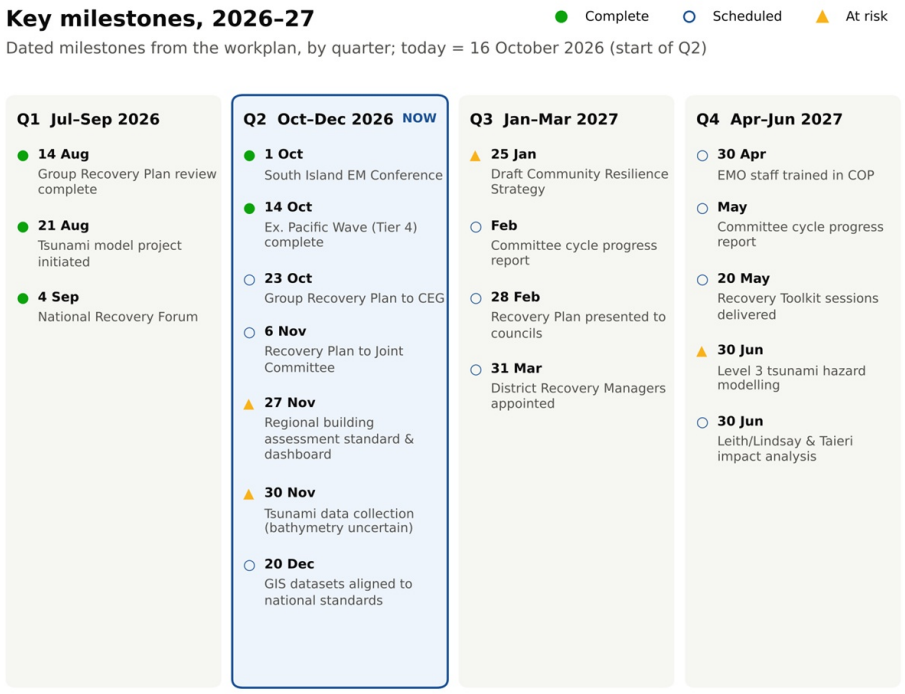


Figure 4: Key dated milestones for 2026–27

[15] The near-term milestones are the Group Recovery Plan to CEG (23 October) and to the Emergency Management Committee (6 November), the regional building assessment standard (27 November), tsunami model data collection (30 November) and alignment of GIS datasets to national standards (20 December).

Community resilience

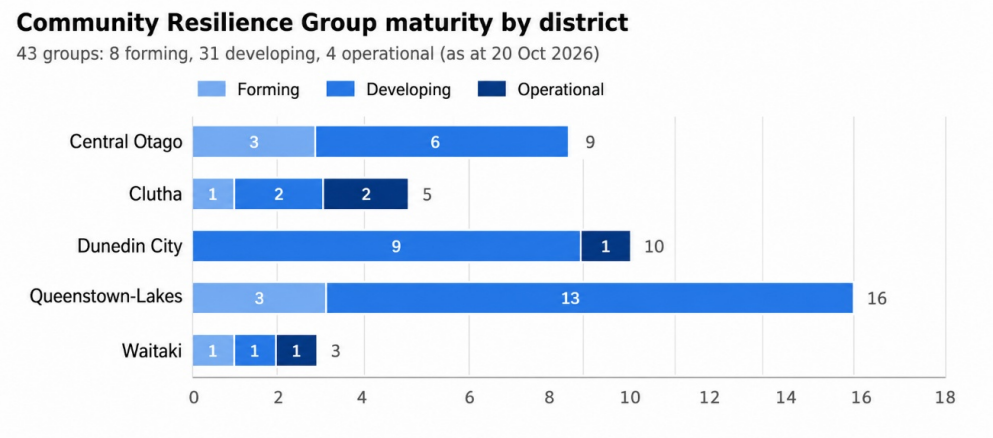


Figure 5: Community Resilience Group maturity by district.

[16] There are 43 Community Resilience Groups across the region. 4 are operational (9%), 31 are developing (72%) and 8 are forming (19%). The developing groups are the main pipeline, with the largest concentrations in Queenstown-Lakes (13) and Dunedin City (9). This year's target is to bring two more groups per TLA to operational status.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[17] The workplan is the delivery mechanism for the Otago Regional Plan 2027–2037 (WP12.1). It aligns with the National Disaster Resilience Strategy and with NEMA's National Assurance Framework (WP07.1). The Training and Capability Strategy (WP12.4) and the Community Resilience Strategy (WP12.5) are both being updated this year.

[18] A formal paper seeking direction and endorsement for an LTP funding increase is incorporated in this agenda.

Financial Considerations

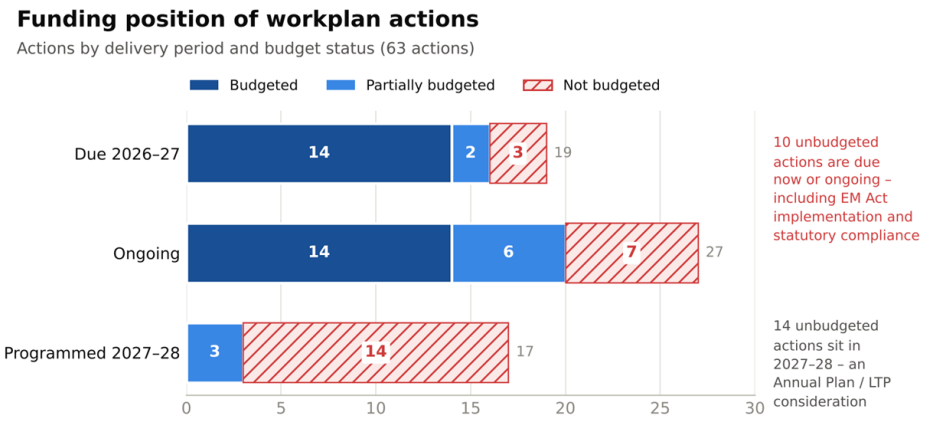


Figure 6: Workplan actions by delivery period and budget status

[19] 28 actions (44%) are fully budgeted, 11 (17%) are partly budgeted and 24 (38%) have no dedicated budget. Ten of the unbudgeted actions are due now or ongoing (Table 2). Several of these are being progressed within existing staff time, but that cannot be sustained alongside the rest of the programme.

Table 2: Unbudgeted actions due now or ongoing

Unbudgeted action	Period	Why it matters
WP12.3 Emergency Management Act implementation	Ongoing	Aligns EM policies, plans and delivery with the EM Act 2026
WP07.4 Annual Schedule 2 compliance (29(h)) and reporting	Ongoing	Statutory compliance reporting
WP11.8 Needs and Offers	2026–27	Regional policy required under the EM Act 2026
WP12.7 Leadership across regional hazard and risk	Ongoing	Hazard and risk coordination under s29(1)(a)
WP07.1 National Assurance Framework adoption	Ongoing	NEMA assurance expectations
WP07.5 District compliance dashboarding	2026–27	Gives CEs assurance that legislative requirements are met
WP07.6 EM risk register	2026–27	Risks to delivery escalated to CEG and EMC
WP05.6 24/7 response roster maintenance	Ongoing	ECC/EOC cover for every shift
WP10.6 Iwi and community input in recovery planning	Ongoing	Rūnaka participation in recovery
WP11.3 Disproportionately affected communities	Ongoing	Equity of preparedness and welfare

[20] A further 14 unbudgeted actions are programmed for 2027–28. They include the district recovery network and district recovery plans, recovery domain working groups, succession planning, mutual aid agreements, wildfire modelling and the distribution of tsunami hazard information. Additional bathymetric LiDAR for the tsunami model (WP03.1) may also add cost in 2026–27.

Legislative and Risk Considerations

[21] The Emergency Management Act 2026 places new expectations on the EMC. Implementation (WP12.3) and the Needs and Offers policy (WP11.8) are not yet scoped into tasks, and the Schedule 2 compliance reporting framework (WP07.4) has not started. Until they are, the EMC cannot show compliance with confidence.

[22] The main operational risks are the loss of resilient communications at the Central Otago EOC and the Coronet Peak repeater, reliance on a small number of staff, and the absence of mutual aid agreements with neighbouring regions. The EM risk register (WP07.6), which will give CEG a structured view of these risks, has not started and is unbudgeted.

Climate Change Considerations

[23] Several actions build understanding of hazards that climate change will intensify, including flood modelling and impact analysis for the Leith/Lindsay and Taieri Plain areas (WP09.2), coastal tsunami modelling (WP03.1) and the wildfire modelling assessment (WP02.2, programmed for 2027–28). WP12.7 aligns emerging climate adaptation and planning legislation with the EM Act 2026 to inform future policy.

Communications Considerations

[24] Public-facing work this year includes the regional household emergency plan campaign, the annual community resilience survey, the Year 6 school preparedness project and support for 43 Community Resilience Groups. No specific communications are needed as a result of this report.

ATTACHMENTS

Nil

7.3. Finance Report

Prepared for:	Otago Emergency Management Committee
Report No.	CDEM2667
Activity:	Emergency Management Otago
Author:	Matt Alley (Group Manager, Emergency Management Otago)
Endorsed by:	Matt Alley (Group Manager, Emergency Management Otago)
Date:	6 November 2026

PURPOSE

[1] This report provides an updated overview of the Emergency Management Committees financial performance for the period from July 2026 to September 2026. It includes actuals against budget, identifies key variances, and updates the previously reported position to reflect year to date data.

EXECUTIVE SUMMARY

[2] As of September 2026, the CDEM Group is reporting a year-to-date operating deficit of $47,000.

Revenue

[3] Total revenue is $1,034m YTD, which is $6,000 favourable to the budget. This is driven by:

- Rates revenue of $4,000 above budget; and
- Other revenue (TEC Fund) of $2,000

RECOMMENDATION

That the Otago Emergency Management Committee:

1) ***Notes*** *this report.*

BACKGROUND

[4] Emergency Management Otago operates under a shared service agreement to deliver regional civil defence and emergency management functions. Sound financial oversight supports the delivery of core services, resilience initiatives, and emergency readiness.

DISCUSSION

Finance (July 2026 – June 2027)					
		Actual YTD (000)	Budget YTD (000)	Variance (000)	Full Year Budget
Income	Targeted Rate	1,032	1,028	4	4,114
	TEC Fund	2	-	2	
Total Revenue		**1,034**	**1,028**	**6**	**4,114**
Expenditure (Direct Costs)	Depreciation	12	12	-	47
	Staff Time / Expenses	642	537	(104)	2,230
	Internal Charges	277	315	39	1,262
	Operations	84	97	13	575
Total Operating Expenditure		**1,014**	**961**	**(53)**	**4,114**
Surplus/(Deficit)		**20**	**67**	**(47)**	**-**

Table 1: Year-to-date (July – September) financial consolidation.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[5] No matters arising.

Financial Considerations

[6] No matters arising.

Significance and Engagement

[7] No matters arising.

Legislative and Risk Considerations

[8] No matters arising.

Climate Change Considerations

[9] No matters arising.

Communications Considerations

[10] No matters arising.

NEXT STEPS

[11] N/A.

ATTACHMENTS

Nil

7.4. Long-Term Plan Funding

Prepared for:	Otago Emergency Management Committee
Report No.	CDEM2668
Activity:	Emergency Management Otago
Author:	Roderick Francis (Team Leader Group Office)
Endorsed by:	Matt Alley (Group Manager, Emergency Management Otago)
Date:	6 November 2026

PURPOSE

[1] To seek the Emergency Management Committee's approval and endorsement of the Emergency Management Otago (EMO) resourcing plan (LTP 27-37) and proposed performance measures developed in response to the Emergency Management Act 2026.

EXECUTIVE SUMMARY

[2] The Emergency Management Act 2026 (assented 4 September 2026) introduces new or strengthened requirements for functions overseen by the Emergency Management Committee. The resourcing plan in this paper is designed to put EMO in a position to meet those requirements on the Committee's behalf, through the existing regional framework under the Otago Partnership Agreement.

[3] The proposed investment responds directly to the Act's requirements and timeframes:

(a) **Compliance and assurance.** Compliance orders may be issued from March 2027, with penalties of up to $75,000 for individuals and $300,000 for entities. Four Risk, Assurance, Planning and Recovery positions ($720,000) give the Committee a funded assurance function to evidence compliance each year, lead the Regional Plan review and strengthen recovery planning.

(b) **Appointments and Regional Plan content.** From the day of assent, the Act places additional planning requirements on Committees; additional planning expertise ($180,000) is required to meet these expectations. By September 2027, controllers and recovery managers must be appointed under the new regime, and any Regional Plan the Committee approves must meet new content requirements. An Operations position ($180,000) supports controller, Emergency Operations Centre and response arrangements, and a Training and Exercise position ($180,000) trains appointees and EOC staff, including delivering functional leadership training, currently delivered by a consultant.

(c) **Engagement with iwi, Māori and disproportionately affected communities.** This duty already applies to the current Regional Plan review. A $60,000 uplift to the Mana Whenua EM Facilitator role and sustaining Community Resilience and Education funding at its current level (about $1.99M in FY25-26), provide the capacity to identify and engage these communities.

(d) **Public education and response assets.** One-off capital of about $500,000 over LTP Years 1–3 funds public education and response assets, including an earthquake trailer and tsunami signage.

[4] In total, this is $1.14M a year of new recurring funding (a 28% increase on the FY25-26 approved budget) and about $500,000 of one-off capital, collected through the CDEM Regional Targeted Rate. The Act creates these duties but does not fund them. Without this investment, the Committee would hold statutory duties without the capacity to deliver them or evidence that they are being met.

[5] Four new LTP performance measures are proposed for adoption by each Otago council in its LTP 2027–37. They are new measures, not amendments to existing ones. They test each council's responsibilities under Schedule A of the Partnership Agreement and are verified through one annual assurance cycle led by the National Emergency Management Agency.

[6] The Chief Executives' workshop on Friday 2 October 2026 is acknowledged as part of the development of this proposal, and the recommendations in this paper are consistent with the direction provided at that workshop.

[7] Reflecting the workshop discussion, a phased implementation option is also presented (Option 2). It would hold two of the six new positions back to Year 2, reducing the Year 1 increase from $1.14M to $780,000. The trade-off is that the new structure would take longer to become fully effective, and some areas may remain non-compliant for longer, at the time the Act's first statutory deadlines fall. The full package (Option 1) remains the recommended option.

[8] At their 23 October meeting, the Coordinating Executive Group (CEG) expressed a preference for full funding from year 1, 2027-28 (funding option 1) following a discussion of proposed resourcing and LTP measures.

RECOMMENDATION

That the Otago Emergency Management Committee:

1) ***Notes** this report.*
2) ***Notes** that the Emergency Management Act 2026 (2026 No 53) was assented on 4 September 2026 and places new planning, engagement and compliance duties on the Emergency Management Committee.*
3) ***Endorses** maintaining the current regional framework for emergency management delivery through Emergency Management Otago under the Otago Partnership Agreement, with the Group's new statutory duties delivered through that framework rather than council by council.*
4) ***Approves** funding option 1 new operational funding of $1.14M per year from 2027/28 as recommended by CEG. This will be funded through the Regional Targeted Rate: Risk, Assurance and Recovery $720,000; Operations $180,000; Training and Exercise $180,000; and a $60,000 uplift to the Mana Whenua EM Facilitator role (to $150,000).*
5) ***Approves** a one-off capital programme of about $500,000 over LTP Years 1–3 ($50,000 / $300,000 / $150,000) for public education and response assets, followed by $50,000 per year from Year 4 to maintain and renew those assets.*

6) ***Endorses*** *the four new LTP performance measures set out in this paper, and an annual assurance cycle led by the National Emergency Management Agency to verify them and recommends that each Otago council adopt the measures in their Long-Term Plans (2027–37).*
7) ***Notes*** *that each council funds its own District Controller and District Recovery Manager appointments, due by September 2027.*

BACKGROUND

[9] Under the Otago CDEM Partnership Agreement, Emergency Management Otago (EMO) develops the Group budget for endorsement by CEG and approval by the Joint Committee (now EMC), with the rate decision ratified by the Otago Regional Council. Funding is organised into five functional areas:

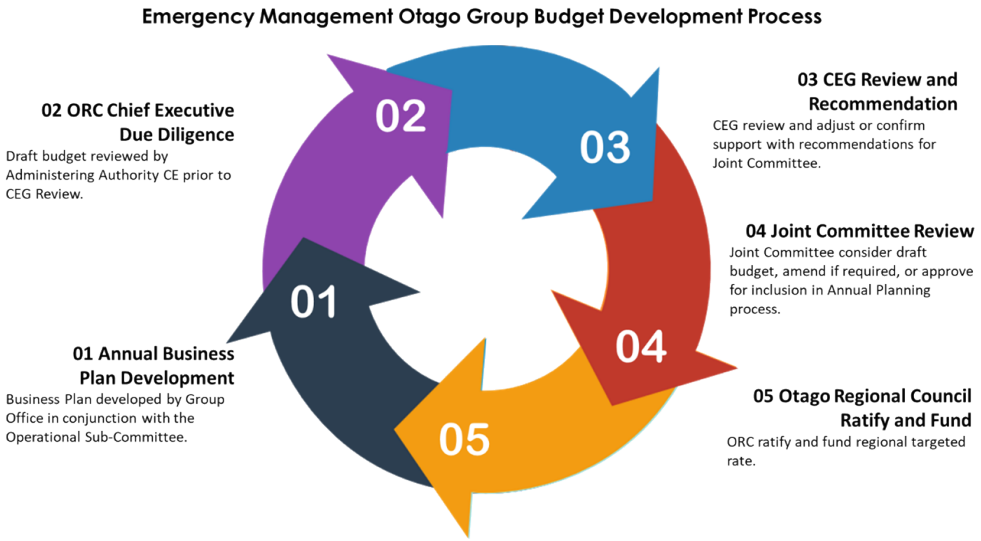
- Risk, Assurance and Recovery;
- Operations;
- Training and Capability;
- Community Resilience and Education; and
- Governance and Support.

[10] The current regional framework is a shared service delivered through EMO and funded through the Regional Targeted Rate, with each council retaining its local controller, recovery and district liaison roles.

[11] This proposal was discussed at the Chief Executives' workshop on Friday 2 October 2026, and the workshop is acknowledged. The workshop was a briefing and discussion forum and did not decide on behalf of CEG. The recommendations in this paper, including the choice of delivery framework, are put to EMC for decision on their own merits, noting that CEG has endorsed this approach.

[12] To define delivery expectations Emergency Management Otago has referenced their annual workplan (63 priority actions) and results from our participation in NEMA's annual assurance pilot project (480+ criteria).

[13] The diagram below defines the budget process as agreed in the Otago Partnership Agreement.



Model 1 depicts the current budgetary process as defined by the Otago CDEM Partnership Agreement.

DISCUSSION

New planning duties on the Committee

[14] NEMA's policy guidance describes three new duties for Emergency Management Committees. The Committee must:

(a) identify communities it considers disproportionately affected, being those likely to be significantly more affected by an emergency and so to have increased vulnerabilities or specific needs;

(b) engage with and involve their representatives, and iwi and Māori, when developing the Regional Plan; and

(c) from September 2027, include arrangements for their needs, and for animals and offers of assistance, in any Regional Plan it approves.

[15] The engagement duty applies from the day after assent. Otago's Regional Plan review had not been publicly notified before assent, so the duty applies to it now. The Minister may also direct amendments to a proposed Plan or a full review. Long-term plans must now set out steps to progress Regional Plan requirements placed on councils.

Why maintain the regional framework

[16] Compliance orders carry penalties of up to $75,000 for individuals and $300,000 for entities. The $1.08M capability funding gives the Committee a funded assurance function to evidence annual compliance. Centralising it costs $720,000 for the Risk, Assurance and Recovery team, against $1.08M–$4.32M (1.5–6×) to replicate it across six councils. The Act creates the duties but not the funding: NEMA advises that how councils fund them is a matter for individual councils.

[17] Sustaining this framework avoids duplicating capability across six councils (see the assurance costing below), keeps engagement with iwi and disproportionately affected communities coordinated rather than fragmented, and preserves each council's local control of its own appointments and district relationships. The funding sought is the cost of making the framework fit for the Act, not a change to it.

Assurance and capability funding

[18] Compliance orders carry penalties of up to $75,000 for individuals and $300,000 for entities. The $1.08M capability funding gives the Committee a funded assurance function to evidence annual compliance. Centralising it costs $720,000 for the Risk, Assurance and Recovery team, against $1.08M–$4.32M (1.5–6×) to replicate it across six councils. The Act creates the duties but not the funding: NEMA advises that how councils fund them is a matter for individual councils.

[19] The Training and Exercise position ($180,000) will deliver functional leadership training in-house as part of the regional training and exercise programme. This is funded within the operational package, so no separate decision is required.

LTP performance measures and annual assurance

[20] Four new LTP performance measures are proposed for adoption by each Otago council (the table below). They are new measures, not amendments to existing measures. Where a council's current LTP already includes an emergency management measure, the relevant new measure is intended to replace it, so that all Otago councils report on a consistent basis. The measures test the territorial authority duties in Schedule A of the Partnership Agreement across people and training; facilities, equipment and alerting; hazards, essential infrastructure and local plans; and the council's own annual assurance. Each result can be evidenced by the council and checked by its auditor. Targets are proposed and rise to a steady state from Year 4.

#	Level of service	Measure	Target	Evidence
1	Trained, available people to run the council's EOC and fulfil its Emergency Management roles	% of designated EM roles filled by staff who meet role-specific training and exercise requirements. Roles: EOC CIMS functions, Local Controller, Local Recovery Manager (each with an alternate), Local Welfare Manager, Local PIM, 24/7 duty cover	Maintain an 80% trained cohort as defined in the Committee Training and Capability Strategy.	EMO training register; appointment instruments; duty roster
2	Facilities, equipment, alerting and continuity ready to operate	EOC and alternate identified; Civil Defence Centre arrangements; EOC equipment, ICT and local public alerting tested annually.	Fully delivered by year 3.	EMO annual readiness check, including observed alerting test and EOC walk-through
3	Hazards, Essential Infrastructure and local plans current and aligned to the Regional Emergency Management Plan	Required plans and risk actions that are current and aligned: hazard risk actions assigned to the council in the Regional Plan; Essential Infrastructure risk assessment; EOC response plans and SOPs; local welfare arrangements; local recovery plan; LTP steps to progress Regional Plan requirements	LTPs and other planning instruments aligned by Year 4.	Plan register with review dates; EMO alignment check
4	The council meets its Regional Emergency Management Agreement duties and reports on them every year	Annual assurance cycle completed: Chief Executive-signed assurance statement and evidence return lodged on time; budget and local work programme reported to CEG; at least 90% of corrective actions from the previous cycle closed on time	Complete each year; 90% of actions closed	Assurance statement; CEG report; corrective action tracker

[21] Each council gives (supported by EMO) CEG one assurance return a year, and the National Emergency Management Agency validates it. The Chief Executive signs a statement confirming the council has met its assurance expectations or lists the gaps and a corrective plan. The Agreement already requires members to provide the reports the EMC requires and requires EMO to coordinate the annual report and lead monitoring and evaluation.

OPTIONS

[22] **Option 1 (recommended): maintain the regional framework through EMO and endorse the full package from Year 1.** New capability and one-off funding through the Regional Targeted Rate. This resources both the Committee's assurance duties and its new community engagement duty from the start of the LTP. It also puts the four LTP performance measures and annual assurance in place for councils.

[23] **Option 2: maintain the regional framework and phase the new operational funding across Years 1 and 2.** This option responds to the discussion at the Chief Executives' workshop. All elements of Option 1 are retained, but two of the six new positions (one Risk, Assurance and Recovery position and the Operations position) are held back to Year 2 and recruited as workload builds through the first assurance cycle and the Regional Plan review. Year 1 priorities are the roles most directly tied to the earliest statutory deadlines: assurance, training of appointees, and engagement with iwi and Māori.

Item (new recurring)	Option 1: Year 1 onward	Option 2: Year 1	Option 2: Year 2 onward
Risk, Assurance and Recovery	$720,000 (4 FTE)	$540,000 (3 FTE)	$720,000 (4 FTE)
Operations	$180,000 (1 FTE)	— (held to Year 2)	$180,000 (1 FTE)
Training and Exercise	$180,000 (1 FTE)	$180,000 (1 FTE)	$180,000 (1 FTE)
Mana Whenua EM Facilitator uplift	$60,000	$60,000	$60,000
Total new recurring	**$1,140,000**	**$780,000**	**$1,140,000**

[24] Under Option 2, new recurring funding is $780,000 in Year 1 (an increase of about 19% on FY25-26), rising to the full $1.14M from Year 2. Capital, Community Resilience and Education funding and the performance measures are unchanged. A straight 50/50 split ($570,000 in each of Years 1 and 2) is an alternative, but holding back specific appointments is preferred because it protects the roles needed to meet the earliest statutory deadlines.

[25] The trade-off of a phased approach is time. In particular:

(a) the new structure would take longer to become fully effective, and the full benefits of the model would not be realised until the Year 2 positions are recruited and established, most likely in Year 3:

(b) some areas may remain non-compliant for longer. The compliance-order window opens in March 2027, and the September 2027 deadlines fall in Year 1, so the assurance function would complete its first full cycle under strength;

(c) councils' early performance measure targets, particularly Measures 2 and 3 (readiness, and plans current and aligned), would be harder to support because they draw on operations and assurance capacity;

(d) reliance on a small number of people for statutory assurance work would be reduced but not removed in Year 1; and

(e) total cost is deferred rather than reduced, and recruiting in Year 2 adds lead time before those positions are productive.

[26] **Option 3: do not endorse.** The framework would be left unresourced, and each council would in practice address compliance alone and new legislative expectations alone, at higher cost and with inconsistent results, which abandons the shared service the Partnership Agreement provides for. Individual councils may still fund local top-ups from their own budgets under the Agreement; this does not need a CEG decision.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[27] The proposals align with the Regional Plan (Group Plan), the National Disaster Resilience Strategy 2019–2029 (to which Regional Plans must align), Schedules A and B of the Partnership Agreement (the basis for regional delivery), and the LTP community outcome of resilient communities and infrastructure. Funding follows Schedule B: shared Group activity is funded through the Regional Targeted Rate.

Financial Considerations

[28] Costings are indicative ($180,000 per FTE); Finance confirms final figures through the ORC LTP Activity Build.

Item (New)	Recurring p.a.	One-off	Funding
Risk, Assurance and Recovery (4 FTE)	$720,000	—	Regional Targeted Rate
Operations (1 FTE)	$180,000	—	Regional Targeted Rate
Training and Exercise (1 FTE)	$180,000	—	Regional Targeted Rate
Mana Whenua EM Facilitator uplift	$60,000	—	Regional Targeted Rate
Total new recurring	**$1,140,000**	**—**	
Capital: NZRT Equipment and response assets (including earthquake trailer and tsunami signage)	$50,000 from Yr 4	$500,000	Regional Targeted Rate

[29] Recurring cost rises from $4.03M (FY25-26 approved) to about $5.17M, an increase of $1.14M (28%). Under the phased option (Option 2), the Year 1 increase would be $780,000 (about 19%), reaching the full $1.14M from Year 2. The apportionment between councils is unchanged.

Significance and Engagement

[30] This is an internal endorsement step ahead of public consultation on the LTP 2027–37. Engagement with iwi and Māori and with representatives of disproportionately affected communities will occur through the Regional Plan review, supported by the Mana Whenua EM Facilitator and the district liaison network.

Legislative and Risk Considerations

[31] Provision descriptions are drawn from NEMA's information sheets on the Bill as reported back and the Act's published guidance and should be confirmed against the Act as enacted. The Act commences the day after assent, so statutory clocks fall in early March and early September 2027.

[32] The main risks of not proceeding are exposure to compliance orders with no funded assurance function, a Regional Plan that does not meet the new engagement and content requirements, erosion of the community network the Act depends on, and reliance on one person for statutory assurance work. The September 2027 deadlines fall in the LTP's first year.

Climate Change Considerations

[33] The funding strengthens hazard modelling (including wildfire and tsunami) and community preparedness for climate-influenced hazards. There are no direct emissions implications.

Communications Considerations

[34] Following the resolution, each Chief Executive will brief their own elected members. Public messaging will occur through LTP consultation.

NEXT STEPS

[35] ORC Finance confirms costings and the Activity Build is completed; the Regional Plan review identifies disproportionately affected communities and begins engagement with their representatives; and each council diarises its Controller and Recovery Manager appointments, due by September 2027; and EMO runs a baseline assurance cycle in 2026/27 so that each council can adopt Year 1 targets in its LTP.

ATTACHMENTS

Nil

7.5. 2027-2037 Regional Emergency Management Plan Update

Prepared for:	Otago Emergency Management Committee
Report No.	CDEM2669
Activity:	Emergency Management Otago
Author:	Roderick Francis (Team Leader Group Office)
Endorsed by:	Matt Alley (Group Manager, Emergency Management Otago)
Date:	6 November 2026

PURPOSE

[1] This paper is an update on work for the draft 2027-2037 Regional Emergency Management Plan.

EXECUTIVE SUMMARY

[2] Additional work is underway to ensure that the draft 2027-2037 Regional Emergency Management Plan conforms to the new requirements laid out in the Emergency Management Act 2026.

[3] There are three main areas of work being advanced now: classification of disproportionately affected communities, ensuring representatives of disproportionately affected communities are involved in governance and policy formation processes, and expanding animal welfare arrangements to include companion animals.

[4] Much of this work will influence the content and approach of the welfare plan. This policy document was last published in 2018 and now needs significant revision.

[5] We are proposing to operate concurrent workstreams through to the public consultation phase for both the draft 2027-2037 Regional Emergency Management Plan and the draft 2027 Welfare Plan.

[6] Much of the detailed work relating to disproportionately affected communities and animal welfare will be contained in the draft 2027 Welfare Plan.

[7] Following enactment of the Emergency Management Act 2026 more consideration has been given to how the draft 2027-2037 Regional Emergency Management Plan not only meets the directives contained in the Act but also gives appropriate guidance and direction in response to other new legislation.

[8] Natural hazard considerations are now integrated into the new planning system. More time is needed to work with member councils, including ORC to ensure that our 2027-2037 Regional Emergency Management Plan reflects the scope and intent of these broader legislative changes.

[9] Given the proposed revisions to scope and the need for additional engagement and strategic alignment with other legislative changes it is expected that we will be seeking approval for public consultation on the 2027-2037 Regional Emergency Management Plan and the 2027 Welfare Plan in March or April 2027.

[10] At their meeting on 23 October the Coordinating Executive Group noted the report and endorsed staffs' recommended approach which is to work on the 2026-36 Otago Regional Emergency Management Plan in conformance with the Emergency Management Act with the work plan schedule and approval to seek public consultation presented in April 2027.

RECOMMENDATION

That the Otago Emergency Management Committee:

1) ***Notes** this report.*
2) ***Approves** staffs' recommended approach which is to work on the 2026-36 Otago Regional Emergency Management Plan in conformance with the Emergency Management Act with the work plan schedule and approval to seek public consultation presented in April 2027.*

BACKGROUND

[11] The Emergency Management Act came into effect on 4 September 2026 and is the legislative driver for emergency management in New Zealand.

[12] The Emergency Management Act 2026 replaces the CDEM Act 2002. Impetus for many of the legislative changes in the new Act came from findings contained in the *Report of the Government Inquiry into the Response to the North Island Severe Weather Events.* which highlighted sector-wide shortcomings.

[13] Regional Emergency Management Plans replace CDEM Group Plans enabled under the CDEM Act 2002. Regional Emergency Management Plans are a key instrument for implementing responsibilities of the Emergency Management Committee by driving action across the 4Rs of risk reduction, readiness, response, and recovery.

[14] The draft plan Section 4: hazards, risk assessment and exposure analysis is now being used to better identify potential disproportionately affected communities based on multiple variables in two broad categories: the level of exposure to natural hazards related to physical location (including isolation during or immediately after an event) and social vulnerabilities leading to worse outcomes for specific communities regardless of location.

[15] The more detailed work on policy direction and scope will be contained in the draft 2027 Welfare Plan. This work is best undertaken concurrently with the 2027-2037 Regional Emergency Management Plan to ensure consistency and clarity of purpose.

[16] The 2027-2037 Regional Emergency Management Plan is being developed during a time of significant legislative change including: the Planning Act 2026, the Natural Environment Act 2026, the Climate Change Response Amendment Bill and the Local Government (Local Authority Reporting) Amendment Regulations 2026 (and where applicable national policy directions and other guidance).

DISCUSSION

[17] The Emergency Management Act defines disproportionately affected communities as "communities that, if an emergency occurs:

- will or is likely to be significantly more affected by the emergency than other communities, and
- because it is significantly more affected will, or is likely to have, increased vulnerabilities or specific needs during or after the emergency. "

The general nature of this definition and the absence of any guidance to date requires us to develop an engagement process to support a sustainable policy position for the life of the 2027-2037 Regional Emergency Management Plan. When combined with the work on the draft Welfare Plan this will take extra time.

[18] Emergency Management Otago has already been informally engaging with iwi representatives facilitated by the mana whenua Araiteuru emergency facilitator. As the plan develops there will be opportunities for continued informal engagement prior to formal partner consultations across the sector.

[19] The Emergency Management Act 2026 grants the Minister and/or Director General to direct changes to plans and set planning standards. These changes signal a stronger approach to assurance and compliance from central government. Currently we are working without additional published guidance. Therefore, we will need to proceed with some care because of uncertainty around expectations.

[20] The breadth of legislative change across the New Zealand planning system and local government sector has induced a high level of uncertainty. The draft 2027-2037 Emergency Management Plan must respond effectively to these changes.

[21] We are currently working with ORC staff across the Policy and Planning and Natural Hazard teams to better understand how our work will change because of new legislation. There is a system-wide natural hazards directive that sets out how to manage natural hazard risk proportionately (see New Zealand's New Planning System: Testing the approach to national policy direction, MCERT). Because member councils are involved in new planning frameworks including the spatial plan process, we need time to engage and better understand the impacts of this work on our strategies and policies.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[22] The Emergency Management Act and other recently enacted legislation introduce significant structural changes to emergency management in New Zealand. around engagement and consultation which will have direct impacts on plan development and consultation.

[23] The 2027 Welfare Plan Strategic and policy instruments including the Regional Emergency Management Plan, the Emergency Management Otago Training and Capability Strategy and the Community Areas Exposure Report 2025 all need to align with the structure of the new Emergency Management Act.

Financial Considerations

[24] Additional costs will be incurred in preparing the draft 2027-2037 Regional Emergency Management Plan. ORC and Emergency Management Otago staff time will be used to refine and develop methodologies for identifying communities that conform to the definition of 'disproportionately affected' laid out in the legislation. Additional resources will be needed to undertake engagement with disproportionately affected communities as required by the Bill. Additional resources will be needed to engage with council members and other stakeholders regarding how natural hazard classification and management is to be undertaken in the new legislative architecture.

Significance and Engagement

[25] The Regional Emergency Management Plan is the key policy and guidance document for the Otago Emergency Management Committee and Emergency Management Otago as its agent. The Welfare Plan is supported by the Regional Emergency Management Plan.

[26] The Emergency Management Act places greater emphasis on engagement than the current legislation. This will require more sustained and targeted engagement with partners and stakeholders.

Legislative and Risk Considerations

[27] The Emergency Management Act makes amendments to other legislation such as the Local Government Act. This will require greater involvement from member local authorities during plan development and consultation.

Climate Change Considerations

[28] No matters arising.

Communications Considerations

[29] The engagement plan for the Regional Emergency Management Plan is being revised considering the legislative changes. Ensuring focused engagement with partners and stakeholders will be needed to meet proposed deadlines.

NEXT STEPS

[30] The work programme for the Regional Emergency Management Plan will be revised in response to the provisions of the new legislation. We currently expect to seek approval for public consultation on the 2027-2037 Regional Emergency Management Plan and the 2027 Welfare Plan in March or April 2027.

ATTACHMENTS

Nil

7.6. Regional Recovery Plan Review

Prepared for:	Otago Emergency Management Committee
Report No.	CDEM2670
Activity:	Emergency Management Otago
Author:	Glenn Mitchell (Principal Advisor Group Office)
Endorsed by:	Matt Alley (Group Manager, Emergency Management Otago)
Date:	6 November 2026

PURPOSE

[1] This paper provides the committee with the revised Regional Recovery Plan for consideration and approval.

EXECUTIVE SUMMARY

[2] As part of the Regional Emergency Management Plan review, a review of the previous Otago Group Recovery Plan was undertaken. Under the Emergency Management Act 2026 (the Act), this will now be known as the Regional Recovery Plan, subordinate to the Regional Emergency Management Plan.

[3] To meet legislative requirements for strategic recovery planning, the Regional Emergency Management Plan incorporates this Regional Recovery Plan by reference. This document provides the detailed framework for regional recovery.

[4] A key element in reviewing the plan is establishing a clear governance and leadership framework in line with the Act. Responsibilities are defined for the Otago Emergency Management Committee, Regional and District Recovery Managers, councils, and partner agencies.

[5] The plan also embeds Mana Whenua as partners in recovery planning, governance, implementation, and monitoring to ensure recovery reflects Te Tiriti principles and Te Ao Māori values.

[6] The plan promotes a community-led approach to recovery. It recognises that the quality of recovery depends heavily on relationships built before a disaster. Existing Community Resilience Groups, marae, rūnaka, community organisations, and local networks are expected to play a central role in identifying needs, shaping recovery priorities, and supporting affected people.

[7] The plan includes a work plan to build recovery management capability in the region within three years.

[8] At the 23 October 2026 Coordinating Executive Group meeting, Coordinating Executive Group resolved to recommend that the Otago Emergency Management Committee approve the Regional Recovery Plan.

RECOMMENDATION

That the Otago Emergency Management Committee:

1) ***Notes*** *this report.*
2) ***Approves*** *the Regional Recovery Plan.*

BACKGROUND

[9] The current Otago Civil Defence Emergency Management Group Recovery Plan was written in 2018, alongside the Group Plan, in line with the 2002 Civil Defence Emergency Management Act.

[10] The 2026 Act requires Emergency Management Committees to plan for recovery activities in advance of an emergency.

[11] A significant amount of guidance has resulted from lessons learned in North Island regions impacted by major storms like the Auckland Anniversary Day storm and Cyclone Gabrielle.

DISCUSSION

[12] The Regional Recovery Plan provides strategic guidance for recovery, prior to, during and after an emergency.

[13] The plan has been written to the Act, recognising changes in how District Recovery Managers are appointed, and the need to address the management of animal welfare, disproportionately affected communities, and managing offers of assistance.

[14] The plan also places greater emphasis on the partnership with Mana Whenua and their role in recovery planning, leadership and cultural recovery.

[15] There is greater emphasis on the need for community engagement at all stages of recovery planning and execution.

[16] It recognises that no two recoveries are the same and the need for flexibility in how the districts structure any recovery activity after an emergency.

[17] Supporting this plan is an online Recovery Toolkit, regularly updated as new guidance or support material becomes available. It includes templates to facilitate early recovery planning. This toolkit is readily available to all districts to support their recovery capability development.

[18] Toolkit: https://storymaps.arcgis.com/stories/06436ce867ea4281bdb7fed6eb3f697c

[19] The Plan also outlines strategic actions required in the region to ensure we have appropriately trained and exercised Recovery Managers in each district. The timeframe to achieve this is by the end of 2028.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[20] The Regional Recovery Plan outlines how the committee and its members will meet the Act's obligations to provide suitably qualified and experienced Recovery Managers.

[21] The Plan also demonstrates how the committee will meet its obligations to plan for recovery activities in advance of an emergency.

Financial Considerations

[22] As the Act requires additional work by the committee and its members in recovery planning, there will be additional costs, largely in staff time, to meet the training and capability expectations in the plan.

Significance and Engagement

[23] The Regional Emergency Management Plan is the key policy and guidance document for the Otago Emergency Management Committee and Emergency Management Otago as its agent.

[24] Engagement with iwi and Māori representatives continued throughout the development of this plan. There will be an ongoing commitment through the life of the plan to improved partnership with iwi and Māori representatives and improved engagement with the representatives of disproportionately affected communities.

Legislative and Risk Considerations

[25] The Emergency Management Act requires the Emergency Management Committee, in advance of an emergency, to plan for recovery activities in its area.

[26] The Regional Recovery Plan outlines how this will be undertaken within a defined timeframe.

Climate Change Considerations

[27] No matters arising.

Communications Considerations

[28] No matters arising.

NEXT STEPS

[29] Once the Regional Recovery Plan is approved by the Emergency Management Committee, it will form part of the larger Regional Emergency Management Plan to be completed in early 2027.

[30] Once approved, the plan will be available on the Emergency Management Otago website as is required under the Act.

[31] The work plan outlined in the Recovery Plan will be implemented.

ATTACHMENTS

1. DRAFT Otago EM Regional Recovery Plan 2026 [**7.6.1** - 27 pages]

Otago Emergency Management Regional Recovery Plan



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Introduction

This Recovery Plan outlines how the Otago Emergency Management Committee will coordinate and deliver immediate, medium-term, and long-term recovery across Otago, aligned with the Emergency Management Act 2026.

The plan recognises that Recovery planning and delivery is primarily a local activity, managed at the territorial authority level, with regional and, as required, national support. Special recovery management structures may be implemented after a regionally or nationally significant event that may require bespoke measures to be implemented, as was undertaken following the Canterbury earthquakes in 2011.

Purpose and Outcome

The purpose of the Otago Emergency Management Regional Recovery Plan (the Plan) is to help communities recover from emergency events by setting out the operational recovery arrangements established by the Otago Civil Defence Emergency Management Committee.

The Plan provides guidance around recovery tasks and actions before, during and after an emergency event. It sets the operational arrangements for recovery to ensure a consistent approach to recovery management within the Emergency Management Committee and complements strategic planning for recovery in the Otago Regional Emergency Management Plan.

Outcomes Statement

Recovery activities minimise the escalation of the consequences of an emergency, rehabilitate the emotional, social, physical and economic well-being of the community and promote opportunities to more effectively meet future community needs and reduce exposure to future hazards and risks.

This plan outlines how we will achieve Goal 4 of the Otago Regional Emergency Management Plan - enable sustainable, inclusive, and locally led recovery. The success of a recovery plan is heavily influenced by the success in meeting the objectives of Goal 5 of the Otago Regional Emergency Management Plan - enable and empower resilient communities.

Recovery is successful when:

- communities and whānau are safe, connected and supported
- community facilities and marae are functioning and accessible
- cultural sites and taonga are protected or restored
- mahika kai resources are reinstated where practicable

Legislative and Policy Framework

Emergency Management Act 2026 (The Act)

The Emergency Management Act 2026 (the Act) defines recovery activities as:

> recovery activities means activities carried out under this Act or an emergency management plan to deal with the consequences of an emergency, including, without limitation,—
>
> The specified actions acts of:
>
> (a) assessing and ongoing monitoring of the needs of a community affected by the emergency:
>
> (b) co-ordinating and integrating planning, decisions, actions, and resources.
>
> The specified measures of:
>
> (a) measures to support the regeneration, restoration, and enhancement of communities across the built, natural, social, and economic environments:
>
> (b) measures to support the cultural and physical well-being of individuals and their communities:
>
> (c) measures to support government and non-government organisations and entities working together:
>
> (d) measures to enable community participation, including the participation of iwi and Māori, in recovery planning:
>
> (e) new measures—
>
> i. to reduce risks from hazards; and
>
> ii. to build resilience.

The Act establishes a legislative framework for recovery management by providing a statutory basis for recovery managers and by requiring strategic planning for recovery. The Act supports a transition from response into the initial recovery phase by establishing a transition notice mechanism that makes emergency powers available for a specified period.

New requirements in the Act relating to recovery planning include planning for animal welfare, supporting disproportionately affected communities, integrating infrastructure recovery plans and managing offers of assistance.

Directors Guideline to Recovery

The Director's Guideline for Emergency Management Committees DGL 24/20 provides practical, operational guidance to help Emergency Management Committees plan for and manage recovery by establishing the arrangements, roles and processes needed before and after an emergency.

Otago Regional Emergency Management Plan

Required under section 91 of the Act, the Regional Plan sets out the Committee's vision, goals, priorities and coordinated arrangements across the 4Rs: Reduction, Readiness, Response, and Recovery, ensuring alignment with the National CDEM Plan, the National Disaster Resilience Strategy and relevant regional and local strategies.

Otago Community Hazards Exposure Report 2025

The analysis has led to the completion of a data-driven hazards exposure report designed to help communities, planners, and emergency services understand where exposure exists, not when an event might occur, or the level of risk from that hazard.

The report covers the entire Otago region and provides a baseline snapshot of communities' exposure to natural hazards and allows comparisons between hazard types and across different locations.

Recovery Governance Structure

Recovery leadership, governance and management are responsibilities of the Emergency Management Committee. Under the Act sections 42(2)(e) and 42(2)(f), the Emergency Management Committee has the responsibility to, in advance of an emergency, plan for recovery activities in its region or district; and in the event of an emergency, carry out recovery activities in its region or district. The Emergency Management Committee fulfils these requirements by:

- The appointment of persons authorised to give notice of a local transition period for its area under section 53 of the Act.
- The appointment of a suitably qualified and experienced person as a Regional Recovery Manager, and the appointment of alternate Regional Recovery Managers under section 65 of the Act.
- Mana Whenua are partners in recovery governance, planning and implementation. The Otago Emergency Management Committee will work with Papatipu Rūnaka to ensure recovery decisions reflect Te Tiriti o Waitangi principles, mātauranga Māori, cultural values, and the aspirations of affected whānau, hapū and iwi.
- Recovery governance arrangements will include agreed Mana Whenua representation at regional and district recovery governance levels for significant recovery programmes.
- Ensuring that the Emergency Management Committee Plan states and provides for the strategic planning for recovery from hazards and risks.

The Emergency Management Committee fulfils its leadership, governance and management responsibilities via CEG and the appointment of a Regional Recovery Manager and alternate.

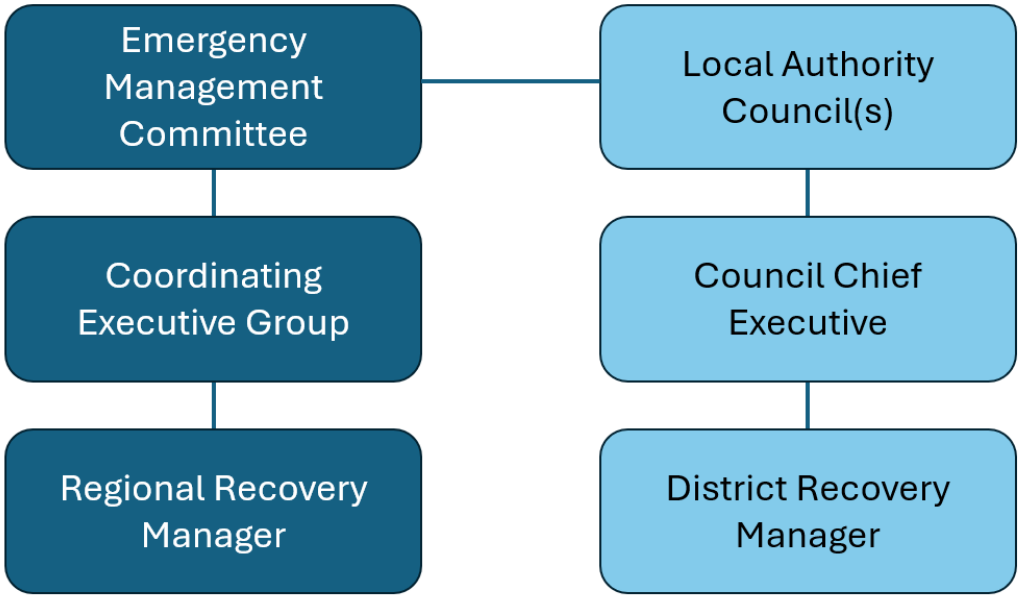


Figure 1: Recovery Governance Structure

Community Engagement

Successful recovery is dependent upon engagement with communities both before and during recovery. An engaged community will be prepared and resilient, better able to absorb the effects of a disaster, reducing the impacts and aiding recovery.

The success of community engagement will depend upon the pre-existing relationships with communities. Experience from other regions in recent emergencies shows that strong community development programmes and linkages before emergencies enable a more efficient and effective recovery process.

Community Resilience Groups

Emergency Management Otago has established a network of Community Resilience Groups across the region, with close linkages to the district's Emergency Management Advisor (EMA) and Emergency Operations Centre.

As the map in Figure 2 shows, these groups cover communities in both urban and rural areas of the region.

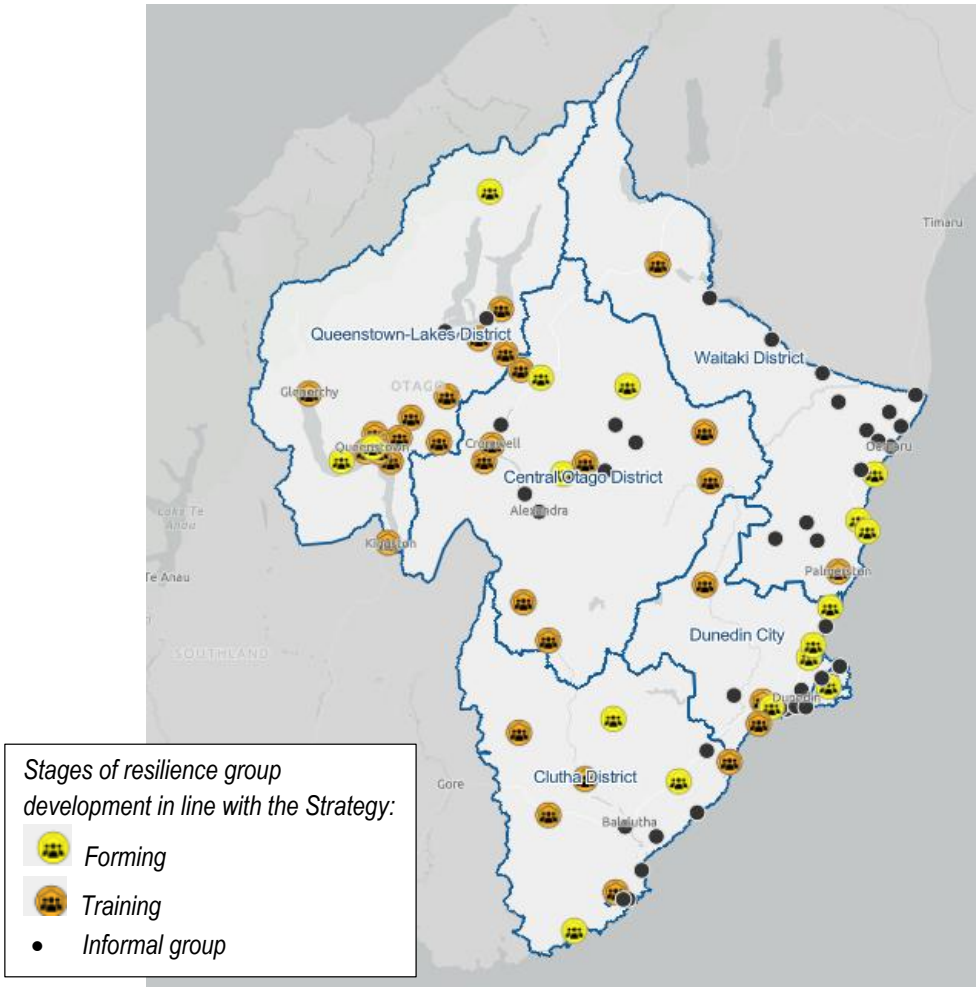


Figure 2: Map showing Community Resilience Groups throughout Otago (as at April 2026)

The Emergency Management Otago Community Resilience Strategy (the Strategy) outlines the community-led approach in response and principles for community engagement. Whilst not explicitly mentioned in the current Strategy, the community-led framework will be an important asset in recovery.

Mana Whenua Partnership

Iwi, hapū and marae play an important role in supporting communities during the response phase, including providing welfare and community support to affected whānau. Any activation needs to be agreed with the relevant Rūnaka and based on actual capacity to provide the desired level of support.

Emergency Management Otago and Te Rūnanga o Ngāi Tahu established the fixed-term Mana Whenua Emergency Facilitator – Araiteuru pilot. The role works with Te Rūnanga o Moeraki, Kāti Huirapa Rūnaka ki Puketeraki and Te Rūnanga o Ōtākou to strengthen marae and whānau

readiness, response and recovery capability, while building direct relationships with councils, CDEM, emergency services, health and welfare providers and other partner agencies. The role also maintains connections with mātāwaka, the wider Māori community, and other iwi and community networks where appropriate.

Mana Whenua remain important partners in local recovery efforts, including:

Recovery Planning
- participating in recovery planning and prioritisation
- identifying cultural recovery needs
- co-designing community engagement approaches

Recovery Leadership
- representation in governance and advisory groups
- contributing to recovery action plans

Cultural Recovery
- restoration of wāhi tapu
- restoration of mahika kai
- protection of cultural landscapes
- recovery of marae infrastructure and cultural assets

Monitoring
- helping define what successful recovery looks like from a Māori perspective

Scope of Recovery Activities

Pre-disaster recovery planning

Pre-Disaster Recovery Planning (PDRP) is any planned attempt to strengthen disaster recovery plans, initiatives, and outcomes – before a disaster occurs. The concept of PDRP is built on the recognition that much can be done before a disaster happens to facilitate recovery planning after a disaster and improve recovery outcomes.

PDRP is made up of three main components.

- Developing goals, objectives and strategies for post-disaster recovery based on informed disaster scenarios.
- Creating a recovery organisational structure that assigns post-disaster roles and responsibilities.
- Planning and implementing pre-disaster actions that will expedite and strengthen post-disaster planning and implementation.

Recovery in Response:

The Recovery in Response CIMS Function is an integral part of the Coordinated Incident Management System (CIMS) from day one of an activation. The Recovery in Response function works closely with the other Coordinated Incident Management System functions and Iwi Liaison, to consider the implications of response-phase decision-making for recovery and looks

beyond immediate issues to assess potential medium- and longer-term consequences and the level of Recovery resources likely to be required.

A Recovery Transition Report will be submitted to governance should there be an identified need for a structured Recovery and the need for a declaration of a Transition Period under the Act. A template for the information requirements in the transition to recovery report is in Appendix 1.

Recovery in a Transition Period

A Recovery Action Plan will establish and plan for effective recovery and exit arrangements. It needs to outline the principal aspects of the transition from response to recovery, establish timeframes for implementing recovery activities and assign responsibility.

Recovery activities are to deal with the consequences of an emergency, including:

- the assessment and ongoing monitoring of the needs of a community affected by the emergency
- the coordination and integration of planning, decisions, actions, and resources
- measures to support:
    - the regeneration, restoration, and enhancement of communities across the 4 environments (built, natural, social, and economic)
    - the cultural and physical well-being of individuals and their communities based on the Te Whare Tapa Whā Māori model of health
    - government and non-government organisations and entities working together; and
    - measures to enable community participation in recovery planning, and new measures;
    - to reduce risks from hazards; and
    - to build resilience



Organisational Structure

Recovery management arrangements at district and regional levels should be based on the consequences of an emergency and will vary with the scale and complexity of the emergency.

For many minor-to-moderate scale emergency responses, local recovery is generally managed within the council's business-as-usual structure, overseen by the District Recovery Manager.

Recovery of this scale is largely focused on infrastructure repairs (roads, 3-waters) and building assessments and classification. When a council manages recovery in this way, it should consider

appointing case managers, or Navigators, to work with Mana Whenua, individuals and whanau affected by damage to their homes.

In larger-scale emergencies, a more structured Recovery team will be established, requiring people whose sole role is working on the recovery.

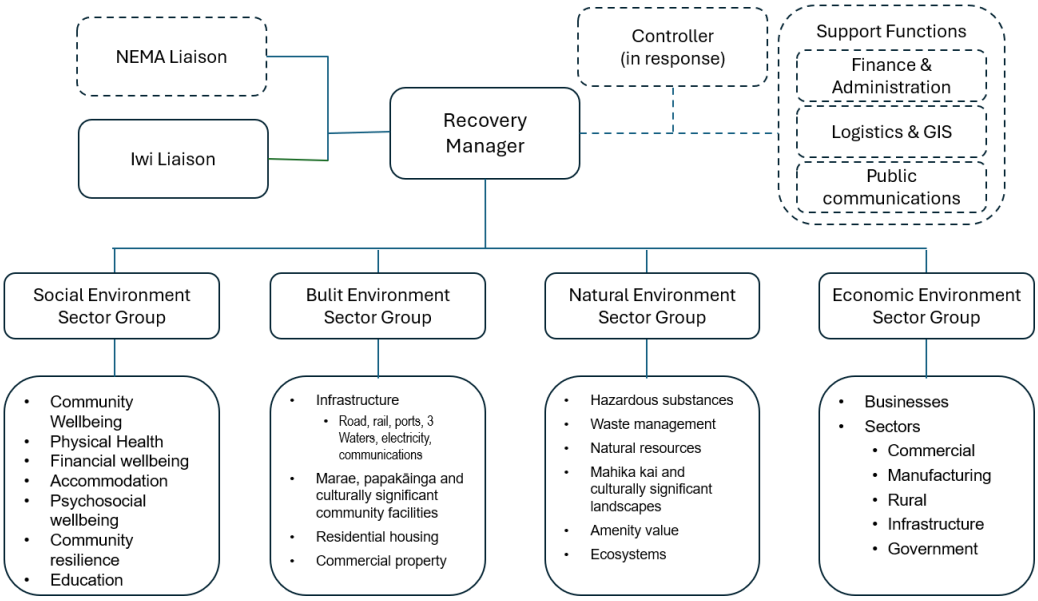


Figure 3: Possible Dedicated Recovery Structure

Councils may need to be prepared to adopt different structures that are inclusive of a wider pool of external (non-council) leaders, consistent with a whole-of-society approach. Developing a range of networks within the core environments and leading these networks in the post-emergency recovery is the preferred model for most events.

In a nationally significant event, ministerial decision-making about recovery settings is aided through tools approved by Cabinet in 2025. More information about the decision-making tool is in Appendix 2.

Core recovery environments

Social Environment: Includes individuals, whānau, kaumātua, and tamariki wellbeing, 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 conditions such as marae, papakāinga, urupā access, water, wastewater, power, roads and telecommunications.

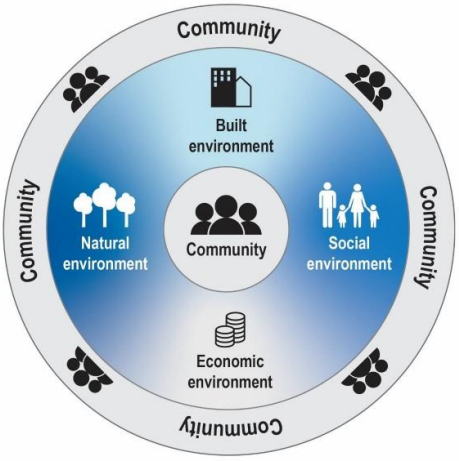


Figure 4: Core Recovery Environments

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 conditions. It includes Māori landowners, iwi interests, workers and primary industries.

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 whenua, wai, mahika kai, wāhi tapu, cultural landscapes, taonga species and man-made natural spaces.

Cultural sites and cultural advice: Mana whenua should be engaged from the start in identifying and protecting wāhi tapu, urupā, archaeological sites, Māori rock art, mahika kai, taonga species and other culturally significant places.

Transition Period Recovery Operations

Coordination of recovery activities and support to communities will be achieved through Recovery Managers working with the Recovery Environment Sector Group leaders.



Figure 5: Actions during the Transition Period

Emergency Management Otago has created a Recovery Toolkit with several tools and templates to aid Recovery planning, both in response and in transition periods[1].

Governance and Executive Coordination

All-of-organisation Recovery coordination and leadership will be supported by regular meetings of senior executives and elected members, facilitated by the Recovery Management Office.

It may be in the interests of a coordinated Recovery process for one senior elected official to be the primary political spokesperson for the Recovery organisation and processes. No one individual should purport to represent the wider Recovery management organisation, without prior agreement of the contributing organisations, other than the Recovery Manager if no such agreement has been achieved.

Financial Arrangements

An expenditure management regime will be set up during the response phase. This regime must be closed off at the transition to recovery and the details submitted to the Recovery Manager and Otago Emergency Management Committee.

[1] https://storymaps.arcgis.com/stories/06436ce867ea4281bdb7fed6eb3f697c

During recovery, the councils' finance system and staff will be used for managing all recovery financial planning and transactions.

The Recovery Managers will:

- consult with recovery agencies concerning expenditure required to support local recovery activities
- where necessary, ascertain legal authority to meet costs for recovery activities
- coordinate the preparation of emergency expenditure claims for the councils
- consult with NEMA Regional Emergency Management Advisors (REMAs) about claims preparation and the process for expenditure claims.

Relief Funds

Territorial authorities are responsible for establishing and distributing Mayoral relief funds where they see the need.

Administrators of mayoral, community and organisational relief funds will work in coordination with the Recovery Manager, providing the details of these funds, the current dollar values, the application process and the status of applications.

Establishment, management and delivery of relief funds will be included and updated in Recovery Reports.

Districts need to consider the risks and benefits of establishing and running a mayoral relief fund. The benefits include:

- These funds are designed for the "early and rapid mobilisation" of aid, providing immediate financial relief, helping to fill urgent gaps before long-term recovery efforts or insurance payouts begin.
- Mayors and local councils have the autonomy to set their own criteria for disbursement, allowing them to target the specific, unique needs of their community that might not fit into national welfare categories.
- The Minister for Emergency Management and Recovery can authorise an immediate lump sum contribution—typically up to $100,000 per event—to kickstart the fund.
- It provides a "simple means" to collect and administer donations from the public, corporates, and philanthropic organisations.
- It can be used for items that insurance often doesn't cover, such as clearing debris from private property, filling water tanks, or replacing essential household goods for the underinsured.

However, there are limitations and an administrative burden to consider:

- Applicants are generally required to have exhausted all other sources of funding first, including private insurance and support from the Ministry of Social Development (MSD) or the Natural Hazards Commission.
- Setting up a new fund during an active crisis creates an administrative burden for councils, who must establish committees to oversee spending and report back to the National Emergency Management Agency (NEMA).
- During major events, the amount requested by the community can far exceed the available funds (e.g., in the 2023 Auckland floods, applications totalled $20m while the fund raised only $4m). This creates a burden on the fund governance to make hard decisions.
- These funds are not intended to cover long-term recovery or large-scale infrastructure costs, which remain the responsibility of central government or insurance.

Recovery Communications and Engagement Plan

Public Information Management (PIM) is a vital recovery function designed to restore community confidence and encourage participation in restoration. In the response phase, public information primarily informs and reassures. In the recovery phase, it is the mechanism by which the affected community and the wider public are encouraged to participate in the process of restoration and rehabilitation. Public information can reach audiences within the impact area, through the Emergency Management Committee area, across the nation and internationally.

- In the transition from Response, systems established during the response phase must continue into recovery, shifting from immediate reassurance to long-term rehabilitation support.
- Information must be a "two-way process," providing affected individuals the opportunity to interact with recovery decisions and provide feedback.

Roles & Coordination

Communication is led by Recovery Managers, the Communications Manager, and partner organisations. The regional Communications Manager ensures regional consistency where necessary.

National and local politicians have a role as spokespersons, providing leadership and listening to community concerns through face-to-face meetings. The recovery phase can last for months or years, and the community needs to have the confidence that its leaders are informed of their needs and have the means to address them.

Every agency participating in the recovery process will have a responsibility to communicate with their customers. Joint information centres, joint or agreed press releases and agreement on key messages will facilitate the process and provide a better service to those affected. There must be agreement among agencies about who acts as spokesperson and in what context.

Navigators and trusted Māori Providers

In a significant recovery operation, the establishment of community Navigators[2] can provide outreach services, an essential element in assisting affected people through the challenges (family, financial, housing & emotional well-being) they face, by providing wrap-around services.

Māori health and social-service providers, marae and Rūnaka networks should help design and deliver this approach. Navigators working with whānau need cultural capability, local relationships and clear links back to the wider recovery system.

The Navigator supports the recovery of affected individuals/family/whānau by:

- providing an individualised, relationship-based service that supports and empowers families/individuals, strengthening their capacity over time
- providing an individualised service based on a comprehensive needs assessment, which is used to develop a recovery plan, in partnership with the individual or family. The plan is reflective of their choices and preferences for the service arrangements being developed.
- brokering and co-ordinating with agencies to ensure people have easy access to information and the services they need, particularly assisting those individuals/families finding it difficult to navigate the system of support available to them for themselves

Community Engagement & Media

- **Managing Expectations:** Transparent communication and pre-emptive press releases help the public understand the challenges and resource limits of recovery efforts. Establish and maintain a local presence that is accessible, available and visible in the affected communities.
- **Public Meetings:** The benefits of public meetings should not be underestimated. Community engagement hui encourages residents to ask questions, raise concerns and gain reassurance that their needs are understood. This is an opportunity to connect with the affected communities and interest groups, to ensure that recovery planning and activities have sufficient community buy-in to be effective and sustainable.
- **Mana whenua** should be involved in developing recovery messages affecting their people or takiwā. Rūnaka and marae communication channels can help reach whānau who may not receive or trust council communications. Each Rūnaka should speak on matters within its own takiwā, while promoting agreed joint messaging.
- **Managing Media Interest:** Leveraging experienced media liaison personnel enables clear, confident and effective engagement with the media. By prioritising transparency, ensuring accessible spokespeople, respecting media timelines and providing regular, timely updates, we can build trust and maintain strong, constructive relationships with our media partners.

[2] A Recovery Navigator's Guide can be found on the Otago CDEM Recovery Toolkit https://storymaps.arcgis.com/stories/06436ce867ea4281bdb7fed6eb3f697c.

- **Countering Misinformation**: Formal monitoring of media and informal monitoring of local networks are required to correct rumours and speculation quickly. Timely press releases, radio interviews, buying advertising space/media time, using one designated website and utilising local networks (churches, schools, marae, etc) are all useful ways to keep accurate information in the public arena.

Tools

Communication tools should be used to help everyone understand key messages.

- Visual tools such as diagrams, maps, plans, pictures, photos, and videos
- Experimental and interactive tools
- On-site visits to impacted areas
- Electronic and paper surveys
- Supporting resources such as brochures
- Social media
- Translated information
- Sign language

Special Considerations

- **Disproportionately affected populations:** Specific strategies must be implemented to reach Māori, Pacific peoples, ethic communities, disabled persons, older people and isolated communities. We recognise that as well as being potentially more vulnerable in emergencies, they also bring strengths and networks that can be utilised.
- **Relief Information:** PIM is essential for directing people to aid and managing public appeals for donations or assistance.

Disproportionately Affected Populations

Some assumptions can be made regarding the identification of disproportionately affected persons before any emergency event. Certain key vulnerability indicators are used to identify those often disproportionately affected based on specific demographic and socioeconomic characteristics:

- Age-Related Factors:
  - Children and Infants: Due to their dependence on adults for decision-making, physical movement, and emotional support.
  - Older Adults: Particularly those over 65 who may have limited mobility, chronic health conditions, or sensory impairments like hearing or vision loss.
- Socioeconomic Status:
  - Low-Income Households: Those with fewer financial resources to stockpile supplies, pay for insurance, or afford safe housing in less hazard-prone areas.

- Housing and Mobility: Renters, people living in crowded or poor-quality housing, and households without access to a private vehicle for evacuation.

- Social and Cultural Markers:
  - Marginalised Groups: Populations facing language barriers, ethnic minorities, or recent immigrants who may not receive or understand official emergency alerts.
  - Social Isolation: Individuals living alone, such as some elderly persons or single parents, who lack a robust support network.

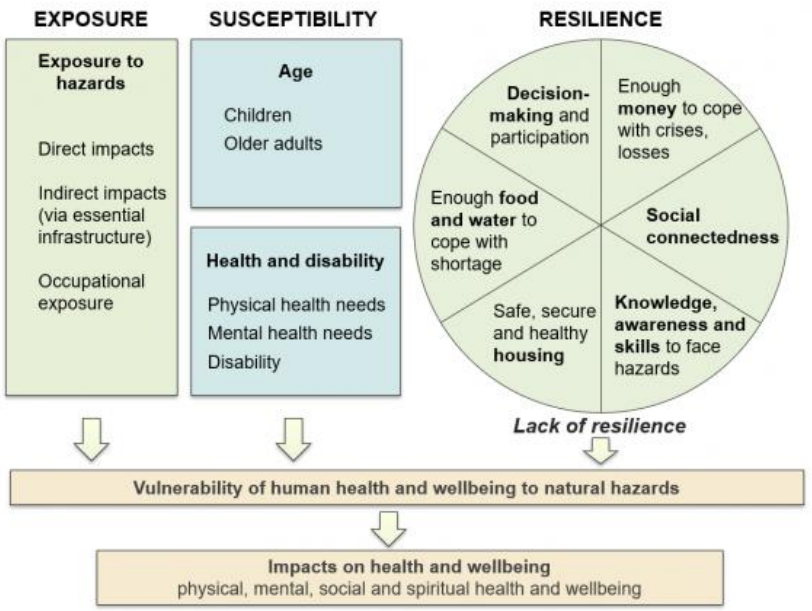


Figure 6: Conceptual framework for social vulnerability to natural hazards:

Areas of Otago range from 1 through to 10 on the deprivation score for 2023, with the highest scores in Dunedin City. Although most of the Queenstown Lakes district has a score of 1, the high cost of accommodation and the large number of foreign nationals working in the district are factors to be considered.

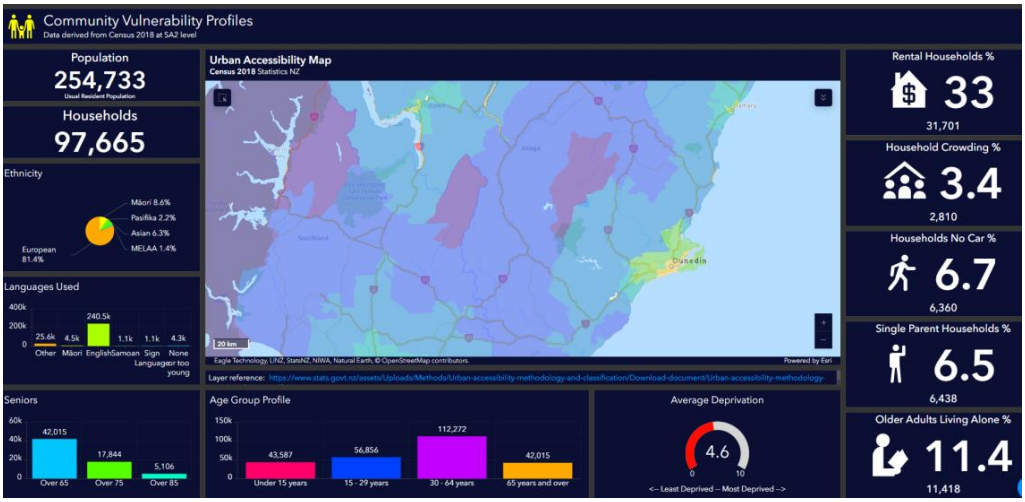


Figure 7: Indicative community vulnerability profile for Otago

During the response phase of an emergency, assessments will be undertaken using wide-area and rapid assessment tools. As the response transitions to recovery, assessments will become more individualised using a comprehensive Needs Assessment tool[3]. Whilst undertaking these assessments, responders will look for, and note in the assessments, specific access and functional needs, including:

- **Communication Barriers**: People who cannot hear alarms, see visual directions, or understand the language being used.
- **Medical Needs**: Those with chronic illnesses, pharmacological dependencies, or a need for specialised medical equipment (e.g., oxygen, dialysis).
- **Maintaining Independence**: Individuals who rely on durable medical equipment, service animals, or caregivers to function daily.
- **Supervision**: Persons with cognitive disabilities, dementia or severe mental health issues who may become overwhelmed or unable to follow safety instructions.
- **Transportation**: Anyone without the means to move themselves out of harm's way independently.

Recovery offices will continue to utilise the D4H channel operating during the response of the event to manage recovery efforts.

[3] Currently, Emergency Management Otago uses a survey tool directly linking assessments to their D4H information management platform.

Management of Offers of Assistance

Offers of assistance may come in many forms, each requiring different management arrangements.

Monetary donations

Monetary donations alleviate the need for complex and cost-incurring logistical arrangements required for managing donated goods. Therefore, the Recovery Managers will:

- ensure the recovery office has all the details pertaining to any local Mayoral Relief Funds or other appeals
- promote monetary donations as the preferred method of donation and provide the details of Mayoral Relief Funds or other appeals through all public information messages
- direct public enquiries regarding monetary donations to the appropriate person
- provide government-activated 0800 help/information lines with the appropriate information regarding Mayoral Relief Funds and other appeals
- report on the status of Mayoral Relief Funds in the regional recovery report.

Designated Goods and Services

These are specific offers made to or requested by a specific organisation. It is expected that the District Recovery Manager will advise the Regional Recovery Manager of specific donations or specific requests made from an agency involved in recovery activities. This ensures the overall recovery process is considered.

The Recovery Managers will:

- co-ordinate specific requests for donations where appropriate and as requested
- where possible, direct designated goods to the requesting/receiving agency, which will take responsibility for the acceptance and management of them in accordance with their policies and procedures
- support recovery agencies with the distribution of designated donations.

Unsolicited Goods

Territorial authorities are responsible for the arrangements of receipt, management, storage and distribution of donated goods.

Whilst public information management messages endeavour to discourage unsolicited donated goods, recovery agencies will receive them. District Recovery Managers, therefore, need to ensure that the appropriate arrangements are in place before an emergency to manage these.

The Regional Recovery Manager will, where appropriate, support District Recovery Managers and recovery agencies in the movement, storage, distribution, and, if necessary, disposal of unsolicited goods.

Corporate Donated Goods

Recovery Managers within the region will determine if accepting corporately donated goods will aid the recovery of local communities.

The Recovery Managers will:

- consult with each other where offers of donated bulk items are made to the recovery office by corporations, businesses and companies
- publicly acknowledge corporately donated goods through public information management messages
- co-ordinate distribution of bulk items where necessary and ensure that goods are tracked to their end destination
- where appropriate, ensure the receiving authority or agency acknowledges receipt of goods.

Recovery Volunteers

Respective emergency response organisations are responsible for the coordination, reception and tasking of spontaneous and trained volunteers during response and recovery. Territorial authorities will coordinate the use of spontaneous and pre-established volunteers within their boundaries in all phases of emergency management.

Lessons from the Canterbury earthquake response and recovery processes are that during emergencies, community responses do not require significant management or direction.

Emergent organisations do depend on up-to-date information, on-going communication with, and support from, formal aspects of the Recovery process.

The Recovery Managers will support Territorial Authorities and partner organisations in the coordination of spontaneous and trained volunteers, emergent community responses and response organisations when and where appropriate.

Animal Welfare and Management

Animal welfare management measures undertaken in response should address most issues before transitioning into recovery. Where temporary accommodation is required for those impacted by the emergency, consideration will be given to ensuring domestic animals are able to be housed with the owners.

Production animal welfare will be managed by MPI as the lead agency in line with the Otago Animal Welfare Plan[4]. Support Agencies such as the SPCA, New Zealand Veterinary Association (NZVA), and Federated Farmers will be involved in any social environment planning teams.

The Rural Advisory Group (RAG) established by Welfare in response is likely to continue to function in recovery, working within the Social Environment sector.

Essential Infrastructure & Sector Recovery Plans

Essential infrastructure providers are required to ensure essential services are restored quickly and resiliently during the Recovery phase[5]. Measures to ensure this include:

- ensure that the essential service delivered by its essential infrastructure that it is responsible for providing is able to function to the fullest possible extent, during and after an emergency, even though this may be at a reduced level.
- develop and maintain a plan to carry out the duty described above.
- provide, free of charge, any technical advice to the Emergency Management Committee that is reasonably required by that Committee.

During a local or national transition period, Recovery Managers gain specific powers[6] to assist infrastructure restoration, such as:

- Directing the conservation of limited resources (e.g., fuel).
- Shoring up dangerous structures to allow safe access for repair crews.

Essential Infrastructure providers will be represented on the planning group managing the built-environment recovery. Those providers may include:

- Aurora Energy
- PowerNet
- Network Waitaki
- Council 3 waters (DCC, QLDC)
- Southern Waters
- NZTA Waka Kotahi
- Council local roading
- Telecommunications Forum
- Port Otago
- Queenstown and Dunedin airports
- KiwiRail

Marae may serve as an essential community infrastructure during response and recovery, providing cultural leadership, coordination, welfare support, communications, accommodation and community reconnection. Marae ability to support recovery depends on road access, safe drinking water, wastewater, power, fuel, communications, accommodation and functioning kitchens. These requirements should be considered when infrastructure restoration is prioritised.

[4] https://www.otagocdem.govt.nz/media/1609/53475-otago-animal-welfare-plan.pdf
[5] Section 74, Emergency Management Act 2026
[6] Sections 160-165, Emergency Management Act 2026

Monitoring and Assurance

This plan will be reviewed three years from the date of adoption, to enable lessons learned from New Zealand recovery programmes in response to emergency events to be incorporated. However, amendments may take place following exercises, emergency events or lessons learnt elsewhere at any time during the period. Where an exercise or event identifies issues affecting mana whenua, marae or whānau recovery arrangements, the relevant Papatipu Rūnaka should be involved in reviewing those lessons

As Rules and Minimum Standards are established under the Act, this Recovery Plan will be assessed against assurance criteria.

Exit and Transition to New Normal

An exit strategy must be developed (section 158 National CDEM Plan Order 2015) by the Recovery Manager. It is a plan to:

- formally withdraw from the recovery structure.
- incorporate long-term recovery activity into Emergency Management Committee and local authority business as usual functions.

An exit strategy must include:

- assistance required in the long-term
- a transition to business as usual to manage long-term recovery
- planning and reporting in the long-term
- management of public information and communications
- opportunities for communities to discuss unresolved issues and to continue to participate in their recovery
- changes to organisational arrangements, including the need for recovery task groups
- debriefing and reviewing.

This report will be approved by the council before recovery activities cease. Where mana whenua or marae are significantly affected, the relevant Papatipu Rūnaka should also be involved before formal recovery structures are stood down.

Otago Strategic Recovery Actions

For Otago to be well placed to deliver on this plan, the recovery work plan for 2026-2030 is:

Recovery Preparedness Action	Implementation timeline
1. Recovery Managers and alternates are formally appointed by the Emergency Management Committee and each Territorial Authority.	• Regional Recovery Manager and alternate approved by December 2026 • District Recovery Managers and alternates approved by June 2027
2. Named Recovery Managers and alternates have undertaken at least one recovery training activity and scenario-based recovery workshop.	• 1st Recovery Training (initial) by October 2027 • 1st Recovery workshop by June 2028
3. District Recovery Managers and Papatipu Rūnaka jointly develop recovery partnership arrangements including governance representation, decision-making processes, cultural impact assessment, information sharing, recovery priorities, and monitoring frameworks.	• Papatipu Rūnaka arrangements established before the district recovery plans are completed (Dec 2028).
4. Territorial Authorities have a district-level Recovery Plan approved by their council.	• Recovery planning workshop by June 2027 • Recovery plans submitted to councils by Dec 2028
5. Develop community-wide benchmarking metrics to support recovery planning.	• Workshop to identify metrics by June 2027 • Plan to identify and collate metrics by Dec 2027 • Benchmark metric report by June 2028
6. Recovery Managers and their plans are tested through an exercise.	• Recovery in Response in 2027 exercise • Recovery desktop exercise 2028
7. Recovery Domain working groups are established. Working group workshops to assist in developing local recovery plans	• Initial working group workshops (4) by Sept 2027 • Local recovery plan workshops by June 2028

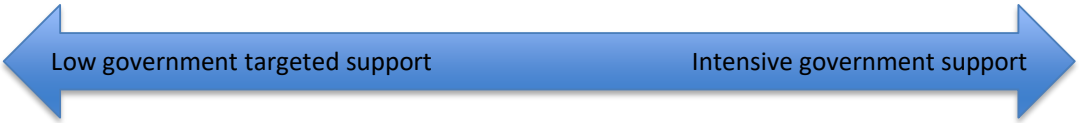
Appendix 1: Transition to Recovery Report Information Requirements

Report section	CIMS function responsibility
Executive Summary	Recovery
SECTION 2 Emergency Response Summary	
Summary of the Event	Intelligence
Extraordinary Powers	Response Manager
Summary of Emergency Powers Exercised	Response Manager
Expenditure generated during the response	Logistics
Ongoing costs	Logistics
Ongoing support	Logistics
Financial support	Recovery
Government Assistance	Recovery
Response Staff	Logistics
Other	Logistics
Information Management	Response Manager
SECTION 3 Nature and Extent of Consequences (Short, Medium and Long-Term)	
Condition of the Community Affected by the Emergency	Recovery
Affected Papatipu Rūnaka, marae and mana whenua communities	Iwi Liaison
Situations with Potential to Re-escalate or Exacerbate	Recovery
SOCIAL ENVIRONMENT	Recovery
Consequences on people and communities and probable future needs	Welfare
Impacts on whānau and Māori providers	Iwi Liaison
Impact of Welfare Needs Assessments	Welfare
Support carried forward from response	Welfare
Temporary accommodation	Welfare
Navigators	Recovery
BUILT ENVIRONMENT	Recovery
Residential Buildings	Operations
Status and capacity of marae	Iwi Liaison
Commercial Buildings	Operations
Community Assets	Operations
Roads and rail	Lifelines
Ports, Harbours, Airports	Lifelines
Three Waters Infrastructure	Lifelines
Stopbanks, Flood Protection Structures and Dams	Intelligence
Electricity	Lifelines
Fuel	Lifelines
Telecommunications	Lifelines

NATURAL ENVIRONMENT	
Hazards	Intelligence
Rivers, Coasts and National Parks	Intelligence
Impacts on wāhi tapu, urupā, mahika kai and taonga	Iwi Liaison
Ecosystems	Intelligence
Urban Landscapes	Intelligence
Rural Landscapes	Intelligence
Water Drainage	Intelligence
Debris / Waste Management	Operations
Land Contamination	Intelligence
Damage to Fauna and Flora	Intelligence
ECONOMIC ENVIRONMENT	Recovery
Employment / Business Resumption	Recovery
Insurance	Recovery
RURAL ENVIRONMENT	Recovery
Primary Production	Recovery
Areas with Potential to Re-escalate	Planning
SECTION 4: Governance Arrangements	
Recovery Managers	Recovery
Response Handover	Response Manager
Recovery Leads	Recovery
Plans	Planning
Reporting	Planning
Upcoming meetings and forums	Recovery
SECTION 5: Engagement and Communications	
Existing key messages	PIM
Engagement plans	PIM
Engagement with key partners	PIM
Cultural-advice requirements	Iwi Liaison
Iwi and Rūnaka communications	Iwi Liaison
Other key stakeholders	PIM
Community engagement	PIM
Communication plans	PIM
SECTION 6: Short-Term Resource Analysis	
Analysis of high / medium and priority short-term resource needs	Recovery
Mana whenua recovery priorities	Iwi Liaison
Risks	Planning
SECTION 7: Outstanding Actions	
Agencies and organisations with outstanding response actions	Operations
Unresolved matters requiring Rūnaka involvement	Iwi Liaison
SECTION 8: Source documents	
Source documents	Intelligence

Appendix 2: Nationally Significant Event Recovery Settings Options and Tool

When a nationally significant natural hazard event occurs, the Department of the Prime Minister and Cabinet (DPMC)—aligned with its role in coordinating government crisis responses and its national risk management and resilience-building functions—will use the recovery settings and decision-making tools to coordinate the provision of advice to Cabinet. Officials from DPMC will ensure recovery decisions are locally informed, including information from local authorities and Emergency Management Committees—to supplement information gathered through the government's own involvement in the response.



The tools provide a starting point to guide critical, early decisions in situations where the government might consider providing additional recovery support. They will assist Ministers to make timely decisions that consider options, trade-offs, and implications of government involvement above existing recovery settings. The tools will support decisions that match the scale, nature, and impacts of the event, and the local characteristics of the affected communities. These decisions can be staged to align with the availability of input from a range of sources as the situation evolves. The tools are dynamic and do not preclude other options being considered. They do not bind governments to get involved beyond the existing settings. The suite of setting options and tools will be updated as policy decisions that relate to recovery are made and as evidence of what works well grows over time.

The settings options and tool can be found at Proactive Release ECO-25-SUB-0067: Recovering from significant natural hazard events – decision-making tools - June 2025 - Department of the Prime Minister and Cabinet

7.7. Appointment of Local Controller - Dunedin City Council

Prepared for:	Otago Emergency Management Committee
Report No.	CDEM2674
Activity:	Emergency Management Otago
Author:	Roderick Francis (Team Leader Group Office), Glenn Mitchell (Principal Advisor Group Office)
Endorsed by:	Matt Alley (Group Manager, Emergency Management Otago)
Date:	6 November 2026

PURPOSE

[1] To appoint Paul Henderson as a local controller for the Dunedin City Council under the Civil Defence Emergency Management (CDEM) Act 2002.

EXECUTIVE SUMMARY

[2] Schedule 1 (clause 5) of the Emergency Management Act 2026 sets out transitional arrangements for new and existing Local Controller appointments. Specifically, section 27 of the CDEM Act 2002 continues to apply as if the EM Act 2026 has not been enacted until the appointment, roles and duties of District and Local Controllers and Recovery Managers provisions come into force on 4 September 2027.

[3] The Civil Defence Emergency Management Act 2002 empowers this committee to appoint local controllers, enabling this person to carry out functions defined in the 2026 Act under the direction of the Regional Controller.

Section 27, CDEM Act 2002 - Appointment of Local Controllers

(1) A Civil Defence Emergency Management Group may appoint 1 or more persons to be a Local Controller, and direct that person or persons to carry out any of the functions and duties of, or delegated to, the Group Controller of the Group and to exercise the powers of Controllers in the area for which the Group Controller is appointed, including, but not limited to, the powers in [sections 86 to 94].

(2) Despite anything in subsection (1), a Local Controller must follow any directions given by the Group Controller during an emergency.

[4] The sections referred to in the end of clause 1 above refer to sections in the 2002 act relating to powers of controllers. The Emergency Management Act 2026 powers are in force and mentioned in detail under discussion.

RECOMMENDATION

That the Emergency Management Committee:

*1) **Approves** the appointment of Paul Henderson as a local controller for the Dunedin City Council.*

BACKGROUND

[5] The Dunedin City Council currently has three current local Controllers appointed by the Joint Committee: Scott MacLean, Chris Henderson, and Mike Costelloe.

[6] The appointment of additional Local Controllers meets the need for succession planning and avoids risks associated with the absence of more than one Local Controller at any one time, or when there is a prolonged response to an emergency event.

[7] Paul brings extensive skills and experience, as detailed below:

a. Experience in operational management, executive leadership, local government regulation, and emergency management.

b. Current General Manager, Corporate and Regulatory Services at Dunedin City Council.

c. Experience leading operational responses to emergency events, including acting as Building Response Manager during the 2024 Otago rain event and other local incidents.

d. Former Building Services Manager with responsibility for dangerous, affected and earthquake-prone buildings.

e. Experience working across multi-agency response and recovery activities, including rapid building assessments, welfare and communications functions.

f. Has completed a range of CDEM training courses and continues to develop emergency management capability.

g. Understanding of local government governance, statutory responsibilities, business continuity, risk management, and incident response arrangements.

[8] Paul will undertake the required Controller training programme if appointed.

DISCUSSION

[9] In approving the appointment of Paul to the role of local controller, this committee endorses the Regional Controller directing the Local Controller to apply the following powers under the Emergency Management Act 2026 in a declared emergency.

[10] **Section 135: Evacuating premises and places:** This section provides the power for mandatory evacuation if necessary for the preservation of human life. In practice, during a state of emergency, the Controller orders evacuation and the emergency services will carry it out.

[11] **Section 136: Entering premises and places:** A Controller, member of the police, or authorised person may enter any premises or place if necessary for saving life, preventing injury, rescuing/removing persons, or carrying out any urgent measure for relief of suffering. For example, if the Controller wishes to put evacuees into a place of safety because of a storm, and a hall is locked, the Controller (or someone delegated by the Controller) could break into the premises.

[12] **Section 137: Closing roads and public places:** A Controller may totally or partially close roads and public places to prevent or limit the extent of an emergency (e.g., closing a beach if a tsunami is approaching). This section is an 'enabling tool'. State Highways are generally closed by Transit NZ. Other agencies also have the power to close roads (e.g. NZ Police and NZ Fire Service). Because a Controller can partially close a road as well as close it, they can specify that the road is only open to high-clearance four-wheel drive vehicles, for example.

[13] **Section 138: Removal of obstructing vehicles:** A Controller may remove from any place any vessel or vehicle and may break into the vessel or vehicle to do so, to prevent or limit the extent of the emergency. For example, if the Controller wants to use a landing stage or an airstrip, and a ship or aircraft is blocking the way, the Controller can have the ship (by asking the Harbour Master) or aircraft removed. Section 91 can be used in conjunction with this power by requesting someone to move a vessel or vehicle.

[14] **Section 139: Requisitioning powers:** A Controller may direct those resources (not human) to be placed under their or another person's control or direction. For example, if building equipment (such as a digger for earthmoving) is required in the response and there is no formal contract with that company, the Controller can requisition the equipment, but not the driver. The responsible owner of the property must however provide any assistance for the effective and safe use of the property. The Controller must provide the owner with a written statement detailing the property and under whose control it is being taken. It is important to note that requisition is not a free use of resources and that the owners of any equipment can apply for compensation (see section 200 of the Emergency Management Act 2026).

[15] **Section 140: Power to carry out inspections, etc:** The Controller or another authorised person has various powers relating to property. For example, the Controller could direct the destruction of a house to divert floodwaters. In a public health emergency, where property needs to be destroyed or disinfected, for example, the Public Health Officer also has those powers, under the Health Act 1956.

[16] **Section 141: Power to give directions:** The Controller can direct a person to stop an activity causing or contributing to an emergency (e.g. a radio station that is scaremongering). However, if the Controller wishes a person to do something (as opposed to stop doing something), they can request them to do so, but cannot force them to (e.g., requesting the driver of a requisitioned digger to assist the response team by driving the digger).

CONSIDERATIONS

Strategic Framework and Policy Considerations

[17] No matters arising.

Financial Considerations

[18] No matters arising.

Significance and Engagement

[19] No matters arising.

Legislative and Risk Considerations

[20] No matters arising.

Climate Change Considerations

[21] No matters arising.

Communications Considerations

[22] No matters arising.

ATTACHMENTS

Nil

7.8. Medium-Scale Adverse Event (MPI)

Prepared for:	Otago Emergency Management Committee
Report No.	CDEM2671
Activity:	Emergency Management Otago
Author:	Glenn Mitchell (Principal Advisor Group Office), Kim Reilly (MPI)
Endorsed by:	Matt Alley (Group Manager, Emergency Management Otago)
Date:	6 November 2026

PURPOSE

[1] The purpose of this paper is to inform the Emergency Management Committee on the recent declaration by the Government of a medium-scale adverse event in Southland and Clutha.

EXECUTIVE SUMMARY

[2] On 1 October 2026, the Government classified the prolonged wet and cold conditions affecting Southland and Clutha District as a medium-scale adverse event, recognising the significant impacts on farmers, growers, rural communities and livestock across the affected area.

[3] The declaration enables additional government assistance, including up to $50,000 in support for the Southland and Otago Rural Support Trusts to deliver recovery and wellbeing initiatives. It also unlocks tax relief measures, including flexibility around tax payment timing, and allows the Ministry of Social Development to consider Rural Assistance Payments for farming households experiencing financial hardship.

[4] The declaration signals that the event has exceeded normal sector-led management arrangements and warrants ongoing monitoring of agricultural impacts, rural wellbeing, recovery support requirements, and any wider community or infrastructure consequences arising from the prolonged adverse weather conditions.

RECOMMENDATION

That the Otago Emergency Management Committee:

1) ***Notes*** *this report.*

BACKGROUND

[5] The Otago Rural Advisory Group (RAG) met on Wednesday 30 September to ascertain the level of concern there was in Otago relating to production land deterioration due to the prolonged wet weather.

[6] This follows similar meetings in Southland where concerns were raised and a request for the Government to declare an adverse event.

[7] Recommendations went to the Agriculture and Rural Communities ministers to make the declaration, which was made on 1 October.

DISCUSSION

[8] The Otago RAG meeting identified that there were significant concerns include animal health and welfare issues, lamb losses, reduced milk production potential, feed shortages, pasture damage, and challenges distributing feed on farms. There was concern that impacts had intensified over the previous 7-10 days and may have long-term consequences for farm productivity and recovery.

[9] Lifeline utilities, emergency services, and response agencies are increasingly concerned about access to isolated farms. Waterlogged ground, landslide susceptibility, weakened trees from previous wind events, and damaged rural infrastructure are creating access constraints. Some locations may require helicopter access if conditions worsen. Additional severe weather or wind events could significantly increase risks to power, communications, transport networks, and emergency response capability.

[10] There is widespread concern that current impacts will be compounded by the forecast El Niño pattern expected over the next 3-6 months. Current feed shortages and pasture stress may worsen under drier conditions, while farmers face challenges balancing immediate recovery needs with longer-term planning. Agencies are signalling the need for sustained monitoring and coordinated support due to the likelihood of a prolonged event rather than a short-term disruption.

[11] The adverse climate event declaration has triggered increased coordination across primary sector agencies, local government, welfare providers, and industry groups. Ongoing weekly meetings, information sharing, support programmes, and coordinated messaging are being established.

[12] Key areas requiring continued oversight include feed supply logistics, farmer engagement, regulatory pragmatism, welfare support services, and maintaining situational awareness across Otago and Southland.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[13] Nothing arising

Financial Considerations

[14] Nothing arising

Significance and Engagement

[15] Nothing arising

Legislative and Risk Considerations

[16] Nothing arising

Climate Change Considerations

[17] Nothing arising

Communications Considerations

[18] Nothing arising

ATTACHMENTS

Nil

7.9. NEMA Update

Prepared for:	Otago Emergency Management Committee
Report No.	CDEM2672
Activity:	Civil Defence and Emergency Management
Author:	Shaun O'Halloran (National Emergency Management Agency)
Endorsed by:	Matt Alley (Group Manager, Emergency Management Otago)
Date:	6 November 2026

PURPOSE

[1] This report is to update the Otago Emergency Management Committee with the latest activity and matters that the National Emergency Management Agency (NEMA) is working on.

EXECUTIVE SUMMARY

[2] Details on the NEMA update are outlined in the attached report.

RECOMMENDATION

That the Otago Emergency Management Committee:

1) ***Notes*** *this report.*

CONSIDERATIONS

Strategic Framework and Policy Considerations

[3] Nothing arising.

Financial Considerations

[4] Nothing arising.

Significance and Engagement

[5] Nothing arising.

Legislative and Risk Considerations

[6] Nothing arising.

Climate Change Considerations

[7] Nothing arising.

Communications Considerations

[8] Nothing arising.

ATTACHMENTS

1. NEMA Update Otago Emergency Management Committee [**7.9.1** - 3 pages]

National Emergency Management Agency
Te Rākau Whakamarumaru

National Emergency Management Agency (NEMA) Update

Otago Emergency Management Committee

6 November 2026

Purpose

1. To provide the Emergency Management Committee with assurance on nationally led emergency management system improvements, identify implications for Otago, and highlight where continued regional engagement is required.

Executive Summary

2. **Emergency Management System Strengthening:** NEMA continues to advance priority legislative and operational reforms to strengthen New Zealand's emergency management system, working closely with Regional Emergency Management Offices (REMOs) on implementation planning.
3. **Emergency Management Act:** The Emergency Management Act has now come into force. NEMA is supporting the sector to implement change.
4. **EMS-OS:** Registration of Interest for vendors is now live on Government Electronic Tender Service (GETS). EMS-OS has entered phased delivery to modernise emergency management technology, with ongoing engagement helping shape future capability development.
5. **El Niño Readiness:** NEMA is supporting national preparedness activities and shared situational awareness for potential El Niño impacts, including drought, wildfire risk, and weather-related disruptions.
6. **Updated Guide to the National CDEM Plan 2025:** Water organisations can now seek government reimbursement for repair or recovery of essential infrastructure assets during or after an emergency.

Emergency management system strengthening

7. NEMA's current focus is on helping build a stronger and more resilient emergency management system that can better respond to the increasingly complex risks facing New Zealand, including natural hazards, climate-related events, and large-scale emergencies. Key priorities include implementing the new Emergency Management Act, strengthening coordination and accountability across the sector, and modernising the technology used to support emergency response and recovery through the Emergency Management Sector Operational Systems (EMS-OS) programme. These initiatives are aimed at improving how agencies work together, make decisions, share information, and support communities before, during, and after emergencies.
8. Alongside these long-term improvements, NEMA is committed to working closely with Emergency Management Committees (EMCs) and regional emergency management teams to ensure changes are practical, achievable, and informed by local experience. A strong emphasis is being placed on preparedness, including planning for the potential impacts of El Niño and other emerging risks. Through better information sharing, multi-agency collaboration, public communication, and community readiness activities, NEMA is seeking to help strengthen New Zealand's ability to anticipate, prepare for, respond to, and recover from emergencies.

National Emergency Management Agency
Te Rākau Whakamarumaru

Emergency Management Act

9. The Emergency Management Bill (No2) became the Emergency Management Act (EM Act) on 4 September 2026. This represents a significant milestone in the evolution of New Zealand's emergency management system. The EM Act responds to lessons identified through major emergency events, inquiries, reviews, and reform programmes over the past two decades, providing a modern legislative foundation to support a more resilient, coordinated, and adaptive system.
10. The EM Act establishes an enhanced framework for emergency management, strengthening system stewardship, accountability, and consistency across the sector. It introduces new mechanisms to support capability development, improve performance, and enable a more integrated approach to managing current and emerging risks, while progressing recommendations from successive reviews and inquiries.
11. While the legislation creates the foundation for transformational change, realising its intended benefits will depend on effective implementation over the coming years. Implementation will need to balance ambition with system capacity, recognising existing operational pressures, increasing hazard and climate-related risks, wider public sector reform activity, and competing organisational priorities.
12. NEMA is supporting EMCs and CEGs to develop and implement transition plans that align with the requirements and intent of the EM Act. Through guidance, engagement, and phased implementation support, NEMA is helping to identify priorities, sequence change activities, and manage implementation risks, enabling a consistent and sustainable transition to the new legislative framework while maintaining operational readiness and delivery of core services.
13. Further information on the changes introduced through the EM Act, including implementation implications, is available through a series of Topic Information Sheets published on NEMA's website.

Emergency Management Sector Operational Systems (EMS-OS)

14. EMS-OS was funded through Budget 2026 and is intended to modernise the technology used across emergency response and recovery activities. The programme comprises four connected capabilities: a sector foundational data platform, a common operating picture, operational coordination tools, and an upgraded National Warning System.
15. Delivery is being phased. Near-term work is focused on the National Warning System and selected stand-alone tools. Data platform enhancements and more integrated operational tools are expected to follow, with the full system anticipated to take approximately three years to develop and mature.
16. Registration of Interest (ROI) is now live for interested vendors on Government Electronic Tender Service (GETS).

    NEMA is committed to conducting the procurement process in a fair, transparent and robust manner that provides equal opportunity for all interested suppliers. Questions relating to the procurement should be submitted through the official GETS channels.

    Information released through the procurement process will be managed carefully to protect the integrity of the process and commercially sensitive information.
17. The EMS-OS Working Group workshop held in Wellington on 24 September was attended by more than 80 representatives from across the emergency management sector and local government.

    The workshop provided an opportunity to test and refine the proposed EMS-OS operating model. Feedback was overwhelmingly supportive and has helped validate the programme direction while identifying areas for further refinement.

The programme established the following working groups: ICT, Commercial and Finance, Operations – Response, Operations – Recovery, Data Management.

As the programme progresses toward the procurement phase, key administrative and assurance processes have been undertaken to support good governance and decision-making. Further information on next steps will be shared shortly, including arrangements for each group as work commences on defining programme requirements.

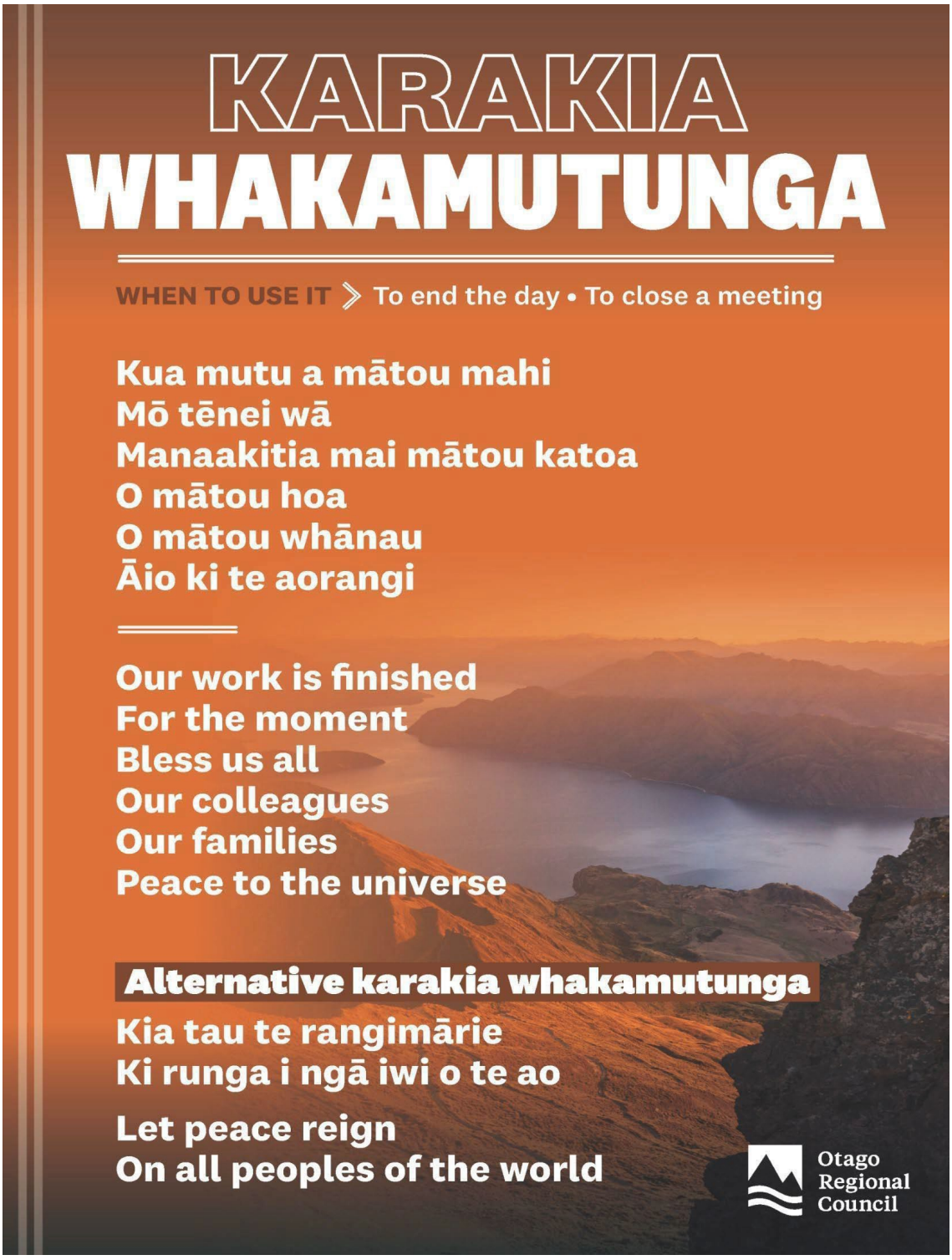
El Niño webinar and seasonal planning

18. International climate agencies and preparedness networks are monitoring the development of El Niño conditions during 2026-27. NEMA's regional engagement approach is focused on supporting shared situational awareness and coordinated preparedness planning.
19. A national webinar was convened in early August to bring together perspectives from across the sector and improve understanding of potential impacts. Readiness discussions are considering drought and water supply pressures, elevated vegetation fire risk, heat-related and public health impacts, coastal and marine effects, severe weather variability, supply chain disruption, and the potential for concurrent events. NEMA has further readiness hui planned for November and January.
20. Across the sector, Regional Offices are reviewing readiness arrangements and strengthening multi-agency coordination, information sharing, and decision-making processes. Priority activities include developing consistent public communications, enhancing community preparedness, and ensuring agencies are positioned to respond effectively should conditions deteriorate over summer.

Guide to the National CDEM Plan 2015 updated to reflect water entities

21. Water organisations are now recognised in the Guide to the National CDEM Plan 2015 as being able to seek government reimbursement for repair or recovery of essential infrastructure assets during or after an emergency.
22. Section 33.5.1 identifies water organisations and their drinking water, stormwater and wastewater assets as potentially eligible for government assistance, while Section 33.7.1 provides advice on thresholds for reimbursement.

Shaun O'Halloran | Senior Regional Emergency Management Advisor
National Emergency Management Agency Te Rākau Whakamarumaru


KARAKIA
WHAKAMUTUNGA
WHEN TO USE IT To end the day • To close a meeting
Kua mutu a mātou mahi
Mō tēnei wā
Manaakitia mai mātou katoa
O mātou hoa
O mātou whānau
Āio ki te aorangi
Our work is finished
For the moment
Bless us all
Our colleagues
Our families
Peace to the universe
Alternative karakia whakamutunga
Kia tau te rangimārie
Ki runga i ngā iwi o te ao
Let peace reign
On all peoples of the world
Otago Regional Council