

Joint Committee West Coast Emergency Management

Meeting Time: 9.30am – 11am Thursday, 20 November 2025
Location: Buller District Council Chambers, Westport
ZOOM Details: Please refer to meeting invite for Zoom details

Agenda

Joint Committee Chair – To be appointed.

	ITEM	PAGE REF.	Start time
1.	Welcome and apologies. Coordination Executive Group Chair – Simon Pickford		0930
2.	Appointment of WCEM Joint Committee Chair Coordination Executive Group Chair – Simon Pickford	Pg. 2	0935
	<i>Meeting now chaired by ne Joint Committee Chair</i>		
3.	Confirmation of the Minutes of last meeting held on Friday 30 May 2025. Matters arising.	Pgs. 3-5	0945
4.	WCEM Manager Report - Claire Brown	Pgs. 6-7	0940
5.	WCEM Revised Group Plan – Draft for Endorsement - Claire Brown REFER TO ATTACHEMENT	Pgs. 8-9	0950
6.	Capability Report and update on Orientation Programme - Cindy Fleming	Pgs. 10-12	1005
7.	Resilience Westport and Enhanced Evacuation Planning - Henry Dowler REFER TO ATTACHEMENT	Pgs. 13-15	1010
8.	National Emergency Management Agency - Shaun O'Halloran	Pgs. 16-17	1025
9.	General Business		1035
10.	Meeting Close Next meeting 19 February 2025, Westland District Council Chambers		1055

AGENDA ITEM TWO

Prepared for: West Coast Emergency Management Joint Committee
Prepared by: Simon Pickford – CEG Chair
Meeting Date: 20 November 2025
Subject: Appointment of new Joint Committee Chair

Purpose

To seek nominations for and appoint a new Chair of the West Coast Emergency Management Joint Committee.

Term of Chair and Governance

Joint Committee elect a new Chair and Deputy Chair following a local election, under provisions of section 24 of schedule 7 of the Local Government Act 2002.

Recommendation

Seek nominations and conduct appointment process.

Simon Pickford
Chair, Coordinating Executive Group
Chief Executive, Buller District Council

DRAFT MINUTES

Joint Committee

West Coast Emergency Management

21 August 2025 – Grey District Council Chambers

Joint Committee: Chair – Mayor Jamie Cleine (BDC), Mayor Tania Gibson (GDC), Paul Madgwick (Chair Te Rūnanga o Makaawhio), Francois Tumahai (Chair Te Runanga o Ngāti Waewae), WCRC Chair Peter Haddock
In Attendance: Simon Pickford (BDC), Joanne Soderlund (GDC), Darryl Lew (WCRC), Pat Waters, Shaun Ohalloran, Mike Gillooly (NEMA), Claire Brown, Cindy Fleming (WCEM), Vern Morris (WDC)
Apologies: Mayor Helen Lash, Barbara Phillips (WDC)

1. Welcome and apologies

Apologies from Mayor Helen Lash and Barbara Phillips – Westland District Council.
 Welcome to Shaun O’Halloran and Mike Gillooly from NEMA, and Vern Morris from Westland District Council.
 Acknowledgment and thanks given to Chair Haddock as this is the last meeting from him in his capacity as WCRC Chair

Moved Mayor Cleine / Chair Haddock

Carried

2. Confirmation of the Minutes of last meeting held on 30 May 2025

- a. No matters arising from the previous meeting.

Moved Mayor Cleine / Chair Haddock

Carried

3. WCEM Manager Report – Claire Brown

Report taken as read with the following points highlighted.

- a. Activations this quarter comprised of two staff deployed to Nelson / Tasman to support as a result of flooding, and preparatory actions including public communications with regard to national tsunami warning as a result of large earthquake off the coast of Russia.
- b. The NEMA Resilience funded fuel pumps have recently arrived into the region.
- c. Strong interest across the three district councils on making applications to ECCA for the Community Renewable Energy Fund with seven facilities identified for solar panels to be grid tied.
- d. WCEM supported the work across the WCRC to renew the West Coast Flood Manual. Workshops have been held with Buller and Grey District staff, with a third about to take place for Westland. The manual provides improved visibility and usability of flood data, forecasting and response systems.
- e. Reminder that a new Joint Committee chair will be appointed at the first of these meetings following the local body elections.

To follow was a discussion about the remaining evacuation plans for Grey, Hokitika and Waiho rivers. In particular that each of these three are on different trajectories that may require additional resources or date from possibly both WCRC and the relevant district council. C Brown noted an upcoming meeting to discuss what resources can be focused on the Franz Josef evacuation arrangements as a priority. What resources may be required going forward needed to be discussed with each district council, as the plans would be implemented by each respective council’s Emergency Operation Centre (EOC).

A further discussion occurred regarding the timing of the new Group Plan in relation to the proactive release of the Cabinet paper on the proposed road map for improvements to the emergency management system. C Brown responded that the Plan had been written under the current context around areas of improvement and proposed future changes. The contractor supporting this work has been involved in the renewal of several plans across the country and had been particularly considerate of the likely changes or areas of improvement that are being considered by government.

D Lew noted that along with WCEM staff in support of Nelson / Tasman that there were also other WCRC staff, river engineers that were also deployed. He noted that WCRC are well placed with capability and resources to provide strong reciprocal support to other parts of the country when these types of events occur.

D Lew also noted that the Westport Evacuation planning work was funded through the wider Resilient Westport Programme, and that this fund does not exist to support similar work in Grey, Hokitika or Franz Josef.

D Lew emphasized the role of district councils in evacuation arrangements and that it should not be work WCEM does alone.

Motion Approved to receive the report
Moved Mayor Cleine / Mayor Gibson

Carried

4. District and Regional Council Responsibilities – Mike Gillooly

M Gillooly noted that this was a timely discussion due to the local body elections coming up, and due to the reviews and inquiries on the North Island Severe Weather events.

The role of NEMA steward, operator and assurer was noted. The doctrine of locally led, regionally coordinated and nationally enabled was noted as being directly related to this conversation. Noting that this is likely to look different in situations where there are catastrophic events such as alpine fault rupture. However, noting the vast majority of events are local and therefore locally led. Mayor Cleine noted that for the West Coast, emergency management has not been handed off to WCRC, and that each council has obligations around things like maintaining EOC facilities and staffing. And so locally this needs be well resourced.

D Lew noted that this item was at his instigation. He noted the Partnership Agreement goes some way but had seen areas in recent years where responsibilities and accountabilities were not clear. He noted the local led element in evacuation plans and that WCEM are supporting, helping provide that consistency across all councils, which in response is led in the EOC and coordinated by the ECC at a regional level. Funding and resourcing considerations lie with the local councils, not the regional council.

P Madgwick noted the pressure on Westland District Council to begin Franz Josef master planning, due to the size of the council and lack of resources for this work. He asked what support could be given. Discussion followed reflected on the need for Franz master planning in relation to the Resilient Westport work.

Motion Receive the report and agree the Coordination Executive Group workshop the work programme to identify which agencies contribute and resources and funding.

Moved Mayor Cleine / Chair Haddock

Carried

5. Local Government Elections – Orientation Overview – Cindy Fleming

C Fleming gave an overview of the orientation, noting in comparison to future orientation sessions this was a fuller coverage of topics delivered over several sessions. She also noted the value in delivering to one or more council groups at a time to learn from shared experiences.

C Brown noted their efforts to get in front of the newly elected Mayors, Chair and Deputies as quickly as possible noting the importance of understanding their role, such as declaring a state of emergency.

P Waters noted that the period between the official election results and before members are sworn in, the only other role able to declare a state of emergency is the Minister for Emergency Management and Recovery.

Motion Receive the report, and agree that WCEM work with each council on a targeted session on States of Emergency as a priority following the official election results.

Moved Mayor Cleine / Mayor Lash

Carried

6. Revised Work Programme – Claire Brown

C Brown went through the revised programme noting what was different compared to the previous work programme. The focus on being specific about roles and resourcing requirements from councils be added in as a priority for the Franz planning work that had been discussed earlier in the meeting.

Motion Receive the report

Moved Mayor Gibson / Chair Haddock

Carried

7. Capability Report – Cindy Fleming

C Fleming noted the highlights of the report, the numbers of participants on training so far, attracting an additional \$22,000 from NEMA to add to the training fund. She also noted the recent rapid deployment training in partnership with FENZ and St John, with many other agencies participation on the day.

The need to have identifies sets of staff by function for each district was important for senior leaders to have visibility on where their staff sat across CIMS and where the gaps were so they could proactively delegate functions to staff.

P Haddock noted the importance of training and utilise other groups to provide reserves. He noted the ability to utilize staff with transferrable skills from industries such as construction and mining.

Motion Receive the report

Moved	Mayor Cleine / Mayor Gibson	Carried
8. Update on Government's Road Map to Strengthen Emergency Management – Claire Brown C Brown noted the government's Road Map that had been released on 27 June 2025. She briefly explained the key areas of focus, and that ongoing input that she and other emergency managers across the country had as this work continued to take shape.		
Motion	Receive the report	
Moved	Mayor Cleine / Mayor Gibson	Carried
9. Resilience Westport and Enhanced Evacuation Planning – Henry Dowler / Janis Lennon J Lennon provided an update on the emergency resource cache that had been purchased and located across Westport and Reefton at strategic locations. She also spoke about the network with community leaders, the community plans, and the regular planning meetings council staff and other agencies. H Dowler provided an update on the Westport Evacuation Plan that was nearing completion and would come back to this group to endorse at the next meeting. He also updated on the community and business resilience aspects of the project noting that good progress had been made with a contracted service in place with plans to launch business resilience initiatives before the end of the year.		
Motion	Receive the report	
Moved	Chair Haddock / Mayor Gibson	Carried
10. National Emergency Management Agency (NEMA) Update – Pat Waters Report taken as read with the following points highlighted: - Cabinet paper proactively released on 14 August 2025. It sets out 21 proposals. - Included in this were items such as clarification on who is in control during different types of emergencies, which includes clarification of who is responsible and accountable. - Working with a number of Groups at present who have new Group Plans coming through NEMA for review. NEMA is expecting a greater level of consistency, which is coming through. - Increased role of building in Iwi / Māori into arrangements is feature of the new Bill - Other things include whether Ministry for Primary Industries also has a mandated role to sit on CEG. - Current expectation is that the Bill may be introduced for first reading before the end of 2025. J Cleine noted the amount of work underway and acknowledged the support of the NEMA's Regional Emergency Management Advisors to the region.		
Motion	Receive the report	
Moved	Mayor Gibson / Mayor Lash	Carried
11. General Business P Madgwick noted the Tsunami Director General Guidelines and what work was occurring in the region about this. He asked about what guidance was being given to smaller coastal areas. The discussion was about the limited opportunity for emergency alerts when people needed to move quickly – the message is Long Strong Get Gone. P Waters noted the 'Blue Lines' initiative needed to be implemented across the country within six years. He also noted the use of sirens was problematic and not found to be the best solution. The emphasis should be on helping communities understand when they need to go, where they are going to, and what to do to look after themselves. C Brown suggested the future discussion is about hoe WCEM plans to implement the recently released National Tsunami Guidelines, as it covers multiple aspects of readiness to Tsunami hazard, not only how to alert communities. Look to add this to the work programme for future discussion through CEG. P Haddock expressed his thanks for what had been achieved with the support of many agencies. He noted that in big events there are a lot of vulnerable people that will need help.		
12. Meeting Closed by Mayor Cleine - Mayor Cleine thanked the Joint Committee for their attendance. - The meeting closed at 11am		

AGENDA ITEM 3

Prepared for: West Coast Emergency Management Joint Committee
Prepared by: Claire Brown, Manager West Coast Emergency Management
Meeting Date: 20 November 2025
Subject: WCEM Group, Manager Report

PURPOSE

To provide the Joint Committee (JC) with a strategic update on key emergency management activities, significant events, and priority projects since the last meeting on 21 August 2025.

EMERGENCY RESPONSE MONITORING AND ACTIVATION

In the last quarter the following emergency activations have occurred:

- 10-11 October 2025: Orange Heavy Rain Warning. Emergency Operation Centres activated for both Buller and Grey.
 Buller EOC stood down Friday evening.
 Grey EOC maintained activated through to 11pm. Grey concerns included Sawyers Creed slip. A door-to-door exercise took place (EOC and FENZ teamed up) on six households in the immediate area to provide reassurance and documents on advice is they felt like they self-evacuation or were asked to evacuate. This also involved a Grey Flood Committee meeting me at 1700 on Friday 10 October at GDC.
- 20-24 October 2025: Severe Weather Warnings (Heavy Rain and severe gusts) across the Region.
 Preparation meetings began on Friday 17 October 2025.
Buller EOC remained partially activated throughout the week, standing down Thursday 23 October.
Grey EOC was activated. Grey Flood Committee meeting took place at 1430 on 21 October 2025 at WCRC Chambers. The GDC EOC activation pivoted quickly on the afternoon of Thursday 23 October in respond to urgent and unanticipated concern over limited water supply for the greater Greymouth area. This involved a range of EOC actions that afternoon and evening in support. An Emergency Mobile Alert (EMA) was utilised that evening as another means to advise the public.
WDC EOC was partially activated with standby EOC staffing identified. EOC briefing to staff on Thursday morning and stood down Thursday afternoon.
 Region wide Agency briefings occurred daily from Monday through Friday.
 All EOC activities were stood down by Friday 24 October 2025.
- Significant impact was felt from the severe weather across several regions, particular Canterbury, Otago and Southland.

STAFFING UPDATES

Zoe Double started on 10 November 2025 as the Emergency Management Officer for Westland District. We currently conduction interviews for the Emergency Management Officer Welfare and Recovery.

NEMA RESITLIENCE FUND NEW ROUND 2026-2027

Applications close on 31 January 2026 for the next round of the NEMA Resilience Fund. We have had several successful applications over recent years. This current year we were successful to get funding

for four stand-alone manual fuel pumps that came to a total of \$28,000 (ex GST) which we have now in the region.

The Coordinating Executive Group (CEG) is considering what topics might be considered for applications. The following list is an example of the topics raised for information, noting that there may be one or more applications submitted and may include:

- Alternate ECC Cache (including Generator) – est. \$150,000
- Revise West Coast Fuel Plan, last updated April 2022 – est. \$45,000
- Medium term economic Impact of Alpine Fault Rupture for the West Coast – est. \$150,000
- Business Resilience Promotion and Coaching – Extension of Resilient Westport project for the whole of the region– est. \$80,000 over two years

UPDATE ON FENZ WCEM CO-LOCATION

On 6 November 2024 WCEM Joint Committee approved the recommendation to progress the FENZ and WCEM co-location proposal after several meetings to discuss the viability of the proposal.

FENZ has advised the business case has been submitted to their Chief Executive for final sign off. The changes that were requested earlier in the year from their Chief Executive have been addressed. Once FENZ has the final approval the project will get underway.

A letter from CEG has been requested to support the business case progress through FENZ sign-off.

RECOMMENDATION

That the West Coast Emergency Management Joint Committee:

Receive the report

Claire Brown

Manager, West Coast Emergency Management

AGENDA ITEM 4

Prepared for: West Coast Emergency Management Joint Committee
Prepared by: Claire Brown
Meeting Date: 20 November 2025
Subject: Revised Group Work Plan – for Public Consultation

Purpose

Seek your endorsement of the new draft West Coast Emergency Management (WCEM) Group Plan (attached) ready for public consultation.

Background

The Civil Defence and Emergency Management Act 2002 (the Act) sets out the expectation of each emergency management Group to have and maintain a Group Plan.

Work on the review of the Group Plan commenced 18 months ago. The draft is attached for your information.

The new Group Plan has been informed by several activities including:

- Review of the Hazard Risk Assessment – workshops and surveys
- Stakeholder Workshops with the Coordinating Executive Group (CEG), Lifeline and Welfare agencies
- Reviewing early drafts

Main Changes in the new Group Plan

The main changes in this plan compared to the current plan are:

- Alignment with the vision and goals of the National Disaster Resilience Strategy (NEAM 2019)
- Update of the risk assessment and hazard information
- Inclusion of mana whenua / Iwi section outlining arrangements in partnerships
- Revision of activities across the '4Rs' (Reduction, Readiness, Response and Recovery) with a stronger focus on community response and enhancing existing arrangements.

Highlights and Points of Note

- The activities are wider than just the WCEM Group Office, they are intended to guide work of all regional partners.
- There are 16 objectives across 52 activities. These will be developed into yearly work programmes, and some may require additional resourcing. This means the work programme will align also to the National Disaster Resilience Strategy.
- The plan structure is based on other group plans including Nelson / Tasman and Marlborough, so there is a stronger element of consistency that also meets the requirements of NEMA.

Next Steps

On 5 November 2025 CEG approved the draft Group Plan (attached) for your endorsement prior before it is released for public submission for two months.

While out for consultation, that National Emergency Management Agency (NEMA) will be invited to commence their technical review. Following that, final changes as a result of public submissions or NEMA feedback will then be incorporated. It is expected that the final

Plan is submitted back to this committee in February 2026, noting however this will depend on the extent of the feedback received.

RECOMMENDATION

That the West Coast Emergency Management Joint Committee:

Endorse the revised West Coast Emergency Group Plan attached for public submission.

Claire Brown

Manager, West Coast Emergency Management

AGENDA ITEM 7

Prepared for: West Coast Emergency Management Joint Committee
Prepared by: Cindy Fleming, West Coast Emergency Management
Meeting Date: 20 November 2025
Subject: Capability Report

PURPOSE

To update on the training and capability programme, including attendance patterns and any emerging issues.

OVERVIEW

Between January and October 2025, a total of 189 participants attended Emergency Management training courses delivered across the West Coast region. Courses delivered included CIMS 4, Intelligence, Planning, Response Manager, Lifelines, Incident Management Team (IMT), and Decision-making modules. Several participants attended multiple sessions; therefore, attendance figures represent total course attendees, not unique individuals.

Upcoming sessions include Welfare, Logistics, and Operations training.

ATTENDANCE SUMMARY

Training was hosted in Westport (WP), Greymouth (GM), and Hokitika (HK), with participants drawn from councils, volunteer groups, and partner agencies:

- **Buller District Council:** 27 attendees
- **Grey District Council:** 22 attendees
- **Westland District Council:** 17 attendees
- **West Coast Regional Council:** 31 attendees
- **Emergency Management West Coast:** 21 attendees
- **Volunteer and Partner Agencies:** 70 attendees.

Grey District hosted the largest number of participants overall, with 140 attendees recorded across multiple courses. Attendance remained strong across core coordination and function courses, reflecting sustained engagement in capability development across the region. Full attendance data by agency and location is provided in **Appendix One**.

CANCELLATIONS AND DEFERRALS

Logistics, Public Information Management (PIM), and Welfare courses planned for Westport were cancelled due to insufficient registrations.

The Operations course, originally scheduled for October in Westport, has been postponed to November 2025 to allow more participants to join.

Future scheduling will prioritise earlier promotion of training sessions and alignment with council availability to improve attendance consistency.

FINANCIAL SUMMARY

The West Coast region receives \$50,000 annually through the National Emergency Management Agency (NEMA) Capability Fund to support training delivery.

The 2025 allocation was fully utilised by August 2025.

An additional \$20,000 was subsequently allocated to the region by NEMA.

As of October 2025, the remaining balance is approximately \$7,500, which will be applied to upcoming courses before year-end.

RECOMMENDATION

That West Coast Emergency Management Joint Committee:

- ***Receives*** this report

Cindy Fleming

Readiness & Response EMO, West Coast Emergency Management

APPENDIX ONE

ATTENDANCE BY LOCATION					
BULLER		GREY		WESTLAND	
CIMS4	21	CIMS4	27	CIMS4	15
INTELLIGENCE	6	INTELLIGENCE	14	INTELLIGENCE	
PLANNING	7	PLANNING	10	PLANNING	
LOGISTICS	0	LOGISTICS	0	LOGISTICS	
OPERATIONS	0	OPERATIONS	0	OPERATIONS	
WELFARE	0	WELFARE	0	WELFARE	
		CONTROLLER	0		
		DECISION	14		
		IMT	16		
		RM	19		
		LIFELINES	33		
		PIM	7		
TOTAL	34	TOTAL	140	TOTAL	15

ATTENDANCE BY AGENCY									
BULLER		GREY		WESTLAND		REGIONAL			
CIMS4	16	CIMS4	8	CIMS4	3	CIMS4	12		
INTELLIGENCE	4	INTELLIGENCE	3	INTELLIGENCE	5	INTELLIGENCE	3		
PLANNING	5	PLANNING	1	PLANNING	1	PLANNING	4		
LOGISTICS		LOGISTICS		LOGISTICS		LOGISTICS			
OPERATIONS		OPERATIONS		OPERATIONS		OPERATIONS			
WELFARE		WELFARE		WELFARE		WELFARE			
CONTROLLER		CONTROLLER		CONTROLLER		CONTROLLER			
DECISION	1	DECISION		DECISION	1	DECISION	1		
IMT	1	IMT	1	IMT	2	IMT	3		
PIM		PIM	1	PIM	3	PIM	2		
LIFELINES		LIFELINES	6	LIFELINES	2	LIFELINES	4		
RM		RM	2	RM		RM	3		
TOTAL	27	TOTAL	22	TOTAL	17	TOTAL	32		

VOLUNTEER		AGENCIES		EMERGENCY MANAGEMENT	
CIMS4	7	CIMS4	16	CIMS4	1
INTELLIGENCE	1	INTELLIGENCE	2	INTELLIGENCE	2
PLANNING	3	PLANNING	1	PLANNING	2
LOGISTICS		LOGISTICS		LOGISTICS	
OPERATIONS		OPERATIONS		OPERATIONS	
WELFARE		WELFARE		WELFARE	
CONTROLLER		CONTROLLER		CONTROLLER	
DECISION	4	DECISION	1	DECISION	6
IMT	3	IMT		IMT	6
PIM	1	PIM		PIM	
LIFELINES	2	LIFELINES	17	LIFELINES	2
RM	7	RM	5	RM	2
TOTAL	28	TOTAL	42	TOTAL	21

AGENDA ITEM 7

Prepared for: West Coast Emergency Management Joint Committee
Prepared by: Henry Dowler, Project Lead, Resilient Westport
Meeting Date: 20 November 2025
Subject: Resilient Westport – Emergency Management Project Update

PURPOSE

To provide the Committee with an update on Phase Two (Delivery) of the Resilient Westport Emergency Management Project and to seek endorsement of the enhanced *Westport Flood: Evacuation Response Plan* (attached).

PHASE TWO PROJECT AREAS

Phase Two involves activities over the following four areas through to early 2026:

1. Evacuation Planning
2. Resources
3. Community Capability and Resilience
4. Preparedness and Response Tools, Systems and Processes

A status report on these areas is attached for your information.

RECOMMENDATION

That West Coast Emergency Management Joint Committee:

1. ***Receives and Notes*** the update on the Resilient Westport Emergency Management Project, and
2. ***Endorses*** the enhanced *Westport Flood: Evacuation Response Plan* (attached).

Henry Dowler
Project Lead, Resilient Westport Emergency Management

Resilient Westport Emergency Management Project Update

OVERVIEW: CURRENT AT 21 OCTOBER 2025

The enhanced evacuation plan '*Westport Flood: Evacuation Response Plan*' is complete. The Plan was received and noted by the Resilient Westport Steering Committee on 10 October 2025 and approved by the WCEM Coordinating Executive Group (CEG) on 5 November 2025.

A copy of the Plan is attached for endorsement. The version attached has names and contact details removed to protect the privacy of individuals. The intended next step for the Plan is receipt by the Buller District Council (meeting date to be confirmed).

The capital purchase and placement of additional containerised emergency supplies in strategic locations is also largely complete.

Ongoing project work includes the community capability and business resilience campaigns and determining the best approach to strengthening and integrating data, modelling and monitoring systems to support emergency management functions.

RECENT PROJECT ACTIVITY

The enhanced evacuation plan is complete.

The final version of the *Westport Flood: Evacuation Response Plan* was developed after incorporation of feedback on the consultation draft from:

- members of the Buller Civil Defence Catastrophic Planning Group (including community and emergency service representatives), and
- other key stakeholders such as the National Emergency Management Agency, Ministry for Primary Industries, and members of the National Flood Warning Steering Group (NFWSG).

The feedback received was positive and changes made to the draft were mostly minor updates, refinements and additions. The Plan is seen by some as a useful model that others might follow when developing their own local plans.

Procurement of containerised resources is largely complete, and they are in place.

Additional containerised emergency supplies have been purchased and placed in strategic locations. These include equipment for an alternate Emergency Operations Centre (EOC) and welfare supplies. A successful test-run of the setting up of the alternate EOC has already been carried out using the containerised resources.

Building community capability and business resilience campaigns are progressing.

Community capability

As reported previously, resources required to assist stakeholder engagement and public education and awareness over Phases Two and Three have been contracted. This work involves careful and considered public messaging over the next few months that is aligned with wider Resilient Westport communications and messaging.

A community survey to help confirm and augment evacuee estimates in the evacuation plan commenced 9am Friday 17 October and closed at 4.30pm on Friday 7 November 2025. The survey was the first step in informing the community about the development of the enhanced evacuation plan. The survey included a few simple questions focused on individual and household intentions and capability in the event of an evacuation (eg, regarding their ability to self-evacuate and where they intend to go).

The responses we received confirmed the validity of key estimates in the plan and, accordingly, have already proven to be a useful addition to the pool of data being used for evacuation planning purposes.

Business resilience

Work to support business resilience and continuity is also underway. The work, with support from contracted experts *Resilient Organisations*, aims to create lasting resilience among businesses in several ways, including:

- **Connection and Collaboration:** Fostering enduring relationships between local business leaders and owners to facilitate resource and knowledge sharing to improve preparedness.
- **Practical Strategies:** Demonstrating proven and practical resilience strategies businesses can easily adopt to improve how they manage disruptions.
- **Empowerment and Tools:** Equipping businesses with practical resources to evaluate their resilience, assist with managing disruptions, and support ongoing improvement for preparedness.

This campaign highlights that emergency management involves every community member, not just official agencies—and that building resilience starts with everyday actions, not just major infrastructure investments.

Key campaign components include:

- **A Kick-off Event** (completed 29 October 2025): A campaign launch in Westport, to build awareness, make connections, and energise the local business community around building resilience.
- **Skills and Resource Development** (25/26 November 2025): Interactive seminars and personalised one-on-one coaching sessions with practical tools and knowledge to develop robust business continuity arrangements.
- **Local Recovery Stories and Ongoing Networks:** Real recovery stories from local businesses to inspire continued preparedness and maintain relationships, and resource-sharing, information and support networks established during the campaign.

Strengthening data, modelling and monitoring integration work is still under consideration.

The project work programme provides for an evaluation of the web-based D4H response management tool. This tool supports gathering and management of information about evacuees and provide ready access to other details such as accommodation and transport service providers.

With reference to evacuation planning, the intention has been that the evaluation will include:

- exploration of opportunities to align and strengthen D4H data,
- consideration of how hydrological modelling, river and tidal monitoring and warning system data can inform evacuation planning and response through the D4H tool,
- consideration of opportunities to better integrate with GIS systems.

After some initial planning, further consideration is being given to project objectives and opportunities to optimise the project outcomes. Procurement of specialist resources required to complete the review is expected to proceed as soon as the project objectives have been confirmed.

ATTACHMENT: Final (public/redacted for privacy) version of *Westport Flood: Evacuation Response Plan*

AGENDA ITEM 8

Prepared for: West Coast Emergency Management Joint Committee
Prepared by: Shaun O'Halloran
Meeting Date: 20 November 2025
Subject: National Emergency Management Agency (NEMA) Update

Update on Emergency Management Bill

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

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

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

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

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

Phase three of EMSIP underway

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

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

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

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

The budget bids (for FY26/27) are likely due at Treasury in **December 2025**. NEMA has spent from July – September scoping the bids and finalising content, and we are now waiting to hear from Treasury whether we will be invited to submit our budget bids.

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

EMS-OS is a key strengthening initiative for the emergency management sector, designed to improve how information is managed and shared before, during, and following emergencies. The programme is working on what is needed to establish a common operating picture to enable better situational awareness, produce intelligence, deliver coordination, and support decision-making across the Sector.

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

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

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

New water entities and implications for reimbursement following events

With councils currently determining their delivery models for drinking water, wastewater and stormwater services, the Department of Internal Affairs is working alongside NEMA to determine what, if any, changes will be needed to the 60:40 infrastructure repair policy as a result (for example, to account for any standalone entities).

As an example of this, from 1 July 2025 Watercare (Auckland) can now seek reimbursement directly from NEMA (under the 60:40 infrastructure repair policy) rather than having to go through Auckland Council. This change reflects the financial separation of Watercare and Auckland Council.

NEMA organisational changes

Change of National Controller

The Manager, National Operations and National Controller, Wendy Wright, has resigned from NEMA. Charlie Blanch, Chief Advisor National Operations has been confirmed as the National Controller while recruitment is underway for Manager, National Operations. Charlie has previously been an Alternative National Controller.

Change of hosting responsibilities for NEMA

The hosting responsibilities for NEMA transferred from the Department of the Prime Minister and Cabinet (DPMC) to the Department of Internal Affairs (DIA) on 25 September 2025. Following a Cabinet decision, this move aligns NEMA with a larger, more operationally focused organisation that is well-suited to provide the necessary corporate support to departmental agencies. The transfer is also consistent with long-standing Machinery of Government principles, ensuring agencies are hosted within entities that maximise efficiency and effectiveness.

RECOMMENDATION

That the West Coast Emergency Management Joint Committee:
receive this report

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