



Meeting of the HB Civil Defence Emergency Management Group Joint Committee

Date: Monday 28 July 2025
Time: 1.30pm
Venue: Council Chamber
 Hawke's Bay Regional Council
 159 Dalton Street
 NAPIER

Agenda

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| 1. | Welcome/Karakia/Housekeeping/Apologies | |
| 2. | Conflict of Interest Declaration | |
| 3. | Confirmation of Minutes of the HB Civil Defence Emergency Management Group Joint Committee meeting held on 24 March 2025 | |
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HB CDEM Group Joint Committee

Monday 28 July 2025

Subject: HB CDEM Service Level Agreement

Reason for report

1. This report seeks the Hawke's Bay CDEM Group Joint Committee's adoption of the Hawke's Bay Civil Defence Emergency Management Service Level Agreement (SLA) dated July 2025 (Attached).

Staff recommendations

2. The Coordinating Executive Group has endorsed the Hawke's Bay Civil Defence Emergency Management Service Level Agreement (SLA) as attached and recommends adoption by the CDEM Joint Committee.
3. Further, the Coordinating Executive Group noted the SLA will be reviewed in early 2026 to align with local government annual planning processes, and again as part of the 2027-2037 Long Term Plan process.

Executive summary

4. The Hawke's Bay Civil Defence Emergency Management Service Level Agreement (SLA) formalises the roles, responsibilities, and service expectations of each Territorial Authority (TA), the Hawke's Bay Regional Council (HBRC), and the Hawke's Bay Emergency Management Office in delivering effective CDEM outcomes across the region.
5. The SLA is a critical component of the Hawke's Bay CDEM Transformation Strategy adopted in early 2025, developed in direct response to independent reviews of the Cyclone Gabrielle response and subsequent national inquiries.
6. It supports a rebalanced operating model by strengthening local capability while maintaining strong regional coordination.

Background /Discussion

7. The CDEM Act 2002 establishes the roles and responsibilities of local authorities to plan for, respond to, and recover from emergencies, and to maintain coordinated regional arrangements. It also requires that each CDEM Joint Committee (CDEM Group) has an administering authority, which must be a regional council or unitary authority that is a member of the Committee.
8. The Hawke's Bay Emergency Management Group Plan 2014–2019 set out the region's strategic goals and highlighted the need for improved coordination and interoperability among councils, the Emergency Management Office, and communities.
9. In 2017, the Coordinating Executive Group and the CDEM Joint Committee endorsed a Roles and Responsibilities matrix based on principles that services to communities should not be reduced, that the Joint Committee members are collectively responsible for regional CDEM, and that clarity of roles would enhance resilience and improve response capability.

10. Following the response to Cyclone Gabrielle, both the Mike Bush Review and the Government Inquiry led by Sir Jerry Mateparae, identified significant issues in New Zealand's emergency management system, such as unclear roles and responsibilities, inconsistent local capability, and challenges in regional coordination. The Mateparae Inquiry concluded that the system is not fit for purpose and recommended that roles and responsibilities, particularly for local government, be clarified through updated legislation, reinforcing the need for a more formalised and regionally consistent approach in Hawke's Bay.
11. In response, the Hawke's Bay CDEM Transformation Strategy was developed and adopted in early 2025. The Strategy sets out a programme of work to rebalance the operating model, strengthen community readiness, and improve the overall effectiveness of CDEM activities across the region.
12. A key focus area of the Transformation Strategy is the establishment of a formal Service Level Agreement (SLA) to operationalise the new model. The SLA addresses gaps in role clarity, ensuring each council understands and agrees to its responsibilities and expectations.
13. The attached SLA defines the roles, responsibilities, and service expectations of each of the five councils (the four Territorial Authorities and the Hawke's Bay Regional Council), along with the Hawke's Bay Emergency Management Office. It operationalises statutory obligations under the CDEM Act 2002 and aligns with the Group Plan and national guidance.
14. The SLA supports a rebalanced model by strengthening local delivery while maintaining strong regional leadership and coordination through the Hawke's Bay Emergency Management Office and the Group Controller.
15. Each local authority is a statutory member of the Hawke's Bay CDEM Joint Committee and is responsible for contributing to regional CDEM outcomes. The SLA formalises this commitment in a practical, operationally focused document, reinforcing collective responsibility for reducing risk, ensuring readiness, and supporting communities before, during, and after emergencies.
16. The SLA is proposed to be adopted on 28 July 2025 by the CDEM Joint Committee.
17. Following further review, amendments, and consultation with the parties, the SLA will be reviewed in early 2026.
18. It is intended to be reviewed again for the 2027/28 Long Term Plan process and will align with the new CDEM Group Plan.
19. Earlier this year, the Government announced its intention to reform New Zealand's emergency management legislation, with a Bill expected to be introduced during the current parliamentary term. Subject to timing, the SLA will be updated during the 2026 and 2027/28 reviews to ensure consistency with any legislative changes.

Options assessment

20. The following options have been identified for the Joint Committees consideration regarding the adoption of the HB CDEM SLA. Each option has been assessed against its alignment with the HB CDEM Transformation Strategy, the ability to improve regional and local capability, and implications for timing, funding, and overall community resilience.

| Option | Description | Pros | Cons |
|---|--|--|---|
| Option 1: Adopt the SLA (Recommended) | <p>Adopt the SLA as endorsed by CEG.</p> <p>The SLA will be reviewed in early 2026 and again as part of the 2027/28 Long Term Plan process.</p> | <p>Gives effect to the HB CDEM Transformation Strategy and supports the shift to a more coordinated, locally empowered emergency management system.</p> <p>Strengthens clarity, accountability, and alignment of roles and responsibilities across the region.</p> | <p>May commit councils to responsibilities and service expectations before long-term funding and resourcing arrangements under the new operating model are fully confirmed.</p> |
| Option 2: Adopt subject to conditions | <p>Adopt the SLA in principle, subject to specific conditions being met before final implementation. Conditions may include clarification of future funding arrangements, alignment with forthcoming legislation, or confirmation of resourcing and capability requirements.</p> | <p>Demonstrates support for the HB CDEM Transformation Strategy and the shift to a more balanced regional model.</p> <p>Retains the ability to address and resolve any concerns before fully committing to operational changes.</p> | <p>Would delay implementation of the SLA's intended improvements.</p> <p>May create uncertainty or inconsistencies across the region if some councils proceed without endorsement.</p> |
| Option 3: Do not Adopt until further detail is provided. | <p>Withhold adoption of the SLA until additional clarity is provided on funding, resourcing arrangements, and/or legislative alignment.</p> <p>No in-principle commitment is given until all outstanding matters are fully resolved.</p> | <p>Ensures Councils do not commit to service expectations or financial responsibilities without a complete understanding of long-term implications.</p> <p>Allows full consideration of upcoming legislative changes and funding mechanisms through future Annual Plan and Long-Term Plan processes.</p> | <p>Delays regional implementation of the SLA and slows progress on Transformation Strategy priorities.</p> <p>Increases the risk of another emergency event occurring before formal roles and responsibilities are agreed.</p> <p>Does not meet the previous direction of the CDEM Joint Committee or expectation of community stakeholders seeking improved clarity and consistency.</p> |

| Option | Description | Pros | Cons |
|---|---|---|--|
| Option 4: Do not adopt and continue with status quo. | Don't adopt the SLA and continue operating under the existing 2017 Roles and Responsibilities matrix. | The 2017 matrix is already in place and was formally agreed by the CDEM Joint Committee and Coordinating Executive Group. | Does not align with the HB CDEM Transformation Strategy or the strategic direction set by the HB CDEM Group Joint Committee. The existing roles and responsibilities have been identified as unclear and insufficient in recent reviews, including the Cyclone Gabrielle response review. |

Financial and resource implications

21. HBRC will collect a targeted CDEM rate of \$3.665 million in FY 25/26 and \$3.944 million in FY 26/27. These figures are based on the pre-transformation structure, as the budget was set and adopted prior to the Hawke's Bay CDEM Transformation Strategy being finalised.
22. Transformation costs of \$836,000 over two years (FY 25/26–26/27) will be loan-funded, with repayment over a 10-year period via the CDEM targeted rate beginning in FY 26/27.
23. At the end of FY 23/24, the CDEM reserve was in deficit by \$3.658 million due to costs associated with Covid-19, the Napier floods, and Cyclone Gabrielle. The 2024–2027 Long Term Plan includes a strategy to repay this deficit over 10 years, starting in FY 25/26, through the targeted CDEM rate.
24. The SLA states that during the 2027-28 financial year, consultation should occur as part of the Long-Term Plan process to determine whether the centrally targeted CDEM rate remains the preferred funding approach for the following three years. In addition, the targeted CDEM rate will be reviewed as part of the 2026-27 Annual Plan review and consultation process.

Consultation

25. A preliminary first draft was prepared in March 2025 and reviewed during April by officers from HBRC, Wairoa District Council, Napier City Council, Hastings District Council, Central Hawke's Bay District Council and the Hawke's Bay Emergency Management Office.
26. Chief Executive workshops on the draft SLA were held on 28 April and 23 June 2025. Feedback from these sessions informed further revisions.
27. Each council has had the opportunity to workshop the draft SLA with their elected members, ensuring alignment with local expectations and governance input ahead of formal endorsement.
28. The Coordinating Executive Group endorsed the SLA at its meeting on 21 July 2025, subject to minor wording changes. The current version, incorporating these changes, is presented as attached.
29. Community consultation on the broader Hawke's Bay CDEM arrangements is planned as part of the Hawke's Bay CDEM Group Plan review during the 2025-26 and 2026-27 financial years.

Other considerations

30. At its meeting on 24 March 2025, the CDEM Joint Committee noted the intention to transition to a rebalanced Hawke's Bay CDEM operating model, moving from the current centralised model.

31. The Joint Committee agreed formal transition was subject to key preconditions being met, including:
 - 31.1. Approval of the Service Level Agreement and Roles and Responsibilities document by the Joint Committee.
 - 31.2. Completion of recruitment of Emergency Management staff at each territorial authority, as advised by the Director Hawke's Bay Emergency Management.
 - 31.3. A declaration from the Hawke's Bay CDEM Group Controller confirming that the system is ready to transition.
32. These steps are designed to ensure the region is operationally and organisationally ready to implement the rebalanced model effectively, strengthening local delivery and supporting regional coordination.

Recommendations

That the HB CDEM Joint Committee:

1. Receives and considers the *HB CDEM Service Level Agreement* staff report.
2. Adopts the Hawke's Bay Civil Defence Emergency Management Service Level Agreement, as proposed.

Authored by:

Shane Briggs
Director Hawke's Bay Emergency Management

Approved by:

Katrina Brunton
Group Manager Policy & Regulation

Attachment/s

- | | |
|---|--|
| <ol style="list-style-type: none"> 1  HB CDEM Service Level Agreement July 2025 | Under Separate Cover Available online only |
|---|--|



HB CDEM Group Joint Committee

Monday 28 July 2025

Subject: HB CDEM Group Joint Committee Delegations

Reason for report

1. This item highlights the risk that, during the period between local election results and the swearing-in of members, the Joint Committee is unable to exercise powers under section 85 of the CDEM Act 2002, and recommends that the Joint Committee delegates its section 85 powers to the Group Controller to ensure these powers can be exercised if required during this period.

Discussion

2. If a state of emergency is in force, the Group Controller has emergency powers under sections 86 to 92 and section 94 of the Civil Defence Emergency Management Act 2002. These powers apply within the area covered by the state of emergency.
3. In addition to the Controller's powers, section 85 of the CDEM Act provides emergency powers to Civil Defence Emergency Management Groups while a state of emergency is in force. These include:

85 Emergency powers of Civil Defence Emergency Management Groups

While a state of emergency is in force in its area, a Civil Defence Emergency Management Group may—

- (a) carry out or require to be carried out all or any of the following:
 - (i) works:
 - (ii) clearing roads and other public places:
 - (iii) removing or disposing of, or securing or otherwise making safe, dangerous structures and materials wherever they may be:
- (b) provide for the rescue of endangered persons and their removal to areas of safety:
- (c) set up first aid posts, and provide for first aid to be given to casualties and for their movement to hospital, other place of treatment, or areas of safety:
- (d) provide for the relief of distress, including emergency food, clothing, and shelter:
- (e) provide for the conservation and supply of food, fuel, and other essential supplies:
- (f) prohibit or regulate land, air, and water traffic within the area or district to the extent necessary to conduct civil defence emergency management:
- (g) undertake emergency measures for the disposal of dead persons or animals if it is satisfied that the measures are urgently necessary in the interests of public health:
- (h) disseminate information and advice to the public:
- (i) enter into arrangements, including employment arrangements, with any person for the purpose of carrying out civil defence emergency management as may be agreed:
- (j) provide equipment, accommodation, and facilities for the exercise of any of the powers conferred by this subsection.

4. The Hawke's Bay CDEM Group Joint Committee Terms of Reference state that:
 - 4.1. *In accordance with clause 23 of Schedule 7 of the Local Government Act 2002 the quorum of the Group is all local authority members.*
5. The Terms of Reference also state that:
 - 5.1. *All actions (other than the entering into of contracts within the authorised Group budget) to be taken by the Group must first be approved by way of a majority vote of all members that are present and voting.*
6. The requirement for the Joint Committee to meet, even virtually, to exercise its section 85 powers may cause delays or inefficiencies during emergencies.
7. In many regions, section 85 emergency powers are delegated by the CDEM Group to the Controller and recorded in the Group Plan.
8. The lack of delegation of these powers in the current Hawke's Bay CDEM Group Plan may be the result of an oversight or error.

Gap in Emergency Powers during Local Government Elections

9. During the triennial local government elections, a period of risk arises between the public declaration of official election results and the swearing-in of new mayors and councillors.
10. Under the Local Electoral Act 2001, successful candidates take office the day after the public notification of official results.
11. However, they cannot act in their official capacity until they have made the statutory declaration at the inaugural council meeting. This gap may extend for up to two weeks.
12. During this post-election period, the Joint Committee does not have validly sworn-in members and therefore cannot meet or exercise any powers under the Civil Defence Emergency Management Act 2002.
13. While section 69 of the CDEM Act allows the Minister for Emergency Management to declare a local state of emergency during the post-election period, this does not enable the use of section 85 emergency powers unless those powers have already been delegated to the Group Controller.
14. Although the Chief Executive of each local authority has the ability to call an extraordinary meeting with less than the usual seven days' notice in emergency situations, this process is unlikely to be practical or timely in an emergency response.
15. To ensure continuity and effectiveness during emergencies, it is recommended that, in accordance with section 18(1) of the CDEM Act 2002, the Hawke's Bay CDEM Group delegates its powers under section 85 to the Group Controller and any person acting in that role.
16. The Group Controller shall report on any actions taken under section 85 at intervals directed by the Chairperson of the Hawke's Bay CDEM Group.
17. This delegation does not limit the Group's ability to exercise these powers directly once members are sworn in and available.
18. This delegation could apply either on an ongoing basis, or specifically to cover the period during the local government election transitions.

Decision-making considerations

19. Councils and their committees are required to make every decision in accordance with the requirements of the Local Government Act 2002 (the Act). Staff have assessed the requirements in relation to this item and have concluded that the Joint Committee can exercise its discretion.

20. An ongoing delegation would require an amendment to the Group Plan and meets the requirements of section 57 of the Civil Defence Emergency Management Act 2002 and can be considered as a minor change to the Group Plan that does not need public consultation.

Recommendations

That Hawke's Bay CDEM Group Joint Committee:

1. Receives and considers the Hb CDEM Group Joint Committee Delegations report.
2. Agrees that, in accordance with section 18(1) of the Civil Defence Emergency Management Act 2002, the Hawke's Bay Civil Defence Emergency Management Group delegates its powers under section 85 of that Act to the Group Controller, and to any person lawfully acting in that role, for the duration of their appointment.

OR

3. Agrees that, in accordance with section 18(1) of the Civil Defence Emergency Management Act 2002, the Hawke's Bay Civil Defence Emergency Management Group delegates its powers under section 85 of that Act to the Group Controller, and to any person lawfully acting in that role, *for the period from the day after the public notification of the official 2025 local election results and the Mayors of the region's city and district council have been sworn in.*

Authored and Approved by:

Shane Briggs
Director Hawke's Bay Emergency Management
& Group Controller

Attachment/s

There are no attachments for this report.



HB CDEM Group Joint Committee

Monday 28 July 2025

Subject: Local Controller removal

Reason for report

1. This item seeks the removal Raul Oosterkamp as a Local Controller from the Hawke's Bay CDEM Group Plan as requested by Hastings District Council.

Discussion

2. Hastings District Council currently has four appointed and trained Local Controllers.
3. Raul Oosterkamp, one of the appointed Local Controllers, has recently changed roles within Hastings District Council and has advised that he no longer wishes to continue in the Local Controller role.
4. Hastings District Council supports the removal of Raul Oosterkamp from the Local Controller role.
5. Hastings District Council has three remaining Local Controllers:
 - 5.1. Craig Cameron
 - 5.2. Clint Adamson
 - 5.3. Dean Ferguson.

Background

6. The Joint Committee 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 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.
7. Local Controllers are appointed for the entire Hawke's Bay CDEM Group area, rather than being limited to their specific territorial authority area.
8. In the event of a wider regional emergency, Local Controllers may exercise their delegated powers across any part of the Hawke's Bay CDEM Group area covered by the state of emergency.
9. The Local Controllers for Hawke's Bay, following the removal of Raul Oosterkamp, are:
 - 9.1. Juanita Savage (Wairoa)
 - 9.2. Te Arohanui Cook (Wairoa)
 - 9.3. Craig Cameron (Hastings)
 - 9.4. Clint Adamson (Hastings)
 - 9.5. Dean Ferguson (Hastings)
 - 9.6. Rachael Bailey (Napier)

- 9.7. Stephanie Murphy (Napier)
 - 9.8. Steve Gregory (Napier)
 - 9.9. Russell Bond (Napier)
 - 9.10. Ben Swinburne (Central Hawke's Bay)
 - 9.11. Dylan Muggeridge (Central Hawke's Bay)
 - 9.12. Reuben George (Central Hawke's Bay).
10. Appointments and associated delegations are contained in the Hawke's Bay CDEM Group Plan and as such represent a minor change to the Plan.

Decision-making considerations

- 11. Councils and their committees are required to make every decision in accordance with the requirements of the Local Government Act 2002 (the Act). Staff have assessed the requirements in relation to this item and have concluded that the Joint Committee can exercise its discretion.
- 12. The proposed amendments to the Group Plan meet the requirements of section 57 of the Civil Defence Emergency Management Act 2002 and can be considered as a minor change to the Group Plan that does not need public consultation.

Recommendations

That the Hawke's Bay Civil Defence Emergency Management Group Joint Committee:

- 1. Receives and considers the *Local Controller Removal* report.
- 2. Agrees to the removal of Raul Oosterkamp as a Local Controller for the Hawke's Bay CDEM Group.
- 3. Agrees to amend *Appendix 5: Key Appointments* of the Hawke's Bay CDEM Group Plan pursuant to section 57 of the Civil Defence Emergency Management Act 2002 to remove Raul Oosterkamp as a Local Controller.

Authored and Approved by:

Shane Briggs
Director Hawke's Bay Emergency Management

Attachment/s

There are no attachments for this report.



HB CDEM Group Joint Committee

Monday 28 July 2025

Subject: National Emergency Management Agency update

Reason for report

1. This item introduces the National Emergency Management Agency (NEMA) update (attached).

Recommendation

That the Hawke's Bay Civil Defence Emergency Management Group Joint Committee receives and notes the *National Emergency Management Agency update*.

Authored and Approved by:

Shane Briggs
Director Hawke's Bay Emergency Management

Attachment/s

- 1 [📄](#) NEMA update for HB CDEM Joint Committee 28 July 2025



NEMA Update

Hawkes Bay CDEM Joint Committee

28 July 2025

EMSIP Road Map

The Government has agreed in principle to the investment and implementation roadmap to strengthen New Zealand's emergency management system.

- The roadmap sets out what we need to do over the next five years. The roadmap will:
 - strengthen community leadership, ownership and preparedness
 - clarify roles, strengthen accountability, set standards, and provide assurance
 - make leaders accountable, and build a trained, exercised workforce
 - update warning systems and modernise antiquated technology and facilities.
- Key initiatives in the roadmap include:
 - Regional support teams based around New Zealand to provide surge support during and following emergencies and boost regional workforce capability.
 - A refreshed and increased Resilience Fund to empower more communities to prepare for and respond to emergencies.
 - Agreements and partnerships with businesses, iwi/Māori and community organisations to enhance local readiness.
 - Professional pathways to expand the emergency management workforce and build capability.
 - Proactive procurement and placement of critical equipment and supplies.
 - A Common Operating Picture to support shared situational awareness and decision-making.
- Cabinet has agreed to the roadmap in principle, subject to further policy work, the passage of enabling legislation, and availability of new funding through future Budgets.
- The National Emergency Management Agency will prioritise activity that can be delivered from its current baselines and go back to the Government for proposed initiatives that will require new funding from future budgets.
- View the roadmap at: <https://www.civildefence.govt.nz/emergency-management-system-improvement-programme>

EMSIP Phase 3.

EMSIP Phase 3 has commenced

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

- The three workstreams are:
 - Regional Support Teams
 - Public Readiness / Community Development and Outreach
 - Resilience Fund

The budget bids will be drafted by the Chief Advisor, Strategic Finance (DPMC), however the content for the budget bids will be provided by key stakeholders, including EMLG



The budget bids (for FY26/27) are likely due at Treasury in **December 2025**. The process/dates are:

- **July and August:** Scope/shape budget initiatives (workstreams) (*Note: detailed plans not required; this will come if budget bids are successful*)
- **September:** Finalise content for bids and commence stakeholder consultation
- **October:** Invitations to submit budget bids advised (by Treasury) + stakeholder consultation
- **Nov/Dec:** Budget bids submitted to Minister, followed by formal submissions to Treasury

To support this process, and the tight timeframes, NEMA proposes:

- **2 EMLG Workshops:** one the week of 21 July (TBC soonest), and one at the August EMLG (13 August)
- **EM System Focus Group Engagement**
- 3 Focus Groups (one for each workstream)
- The intent is that there will be 2 – 3 workshops for each Focus Group (depending on stakeholders and demand)
- The workshops for these will be held the week of 21 July and 11 August
- There will be an online update held the week of 1 September

Emergency Management Bill

The Minister for Emergency Management and Recovery intends to introduce a new Bill in the second half of 2025, to be enacted in 2026. From 15 April to 20 May 2025 NEMA invited submissions on the issues and options outlined in the discussion document, summary and information which is available on NEMA's website www.civildefence.govt.nz/emergency-management-bill. NEMA received nearly 400 submissions, the vast majority of which are substantive. final policy decisions are expected to be made later this year before the introduction of a new Emergency Management Bill.

CDEM Resilience Fund

The CDEM resilience fund is a contestable fund to enhance Aotearoa New Zealand's hazard risk resilience. The resilience fund aligns with CDEM Group Plans and the National Disaster Resilience Strategy priorities to enhance Aotearoa New Zealand's hazard risk resilience through the development of local and regional capability and practices. For the 2025/26 financial year, there were ten successful applicants, however none from the Hawkes Bay Region.

Tsunami Evacuation Guideline

This updated Director's Guideline sets the new nationally consistent approach for public-facing tsunami evacuation zones: the Blue Zone. The purpose of the Blue Zone is to simplify tsunami evacuation; to make it easier for our communities to know what to do when a tsunami arrives at our coast and there is little time to evacuate. This reinforces our Long or Strong, Get Gone message. The Blue Zone will save lives and enable our communities to be safe and feel safe.

This guideline builds upon the foundation laid by the previous version, reflecting the increased understanding of our threat, advances in technology and great social science research. It has been developed through a collaborative effort with experts across the motu. NEMA thanks everyone who contributed to updating this guideline which is available at: <https://www.civildefence.govt.nz/cdem-sector/guidelines/tsunami-evacuation-directors-guideline>



**National Emergency
Management Agency**
Te Rākau Whakamarumarū

Memoranda of Understanding (MoU) with Broadcast Media

On May 14 an updated MoU was signed between NEMA and, RNZ, TVNZ, the Radio Broadcasters Association, Community Access Media Alliance, Whakaata Māori and Te Whakaruruhau o Ngā Reo Irirangi Māori (Iwi Radio Network). This MoU guides how we work together both in peacetime and in response.

The MoU has greater flexibility in activating the agreement depending on the severity and pace of an event, and increased provisions for the partners to work collaboratively before and during an emergency response. When activated in an emergency response, it mobilises support from broadcasters to broadcast or amplify critical messages above and beyond normal news programming.

The new MOU incorporates “informal activation,” a practice refined during COVID-19 to quickly share vital public information—an approach that has proven to be both effective and appreciated. You can view the [new agreement here](#).

MfE Emergency Waste Funding.

Minister Simmonds made an announcement on the 27th April about the establishment of an emergency waste funding process that will be available for future events. Details will be available on the MfE website;

Overview - <https://environment.govt.nz/news/emergency-waste-funding/>

Application information - <https://environment.govt.nz/what-you-can-do/funding/emergency-waste-funding/>

Water entities effective 1 July 2026

The Government is committed to ensuring all New Zealanders have access to safe, reliable and affordable drinking water, wastewater and stormwater services. Therefore, the Government is setting up 10 entities across the country to administer/provide this service. The Government believes it is critically important that the entities have clear stronger links with their communities, to ensure New Zealanders have confidence that the entities will listen and respond to their needs. Each entity will have the same functions, powers and accountabilities as already provided for in the Water Services Entities Act.

Water Care Auckland is the first entity to be legally recognised in this capacity, with the ability to deal directly with NEMA in an event.

Ian Wilson

Senior Regional Emergency Management Advisor

National Emergency Management Agency Te Rākau Whakamarumarū



HB CDEM Group Joint Committee

Monday 28 July 2025

Subject: HB CDEM Group Controller update

Reason for report

1. This item informs and updates the CDEM Group Joint Committee on the Group Controller's activities.

Discussion

2. The statutory Controllers have agreed to meet bi-monthly:
 - 2.1. Meetings may include workshops, training, and mini exercises
 - 2.2. Twice a year, the statutory Controllers will hold a joint meeting with non-statutory controllers and the Emergency Services Coordinating Committee
 - 2.3. A terms of reference for the Controllers Forum will be developed.
3. At its meeting on 21 July 2025, the Coordinating Executive Group (CEG) approved the proposal to formally invite one statutory Controller from each Council to attend CEG meetings as an observer, recognising the statutory role Controllers hold under the Civil Defence Emergency Management Act 2002.
4. CEG also agreed that agendas and minutes will be shared with all statutory Controllers to support their awareness of regional arrangements and priorities.

Group Controllers

5. A Civil Defence Emergency Management Group must appoint, either by name or by reference to the holder of an office, a suitably qualified and experienced person to be the Group Controller for its area. [s26(1)], along with at least one alternate.
6. Hawke's Bay CDEM Group faces a shortage of alternate Group Controllers, with no other emergency management staff members having the necessary qualifications or experience to serve as an alternate Group Controller.
7. A public expression of interest process held in late 2024 received few responses.
8. Increased scrutiny of key roles during and after recent events has made it more challenging to find people willing to take on the Controller role alongside their regular job. This challenge is also being experienced by other CDEM Groups.
9. At the 27 January 2025 meeting, we presented the Joint Committee with a proposed selection and appointment process for Controllers, following their request for a more rigorous approach. This was endorsed, subject to minor changes.
10. Due to capacity limitations, we have not yet completed the full process. However, while this work continues, we have identified and engaged with several potential Group Controllers and are supporting three candidates to attend the RRANZ Response and Recovery Leadership Development Programme, as they have met the prerequisite training requirement

11. One of the candidates is employed by HBRC, while the other two will be engaged on a contractor basis to ensure appropriate liability coverage when acting during a non-declared emergency.
12. The RRANZ Response and Recovery Leadership Development Programme includes seven online modules, supported by weekly facilitator-guided discussions. This is followed by a five-day face-to-face course featuring interactive learning sessions, hazard-specific response and recovery leadership activities, and written assignments. Two of the candidates are expected to complete the course by the end of August.
13. We intend to complete the formal selection and appointment process before presenting a paper to the 20 October CEG meeting and the 24 November 2025 Joint Committee meeting seeking approval to appoint the two candidates as Group Controllers.
14. The third candidate is expected to complete the course by the end of November, and we intend to bring a paper to the first CEG and Joint Committee meetings of 2026 for consideration of that candidate's appointment.
15. In the interim, if needed for a likely or actual event, Group Controller support will be requested through NEMA.
16. There are sufficient Local Controllers for most emergencies, and delegating a suitable Local Controller to act as Group Controller remains a viable option in the short-term.

Local Controllers

17. The Joint Committee 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 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.
18. Local Controllers are appointed for the entire Hawke's Bay CDEM Group area, rather than being limited to their specific territorial authority area.
19. In the event of a wider regional emergency, Local Controllers may exercise their delegated powers across any part of the Hawke's Bay CDEM Group area covered by the state of emergency.
20. The Local Controllers for Hawke's Bay are:
 - 20.1. Juanita Savage (Wairoa)
 - 20.2. Te Arohanui Cook (Wairoa)
 - 20.3. Craig Cameron (Hastings)
 - 20.4. Clint Adamson (Hastings)
 - 20.5. Dean Ferguson (Hastings)
 - 20.6. Rachael Bailey (Napier)
 - 20.7. Stephanie Murphy (Napier)
 - 20.8. Steve Gregory (Napier)
 - 20.9. Russell Bond (Napier)
 - 20.10. Ben Swinburne (Central Hawke's Bay)
 - 20.11. Dylan Muggeridge (Central Hawke's Bay)
 - 20.12. Reuben George (Central Hawke's Bay).

Recommendation

That the HB CDEM Joint Committee receives and notes the *HB CDEM Group Controller update*.

Authored and Approved by:

Shane Briggs

Director Hawke's Bay Emergency Management

Attachment/s

There are no attachments for this report.



HB CDEM Group Joint Committee

Monday 28 July 2025

Subject: HB CDEM Group Office update

Reason for report

1. This item informs and updates the CDEM Joint Committee on the Hawke's Bay Emergency Management Office (CDEM Group office) activities.

Discussion

2024-2025 Work Programme

2. The work programme was approved in November 2022, covering the period from July 2022 to June 2024. This can be accessed at <https://www.hbemergency.govt.nz/assets/Documents/Plans-Procedures-and-Strategies/Group-Work-Programme-2022-24.pdf>
3. While the 2022-2024 work programme activities remained valid in 2024-25, some of the activities impacted by the transformation were put on hold.
4. Over the 2024-25 year, the Emergency Management Office:
 - 4.1. Made strong progress in community resilience work, increasing the number of Community Hubs and Community Resilience Plans across the region.
 - 4.2. Engaged with eight iwi and marae across Wairoa, Hastings, and Central Hawke's Bay, and supported a wide range of community groups, including multicultural, disability, early childhood, and older persons networks.
 - 4.3. Continued public information and education activities, including updates to tsunami information boards and expanded outreach through school and community sessions.
 - 4.4. Improved operational capability, with 926 training attendances. New courses were delivered focusing on coordination centre function-specific roles, function management, and assessing welfare needs in an emergency
 - 4.5. Strengthened satellite communication and digital radio networks, and more staff were trained and authorised to issue Emergency Mobile Alerts.
 - 4.6. Started rolling out the Registration and Needs Assessment (RANA) platform.
 - 4.7. Continued to develop guidelines for Civil Defence Centres, although the regional welfare plan was delayed.
 - 4.8. Started kōrero with Māori communities, but further dedicated resources are needed and are included in the proposed restructure of the Emergency Management Office.
5. Several areas of work were paused or slowed due to limited staff capacity. This included hazard research, risk reduction, and the Group Plan review.
6. Overall, despite resourcing pressures, the office maintained momentum in core activities while laying important groundwork for future improvements through the transformation programme and the upcoming Group Plan review.

Financial update for 2024-2025

7. The financial figures for 2024–2025 are indicative and not yet finalised. They are provided to give an overview of the expected financial position.

| Management Reporting | YTD Actual | Forecast additional spend | Forecast total Spend | FY Budget | Performance vs. Budget |
|--|---------------------|---------------------------|----------------------|--------------|------------------------|
| EXPCAP - Capital charges | 1,225.52 | | 1,225.52 | - | - 1,225.52 |
| EXPEXT - External Costs | 673,043.99 | | 673,043.99 | 571,290.48 | - 101,753.51 |
| EXPINT - Internal Time | 1,930,244.95 | | 1,930,244.95 | 2,544,503.40 | 614,258.45 |
| EXPOHA - Overhead allocation | 520,355.40 | 193,800.00 | 714,155.40 | 520,355.40 | - |
| FNDOTH - Other funding | - 151,851.09 | | - 151,851.09 | - 140,346.12 | 11,504.97 |
| FNDRES - Reserves funding | - | | - | - | - |
| FNDTAR - Targeted Rates | - | | - 3,530,558.16 | - | |
| | 3,530,558.16 | | 6 | 3,495,802.68 | 34,755.48 |
| | - 557,539.39 | 193,800.00 | - 363,739.39 | 0.48 | 557,539.87 |
| Reserve Balance YE 23/24 (Deficit) | | | 3,658,118.00 | | |
| Contribution to Reserve | | | - 363,739.39 | | |
| Forecast Reserve balance YE 24/25 (Deficit) | | 3,294,378.61 | | | |

8. External costs were over budget due to transformation-related expenses, including increased training.
9. Internal time was under budget due to vacancies being held while proposed structural realignment of the Emergency Management Office was underway.
10. As a result, the estimated \$360,000 underspend will be allocated towards repaying the reserve.

Transformation

11. See the attached Transformation Dashboard for details.
12. Overall, the transformation programme remains on track, though there is some uncertainty over the next 12 months as outlined below.

Staffing

13. In line with the Hawke's Bay CDEM Transformation Strategy, a formal consultation process is underway regarding a proposed structural realignment of the Emergency Management Office.
14. Consultation with staff began on 10 July 2025 and will conclude on 30 July 2025. Final decisions are expected to be communicated in late August, subject to any further consultation that may be required.
15. The proposed changes aim to strengthen local delivery, enhance regional coordination, and ensure the Emergency Management Office is well positioned to meet future demands in areas such as planning, risk reduction, Māori partnerships, intelligence, capability development, readiness, and community resilience.
16. While some short-term risks are inherent in any organisational change, steps are being taken to minimise disruption and maintain operational readiness. This includes prioritising essential

functions, progressing changes as promptly as possible, and ensuring the Emergency Coordination Centre remains well supported.

17. Over the past 18 months, additional staff have been trained to support both Emergency Operations Centres (EOCs) and the Emergency Coordination Centre (ECC), further strengthening the region's ability to respond during the transition.

2025-2026 Work Programme

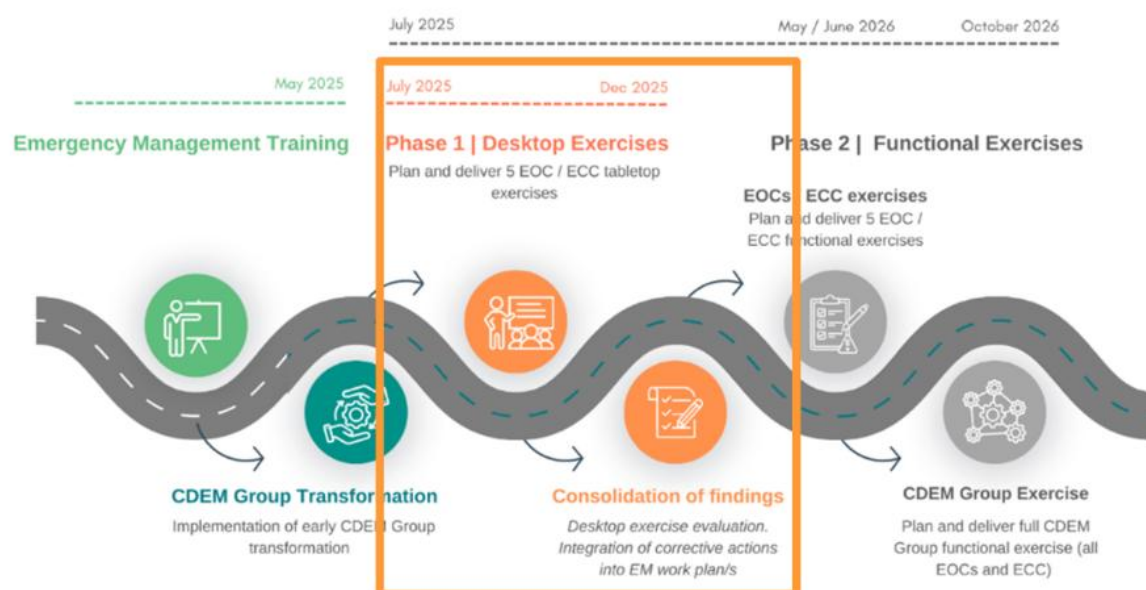
18. The Hawke's Bay CDEM Transformation Strategy continues to guide the 2025-26 work programme. The attached Transformation Dashboard outlines the status of key deliverables.
19. Work is underway across several focus areas, including:
 - 19.1. The transition to a more locally led delivery model
 - 19.2. Implementation of the Service Level Agreement
 - 19.3. Support for territorial authorities to increase community hubs and resilience plans
 - 19.4. Expansion of the response workforce, and delivery of the regional training and exercising programme
 - 19.5. Review of the regional warning system and development of flood trigger levels in three pilot communities
 - 19.6. Ongoing rollout of the Registration and Needs Assessment (RANA) platform
 - 19.7. Planning for a temporary Emergency Coordination Centre and Emergency Management Office location until an IL4 facility can be developed
 - 19.8. Review of ECC operating procedures
 - 19.9. Development of a business case for a regional Common Operating Picture
 - 19.10. Review of emergency management digital tools, supported by the proposed ICT and information management role
 - 19.11. In addition, a governance review paper is being prepared for the next Joint Committee meeting.
20. Several other areas are scheduled to begin later this year but may be impacted by the current proposed structural realignment of the Emergency Management Office, including:
 - 20.1. **Māori Partnerships:** Engagement is underway, and a discussion paper will be presented the next Joint Committee. A dedicated Māori Partnerships role is proposed and subject to consultation.
 - 20.2. **Performance and Assurance:** While the SLA provides a foundation, work on an assurance framework, including standards, monitoring, and evaluation, has not yet commenced. A new assurance role is proposed and subject to consultation.
 - 20.3. **Planning:** Development of the CDEM Group Plan and the review of regional and local emergency management plans is expected to begin this financial year. A planning role has been proposed to support this work and is currently under consultation.
21. Several staff are also contributing to the Coroner's inquest, which is placing additional demands on capacity during this period.

Exercise Activate

22. The Transformation Strategy identified the need for regular exercising at both the local and regional level to strengthen the region's emergency management capability.
23. In 2025, each council will participate in a structured tabletop exercise as part of Exercise Activate, a coordinated series scheduled for August and September. These exercises are designed to test readiness, reinforce recent training, and build confidence in response

procedures at both Emergency Operations Centres (EOCs) and the Group Emergency Coordination Centre (ECC). A brief outlining Exercise Activate is attached.

24. Following feedback from Controllers and emergency management staff, the original programme has been refined to allow time for lessons to be embedded between exercises and to ensure alignment with recent capability development work.



25. These changes support more meaningful learning outcomes, increased preparedness, and stronger regional coordination, while maintaining the commitment to exercising each council during 2025.
26. To maintain momentum through the current period of structural change, external expertise has been engaged to lead the delivery of the exercise series.
27. A regional functional exercise is planned for 2026, which will involve a broader range of agencies and require collective planning across the emergency management system.

Financial update for 2024-2025

28. The following budget is for the 2024-2025 financial year.
29. The budgeted \$2,369,421 for internal time includes allocations to each council to support resourcing their obligations under the SLA.

| Management Reporting | 25/26 Budget |
|--|----------------|
| EXPCAP - Capital charges | 15,140.52 |
| EXPEXT - External Costs | 1,115,819.80 |
| EXPINT - Internal Time | 2,369,421.52 |
| EXPOHA - Overhead allocation | 490,869.50 |
| FNDOTH - Other funding | - 631,250.00 |
| FNDRES - Reserves funding | - 3,665,541.35 |
| FNDTAR - Targeted Rates | 305,540.00 |
| | - 0.01 |
| Reserve Balance YE 23/24 (Deficit) | 3,294,378.61 |
| Budgeted Reserve repayment | 305,540.00 |
| Forecast Reserve balance YE 25/26 (Deficit) | 2,988,838.61 |

Recommendation

That the HB CDEM Coordinating Executive Group receives and notes the *HB CDEM Group Office update*.

Authored by:

Shane Briggs
Director Hawke's Bay Emergency Management

Approved by:

Katrina Brunton
Group Manager Policy & Regulation

Attachment/s

- | | | |
|------------|---|--|
| 1 ➡ | HBCDEM Transformation Dashboard July 25 | Under Separate Cover Available online only |
| 2 ➡ | Brief - Exercise Activate July 2025 | Under Separate Cover Available online only |



HB CDEM Group Joint Committee

Monday 28 July 2025

Subject: Confirmation of Public Excluded Minutes

That the HB CDEM Group Joint Committee excludes the public from this section of the meeting being Confirmation of Public Excluded Minutes Agenda Item 9 with the general subject of the item to be considered while the public is excluded. The reasons for passing the resolution and the specific grounds under Section 48 (1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are:

| General subject of the item to be considered | Grounds under section 48(1) for the passing of the resolution | Reason for passing this resolution |
|--|---|---|
| Cyclone Gabrielle Coroner's Inquest legal representation | s7(2)(g) Excluding the public is necessary to prevent disclosure of information that is legally privileged. | The matters being discussed will include legally privileged material. |

Authored by:

Leeanne Hooper
Team Leader Governance

Approved by:

Desiree Cull
Strategy & Governance Manager