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MARLBOROUGH DISTRICT COUNCIL

7 August 2026

Record No: 26162230
File Ref: D050-001-C03
Ask For: Nicole Chauval

# Notice of Group Meeting – Thursday, 13 August 2026

A meeting of the Civil Defence Emergency Management Group will be held in the Council Chambers, 15 Seymour Street, Blenheim on **Thursday, 13 August 2026** commencing at the conclusion of the **Finance Committee meeting** (approximately 10.00 am).

## BUSINESS

As per Agenda attached.

JOHN BOSWELL
**CHIEF EXECUTIVE**

MARLBOROUGH DISTRICT COUNCIL

**Meeting of the**
**CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP**
**to be held in the Council Chambers, District Administration Building, Seymour Street, on THURSDAY, 13 AUGUST 2026 commencing at the conclusion of the Finance Committee meeting (approximately 10.00 am)**

**Group Membership**

Clr B G Dawson (Chairperson)
Clr S R W Adams (Deputy)
Clr J D N Croad
Clr D A Dalliessi
Clr T P Sowman
Clr B D Stace
Mayor N P Taylor
Ms D McConnell (Iwi Representative)

**In attendance**

Jamie Lyall, (Group Manager Infrastructure & Services)
Geoff Blake (Chief Financial Officer)
Matt Kerr (Emergency Services Manager)
Katy McRae (National Emergency Management Agency)
Nicole Chauval (Committee Secretary)

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# 1. Civil Defence Emergency Management Group (CDEM)

**E210-003-06**

1. The Minutes of the Civil Defence Emergency Management Group (CDEM) meeting held on 21 May 2026 are **attached**.

## RECOMMENDATION

**That the minutes of the Civil Defence Emergency Management Group (CDEM) meeting held on 21 May 2026 be adopted as a true and correct record.**

MARLBOROUGH DISTRICT COUNCIL

**Report and Minutes of a Meeting of the**
**CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP (CDEM)**
**held in the Council Chambers, 15 Seymour Street, Blenheim on**
**THURSDAY, 21 MAY 2026 commencing at 11.30 am**

## Present
Clrs B G Dawson, (Chair), S R W Adams (Deputy), J D N Croad, D A Dalliessi, T P Sowman, B D Stace and Mayor N P Taylor and Ms D McConnell (Iwi Representative)

## Also Present
Clr S J Arbuckle, C M W Dawson, B A Faulls and R J Innes

## In Attendance
Mr M Kerr (Emergency Services Manager), Ms K McRae (National Emergency Management Agency), Ms M Aitken (Group Manager, Council Operations) and Nicole Chauval (Committee Secretary)

## In Attendance via Teams
Dean Heiford (Group Manager Infrastructure and Services/Group Recovery Manager for Emergency Management) (from 10.52 am)

## Apologies
**No apologies received.**

# CDEM-0526-410 Civil Defence Emergency Management Group (CDEM)

**E210-003-06**

The minutes of the Civil Defence Emergency Management Group (CDEM) meeting held on 18 November 2025 were presented for ratification by the Committee.

**Clrs B Dawson/Croad:**
**That the minutes of the Civil Defence Emergency Management Group (CDEM) meeting held on 18 November 2025 be adopted as a true and correct record.**

**Carried**

# CDEM-0526-411 Marlborough Emergency Management Co-ordinating Executive Group (CEG)

**E210-003-06**

The minutes of the Marlborough Emergency Management Co-ordinating Executive Group (CEG) meeting held on 22 April 2026 were presented for ratification by the Committee.

**Clrs B Dawson/Stace:**
**That the minutes of the Civil Defence Emergency Management Group (CDEM) meeting held on 22 April 2026 be adopted as a true and correct record.**

**Carried**

ATTENDANCE: Mr Matt Kerr, Council's Emergency Services Manager was present for the following item.

# CDEM-0526-412 CDEM Group Committee Update Report

Mr Kerr advised that the report be taken as read and spoke to key aspects by way of verbal update. He confirmed that the report sought formal receipt and that three matters were recommended to be noted by the Committee.

In relation to the Emergency Management Bill (No. 2), Mr Kerr advised that a submission had been lodged on behalf of Council and subsequently presented to Select Committee, where it was well received. The Bill remains under consideration by central government.

Mr Kerr outlined the developing fuel supply disruption situation, noting that this had required reprioritisation of the Group Office work programme. He confirmed that the regional fuel plan had been refreshed and that the Group Office was maintaining a watching brief in light of evolving national arrangements led by MBIE. He advised that while the current national position remained stable, further escalation to higher response phases would require increased engagement and planning. Support from Council staff, volunteers, and the Incident Management Team during this period was acknowledged.

Councillor Adams raised a matter in relation to the draft fuel plan noting that consideration be given to livestock transport, particularly the movement of stock to processing facilities as such movements can be time critical due to feed management constraints, with delays potentially impacting stock condition and marketability. He requested that officers consider including livestock transport within the same level of priority as milk collection within future iterations of the fuel planning framework.

The Committee was informed that recent staff absences had highlighted pressure on Group Controller capacity. Mr Kerr advised that a separate report would be presented seeking approval for the appointment of out-of-region Controllers to mitigate this risk, alongside the commencement of a recruitment process to strengthen local capability. He also noted the forthcoming retirement of the Lead Group Controller and the need for succession planning.

An update was provided on Emergency Mobile Alerts capability, with Mr Kerr advising that message templates had been developed and lodged nationally, and that staff training was nearing completion. He indicated that while the capability was close to being operational at a local level, national systems remained responsible for issuing alerts at this stage.

Mr Kerr further reported on ongoing engagement with iwi, including development of a marae emergency management strategy for Te Tau Ihu in collaboration with Nelson Tasman partners. He noted that future funding arrangements would require further consideration, including equity across the upper South Island.

The Committee heard that rural collaboration continued through the Marlborough Primary Sector Adverse Events Network, with the Emergency Management Bill expected to formalise rural representation requirements at the Coordinating Executive Group level. Mr Kerr noted the complexity of ensuring appropriate representation across diverse rural interests.

Members acknowledged the value of the Select Committee presentation and commended the quality of the submission. Discussion was held regarding fuel supply prioritisation, including implications for critical infrastructure projects such as the Peninsula Road stopbank rebuild. Members were advised that planning considerations were aligned with national response phases and that risks were being actively monitored.

Further discussion addressed national coordination of AF8 programme leadership, with reassurance provided that national agencies were maintaining oversight despite anticipated local government structural changes.

**Clrs B Dawson/Sowman:**
**That the Group Committee:**

1. **Receive the Group Office update report for the period November 2025 to May 2026.**
2. **Note the fuel supply disruption response activity underway and the slowly-evolving national coordination arrangements.**
3. **Note the strong progress on Mass Relief planning for a catastrophic level event in Marlborough.**
4. **Note progress on Emergency Mobile Alert capability development, with sign-off anticipated in May 2026.**

**Carried**

**Mass Relief Planning**

Kaja Mazzotti-Vetter, Senior Advisor Welfare & Planning provided a powerpoint presentation (filed in CM Record No. 26113222) outlining planning for high-impact scenarios, including major fault rupture, subduction events and dam failure, with a focus on coordinated, multi-layered response arrangements addressing essential needs such as water, food, shelter, animal welfare and waste management, particularly in the immediate "day one" response period.

Members acknowledged the scale and complexity of the work and discussed the importance of integration with lifeline utilities and community preparedness, noting that further development and engagement with partner agencies would continue as the framework progressed. It was proposed that, upon completion, the Catastrophic Event Handbook be presented to the Committee as a high-level information item.

# CDEM-0526-413 CDEM Group Committee Controller Resourcing Report

Mr Kerr noted that the purpose of the report was to seek approval to appoint Phill Mackay, Joe Kennedy, Alex Louverdis, John Ridd and Sean Trengrove as alternative Group Controllers under the CDEM Act 2002.

It was noted that while six Group Controllers are currently appointed within Marlborough, their availability is often reduced, with recent unplanned absences highlighting limitations in capacity. As an interim measure, and pending longer-term recruitment, the proposed appointees from neighbouring regions have been approached and have agreed to be available to support the Marlborough response if required.

During discussion, Councillor Adams queried the duration and review process associated with the proposed appointments. Following discussion the Committee agreed that appointments should be subject to a two-yearly review, with the recommendation amended accordingly.

Members sought clarification on whether Marlborough controllers could similarly be made available to other regions. Mr Kerr advised that while informal arrangements currently existed across regions, the approach proposed in this report formalised the process, including visibility of capability and delegation arrangements.

The Mayor expressed support for the proposal and commended the approach, while also suggesting that future consideration be given to widening the geographic spread of potential controllers beyond neighbouring regions to strengthen resilience in the event of concurrent regional impacts. Mr Kerr acknowledged this point and advised that broadening the pool would be considered alongside ongoing recruitment of local controllers.

**Clrs Croad/C Dawson:**
**That the Marlborough CDEM Group Committee approve the nomination to appoint the following people as Group Controllers under the CDEM Act 2002: Phill Mackay, Joe Kennedy, Alex Louverdis, John Ridd and Sean Trengrove, subject to the conditions as noted, and that these appointments be reviewed on a biennial basis.**

**C*onditions of appointment:***

a) ***That they will not be rostered on any schedule outside of emergency activations.***

b) ***That they would be rostered after a state of emergency has been declared. This point on timing is important to note, as once a state of emergency is declared they will be covered by Marlborough District Council's existing indemnity insurance.***

c) ***That when activated as a Group Controller for the Marlborough CDEM Group, each nominated controller will hold financial delegation authority equivalent to that currently held by Marlborough's own appointed Group Controllers. This enables them to commit Marlborough District Council expenditure in support of an emergency response without requiring prior approval for each individual transaction, up to the per-transaction limit set out in Council's Financial Delegation Schedule.***

d) ***That no single transaction may exceed the amount of the Financial Delegation Schedule without prior approval from the Chief Executive or Chief Financial Officer. This limit is intended to mirror***

***the per-transaction spending authority held by Marlborough's existing Group Controllers, ensuring consistency and appropriate financial control across all activations.***

e) ***That where cumulative response expenditure committed by the controller reaches $1,000,000 (or such other threshold as Council may determine), the controller must promptly notify the Chief Executive and Chief Financial Officer. Further expenditure commitments beyond this cumulative threshold require the prior approval of the Chief Executive. This escalation mechanism is designed to maintain visibility of total response costs while not impeding the ability of the controller to act quickly in rapidly evolving events.***

f) ***That all expenditure committed by a nominated external controller must be recorded in accordance with Marlborough District Council's financial management policies and reported to the Marlborough Emergency Management Group Manager as soon as practicable following each commitment. This supports financial accountability, audit requirements, and any subsequent application for central government reimbursement under the National Emergency Management Agency's cost-sharing arrangements.***

g) ***That the Marlborough Emergency Management Group Office will verify regularly (eg annually) that each nominated controller remains a currently authorised Group Controller within their home CDEM Group and has not resigned, retired, had their authorisation withdrawn, or otherwise ceased to hold that designation. If a nominated controller's home group authorisation lapses for any reason, their Marlborough appointment will be considered suspended with immediate effect until confirmation of reinstatement is received from the home CDEM Group. The Group Office will maintain a register of these annual verifications.***

h) ***That this appointment shall remain in force until revoked by the Marlborough CDEM Group Committee, or until the nominated controller or their home CDEM Group requests removal. The appointment does not carry any obligation on the nominated controller to respond to any given activation, and Marlborough Emergency Management acknowledges the competing demands that may arise from their primary responsibilities within their home region. The Group Committee has applied a fixed term to these appointments, subject to renewal, in order to provide a regular formal review point.***

i) ***That prior to any activation, nominated controllers will, where reasonably practicable, be provided with a Marlborough-specific briefing covering the current response context, Council financial procedures, key contacts, and any local operational protocols. This will be arranged by the Marlborough Emergency Management Group Office and may be delivered remotely where time or distance does not permit an in-person briefing.***

**Carried**

# CDEM-0526-414 National Emergency Management Update

The Committee received a NEMA update outlining national developments, including implementation of the Fuel Response Plan 2026, with New Zealand currently at Phase One and fuel supply operating normally under MBIE leadership. An update was also provided on the Emergency Management Bill, which is progressing through Select Committee with a report expected in June 2026, alongside broader local government reform work.

Members were advised that national activity remains high, with 21 states of emergency declared in 2026 and multiple regions still in recovery, reflecting increasing demand across the emergency management system.

It was noted that Ms Katy McRae has replaced Ian Wilson as Senior Regional Emergency Management Advisory and NEMA's regional point of contact.

**The Mayor/Clr Croad:**
**That the information be received.**

**Carried**

There being no further business the meeting closed at 12.03 pm.

Record No: 26117626

# 2. Marlborough Emergency Management Co-ordinating Executive Group (CEG)

**E210-003-06**

1. The Minutes of the CEG meeting held on 15 July 2026 are **attached**.

## RECOMMENDATION

**That the Committee receives the unconfirmed minutes of the Coordinating Executive Group meeting held on 15 July 2026 and notes that formal confirmation of those minutes remains subject to endorsement by the Coordinating Executive Group at its next meeting of 14 October 2026.**

**Record of the**
# Marlborough Emergency Management
# CO-ORDINATING EXECUTIVE GROUP (CEG) MEETING
**held in Council Chambers and via Teams, 15 Seymour Street, Blenheim**
**on WEDNESDAY, 15 JULY 2026 commencing at 10.00 am**

**Members in Attendance:** Dean Heiford (in the chair) / John Boswell / Marianne Aitken (via Teams) / Grant Haywood (via Teams) / Chris Faulls / Hans Versteegh / Paula Kole / Simon Feltham
Henry Dickey (via Teams) / Dr Lorraine Eade (via Teams until 10.30 am) / Corey Hebberd (via Teams) / Peter Kara

**Advisory Members in Attendance:** Matt Kerr / Glyn Walters / Kaja Mazzotti-Vetter / Mark Lucas / Katy McRae

**Officers in Attendance:** Mark Woods / Craig Churchill (via Teams as at 10.22 am) / Gary Spence / Dave Parsons / Jamie Sigmund / Tiffany Wise (secretary)

## Karakia / Opening of Meeting
Deputy Chair Dean Heiford opened the meeting and a karakia was provided by Kaja Mazzotti-Vetter. John Boswell, (Chair) acknowledged agency participation and recent severe weather response activity.

## Apologies
That the apology for non-attendance of Richard McNamara, Dr. Kat McHale (alternate, National Public Health Nurse, Paula Kole attending), Jo Gibbs, and lateness for Craig Churchill and Grant Heywood be received and sustained.

## Declaration / Conflict of Interests
Members were reminded to remain alert to any actual, potential, or perceived conflicts of interest in relation to the matters being considered. No conflicts were declared.

## Confirmation of Previous Minutes
The procedural amendment relating to the 22 April 2026 minutes was noted. CEG briefly discussed establishment of the Risk Reduction Subgroup and the pending Emergency Management Bill.

**Dean Heiford / Peter Kara**

1. **That the Minutes of the Co-ordinating Executive Group meeting held on 22 April 2026 be amended to remove the non-voting attendee as seconder of the motion to receive the minutes of the combined Readiness and Response and Welfare Co-ordination Committees meeting, and to record a new CEG voting member as the seconder of that motion.**
2. **That the amended Minutes of the Co-ordinating Executive Group meeting held on 22 April 2026 be confirmed as a true and correct record.**

**Carried**

## Marlborough Emergency Management Group Office Report E210-003-06

*Presented by Matt Kerr, Emergency Services Manager*

The Coordinating Executive Group received an update on strategic, operational readiness, planning and community resilience activities undertaken by the Group Office during the reporting period. Particular focus was given to implementation planning associated with the proposed Emergency Management Bill, controller capability and succession planning, community resilience measurement, iwi resilience initiatives, and future rural representation requirements.

Mr Kerr advised that while the Emergency Management Bill had not yet been enacted, the Group Office had commenced considering likely implementation impacts. He noted the sector was currently operating through

a period of significant change while continuing to manage operational responses and ongoing programme delivery.

## *Controller Readiness and Succession*

Mr Kerr outlined work underway to strengthen Marlborough's controller capability and advised that recruitment options were being explored to increase the local controller pool. He sought CEG feedback on whether a formal Duty Controller roster should be established to supplement the existing call-tree arrangement.

Chris Faulls supported further consideration of a dedicated controller duty arrangement, noting that prolonged events could place pressure on existing volunteer arrangements and that reliance on senior council staff undertaking operational controller functions during extended responses carried risks.

Katy McRae advised that a formalised roster would provide greater assurance that a suitably qualified controller would be immediately available when required and would reduce organisational risk associated with controller availability.

Peter Kara sought clarification regarding governance, delegation and accountability arrangements associated with any future roster model and the implications for recruitment and accreditation requirements.

Dr Lorraine Eade emphasised the importance of succession planning and encouraged greater focus on developing younger emergency management personnel capable of progressing into controller roles over time.

In response, Mr Kerr advised that any future recruitment programme would need to balance capability requirements, succession planning and volunteer sustainability. He noted that a formal duty arrangement would likely require future budget provision and could result in an annual cost of approximately $13,000.

Following discussion, CEG expressed support for further development of a formal Duty Controller model and associated succession planning programme.

## *Te Tauihu Iwi Resilience Programme*

Mr Kerr outlined a proposal to retain $30,000 within the Marlborough Emergency Management budget to support development of a Te Tauihu iwi resilience partnership programme, subject to Long Term Plan and Emergency Management Committee approval processes.

Dr Lorraine Eade advised that iwi, Emergency Management Group Offices and iwi leadership representatives had been working collaboratively to refresh the Te Tauihu Emergency Management resilience strategy. She confirmed that iwi resilience remained a strategic priority and anticipated equitable funding support would be sought from Nelson Tasman Emergency Management.

CEG supported retention of the existing budget provision pending completion of the proposed resilience strategy.

## *Rural Community Representation*

Mr Kerr highlighted emerging Emergency Management Bill requirements relating to rural representation on Coordinating Executive Groups and sought preliminary feedback on possible approaches for Marlborough.

Discussion occurred regarding existing representation mechanisms, including the Rural Advisory Group, Sounds Advisory Group and Marlborough Primary Sector Adverse Events Network.

Dean Heiford noted that the Sounds Advisory Group operated under a defined appointment process with clear objectives, whereas the Rural Advisory Group fulfilled a different advisory function. Mark Woods advised that the Marlborough Primary Sector Adverse Events Network already brought together a range of primary sector and rural organisations, although representation of lifestyle block communities remained less clear.

Members agreed that further work should be undertaken before any recommendation was developed for the Emergency Management Committee.

### *Community Resilience Framework*

Dave Parsons presented an overview of the emerging Community Resilience Framework and Community Resilience Measurement Tool developed by the Group Office.

Mr Parsons advised that the framework sought to establish a measurable and repeatable methodology for assessing resilience and readiness across Marlborough communities. The system included a resilience measurement matrix, structured engagement programme and revised Community Emergency Plan process.

Hans Versteegh noted potential alignment between the framework and the proposed risk reduction programme, particularly regarding spatial identification of vulnerabilities and prioritisation of future resilience initiatives.

Peter Kara offered Health New Zealand support and data inputs to assist future development of the framework.

Katy McRae acknowledged the work as innovative and advised that NEMA was not currently aware of any comparable system operating elsewhere within the emergency management sector.

CEG noted the presentation and supported ongoing engagement with partner agencies as the framework continued to evolve.

**Dean Heiford / Hans Versteegh**
**That the Coordinating Executive Group:**

1. **Receive the Group Office update report for the period April to July 2026.**
2. **Note aspects of the EM Bill as reported back, supported by attached NEMA information sheets.**
3. **Consider any known suitable potential candidates and recommend to Group Office, for Regional Controller recruitment.**
4. **Endorse the scoping and establishment of an on-call Controller role as a Group readiness requirement.**
5. **Note the restructuring of the regional Critical Customer Prioritisation Register to align with the finalised National Fuel Response Plan 2026 Phase 4 framework.**
6. **Note the resumption of severe weather response planning and the development of catchment-based rainfall threshold frameworks for Marlborough's main river catchments.**
7. **Note the digitisation of the MEM Needs Assessment into D4H and the associated strengthening of the assessment instrument.**
8. **Note the development of the MEM Plan Register, tracking 28 plans and operational documents against a maturity scale to guide the Group Office work programme.**
9. **Endorse the retention of $30,000 within the MEM budget for the Te Tauihu iwi resilience partnership, subject to Council's Long-Term Plan process and EM Committee approval, and conditional on the NTEM Group Office securing equitable funding.**
10. **Endorse elevating to the EM Committee, for exploration, the inclusion of Rural Advisory Group (RAG) and Sounds Advisory Group (SAG) representation on the CEG to strengthen rural-community representation, with a report back at the next reporting round.**
11. **Note the continued implementation of D4H and the Group's engagement with NEMA's Emergency Management Sector – Operational Systems (EMS-OS) programme.**
12. **Note the Group Office's workplan reprioritisation for FY 2026/27 in response to the EM Bill, NEMA Assurance scoping, and the internal restructure.**

**Carried**

## National Emergency Management Agency Update

### *Presented by Katy McRae, Senior Regional Emergency Management Advisor, National Emergency Management Agency (NEMA)*

The Coordinating Executive Group received an update from NEMA on national emergency management reform, implementation of recommendations arising from the Government Inquiry into the North Island Severe Weather Events, progress of the Emergency Management Bill (No. 2), and updates on the Emergency Management Sector Operational Systems (EMS-OS) programme.

Ms McRae advised that the Emergency Management Bill had progressed beyond the Select Committee stage and had subsequently completed its second reading. Work was continuing through the remaining parliamentary stages, with enactment anticipated during the current parliamentary term. She reiterated that implementation would occur through a staged approach, with some provisions coming into effect immediately following Royal Assent and others phased in over subsequent months to allow both NEMA and the wider sector time to prepare.

Ms McRae further advised that Budget 2026 funding had enabled progression of the EMS-OS programme. The programme would deliver a modernised suite of operational technology tools for the emergency management sector, including improvements to the National Warning System, enhanced data management capability, a common operating picture, and integrated operational coordination tools. She acknowledged the participation of Marlborough Emergency Management staff in recent sector workshops and noted that agency feedback was informing development of the detailed business case.

Members discussed the implications of the proposed legislation for local emergency management structures and recognised the significant programme of change that would follow enactment. Particular note was made of the proposed staged implementation timeframes, which would allow Emergency Management Committees, Coordinating Executive Groups and local authorities to progressively align governance, planning and operational arrangements with the new statutory framework.

Ms McRae clarified that NEMA itself was undertaking substantial preparation work and that implementation guidance, standards and supporting tools would be progressively developed following enactment of the legislation. She advised that immediate implementation of all reforms was neither anticipated nor practical, and that prioritisation would occur across the sector.

**Report received.**

## Risk Reduction Update

### *Presented by Hans Versteegh, Group Manager Environmental Science & Policy / CEG Reduction Group Manager*

The Coordinating Executive Group received an update on Council activities contributing to hazard identification, risk assessment, climate change adaptation, resilience planning and risk reduction across the Marlborough region. The report outlined a range of strategic, technical and policy initiatives currently underway, including Regional Land Transport Plan development, Long Term Plan preparation, climate change work programmes, hazard investigations, spatial planning initiatives and establishment of the Risk Reduction Sub-group.

Mr Versteegh advised that the report was intended to provide visibility of the various activities already occurring across Council that contribute to the broader risk reduction function. He noted that many of these activities had not historically been labelled as "risk reduction" initiatives but were directly relevant to the emerging work programme being developed under the Marlborough Emergency Management Group Plan.

Mr Versteegh emphasised that the emerging challenge for both Council and CEG would be integrating hazard identification, risk assessment and risk reduction activities across multiple statutory frameworks. He observed that Council's role extended beyond emergency management and included consideration of environmental, economic, social, infrastructure and community resilience outcomes. He advised that future

work would need to establish clear relationships between Council's business-as-usual functions and CEG's emergency management responsibilities.

Discussion occurred regarding the interaction between the proposed Emergency Management Bill, Resource Management reform and Council's existing planning responsibilities. Members noted that clarification of the new legislative environment would assist in determining how risk reduction responsibilities should be structured and governed in future.

Mr Versteegh advised that the Risk Reduction Sub-group had been established but had not yet been formally convened. He indicated that commencement of the group's work had been intentionally delayed pending greater certainty regarding the Emergency Management Bill and wider resource management reforms. It was anticipated that the Sub-group would meet during August 2026 to begin developing its work programme and consider governance arrangements, including how risk reduction responsibilities would be integrated between Council and CEG.

Matt Kerr supported the direction of the work and noted that greater integration between emergency management, infrastructure planning, hazard information and risk reduction activities would strengthen the region's overall resilience capability. He considered the work being undertaken by Council and the developing Community Resilience Framework would provide valuable inputs into future regional risk reduction priorities.

Members acknowledged the breadth of current Council activity in the hazard and resilience space and supported ongoing reporting to CEG to ensure awareness of how the various workstreams contributed to the reduction objectives contained within the Marlborough Emergency Management Group Plan.

**Report received.**

## IAG Report ‘A long-term approach to natural hazard risk reduction’

### *Presented by Jamie Sigmund, Strategic Planner*

The Coordinating Executive Group considered a report outlining the findings of a recent IAG New Zealand publication examining New Zealand's approach to natural hazard risk reduction and the implications for local government decision-making. The report highlighted the increasing scale and complexity of natural hazard and climate-related risk, the costs associated with response and recovery activities, and the need for a more coordinated, long-term approach to risk reduction across planning, infrastructure and investment systems.

Mr Sigmund advised that the purpose of the report was not to seek endorsement of any particular policy position, but rather to provide CEG with an opportunity to consider an external perspective on natural hazard risk and to inform development of Marlborough's emerging Risk Reduction Work Programme. He noted that the report framed risk reduction as a strategic issue affecting the long-term sustainability and resilience of communities, infrastructure and local government investment decisions.

Drawing on recent field experience supporting recovery activities in Kaikōura, Mr Sigmund observed that the report provided a useful "helicopter view" of risk reduction and highlighted how natural hazard events continued to impose significant costs on communities and public infrastructure. He considered the report offered a useful reference point for understanding the broader strategic context in which Marlborough's risk reduction programme would operate.

Mr Versteegh advised that the report provided a structured framework for discussion at a time when local government was beginning to grapple with increasingly complex hazard and climate-related risks. He noted that, while councils were routinely involved in hazard management and resilience activities, there was currently no universally adopted model for integrating risk reduction considerations across planning, infrastructure investment and community resilience functions. He considered the report a useful starting point for developing a locally relevant approach to risk reduction.

Mr Versteegh further noted that the insurance sector had historically played an important role in managing risk exposure and that understanding the evolving perspectives of insurers would assist Council and partner agencies in considering future resilience, investment and adaptation decisions. He suggested that

engagement with IAG could provide valuable insight into how risk is viewed nationally and how that perspective may influence future insurability, infrastructure investment and risk management expectations.

Through the Chair, Recommendation 3 was amended so that, rather than endorsing the direct use of the report, CEG recommend that Council consider the report as an input into the development of future risk reduction work. Members supported the amendment.

Dean Heiford supported external engagement with IAG and suggested that any future presentation be expanded beyond CEG to include Council, senior management and relevant partner agencies. Members considered that a shared understanding of emerging risk reduction challenges would assist future governance and strategic decision-making.

Members agreed that the report provided a valuable external perspective on the scale of the risk reduction challenge facing New Zealand and that further engagement with the insurance sector could assist development of Marlborough's regional risk reduction programme.

**Hans Versteegh / Peter Kara**
**That the Coordinating Executive Group:**

1. **Note the increasing scale, complexity, and long-term significance of natural hazard / climate change risk (all-hazard approach), and the emerging shift toward a more proactive, system-based approach to risk reduction being introduced by reform.**
2. **Note the findings of the IAG report, including the identification of structural gaps in New Zealand's current approach to risk reduction and the implications for local government.**
3. **Recommend Council consider the report as an input into the ongoing development of the Risk Reduction Work Programme and broader planning processes, including spatial planning and Long Term Plan development;**
4. **Support engagement with IAG to further develop organisational and governance understanding of natural hazard and climate change risk reduction, including a future presentation to CEG and consideration of a wider briefing involving Council and partner agencies.**

**Carried**

## Marlborough Hazard Data Assessment (HDA) – Outline of Approach

### *Presented by Jamie Sigmund, Strategic Planner*

The Coordinating Executive Group considered a report outlining the proposed Marlborough Hazard Data Assessment (HDA), a structured process intended to identify, catalogue and assess the hazard information currently held and used across Marlborough. The assessment was proposed as a foundational activity to support future risk assessment, risk reduction and resilience planning initiatives.

Mr Sigmund advised that the HDA was not a risk assessment and would not generate new hazard modelling. Rather, its purpose was to establish a clear understanding of existing hazard information, including its quality, confidence, limitations, ownership, spatial coverage and fitness for purpose. He noted that a consistent and auditable hazard information baseline was required before meaningful multi-hazard risk assessment and prioritisation could occur.

Mr Sigmund explained that the project would involve a series of internal workshops to catalogue existing datasets and evaluate how information was currently being used across Council functions. The work would include identifying information gaps and assessing where future investment in hazard information may be required. The resulting gap analysis would subsequently inform the work of the Risk Reduction Sub-group and help guide future prioritisation of technical investigations and risk reduction initiatives.

Members noted that significant quantities of hazard information already existed across a range of disciplines and Council functions; however, there was currently no single framework that provided visibility of the confidence, intended use, maintenance requirements or limitations associated with those datasets. The

proposed assessment was intended to address this issue and provide greater consistency and transparency in how hazard information informed planning and decision-making.

Discussion occurred regarding the relationship between the Hazard Data Assessment, the emerging Risk Reduction Work Programme and the Community Resilience Framework being developed by Marlborough Emergency Management. Members noted that all three initiatives were intended to contribute to a common understanding of risk and vulnerability and would provide complementary inputs into future decision-making.

Mr Versteegh noted that the HDA represented an important precursor to future regional risk assessment work. He emphasised that understanding what information existed, where information gaps remained, and the confidence that could be placed in available data was a necessary first step before undertaking broader risk prioritisation and reduction activities.

Members supported the proposed approach and acknowledged the importance of ensuring that future planning, infrastructure, emergency management and resilience decisions were informed by reliable and transparent hazard information.

**Dean Heiford / Hans Versteegh**
**That the Coordinating Executive Group:**

1. **Receives the report on the proposed Marlborough Hazard Data Assessment process (Reported to the Environment & Planning Committee 28th May 2026, agenda item 10 – linked here.)**
2. **Endorses the development of a hazard data catalogue and the proposed assessment framework to improve consistency, transparency, and confidence in hazard information used by Council, emergency management and broader system partners.**
3. **Notes the Hazard Data Assessment represents a foundational step towards the Marlborough Emergency Management Group's future multi-hazard risk assessment programme and risk reduction work programme.**
4. **Supports participation of MDC Emergency Services Manager in the assessment process where relevant hazard information, expertise, or data contributes to the regional understanding of risk.**

**Carried**

## Update on Sea-Level Rise Modelling and Lower Wairau Hydrodynamic SLR Assessment

### *Presented by Jamie Sigmund, Strategic Planner*

The Coordinating Executive Group received an update on recent sea-level rise modelling work undertaken for the Lower Wairau Plain and the associated hydrodynamic assessment programme being progressed by Marlborough District Council. The update formed part of a broader programme of technical investigations being undertaken to improve understanding of natural hazard and climate change risks across the region.

Mr Sigmund advised that hydrodynamic modelling of sea-level rise impacts in the Lower Wairau Plain had recently been completed and reported to Council. The work represented part of a wider evidence-building programme intended to improve understanding of current and future hazard exposure, support climate change adaptation planning, and inform future risk assessment activities. He noted that the modelling was one of several technical projects underway alongside investigations into flood frequency analysis, rising groundwater, river scheme performance and climate change impact assessments.

Members noted that understanding the effects of sea-level rise was increasingly important for future land-use planning, infrastructure management, community resilience, emergency management planning and long-term investment decisions. The work was acknowledged as contributing valuable hazard information that would ultimately support both Council and emergency management decision-making processes.

Discussion highlighted the importance of integrating emerging hazard information into future risk reduction and resilience initiatives. Members noted that outputs from the modelling would assist in identifying areas potentially exposed to future coastal inundation and related hazards and would contribute to the evidence

base being developed through the Hazard Data Assessment and proposed regional risk assessment programme.

Mr Versteegh reiterated that technical investigations of this nature were fundamental building blocks in the emerging risk reduction framework and would assist Council in developing a more comprehensive understanding of hazard exposure, vulnerability and future resilience requirements.

The Coordinating Executive Group noted the update and the continuing programme of hazard and climate change investigations being undertaken by Council.

Link to Sea-Level Rise Modelling: https://experience.arcgis.com/experience/9e4dba9074734e818ecb7baa34bf50d5
Link to Lower Wairau Plain Hydro-dynamic Modelling report: https://www.marlborough.govt.nz/environment/climate-change/marlborough-district-sea-level-rise-assessment

**Dean Heiford / Hans Versteegh**
**That the Coordinating Executive Group:**

1. **Receives the update on the Marlborough Sea-Level Rise Modelling and Lower Wairau Hydrodynamic Assessment.**
2. **Notes the updated modelling represents Council's 'best available' coastal inundation information and will replace the previous Lower Wairau static mapping for operational, planning and risk assessment purposes.**
3. **Notes the implications of the findings for future spatial planning, emergency management, adaptation planning, and its relationship to a future risk assessment process.**

**Carried**

## Risk Reduction – CEG Agency Verbal Updates

Further general discussion occurred on integrating risk reduction with council planning, infrastructure strategy, transport resilience and community resilience activities. Update noted.

## Readiness & Response and Welfare Co-ordination Update

The minutes of the combined Readiness & Response and Welfare coordination group were noted.

## Readiness & Response – CEG Agency Verbal Updates

### *CEG Iwi Representative Update - Presented by Corey Hebberd on behalf of Dr Lorraine Eade*

Mr Hebberd provided the update on behalf of Dr Lorraine Eade and reported on a number of marae resilience and Te Tauihu partnership initiatives currently underway.

Members noted that Tua Matene Marae and Hauhunga Marae had successfully secured funding for generators, installation and associated electrical works. While solar generation capability had improved resilience at marae facilities, reliable backup power remained a critical issue. The additional generation capability would strengthen the resilience and functionality of both marae as critical community infrastructure and support their role as emergency response and support centres during civil defence emergencies. The generators would assist with maintaining continuity of operations and water supplies during power outages, improve emergency preparedness, and enhance coordinated response capability within the affected communities.

Mr Hebberd advised that Pou Whakaohoata Diane Strong, supported by Nelson Tasman and Marlborough CEG iwi representatives Rebecca Mason and Dr Lorraine Eade, together with Group Managers, had presented the proposed Te Tauihu Resilience Partnership Programme to the Nelson Tasman Emergency Management Group. It was noted that development of the programme responded to emerging legislative requirements and sought to strengthen regional resilience, mitigate risks, and improve coordinated emergency management capability across Te Tauihu.

Members were advised that a formal presentation on the Te Tauihu Resilience Partnership Programme was being developed and requested that a minimum of twenty minutes be allocated on a future CEG agenda to enable presentation and discussion of the proposed programme.

Mr Hebberd further reported that:

- Marlborough marae representatives would meet at the Emergency Operations Centre during the following week to continue review and refinement of Marae Emergency Management Plans;

- Te Tautoko Roopu had continued meeting both in person and online to progress development of the Te Tauihu Resilience Partnership Programme; findings from the Ngā Kōrero Parekura programme had been presented at both the International Disaster and Risk Reduction in Indigenous Communities (IDRIM) forum and the Disaster and Emergency Management Conference, and a related journal article had been accepted for publication; and

- Te Toi Whakaruruhau (EQC Mātauranga Māori Disaster Risk Reduction Centre) would host its annual Hui-a-Noho at Waikawa Marae from 8–11 December 2026.

Members noted the update and acknowledged the ongoing contribution of marae, iwi and Te Tauihu emergency management partners to building community resilience and emergency preparedness.

### *Health New Zealand / Te Whatu Ora - Presented by Peter Kara and Paula Kole*

Members were advised that organisational changes continued across Health New Zealand as part of the wider health sector transition. Notwithstanding these changes, emergency management capability and preparedness remained a priority, with work continuing to maintain operational readiness, emergency response arrangements and inter-agency coordination.

The Coordinating Executive Group noted Health New Zealand's continued participation in regional emergency management planning and response activities and acknowledged the importance of maintaining strong health sector engagement within the wider emergency management system.

## Welfare – CEG Agency Verbal Updates

No additional welfare agency updates were provided.

The Coordinating Executive Group noted that welfare matters had been addressed through the Readiness & Response and Welfare Co-ordination Update earlier in the meeting.

## Recovery – Verbal Update

### *Presented by Dean Heiford on behalf of Marianne Aitken, Acting Group Recovery Manager (attending online)*

Members were advised that impact information continued to be consolidated to develop a clearer understanding of the consequences of the event for communities, infrastructure and Marlborough's future risk profile. While a formal transition to recovery arrangements was not required, Marlborough Emergency Management had moved directly into recovery activities and would continue to coordinate with partner agencies while maintaining oversight of emerging impacts and consequences.

Mr Heiford advised that the Recovery Plan was being finalised and that discussions with partner agencies were continuing to confirm recovery requirements, identify any remaining gaps and determine which activities could appropriately transition back into business-as-usual arrangements.

Roading impacts remained the most significant recovery issue. Members noted that maintaining access within the Awatere Valley remained a priority, particularly for heavy vehicle movements, stock movements and feed deliveries. Tyntesfield Road continued to present challenges pending reinstatement of the bridge, with access currently being maintained via a ford crossing. It was noted that additional roading impacts and vulnerabilities may emerge over time, and that future weather events could compound existing damage or

expose further weaknesses within the network. Recovery planning would therefore need to remain adaptive and responsive to changing conditions.

The Group received an update on national recovery sector initiatives. Members noted that NEMA's Recovery Learning Pathway programme continued to develop, with the introductory Recovery 101 module nearing completion and expected to be published on the Get Ready website in the coming weeks. Further learning pathway modules aimed at recovery practitioners across all levels of the sector were also progressing.

Members were advised that representatives from Marlborough Emergency Management would attend the National Recovery Forum on 2–3 September 2026. Forum topics included lessons from recent recovery programmes, funding challenges and opportunities, operating at scale during significant events, recovery readiness, insurance considerations and future sector collaboration priorities.

Mr Heiford further advised that the Auckland Recovery Office had recently concluded its programme and published a suite of recovery reports documenting operational lessons, strategic recommendations and recovery outcomes arising from the 2023 severe weather events. Members noted the value of these resources and considered them evidence of the increasing maturity of the recovery sector and the growing commitment to sharing lessons and good practice across New Zealand.

**Auckland Recovery links to share**

- Auckland together: Recovering from the 2023 storms - the story of the 2023 recovery and its legacy for Auckland
- Delivering Recovery - the operational lessons and recommendations from the 2023 recovery
- Unlocking Recovery - strategic recommendations arising from the 2023 recovery, with more of an external focus and key areas for advocacy (systemic and national issues)
- *Lessons from the 2023 recovery* : summary of the two lessons papers and recommendations

## Recovery – CEG Agency Verbal Updates

No additional Recovery agency updates were provided.

The Coordinating Executive Group noted that recovery matters had been addressed through the Recovery Verbal Update presented on behalf of the Acting Group Recovery Manager.

## Lifelines – Verbal Update

*Presented by Mark Lucas, Lifelines Group Manager (alternate)*

Mr Lucas advised that there had been limited national lifelines activity to report since the previous meeting. He noted that lifeline utilities continued to monitor developments associated with national fuel resilience planning and were maintaining engagement with fuel sector representatives to ensure local arrangements remained aligned with the National Fuel Response Plan framework.

Members noted that lessons arising from recent severe weather events continued to reinforce the importance of lifeline infrastructure resilience and the need for ongoing collaboration between utility providers, Council and emergency management agencies. The Group acknowledged that fuel availability remained a key dependency for critical infrastructure and emergency response operations and that maintaining awareness of evolving national arrangements was important to regional readiness.

## Lifelines – CEG Agency Verbal Updates

No additional Lifelines agency updates were provided.

The Coordinating Executive Group noted that lifelines matters had been addressed through the Lifelines Verbal Update provided earlier in the meeting.

## General Business

Members noted the Kaikōura Council decision to explore potential future arrangements with Marlborough and the possible emergency management implications.

*Peter Kara & Paula Kole, Health New Zealand / Te Whatu Ora*

- The Group was advised that Jo Gibbs, who had been serving as Interim General Director Operations for Health New Zealand Nelson Marlborough, has concluded her interim role following the appointment of a permanent General Director Operations.

- Phil Weeble, formerly based on the West Coast, has been appointed to the position. The appointment was publicly announced the previous day, and Mr Weeble is expected to commence in the role in late July or early August.

- It was noted that, following his commencement, a brief introductory Microsoft Teams meeting will be arranged to provide an opportunity for members of the Coordinating Executive Group to meet Mr Weeble and establish relationships prior to any response or emergency event. Responsibility for Health New Zealand's participation in the Group will transfer to Mr Weeble upon his commencement.

- Members were advised that Mr Weeble brings significant experience from his time on the West Coast and is familiar with emergency management and response arrangements, which is expected to support a smooth transition into the role.

- Training Update - The Group was advised that an additional Knowledge of CIMS training course is being organised for the following week at short notice, following the availability of an opportunity to deliver the training. Members were encouraged to nominate any staff who would benefit from attending the course.

*Craig Churchill, Ministry of Social Development*

- Mr Churchill noted the recent appointment of Phil Weeble as General Director Operations for Health New Zealand Nelson Marlborough and advised that he had worked extensively with Mr Weeble on the West Coast. Mr Churchill commented that Mr Weeble is highly capable and would be a valuable addition to the region's emergency management and response leadership.

- Mr Churchill also advised of a forthcoming leadership change within New Zealand Police. Elise, who has been acting as Superintendent for the Top of the South policing district, is concluding her acting appointment. A replacement is expected to be announced, with further details to be provided through the appropriate channels.

- Mr Churchill reported that the Ministry of Social Development (MSD) had experienced limited demand for community support services following the recent weather event. While the Kaikōura office was temporarily required to cease operations due to an evacuation notice, services were restored quickly and operations resumed without significant disruption. It was noted that there had been minimal requests for assistance or support from affected community members through MSD service channels following the event.

- Emergency Support Payments - Mr Churchill raised the need for greater clarity regarding the circumstances under which requests for Emergency Management Support Team (EMST) or Civil Defence payments should be activated and communicated to affected communities. It was noted that some uncertainty had arisen during the recent event regarding the application of these arrangements.

- Mr Churchill advised that MSD would seek further guidance on this matter through national channels and in discussion with Civil Defence Emergency Management (CDEM) Groups to support a more consistent approach in future events.

*Henry Dickey, Hato Hone St John*

- Mr Dickey advised that Hato Hone St John had no substantive matters to report and was transitioning back to business-as-usual operations following the recent weather event.

- Mr Dickey acknowledged and thanked Emergency Management staff and partner agencies for the quality of communications provided throughout the response, noting that the information

shared had been valuable and effective. In response to a question regarding the evacuation of patients from Kaikōura during the event, Mr Dickey confirmed that Hato Hone St John had coordinated the transfer of two critically unwell patients from Kaikōura Medical Centre. He noted that staff at the Medical Centre provided extended care for the patients while transport arrangements were being made and worked collaboratively with Hato Hone St John and other partner agencies to ensure their safe evacuation.

- Mr Dickey commended the efforts of Kaikōura Medical Centre staff and partner agencies, noting that the operation was a strong example of effective interagency cooperation during the response.

Meeting closed with a karakia at 11.46 am.

Next Meeting: 14 October 2026, 10.00 am

Record No: 26153082

# 3. IAG Presentation – 'A Long-term Approach to Natural Hazard Risk Reduction'

**(The Chair) (Report prepared by Jamie Sigmund)**

## Purpose of Report

1. To receive a presentation from Bryce Davies (IAG New Zealand) on the findings of IAG's report 'A Long-term Approach to Natural Hazard Risk Reduction'.

2. To provide the Committee with an insurance-sector perspective on the scale, trajectory, and implications of natural hazard and climate change risk in New Zealand, and the relevance of these issues to local government decision-making.

3. Presentation from Bryce Davies (IAG New Zealand) online (20 minutes), followed by questions and discussion with Committee Members (10 minutes).

## RECOMMENDATIONS

**1. That the Committee receive the presentation from Bryce Davies, IAG New Zealand, on 'A Long-term Approach to Natural Hazard Risk Reduction'.**

**2. Note the findings and observations presented by IAG regarding New Zealand's natural hazard risk reduction system and emerging challenges.**

**3. Note the relevance of the presentation to the Committee's responsibilities for resilience, risk reduction, and emergency management across the Marlborough region.**

## Executive Summary

4. IAG New Zealand recently published 'A Long-term Approach to Natural Hazard Risk Reduction', which examines New Zealand's approach to managing natural hazard risk and identifies opportunities to strengthen risk reduction outcomes.

5. The report highlights increasing exposure to natural hazards and climate change, the associated economic and social costs, and challenges within the current risk reduction system, including governance, funding, information, and coordination.

6. The findings are directly relevant to local government responsibilities for risk reduction, resilience, land-use planning, infrastructure investment, adaptation, and spatial planning.

7. Officers presented the report to the Coordinating Executive Group (CEG) on 15 July 2026. Following discussion, CEG supported further engagement with IAG and invited Risk Reduction Sub-group members to participate.

8. The purpose of the engagement is to provide governance, executive, and technical leaders with a common understanding of the broader risk environment and strategic context that will inform future regional risk reduction work.

9. Bryce Davies (IAG New Zealand) has agreed to present the report's key findings and implications directly to the Marlborough Civil Defence Emergency Management Committee.

## Report

10. IAG New Zealand recently published 'A Long-term Approach to Natural Hazard Risk Reduction', which examines the scale of natural hazard risk facing New Zealand and the effectiveness of current risk reduction arrangements.

11. The report identifies increasing risk exposure, growing economic and social costs, and the need for a more coordinated and proactive approach to risk reduction across central and local government.

12. The findings have implications for local government decision-making, particularly in relation to resilience, land-use planning, infrastructure investment, adaptation, and long-term strategic planning.

13. Officers presented the report to the Coordinating Executive Group (CEG) on 15 July 2026, with discussion focusing on the implications for risk reduction, resilience, spatial planning, infrastructure investment, adaptation, and long-term decision-making.

14. Following discussion, CEG supported further engagement with IAG and invited members of the Risk Reduction Sub-group to participate in the briefing process.

15. The purpose of the engagement is to provide governance, executive, and technical leaders with a shared understanding of the changing risk environment and the strategic context within which the regional Risk Reduction Work Programme is being developed.

16. Bryce Davies (IAG New Zealand) has accepted an invitation to present the key findings of the report and their relevance to local government and emergency management decision-making.

17. The presentation will provide Committee members with an opportunity to hear an independent perspective from the insurance sector and discuss the relevance of these issues to Marlborough.

## Next Steps

18. Committee members will have the opportunity to discuss the presentation and its implications following the briefing.

19. Relevant insights will be considered through ongoing work associated with regional risk assessment, risk reduction initiatives, resilience planning, spatial planning, adaptation, and broader strategic planning processes.

20. The presentation will help inform the ongoing development and implementation of regional risk reduction priorities.

## Attachment

Attachment 1 - IAG New Zealand – 'A Long-term Approach to Natural Hazard Risk Reduction' is available via the following link https://www.iag.co.nz/content/dam/corporate-iag/iag-nz/nz/en/documents/corporate/iag-risk-reduction-report-2026.pdf

| | |
|---|---|
| Author | Jamie Sigmund, Strategic Planner |
| Authoriser | Hans Versteegh, Group Manager Environmental Science & Policy, Chair Risk Reduction |

# 4. CDEM Group Committee Update Report

**(The Chair) (Report prepared by Matt Kerr)** **E210-003-06**

## Purpose of Report

1. To receive an update report from MEM Group Office on key matters, and to consider two matters referred to the Committee by the Coordinating Executive Group.

## Executive Summary

2. This report updates the Committee on the strategic, operational readiness, planning and community resilience activity of the Marlborough Emergency Management (MEM) Group Office for the period April to July 2026. The period has been shaped by sector change, principally the report-back of the Emergency Management Bill (No. 2), alongside the response to and recovery from the recent severe weather event.

3. The Bill remains before the House and is not yet law. For Marlborough the dominant theme is continuity: the CDEM Group, its Emergency Management Committee and the Coordinating Executive Group carry over without reconstitution. The Bill nonetheless places new obligations on the Coordinating Executive Group and the Chief Executive, on a staged commencement timeline, and no central government funding has been signalled. An implementation review will follow enactment.

4. The Coordinating Executive Group met on 15 July 2026 and carried all twelve recommendations in the Group Office report. Two matters are referred to this Committee: endorsement of retention of $30,000 within the MEM budget for a Te Tauihu iwi resilience partnership, and strengthening rural community representation on the Coordinating Executive Group.

5. The Group Office's achievements since the April reporting period include:

    a) Restructure of the regional Fuel Plan's Critical Customer Prioritisation Register to align with the finalised National Fuel Response Plan 2026 Phase 4 framework, expanding the register to capture previously absent critical sectors.

    b) Digitisation of the MEM Welfare Needs Assessment and other digitised forms into D4H.

    c) Development of the MEM Plan Register, providing a single view of the status and maturity of the Group's plans and operational documents against a defined maturity scale.

    d) Completion of an integrated community resilience suite; a Community Resilience Measurement Tool, Community Engagement Programme and revised Community Emergency Plan template. NEMA has advised this is the first integrated, auditable system of its type known within a New Zealand CDEM Group.

    e) Engagement of 1,164 students across nine regional primary schools through the Get Ready Schools Challenge, with Havelock School winning the regional draw.

    f) Resumption of severe weather response planning, focused on catchment-based rainfall threshold frameworks linked to MetService warning escalations.

    g) Coordination of the response to, and recovery from, the recent severe weather event.

6. The Committee's attention is also drawn to the honest position disclosed by the Plan Register: with regional plans all sitting at the low end of the maturity scale, and two documents carrying statutory obligations. Further prioritisation will occur following the change management process of the Group Office and will shape the FY 2026/27 work programme.

## RECOMMENDATIONS

**That the CDEM Group Committee:**

1. **Receive an update report from MEM Group Office on key matters.**
2. **Note that the Coordinating Executive Group, at its meeting of 15 July 2026, received the Group Office report for the period April to July 2026 and carried all recommendations before it.**
3. **Note that the Emergency Management Bill (No. 2) has not yet been enacted, that the Group Office is planning on the basis of its passage, and that enactment before the dissolution of Parliament is expected but not assured.**
4. **Endorse in principle, the retention of $30,000 within the Marlborough Emergency Management budget for the Te Tauihu iwi resilience partnership, and recommend to full Council that the provision be considered through the Long-Term Plan process, conditional on the Nelson Tasman Emergency Management Group Office securing an equitable contribution.**
5. **Note the Coordinating Executive Group's endorsement of the scoping and establishment of an on-call Duty Controller arrangement as a Group readiness requirement, at an indicative annual cost of approximately $13,000, subject to a Long Term Plan bid.**
6. **Note the development of the MEM Plan Register and the intent to undertake severe weather planning as a next priority.**
7. **Note that further work will be undertaken on rural community representation before a recommendation on CEG representation is developed for the Committee, with a progress report back at the next reporting round.**
8. **Note the Group Office's workplan reprioritisation for FY 2026/27 in response to the Emergency Management Bill, NEMA Assurance scoping, and the internal restructure.**

## Strategic & Leadership Update

7. **Emergency Management Bill (No. 2):** The Bill was reported back by the Governance and Administration Committee on 5 June 2026 with a unanimous recommendation that it pass. It repeals and replaces the Civil Defence Emergency Management Act 2002 and gives effect to the Government's response to the Government Inquiry into the Response to the North Island Severe Weather Events. NEMA advised the Coordinating Executive Group on 15 July that the Bill has since completed its second reading. The committee of the whole House and third reading remain.

8. **The Bill is not yet law.** The matters described below are prospective. They set out obligations that would take effect on and after Royal assent, and they do not alter the Group's current duties under the Civil Defence Emergency Management Act 2002, which remains in force.

9. **Continuity for Marlborough:** The headline for this region is continuity. The CDEM Group continues, with the unitary authority Council itself constituting the Emergency Management Committee. The Coordinating Executive Group retains its name and members, and neither body is discharged or reconstituted. The bodies are re-badged rather than rebuilt.

10. **New obligations:** Coordinating Executive Group membership would broaden to include mandatory members bringing local Māori perspectives and rural community expertise, together with a duty to ensure those members and any co-opted community members have the resources, information and administrative support to participate. The Chief Executive is accountable for appointing, and for the competence of, the Regional Controller, Regional Recovery Manager, their alternates and any local roles, and gains a discretionary mandate to coordinate made-available resources outside a declared emergency (which may be delegated). A further duty requires Council to consider and document how its business-as-usual functions under other legislation deliver emergency management outcomes.

11. **Enforcement and accountability:** Enforcement will sharpen under the new Bill. The Director-General may serve compliance orders on the Chief Executive, with non-compliance carrying the Bill's heaviest penalty. Offence penalties are graduated and substantially higher across the board, and the Chief Executive, Controllers and Recovery Managers are named as statutory officers under the Local

Government Official Information and Meetings Act 1987. Good-faith civil liability protection for the Chief Executive, Coordinating Executive Group members and mayors is retained. It waits to be seen what NEMA's priorities for the CDEM sector will be on enactment of the new Bill, and what priorities may develop for our workplan.

12. **Regional Plan duties:** Oversight of the Regional Plan expands, with new plan content and engagement duties spanning iwi/Māori, rural and disproportionately affected communities, and with the long-term plan required to set out steps to progress it. This focus connects with our community resilience framework so the steps we are taking demonstrate action and initiative under the prospective EM Bill.

13. **Staged commencement:** Continuity provisions and the Director-General's tools would apply from the day after Royal assent; the compliance order regime at six months; and the new Coordinating Executive Group membership, the Chief Executive's coordination mandate and the new Regional Plan content at twelve months. NEMA has advised that immediate implementation of all reforms is neither anticipated nor practical, and that implementation guidance, standards and supporting tools will be developed progressively following enactment. We can therefore expect deepening engagement with NEMA and an ongoing work programme with increased national influence.

14. **Enactment risk:** The 2026 General Election will be held on 7 November 2026. Bills not passed before the dissolution of Parliament lapse unless reinstated by the incoming Parliament. The Group Office is planning on the basis that the Bill will be enacted during this parliamentary term, consistent with NEMA's advice, but the Committee should note that enactment is expected rather than assured. A delay would defer both the new obligations and the workplan changes made in anticipation of them.

15. **Resourcing:** No central government funding has been signalled to support implementation. A resource and implementation review will follow the Bill's passage, and the Committee should anticipate that expanded statutory obligations will need to be met from within existing prioritisation frameworks unless additional provision is made.

## *Coordinating Executive Group – 15 July 2026*

16. **Meeting outcomes:** The Coordinating Executive Group met on 15 July 2026 and carried all twelve recommendations in the Group Office report. It also received an update from NEMA, a Risk Reduction update, a report on the IAG New Zealand publication on long-term natural hazard risk reduction, an outline of the proposed Marlborough Hazard Data Assessment, and an update on sea-level rise modelling for the Lower Wairau Plain.

17. **Te Tauihu iwi resilience partnership:** Marlborough District Council currently contributes to iwi for emergency management development in Marlborough through the Group Office. On review, that funding does not meet the original intent of the contribution and has not been matched by Nelson Tasman, which was a proviso at the time of approval. The two Group Offices have since been co-developing an iwi-led resilience strategy that would require a revitalised funding commitment from both regions. The Coordinating Executive Group supported retention of the $30,000 provision pending development of the strategy. Recommendation 4 refers. Any change to the purpose of the provision remains subject to Council's Long Term Plan process. An overview of the strategy is intended to be made at the next round of CEG and Committee reporting.

18. **Rural community representation:** The Bill would require rural community representation on Coordinating Executive Groups. Marlborough currently engages the Marlborough Primary Sector Adverse Events Network jointly with the Ministry for Primary Industries, and Council separately maintains a Rural Advisory Group and a Sounds Advisory Group. Members discussed the differing functions and appointment processes of those groups and noted that representation of lifestyle block communities and rurally based residents remains less clear. While the Coordinating Executive Group resolved to elevate the matter to this Committee for exploration, members also agreed that further work should be undertaken before any recommendation is developed. Recommendation 7 reflects that position, with a report back at the next reporting round.

19. **Risk Reduction Sub-group:** The Sub-group has been established but not yet formally convened, with commencement intentionally deferred pending greater certainty on the Emergency Management Bill and wider resource management reform. It is anticipated to meet during August 2026 to develop its

work programme and consider how risk reduction responsibilities are integrated between Council and the Coordinating Executive Group.

20. **Kaikōura:** Members noted the Kaikōura District Council decision to explore potential future arrangements with Marlborough, and the possible emergency management implications. No position is sought at this stage; the matter is reported for the Committee's ongoing awareness.

## *Operational Readiness and Training*

21. **Controller capacity and succession:** Following the Committee's recent pre-approval of additional Group Controllers from outside the region, Controller recruitment is being scoped to expand Marlborough's local pool. The only formal and remunerated duty arrangement currently in place is the Duty Officer role. The Controller role currently employs a calling tree model, which risks failure if no Controller is available.

22. **On-call Duty Controller:** The Coordinating Executive Group endorsed scoping and establishment of an on-call Duty Controller arrangement as a Group readiness requirement, at an indicative annual cost of approximately $13,000, requiring a bid in the coming Long Term Plan round. In discussion, members observed that prolonged events place pressure on volunteer arrangements and that reliance on senior Council staff performing operational Controller functions during extended responses carries organisational risk; that a formalised roster would provide greater assurance of immediate availability; that governance, delegation and accountability arrangements require definition; and that succession planning should give greater focus to developing younger emergency management personnel. Hawke's Bay CDEM Group is being looked to for good / best practice opportunities following its own controller re-recruitment after Cyclone Gabrielle.

23. **Controller handbook:** A draft Controller handbook has been developed in-house to support recruitment, training and operational competence. It has received favourable initial feedback from NEMA and will require further review upon enactment of the Bill.

24. **D4H implementation:** Implementation continues, well supported by Council staff undertaking the system build and mapping workflow processes for CIMS functions. Action Plans, Situation Reports and Status Reports are functional, along with the ability for function managers to task staff. The Incident Management Team is being used to develop standard operating procedures and CIMS function workflows. This documentation necessary for a credible response capability that employs volunteers.

25. **Emergency Management Sector – Operational Systems (EMS-OS):** Two Group Office staff attended the Top of the South EMS-OS workshop with Nelson Tasman. NEMA has advised that Budget 2026 funding has enabled the programme to progress, and that it will deliver improvements to the National Warning System, enhanced data management, a common operating picture and integrated operational coordination tools. Timeframes remain subject to detailed business case gateways. With other South Island Groups also on D4H, MEM intends to continue its implementation on the expectation of ongoing digitisation of operational systems in CDEM.

26. **Emergency Mobile Alert:** The Group Office's Emergency Mobile Alert capability awaits resourcing on the return of staff from leave, to fully integrate the capability into Duty standard operating procedures and routine staff training.

27. **Fuel supply disruption:** Following release of the revised National Fuel Response Plan 2026 by the Ministry of Business, Innovation and Employment, the regional Critical Customer Prioritisation Register has been restructured around the national four-category Phase 4 framework. The register expanded considerably, capturing previously absent categories including financial systems continuity, border integrity functions at Picton port, broadcasting and media, family and sexual violence services, and the corrections and justice sector. Response rates to the survey rounds varied and some sectors declined to participate, so fuel volume data for several economically significant sectors remains unconfirmed. Further relationship-building around the purpose of fuel prioritisation planning will be required.

*Welfare, Planning and Assurance*

28. **Needs Assessment digitisation:** Work with Council's IT team and a business analyst is digitising the paper-based Needs Assessment process into D4H. The business analysis has driven a comprehensive review of the form's underlying logic, decision pathways and process flows, addressing legacy gaps and assumptions and producing a more robust instrument. This strengthens both the quality of welfare information captured during a response and the consistency of its application across Incident Management Team welfare and Civil Defence Centre staff.

29. **National Needs Assessment guidebook:** NEMA's Social and Community Resilience Team has completed a national stocktake and is developing a Needs Assessment System Guidebook. MEM provided feedback on the first section, raising the applicability of the proposed architecture for smaller, rurally complex CDEM Groups, particularly unfunded platform mandates, digital connectivity assumptions, Privacy Act 2020 compliance, and preservation of local authority autonomy under the Civil Defence Emergency Management Act 2002.

30. **MEM Plan Register:** A Plan Register now provides a structured, single-point view of the status and maturity of MEM plans, activity matrices and operational documents, applying a maturity scale from Level 0 (Desirable) through to Level 5 (Validated). The register tracks nearly 30 documents and will be maintained as a living document to guide the planning work programme and inform prioritisation decisions.

31. **Planning updates for Committee awareness:**

    a) **Mass Relief Planning:** a separate report is provided to provide further detail of the Catastrophic Planning workstream for Mass Relief.

    b) **Planning Register***:* a recently updated planning register is attached to this report which articulates the breadth of planning ahead. The additional resource granted under our LoS bid will assist in advancing our planning priorities. In the reporting round ahead, the Group Office is seeking engagement with FENZ Nelson Marlborough to understand lead and supporting agency requirements as we move through this El Nino season. We are also looking to advance Severe weather planning as a priority.

    c) **Exercising and validation:** no plan in the register has yet reached Level 4 (Exercised) or Level 5 (Validated). The register defines Level 5 as the target state for all active plans. This is likely to become more relevant to the assurance expectations that will follow the Bill. It is a vision for the Group Office that developed plans should be tested and maintained in conjunction with partners and communities.

32. **Severe weather planning:** Planning has resumed, if only briefly following deferral for fuel response work and recent responses and staff absences. The current focus is scoping catchment-based rainfall threshold frameworks for Marlborough's main river catchments, linking forecast rainfall to catchment-specific consequences and aligning these with MetService warning escalations so that a watch developing to Orange or Red, and metrics from rainfall and river flow monitoring carries corresponding response actions. Work underway within Council's hydrology and rivers teams will continue to inform threshold development.

33. **Mass relief planning:** Refinement of the Mass Relief planning suite continues, with the Workstream Activity Matrix repositioned as a high-level strategic coordination tool sitting above the operational detail in the Mass Relief Operations Plan. A separate report on mass relief planning is presented to this meeting.

34. **Emergency accommodation:** Airbnb.org's interest in strengthening its emergency accommodation engagement in New Zealand was raised at the Welfare Coordination Group. The proposal drew mixed responses, with concerns raised about tourism levy exemptions, variable building standards and compliance across listed properties, and assurance of accommodation quality. Those concerns were largely directed at the commercial platform rather than the non-profit function. Further work is required before the Group forms a settled position, and none is sought at this stage.

## *Community Resilience and Engagement*

35. **Community Resilience Framework:** The Community Resilience Team has developed three interconnected, evidence-based products: a Community Resilience Measurement Tool, a Community Engagement Programme, and a revised Community Emergency Plan template. Each functions as a stand-alone product, but their data structures are aligned so that information captured in one feeds the others, giving a single coherent evidence base for evaluating and reporting on the resilience of Marlborough's communities. The suite is being piloted with the Outer Te Hoiere / Pelorus Sound community.

36. **Design and assurance:** The Engagement Programme structures work with each community across five sequential phases with defined gate conditions, supported by a documented methodology guide, standardised folder structure and Privacy Act 2020 discipline throughout. Data is captured and reported across fifteen indicators. Design is aligned with six international resilience frameworks, the New Zealand Resilience Index, the Marlborough CDEM Group Plan 2025–30, the 4Rs, and the findings of the Government Inquiry into the North Island Severe Weather Events and the post-Cyclone Gabrielle review. Three indicators are weighted more heavily to reflect evidence that infrastructure, communications and isolation are the primary drivers of compound vulnerability. NEMA has advised it is not aware of a comparable system operating elsewhere in the sector. The system currently reflects the 21 geographic communities and is capable of extension to CALD, faith-based, marae and disproportionately disadvantaged groups as the team matures.

37. **Community engagement:** The team continues to attend Community Emergency Team meetings in Picton with the WEST group, supporting its revised direction and governance as it seeks to expand beyond a small management group. Initial engagement has commenced with the Tuamarino community through the local Water Scheme Group and with a key stakeholder in the Northbank community. Spring Creek and Renwick remain keen to establish but are finding winter meeting scheduling difficult. In Canvastown/Wakamarina, the resident leading Community Emergency Plan development has stood down and the Canvastown Community Association has taken up the work, seeking to proceed in partnership with Te Hoiere Marae; plan development has been delayed pending marae availability.

38. **Redwood Care and Retirement Village:** The new manager approached MEM for assistance with emergency preparedness for independent villa residents. Site visits and information sessions were held with Fire and Emergency New Zealand, resulting in an Emergency Response Plan for villa residents and a subsequent drill.

39. **Get Ready Schools Challenge:** NEMA revised the campaign format this year in collaboration with Hato Hone St John, New Zealand Police and Fire and Emergency New Zealand. Marlborough registered nine regional primary schools with 1,164 students participating, up from three schools and two preschools last year. Havelock School won the regional draw.

40. **Iwi and marae resilience:** Tua Matene Marae and Hauhunga Marae have secured funding for generators, installation and associated electrical works, strengthening their resilience as critical community infrastructure and their role as emergency support centres. The proposed Te Tauihu Resilience Partnership Programme has been presented to the Nelson Tasman Emergency Management Group, and a formal presentation is being developed. Marlborough marae representatives are continuing to review and refine Marae Emergency Management Plans. Te Toi Whakaruruhau, the EQC Mātauranga Māori Disaster Risk Reduction Centre, will host its annual Hui-a-Noho at Waikawa Marae from 8 to 11 December 2026.

## *Recent Operational Response and Recovery*

41. **Transition to recovery:** A formal transition to recovery arrangement was not required, and Marlborough Emergency Management moved directly into recovery activity following the recent severe weather event. Impact information continues to be consolidated by responsible agencies to develop a clearer understanding of the consequences for communities, infrastructure and the region's risks.

42. **Recovery planning:** The Acting Group Recovery Manager has advised that the recovery plan from the July event is being finalised, with discussions continuing with partner agencies to confirm

requirements, identify remaining gaps and determine which activities can transition back to business as usual.

43. **Roading impacts:** Roading remains the most significant recovery issue. Maintaining access within the Awatere Valley is a priority, particularly for heavy vehicle movements, stock movements and feed deliveries. Tyntesfield Road continues to present challenges pending reinstatement of the bridge, with access currently maintained via a ford crossing. Further impacts and vulnerabilities may emerge, and future weather events could compound existing damage, so recovery planning will remain adaptive.

44. **Partner agency contribution:** Hato Hone St John coordinated the transfer of two critically unwell patients from Kaikōura Medical Centre during the event, with Medical Centre staff providing extended care while transport was arranged. The Ministry of Social Development reported limited demand for community support services; its Kaikōura office was temporarily required to cease operations under an evacuation notice but resumed without significant disruption. Partner agencies acknowledged the quality of communications provided throughout the response.

45. **Emergency support payments:** The Ministry of Social Development has raised the need for greater clarity on the circumstances in which Civil Defence Payments and Emergency Management Support Team arrangements are activated and communicated to affected communities, following uncertainty during the recent event. The Ministry will seek guidance through national channels in discussion with CDEM Groups.

46. **National recovery sector:** Marianne, as recovery manager, will attend the National Recovery Forum on 2–3 September 2026. NEMA's Recovery Learning Pathway continues to develop, with the introductory module nearing publication. The Auckland Recovery Office has concluded its programme and published a suite of reports documenting operational lessons and strategic recommendations from the 2023 severe weather events.

### *Workplan Prioritisation for FY 2026/27*

47. **Drivers of change:** The Group Office has reviewed its annual plan for transition into FY 2026/27. Three factors require agility in the year ahead: the Emergency Management Bill and its staged implementation; NEMA's Assurance function, already being scoped, which Marlborough does not currently have the capacity to participate in and which should be expected to influence prioritisation once implemented; and the internal restructure and embedding of new roles, which will take time to bed in and to reassign work across new staff and functions.

48. **Planned priorities:** Emphasising that workstreams will be re-aligned under the current change management process, the planned priorities are:

    a) **Operational Readiness:** sustaining the response workforce and enabling systems, inducting new staff, running a training and exercising programme that deliberately includes response partners, iwi/Māori including marae-based teams, senior leaders and elected officials, and maintaining D4H, emergency facilities and back-up systems. Training volunteer capability through NZ-RT20 is a defined priority. The principal challenge is maintaining and shifting gears in operational readiness as the Group Office recruits new resource and adopts improved ways of working.

    b) **Welfare and Planning:** welfare service delivery in partnership, the Civil Defence Centre and community hub network, closing known gaps in the legislative planning register, cross-boundary arrangements with Nelson Tasman and Canterbury, and a recovery transition gap analysis including a formal trigger to stand up the Recovery function when the ECC activated. The Welfare Plan rewrite is gated on the new legislation and carries timing uncertainty.

    c) **Strategy and Leadership:** Controller empowerment including financial delegations and contracts, the iwi/Māori emergency management strategy with Te Tauihu, communications resilience, economic impact and fuel disruption resilience, and development of a strategic recovery plan and structure. A Risk Reduction workplan is being structured during 2026.

d) **Community Resilience:** a measurement-driven approach applying the resilience scoring matrix alongside revised Community Emergency Plans and the Engagement Programme, with deliberate focus on communities likely to be disproportionately affected. The dominant risk is resourcing; the hub model is intentionally community-paced and delivery timeframes are framed conservatively.

49. **Deliberate deprioritisation:** The Committee should be aware of what has been set aside to enable the above. Catastrophic and CATPLAN planning has been deliberately deprioritised pending wider South Island and sector participation. The lessons-learnt and debrief process remains ad hoc and has been deprioritised on capacity grounds. NEMA Partnership Charter engagement is running at approximately half the expected level due to prioritising Marlborough's own needs. This should be much better enabled once recruitment of the approved staff has taken place. A flood interdependency risk with the Rivers and Hydrology functions in the Wairau and Pelorus catchments is being carried until captured in the severe weather response plan and Flood Manual. Communications interoperability remains a watch item as the Public Safety Network rollout continues.

## Presentation

A short presentation will be given to support key points in this report (10-15 minutes)

## Attachments

Attachment 4.1 – MEM Plan Register page [29]

Attachment 4.2 – MEM Critical Customer Prioritisation Register (fuel) page [31]

| | |
|---|---|
| Author | Matt Kerr, Emergency Services Manager |
| Authoriser | Marianne Aitken, Group Manager Council Operations (Acting) |

***Attachment 4.1***

## Marlborough Emergency Management — Plan Register

*Living document — update whenever plan status changes. Owner = named individual, not team.*

| Plan Name | Plan Type / Tier | Obligation Source | Version / Date | Status | Maturity Flags |
|---|---|---|---|---|---|
| **CDEM Group Plan** | Foundation | CDEM Act 2002, s48 | Oct 2025 | 3 — Current | |
| **Fuel Response Plan** | Routine Hazard – Response Plan | CDEM Group Plan; National CDEM Plan | May 2026 | 3 — Current | |
| **Generator Register and Deployment Plan** | Routine Hazard – Response Plan | Best practice / logistics function — no direct legislative requirement. Supports ECC Activation SOP, Activity Matrices, and Mass Relief Operations Plan. | | 0 — Desirable | |
| **Grid Failure / Extended Power Outage Response Plan** | Routine Hazard – Response Plan | Best practice / s17(1)(d) CDEM Act — no standalone legislative requirement. Cascading infrastructure failure scenario warranting dedicated planning regardless of cause. | | 0 — Desirable | |
| **Tsunami Response Plan** | Routine Hazard – Response Plan | CDEM Act 2002 s17(1)(d); National Tsunami Advisory and Warning Plan | | 2a — Drafting | |
| **Severe Weather Response Plan** | Routine Hazard – Response Plan | CDEM Act 2002 s17(1)(d); CDEM Group Plan | | 2a — Drafting | |
| **Earthquake Response Plan** | Routine Hazard – Response Plan | CDEM Act 2002 s17(1)(d); CDEM Group Plan | | 1 — Identified | |
| **Flood Tactical Evacuation Plan — Spring Creek** | Routine Hazard – Response Plan | CDEM Act 2002 s17(1)(d); s64; CDEM Group Plan | | 3 — Current | |
| **Flood Tactical Evacuation Plan — Tuamarino** | Routine Hazard – Response Plan | CDEM Act 2002 s17(1)(d); s64; CDEM Group Plan | | 1 — Identified | |
| **Flood Tactical Evacuation Plan — Renwick Lower Terraces** | Routine Hazard – Response Plan | CDEM Act 2002 s17(1)(d); s64; CDEM Group Plan | | 3 — Current | |
| **Severe Weather Regional Activity Matrix** | Routine Hazard – Activity Matrix | CDEM Group Plan; Severe Weather Response Plan | v2.0 / Sept 2025 | 2a — Drafting | |
| **Tsunami Response Regional Activity Matrix** | Routine Hazard – Activity Matrix | CDEM Group Plan; Tsunami Response Plan | Apr 2026 | 2a — Drafting | |
| **Earthquake Response Regional Activity Matrix** | Routine Hazard – Activity Matrix | CDEM Group Plan; Earthquake Response Plan | Jun 2025 | 2a — Drafting | |
| **Taylor Dam Failure Response Regional Activity Matrix** | Routine Hazard – Activity Matrix | CDEM Group Plan; Building Act 2004 ss133AF-133AH; Building (Dam Safety) Regulations 2022 | Aug 2025 | 2a — Drafting | |
| **Space Weather Response Regional Activity Matrix** | Routine Hazard – Activity Matrix | CDEM Group Plan; National CDEM Plan | | 2b — Consultation | |
| **Mass Relief Operations Plan** | Catastrophic Event | NEMA Catastrophic Events Handbook; CDEM Group Plan | v1.0 / May 2026 | 2a — Drafting | |
| **Mass Relief Sanitation Plan** | Catastrophic Event | NEMA Catastrophic Events Handbook; Mass Relief Operations Plan | May 2026 | 2a — Drafting | |
| **Mass Relief Workstream Activity Matrix** | Catastrophic Event | NEMA Catastrophic Events Handbook; Mass Relief Operations Plan | v2.0 / Dec 2025 | 2a — Drafting | |
| **Group Welfare Plan** | Welfare | CDEM Act 2002; National CDEM Plan Order 2015, Clauses 62-75; CDEM Group Plan | Sept 2025 | 2a — Drafting | |
| **Accommodation Subfunction Plan** | Welfare | CDEM Group Plan; Group Welfare Plan; National Welfare Coordination Requirements | Oct 2025 | 2a — Drafting | |
| **Civil Defence Centre (CDC) Toolkit** | Welfare | CDEM Group Plan; Group Welfare Plan | Mar 2026 | 3 — Current | |
| **ECC Activation SOP (Duty Officer Procedures)** | ECC / Operations | CDEM Act 2002 s17(1)(e); CIMS 3rd Edition 2019; CDEM Group Plan | | 2a — Drafting | |

| | | | | | |
|---|---|---|---|---|---|
| **Evacuation Coordination Framework** | ECC / Operations | Best practice / CIMS principles / s17(1)(d) CDEM Act — no standalone legislative requirement | | 0 — Desirable | |
| **MEM Support Agency Framework** | ECC / Operations | Best practice / s17(1)(d) CDEM Act; CIMS 3rd Edition 2019 — no standalone legislative requirement. Gives effect to MEM's support functions across multi-agency responses led by other agencies. | | 0 — Desirable | |
| **Communication Plan** | ECC / Operations | CDEM Act 2002 s17(1)(f); CDEM Group Plan | | 1 — Identified | Not fit for purpose |
| **Regional Recovery Plan** | Recovery | CDEM Act 2002 ss29-30A, s50A, s57 — MANDATORY | | 1 — Identified | |

***Attachment 4.2***

# MARLBOROUGH DISTRICT — REGIONAL CDEM FUEL PLAN

## Critical Customer Prioritisation Register

*Aligned to the National Fuel Response Plan 2026 — Phase 4 Prioritisation Framework (post-consultation, final)*

| | |
|---|---|
| **Version** | 4.1 (Working DRAFT) |
| **Date** | 2026 |
| **Issued by** | Marlborough Emergency Management (MEM) |
| **Parent document** | National Fuel Response Plan 2026 — MBIE (post-consultation final) |
| **Supersedes** | Critical Customer Prioritisation Marlborough v3 (pre-national framework) |
| **Review due** | Every 3 years from date of issue, or following any activation — whichever comes sooner |
| **Classification** | For Official Use Only |

### KEY CHANGES FROM v3

1. Restructured entirely around the four-category National Fuel Response Plan 2026 framework (Critical Users / Food and Freight / Community and Commercial / General Public), replacing the former Tier 1/1a/2 and Band A-E structures which did not align with national guidance.

2. Phases 3 and 4 are now confirmed as final following national consultation. All references to "under consultation" and indicative arrangements have been removed. The attached National Fuel Response Plan 2026 Phase 4 prioritisation document is the authoritative post-consultation outcome.

3. Added missing Critical User categories: financial systems continuity, education continuity, broadcasting/media (Brian FM and Radio New Zealand confirmed), family/sexual violence services (Women's Refuge Marlborough confirmed), NZ Customs and MPI Biosecurity (Picton), and animal welfare — correctly attributed to MPI Animal Welfare Subgroup, not SPCA.

4. Aged care, courts/tribunals, marae engagement, and animal welfare elevated to their correct national priority level. School CDC designation removed — schools are not designated CDCs in Marlborough and this is not best practice. Education continuity entry retained for generator fuel purposes only.

5. Food and Freight broken out as a distinct second-tier category including export facilitation. Note: Wine Marlborough, Aquaculture NZ, and Forestry sectors were engaged by MEM through an introductory briefing and two formal survey rounds. All three sectors declined to provide fuel volume data. Fuel demand for these sectors is therefore unconfirmed — see register notes.

6. Review cycle amended to every 3 years or following any activation (whichever comes sooner), replacing the previous annual cycle which was not proportionate for all entries. Contacts to be updated whenever a change is known regardless of cycle.

**AMBER CELLS (flagged with ⚠) identify confirmed information gaps requiring MEM action. This register should not be used for operational deployment until amber cells are resolved or a risk-based decision is made to accept the gap.**

| National Category | National Sub-category | Marlborough Organisation / Sector | Phase 1 — Watchful | Phase 2 — Precautionary | Phase 3 — Managed | Phase 4 — Protected | Fuel Type | ⚠ Action Required / Notes |
|---|---|---|---|---|---|---|---|---|
| **CRITICAL USERS — First priority. Uncapped supply under national framework.** | | | | | | | | |
| CRITICAL USERS | Emergency Management Response | FENZ (Marlborough) — fire appliances, rescue vehicles, volunteer brigades | BAU. Confirm BCP currency and fuel stocks at all stations. | BCP active. Reduce non-emergency vehicle use. Confirm stocks. | Emergency response only. Priority supply at designated outlets. | Uncapped supply. Designated supply points only. Staff ID verification required. | Diesel / Petrol | |
| CRITICAL USERS | Emergency Management Response | NZ Police (Marlborough District) — patrol vehicles and facilities | BAU. Monitor fuel stocks. | BCP active. Reduce non-essential patrols. Confirm stocks. | Essential response only. Queue management and security role at fuel sites. | Uncapped. Designated supply. Responsible for fuel site security in Phase 4. | Diesel / Petrol | |
| CRITICAL USERS | Emergency Management Response | St John Ambulance (Marlborough) — ambulances and response vehicles | BAU. Confirm BCP currency. | BCP active. Reduce non-urgent callouts where clinically safe. | Urgent and life-threatening callouts only. Priority supply. | Uncapped. Life-preserving operations only. | Diesel / Petrol | |
| CRITICAL USERS | Emergency Management Response | Coastguard Marlborough — marine SAR and medical evacuation | BAU. Confirm marine diesel stocks at Picton and Havelock. | Activate BCP. Confirm fuel stocks at base. | Essential SAR and medevac callouts only. Priority marine diesel. | Uncapped for emergency SAR and medevac response. | Diesel (marine) | |
| CRITICAL USERS | Emergency Management Response | Marlborough Emergency Management (MEM) / MDC CDEM — response vehicles and ECC | BAU monitoring. Confirm critical customer register and priority outlet list are current. | Activate local fuel working group. ECC on readiness. Confirm NEMA National LUC liaison. | Full ECC activation. Coordinate priority supply. Daily sitreps to NEMA. | Full ECC operations. Continuous sitreps. Coordinate all Marlborough fuel response. | Diesel / Petrol | |
| CRITICAL USERS | Fuel and Energy Continuity | Fuel tankers, retailers and depots operating in Marlborough (all brands) | BAU supply operations. MBIE monitoring active. | Industry BCP active. Confirm local retailer status with MEM. | Priority road access on SH1/SH6 for tanker movements. MEM coordinates with NZTA. | Strictly directed supply and distribution. Tanker route access is a critical enabler for all other response. | Diesel | |
| CRITICAL USERS | Health, Disability and Care Services | Wairau Hospital — Te Whatu Ora Nelson Marlborough (generator diesel, field vehicles) | BAU. MEM confirms on-site generator diesel storage with Te Whatu Ora. | BCP active. Confirm generator diesel stocks and resupply contact with MEM. | Non-elective operations suspended. Generator diesel priority. Priority resupply. | Uncapped. Life-preserving operations only. Designated supply point. | Diesel (generator) | ⚠ Confirm on-site generator diesel storage capacity and days cover with Te Whatu Ora Nelson Marlborough. Update register. |
| CRITICAL USERS | Health, Disability and Care Services | Community health vehicles — district nurses, ambulances, mobile health units | BAU. Confirm vehicle fleet size with Te Whatu Ora. | BCP active. Reduce non-essential visits. Confirm stocks. | Critical patients only. Priority supply. | Uncapped. Life-preserving care only. | Diesel / Petrol | |
| CRITICAL USERS | Health, Disability and Care Services | Aged care facilities (Marlborough) — full list to be confirmed by MEM | BAU. Complete identification of all aged care facilities in district. | BCP active. Confirm generator diesel stocks at each facility. | Generator diesel priority. Resident welfare — heating, powered equipment, medication. | Uncapped. Full life-support operations for vulnerable residents. | Diesel (generator) | ⚠ Identify and list ALL aged care facilities in Marlborough. Confirm generator capability and fuel storage at each. List individually in CC Register. |
| CRITICAL USERS | Health, Disability and Care Services | GP practices with generator capability — medication refrigeration | BAU. Identify practices with generator capability. | Confirm generator readiness. Priority for medication cold chain. | Generator fuel priority for medication storage. | Uncapped for medication cold chain integrity. | Diesel (generator) | ⚠ Identify which Marlborough GP practices have generator capability for medication refrigeration. Confirm and register. |
| CRITICAL USERS | Health, Disability and Care Services | Disability support services — high-needs individuals with power-dependent equipment | BAU. Liaise with Te Whatu Ora re register of power-dependent individuals. | Identify individuals requiring support. Activate support plans. | Priority fuel for support worker vehicles. | Uncapped for life-preserving disability support. | Diesel / Petrol | ⚠ Liaise with Te Whatu Ora Nelson Marlborough for register of high-needs individuals with power-dependent equipment (ventilators, hoists, refrigerated medications). |
| CRITICAL USERS | Health, Disability and Care Services | Life flight / Rescue helicopters (serving Marlborough) | BAU. Confirm Jet A-1 stocks at Marlborough Airport and resupply schedule. | Confirm stocks and BCP with airport management. | Urgent operations only. Jet A-1 priority. | Uncapped. Life-preserving SAR and medevac only. | Jet A-1 / Avgas | |
| CRITICAL USERS | Social Services | Women's Refuge Marlborough — 24/7 crisis response for family and sexual violence | BAU. MEM maintains working relationship. Confirm generator capability. | BCP active. Confirm generator diesel stocks for 24/7 operations. | Essential services continue uninterrupted. Life-safety priority. | Uncapped. Life-safety service — must continue at all phases. | Diesel / Petrol | ⚠ Confirm whether other family/sexual violence crisis services operate in Marlborough beyond Women's Refuge. Add any identified to register. |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | MDC — Three Waters (water/wastewater pump stations) | BAU. Confirm generator diesel stocks at all pump stations. | BCP active. Confirm all pump station generator fuel levels. | Essential public health operations. Generator diesel priority. | Uncapped. Water and wastewater continuity is a public health critical function. | Diesel (generator) | |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | MDC — Roading/Infrastructure — road clearance and emergency works vehicles | BAU (non-urgent works). Confirm emergency vehicle fuel stocks. | Reduce non-essential works. Confirm BCP and emergency vehicle readiness. | Essential road safety and emergency works only. | Uncapped for road clearance enabling tanker and emergency vehicle access. | Diesel | |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | Marlborough Roads (NZTA contractor) — SH1/SH6 maintenance enabling tanker access | BAU. Confirm works depot fuel stocks. | BCP active. Priority focus on SH1/SH6 as the two tanker supply routes into Marlborough. | Priority route maintenance on SH1 and SH6. Tanker route access is a critical enabler. | SH1/SH6 maintenance is essential for resupply. Uncapped for route maintenance. | Diesel | |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | Marlborough Lines — electricity network vehicles and emergency response | BAU. Confirm substation generator fuel and vehicle fleet stocks. | BCP active. Essential fault response priority. | Essential fault response and power restoration. Priority supply. | Uncapped. Power restoration enables fuel pump operation — critical enabler. | Diesel | |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | Transpower — grid vehicles and substation fuel (Marlborough assets to be confirmed) | BAU. Confirm Marlborough asset locations via Marlborough Lines relationship. | BCP active. Confirm Marlborough-specific grid assets. | Essential grid maintenance and fault response. | Uncapped for grid integrity. | Diesel | ⚠ Confirm Transpower assets in Marlborough via existing Marlborough Lines relationship. Register fuel requirements. |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | Chorus / Spark / One NZ — cell tower and exchange generator diesel (district-wide) | BAU. Confirm generator diesel stocks at towers and exchanges. | BCP active. Confirm all tower locations and generator fuel levels. | Essential communications infrastructure. Generator diesel priority. | Uncapped. Communications continuity is a critical enabler for all response coordination. | Diesel (generator) | |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | KiwiRail — Marlborough freight line and Interislander ferry (Wellington-Picton) | BAU. Confirm rail depot and ferry fuel stocks. | BCP active. Interislander is a key logistics link — confirm fuel continuity. | Essential operations. Interislander tanker movements are a priority supply route. | Uncapped. Interislander ferry is a critical logistics enabler — maintain at all costs. | Diesel | |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | Port Marlborough — essential port operations and port vessels | BAU. Confirm port operational fuel needs. | BCP active. Confirm port vessel fuel stocks. | Essential port operations only. Incoming and outgoing critical freight maintained. | Uncapped for essential port operations. | Diesel | |
| CRITICAL USERS | Financial Systems Continuity | Banks and ATM network (Marlborough branches) — generator diesel | BAU. Identify Marlborough bank branches with generator capability. | Confirm generator diesel stocks. Financial system continuity is critical as EFTPOS fallback. | Generator diesel priority. Financial system continuity maintained. | Uncapped. Financial system continuity is a Critical national category. Essential given EFTPOS failure risk noted in the Marlborough Fuel Plan. | Diesel (generator) | ⚠ Identify Marlborough bank branches with generator capability. Confirm and register fuel needs. This is a Critical national category that was absent from v3. |
| CRITICAL USERS | Financial Systems Continuity | EFTPOS network support infrastructure | BAU. Monitor EFTPOS continuity. | Confirm comms and power backup for EFTPOS infrastructure. | Priority support to maintain payment network. | EFTPOS network maintenance is essential — all fuel transactions at priority outlets depend on it. | Diesel (generator) | ⚠ Confirm with Verifone/Worldline NZ if there is a local support role in Marlborough. Fuel Plan already identifies EFTPOS failure as a risk. |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| CRITICAL USERS | National Security, Border Integrity and International Obligations | **RNZAF Base Woodbourne — aviation fuel and transport** | Self-sufficient. Advise MEM of support capacity if ministerially authorised. | Maintain liaison. Confirm support capacity if authorised. | Ministerial authorisation required before any civilian supply from NZDF stocks. | **Ministerial authorisation required. Do not access without authorisation.** | Jet A-1 / Diesel | |
| CRITICAL USERS | National Security, Border Integrity and International Obligations | **NZ Customs (Picton) — border integrity at Cook Strait crossing** | BAU. Confirm Picton Customs fuel requirements. | BCP active. Confirm operational fuel needs. | Essential border operations maintained. | **Uncapped. Border integrity at Picton is a national obligation.** | Diesel / Petrol | ⚠ Confirm NZ Customs Picton fuel requirements and add to register. Picton is an international border crossing — this is a Critical national category. |
| CRITICAL USERS | National Security, Border Integrity and International Obligations | **MPI Biosecurity — Picton port/border operations** | BAU. Confirm MPI Picton fuel requirements. | BCP active. | Essential biosecurity operations maintained. | **Uncapped. Border biosecurity maintained.** | Diesel / Petrol | ⚠ Confirm MPI Biosecurity Picton fuel requirements and add to register. |
| CRITICAL USERS | Public and Passenger Transport | **Ritchies / MDC contracted bus services — essential community routes** | BAU. Confirm current operator name and vehicle fleet fuel needs. | BCP active. Possible increased demand as private vehicle use drops. | Essential community routes maintained. Possible increased scheduling. | **Essential routes only. Community welfare transport function.** | Diesel | |
| CRITICAL USERS | Public and Passenger Transport | **School buses (MDC contracted) — essential rural routes** | BAU. Confirm vehicle fleet. | BCP active. Review routes for essential vs non-essential. | Essential rural routes continued. | **Essential rural routes only.** | Diesel | |
| CRITICAL USERS | Airport Operations | **Marlborough Airport (Blenheim) — Jet A-1 and Avgas, SAR/medevac and domestic air** | BAU. Confirm Jet A-1 stocks, resupply schedule, and liaison contact with MEM. | Establish direct liaison with MEM. Confirm stock levels and resupply frequency. | SAR and medevac priority. Essential domestic air services maintained. | **SAR/medevac uncapped. Essential domestic air for community connectivity maintained.** | Jet A-1 / Avgas | |
| CRITICAL USERS | Ports, Shipping and Border Trade | **Port Marlborough — Interislander link and coastal freight** | BAU. Confirm port and vessel fuel needs. | BCP active. Interislander is a critical logistics link. | Essential port operations. Interislander fuel tanker movements are a priority supply route. | **Uncapped for essential port and Interislander operations.** | Diesel (marine) | |
| CRITICAL USERS | Animal Welfare | **MPI Animal Welfare Subgroup — emergency animal welfare coordination (Marlborough)** | BAU. Maintain MPI liaison. Confirm Animal Welfare Subgroup activation process. | Confirm MPI Animal Welfare Subgroup activation. Animal welfare emergencies may increase. | MPI Animal Welfare Subgroup leads emergency animal welfare response. Priority supply for response vehicles. | **Uncapped for life-threatening animal welfare emergencies under MPI lead.** | Diesel / Petrol | ⚠ Confirm MPI Animal Welfare Subgroup activation process and fuel requirements for Marlborough response. MPI leads this function — not SPCA. |
| CRITICAL USERS | Other Core State Functions | **MDC — regulatory and statutory functions (legally required)** | BAU. | Reduce non-essential statutory functions. | Minimum statutory compliance only. | **Critical statutory functions only.** | Diesel / Petrol | |
| CRITICAL USERS | Education Continuity | **Schools — generator fuel for education continuity (not designated CDCs)** | BAU. Note: Schools in Marlborough are not designated CDCs. Generator fuel for school operations is a national Critical category. | Confirm generator capability at schools if relevant to continuity of education. | Generator fuel for school operations where continuity is maintained. | **Generator fuel for education continuity where schools remain operational.** | Diesel (generator) | ⚠ Identify schools with generator capability for education continuity purposes. Note: schools are not designated CDCs in Marlborough — communities may choose to use school facilities as informal hubs but this is community-led, not MEM-mandated. |
| CRITICAL USERS | Corrections, Custodial Services and Justice Sector | **Corrections NZ — home detention monitoring vehicles (Marlborough)** | BAU. Confirm Marlborough monitored offender numbers via existing Corrections contact. | BCP active. Confirm vehicle fuel requirements. | Essential monitoring and custody operations maintained. | **Uncapped for custodial security and public safety.** | Diesel / Petrol | ⚠ Contact existing Corrections NZ contact to confirm number of monitored offenders in Marlborough and associated vehicle fuel requirements. |
| CRITICAL USERS | Corrections, Custodial Services and Justice Sector | **Blenheim District Court — generator and essential operations** | BAU. Confirm courthouse generator status. | Activate BCP. Urgent and remand matters only. | Urgent and remand hearings only. Generator fuel priority. | **Critical hearings only.** | Diesel (generator) | ⚠ Confirm Blenheim District Court generator capability and fuel storage. |
| CRITICAL USERS | Broadcasting and Media | **Brian FM — Marlborough local emergency broadcast station** | BAU. Maintain liaison. Confirm generator diesel stocks and BCP. | BCP active. Emergency broadcast function ready to activate. | Emergency broadcast maintained. Generator diesel priority. MEM PIM coordinates messaging. | **Uncapped. Emergency broadcast is critical for public information supporting all other response.** | Diesel (generator) | |
| CRITICAL USERS | Broadcasting and Media | **Radio New Zealand — official government emergency broadcaster** | BAU. RNZ is the designated government emergency broadcaster nationally. | RNZ emergency broadcast function activates under national direction. MEM aligns local messaging. | RNZ leads emergency broadcast nationally. MEM PIM ensures local information is fed to RNZ. | **Uncapped. RNZ is the authoritative government emergency broadcast channel.** | Diesel (generator) | |
| CRITICAL USERS | Marae — Community Welfare Support | **Te Tauihu iwi — marae that may stand up as community welfare support during a response** | BAU. MEM maintains regular engagement with Te Tauihu iwi through existing forums. | Engage iwi through existing relationships. Discuss capacity to support communities if needed. | Some marae may choose to stand up as community welfare support. MEM to facilitate fuel access if requested. This is iwi-led, not MEM-directed. | **Fuel support available if marae stand up as welfare hubs. MEM facilitates on request. Activation is at the discretion of each iwi.** | Diesel (generator) | Note: No marae in Marlborough are designated EOCs. Marae may choose to stand up as community welfare support at their own discretion. MEM has regular engagement with Te Tauihu iwi and will facilitate fuel access if requested, but will not direct or mandate marae activation. |
| CRITICAL USERS | Emergency Management Infrastructure | **Civil Defence Centres — Stadium 2000 Blenheim, Lansdowne Park Blenheim, Endeavour Pavilion Picton, Community Hall Renwick** | BAU. Confirm generator readiness and fuel stocks at all four CDCs annually. | Activate generator readiness checks at all four CDCs. Confirm fuel at each location. | Full CDC operations. Generator diesel maintained at all operating CDCs. | **Uncapped. CDC operations are a core CDEM function.** | Diesel (generator) | |
| FOOD AND FREIGHT — Second priority. Food security and freight continuity. | | | | | | | | |
| FOOD AND FREIGHT | Freight, Logistics and Distribution | **Road freight carriers (FMCG and food supply chains operating in Marlborough)** | BAU. Confirm key carriers and establish liaison. | BCP active. Reduce non-essential loads. Priority SH1/SH6 access for food freight. | Essential food and FMCG loads only. Priority route access on SH1/SH6. | **Strictly directed to food and FMCG supply. Other freight suspended.** | Diesel | |
| FOOD AND FREIGHT | Freight, Logistics and Distribution | **KiwiRail — Marlborough freight rail line (food and FMCG priority)** | BAU. Confirm freight composition and fuel needs. | BCP active. Prioritise food and FMCG freight. | Essential food and FMCG freight only on Marlborough line. | **Food and FMCG directed. Other freight suspended.** | Diesel | |
| FOOD AND FREIGHT | Farming and Food Production | **Dairy farms — milk collection vehicles (Fonterra contractors)** | BAU. Confirm collection routes and fuel needs. | BCP active. Milk collection is time-critical — animal welfare and product loss if interrupted. | Milk collection maintained. Essential animal husbandry operations only. | **Uncapped. Milk collection is time-critical for both animal welfare and food supply.** | Diesel | |
| FOOD AND FREIGHT | Farming and Food Production | **Livestock farming — essential animal husbandry operations** | BAU. | Reduce non-essential movements. Essential animal care maintained. | Essential only — animal welfare and food production. | **Animal welfare and essential food production maintained.** | Diesel | Animals needing transport to processing also to may need to be prioritised |
| FOOD AND FREIGHT | Farming and Food Production — Seasonal Critical | **Viticulture — grape harvest operations (Wine Marlborough)** | BAU. MEM engages with Wine Marlborough through existing forums. Confirm harvest window pre-season. | Activate Wine Marlborough liaison. Confirm harvest timing and fuel security for harvest operations. | Harvest operations are time-critical. Notify Fuel SCE of seasonal criticality. Priority directed supply during harvest window. | **Directed supply during harvest window. MEM advocates to Fuel SCE for seasonal allocation.** | Diesel / Petrol | ⚠ Fuel volume data unconfirmed. *See comments below |
| FOOD AND FREIGHT | Farming and Food Production — Seasonal Critical | **Aquaculture — mussel and salmon harvest operations (Havelock/Picton)** | BAU. Note harvest windows and confirm seasonal fuel needs. | Activate Aquaculture NZ liaison. Confirm harvest timing. | Harvest operations time-critical. Notify Fuel SCE of seasonal criticality. | **Directed supply during harvest window. MEM advocates to Fuel SCE.** | Diesel (marine / land) | ⚠ Fuel volume data unconfirmed. *See comments below |

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| FOOD AND FREIGHT | FMCG Production, Processing, Storage and Distribution | **Food processors and manufacturers (Marlborough)** | BAU. Identify key food processors operating in district. | BCP active. Reduce non-essential production. | Essential food production only. | **Directed supply. Essential food production maintained.** | Diesel | |
| FOOD AND FREIGHT | FMCG Production, Processing, Storage and Distribution | **Cold storage and refrigerated facilities — cold chain integrity** | BAU. Identify cold storage operators in Marlborough. | Confirm generator backup for cold chain. BCP active. | Generator priority for cold chain. Food safety is a public health issue. | **Uncapped for cold chain — food safety critical.** | Diesel (generator) | ⚠ Identify Marlborough cold storage operators. Register generator fuel needs. Cold chain failure is a public health risk. |
| FOOD AND FREIGHT | Supply Chains Supporting Food Production | **Packhouses and storage/transitional facilities** | BAU. | Reduce non-essential. Essential pack-out maintained. | Essential pack-out for food supply chain only. | **Directed supply.** | Diesel | |
| FOOD AND FREIGHT | Retail to Consumer Food Distribution Networks | **Supermarkets — Foodstuffs NZ / Woolworths NZ (Marlborough stores and distribution)** | BAU. Confirm distribution logistics fuel needs. | BCP active. Confirm distribution fuel. Home delivery for vulnerable populations priority. | Essential distribution maintained. Home delivery for vulnerable. | **Priority retail food distribution maintained.** | Diesel | |
| FOOD AND FREIGHT | Export Facilitation | **Wine industry export logistics (Port Marlborough)** | BAU. MEM engages Wine Marlborough through existing forums. | Confirm export timing and logistics fuel needs through Wine Marlborough relationship. | Time-critical export logistics. Notify Fuel SCE of export significance. MEM advocates for directed supply. | **Directed supply for export logistics. Marlborough wine is a nationally significant export earner.** | Diesel | ⚠ Fuel volume data unconfirmed. *See comments below |
| FOOD AND FREIGHT | Export Facilitation | **Aquaculture export logistics (Havelock/Picton)** | BAU. Note export windows. | Confirm export timing and fuel needs through existing Aquaculture NZ relationship. | Time-critical export operations. Notify Fuel SCE. | **Directed supply for export facilitation.** | Diesel (marine / land) | ⚠ Fuel volume data unconfirmed. *See comments below |
| FOOD AND FREIGHT | Export Facilitation | **Forestry and timber export (Marlborough)** | BAU. Confirm classification with Fuel SCE/MBIE. | Clarify with Fuel SCE whether Marlborough forestry qualifies under Food and Freight. | Apply national direction from Fuel SCE. | **Apply national direction.** | Diesel | |
| FOOD AND FREIGHT | Commercial Fishing and Fish Processors | **Commercial fishing vessels (Picton/Havelock) and fish processors** | BAU. Confirm vessel fuel needs with Port Marlborough and Havelock marina. | BCP active. Reduce non-essential trips. | Essential fishing operations. Food supply maintained. | **Directed marine diesel supply. Food supply maintained.** | Diesel (marine) | |
| **COMMUNITY AND COMMERCIAL — Third priority. Purchase limits and rationing apply.** | | | | | | | | |
| COMMUNITY AND COMMERCIAL | Commercial Passenger Transport (non-critical) | **Charter vehicles, tourism transport, rental vehicles** | BAU. | Voluntary conservation. Combine trips. | Purchasing limits apply at pump. Reduce services. | **Highly restricted. Suspend non-essential services.** | Diesel / Petrol | |
| COMMUNITY AND COMMERCIAL | Long-term Biosecurity Activities | **Pest management and conservation operations** | BAU. | Continue where fuel allows. Voluntary conservation. | Reduce to essential only. | **Minimal or suspended.** | Diesel / Petrol | |
| COMMUNITY AND COMMERCIAL | Manufacturing and Processing (Non-food) | **General manufacturing and processing** | BAU. | Voluntary conservation. | Purchasing limits apply. | **Minimal supply. Highly restricted.** | Diesel | |
| COMMUNITY AND COMMERCIAL | Construction and Trades | **Residential and commercial construction, general trades** | BAU. | Voluntary conservation. | Essential enabling works only (emergency repair/public safety). Purchasing limits. | **Minimal — emergency enabling works only.** | Diesel / Petrol | |
| COMMUNITY AND COMMERCIAL | Retail, Hospitality and Office-based Activities | **Shops, cafes, restaurants, personal services, offices** | BAU. | Voluntary conservation. Combine deliveries. | Purchasing limits. Reduce non-essential deliveries. | **Minimal survival-level supply.** | Diesel / Petrol | |
| COMMUNITY AND COMMERCIAL | Tourism and Events | **Tourism operators and event operations (Marlborough)** | BAU. | Voluntary conservation. | Reduced services. Purchasing limits. | **Suspend or close operations.** | Diesel / Petrol | |
| COMMUNITY AND COMMERCIAL | Wildlife Management Activities | **DOC pest control and conservation operations** | BAU. | Continue where fuel allows. | Reduce to essential animal welfare. Purchasing limits. | **Suspended or minimal.** | Diesel / Petrol | |
| COMMUNITY AND COMMERCIAL | Tertiary Education | **NMIT / Marlborough Study Centre** | BAU. | Voluntary conservation. | Online or reduced operations. Purchasing limits. | **Suspended.** | Diesel / Petrol | |
| COMMUNITY AND COMMERCIAL | Other Commercial and Community Users | **LPG providers (Rockgas, Elgas) — service vehicle fuel for LPG delivery** | BAU. Monitor. | Maintain delivery vehicle fuel for LPG distribution. | NOTE: May need elevation to Critical if LPG becomes a welfare substitute. Monitor and advise MEM. | **Consider elevation to Critical if LPG heating becomes a welfare dependency for vulnerable populations.** | Diesel | ⚠ Monitor LPG provider vehicle fuel supply. If a fuel disruption drives increased LPG demand for cooking and heating, this category may need elevation. MEM to assess and escalate if required. |
| COMMUNITY AND COMMERCIAL | Other Commercial and Community Users | **General commercial and business users** | BAU. | Voluntary conservation. | Purchasing limits. Restricted. | **Minimal supply. Severe restriction.** | Diesel / Petrol | |
| **GENERAL PUBLIC — Lowest priority. General rationing applies.** | | | | | | | | |
| GENERAL PUBLIC | Private Motorists | **Commuting — private vehicle travel to work** | BAU. EECA conservation messaging active. Encourage carpooling, WFH, combining trips. | Voluntary conservation. Carpool, combine trips, work from home where possible. | Purchasing limits at pump. Carless days possible. Priority lanes for Critical users at fuel sites. | **Severe rationing. Voucher system possible. Use designated service stations as directed.** | Petrol / Diesel | |
| GENERAL PUBLIC | Private Motorists | **Personal travel — non-commute private vehicle use** | BAU. EECA conservation messaging. | Voluntary conservation. Avoid unnecessary trips. | Purchasing limits. Essential travel only. | **Severe restriction. Essential travel only.** | Petrol / Diesel | |
| GENERAL PUBLIC | Recreational Marine Users | **Recreational boating and fishing (non-commercial)** | BAU. | Voluntary conservation. | Purchasing limits at marine fuel points. Commercial and critical vessels given priority. | **Minimal — recreational use suspended.** | Diesel / Petrol | |
| GENERAL PUBLIC | Recreational Marine Users | **Jetskis and personal watercraft** | BAU. | Voluntary conservation. | Purchasing limits. Commercial and working vessels given priority. | **Suspended. No supply allocated.** | Petrol | |

*MEM conducted an introductory briefing and two formal survey rounds with the wine sector. The sector declined to participate, with concerns having been expressed to third parties that survey data could be used to direct or restrict their fuel supply in a fuel shortage. Fuel demand is therefore unknown to MEM. Risk: MEM cannot accurately forecast sector fuel demand or advocate effectively to the Fuel SCE on their behalf.

| National Category | National Sub-category | Sector | Organisation / Type | Fuel Type(s) | BAU Daily Volume (litres — to confirm) | Emergency Mode Notes | On-site Storage / Days Cover | Marlborough Context Notes | ⚠ Action Required |
|---|---|---|---|---|---|---|---|---|---|
| **CRITICAL USERS** | | | | | | | | | |
| CRITICAL USERS | Emergency Management Response | Emergency Services | FENZ (Marlborough) — fire appliances, rescue vehicles, volunteer brigades | Diesel / Petrol | *Confirm* | All response operations — no reduction | *Confirm at each station* | Volunteer brigades spread across district. Confirm all stations. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Emergency Management Response | Emergency Services | NZ Police (Marlborough District) — patrol vehicles and facilities | Diesel / Petrol | *Confirm* | All patrol and response operations | *Confirm at police station* | Fuel site queue management and security role in Phases 3 and 4. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Emergency Management Response | Emergency Services | St John Ambulance (Marlborough) — ambulances and response vehicles | Diesel / Petrol | *Confirm* | All urgent/emergency response | *Confirm at depot* | Anticipate increased callout volume during wider emergency events. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Emergency Management Response | Emergency Services | Coastguard Marlborough — SAR and medical evacuation vessels | Diesel (marine) | *Confirm* | Emergency marine response | *Confirm at Picton and Havelock base* | Marine base at Picton. Also covers Havelock and Sounds access. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Emergency Management Response | CDEM | MEM / MDC CDEM — ECC vehicles and facilities | Diesel / Petrol | *Confirm* | Full ECC operations and all response coordination | *Confirm ECC generator storage* | ECC is the coordination hub — fuel continuity is critical to all other response. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Fuel and Energy Continuity | Fuel Supply Chain | Fuel tankers and retailers operating in Marlborough (all brands) | Diesel | *N/A — supply chain enabler* | Tanker delivery operations to all priority outlets | *N/A* | Priority SH1/SH6 road access for tankers must be confirmed early with NZTA. MEM coordinates. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Health, Disability and Care Services | Health | Wairau Hospital — Te Whatu Ora Nelson Marlborough | Diesel (generator) | *Confirm* | Generator for all hospital systems. Non-elective ops suspended Phase 3+. | *Confirm on-site days cover* | Priority resupply required. Generator diesel is life-critical. | ⚠ Confirm on-site generator diesel storage capacity and days cover with Te Whatu Ora Nelson Marlborough. |
| CRITICAL USERS | Health, Disability and Care Services | Health | Community health vehicles — district nurses, ambulances, mobile health units | Diesel / Petrol | *Confirm* | Critical patient visits only in Phases 3 and 4 | *Confirm* | Managed by Te Whatu Ora Nelson Marlborough. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Health, Disability and Care Services | Health | Life flight / Rescue helicopters (serving Marlborough) | Jet A-1 / Avgas | *Confirm* | SAR and medevac — uncapped | *Confirm storage at Marlborough Airport* | SAR and medevac is highest aviation priority at all phases. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Health, Disability and Care Services | Aged Care | Aged care facilities (Marlborough) — full list to be confirmed by MEM | Diesel (generator) | *Confirm* | Generator for heating, medication storage, powered equipment | *Confirm at each facility* | Vulnerable residents dependent on heated environments and powered equipment. | ⚠ Identify and list ALL aged care facilities in Marlborough individually. Confirm generator capability and fuel storage at each. Add as individual entries. |
| CRITICAL USERS | Health, Disability and Care Services | Primary Care | GP practices with generator capability — medication refrigeration | Diesel (generator) | *Confirm* | Generator for medication cold chain | *Confirm at each practice* | Medication refrigeration failure is a life-safety risk for patients. | ⚠ Identify which Marlborough GP practices have generator capability. Confirm and register individually. |
| CRITICAL USERS | Health, Disability and Care Services | Disability Support | High-needs disability support services and support worker vehicles | Diesel / Petrol | *Confirm* | Support worker vehicles — critical patient visits only | *Confirm* | Te Whatu Ora to provide register of high-needs individuals. | ⚠ Liaise with Te Whatu Ora Nelson Marlborough for register of individuals with power-dependent equipment. |
| CRITICAL USERS | Social Services | Social Services | Women's Refuge Marlborough — 24/7 family and sexual violence crisis response | Diesel / Petrol | *Confirm* | 24/7 life-safety service — must continue at all phases | *Confirm generator capability* | MEM has existing working relationship with Women's Refuge Marlborough. | ⚠ Confirm generator capability and fuel storage. Also confirm whether other family/sexual violence crisis services operate in Marlborough and add to register. |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | MDC Lifeline | MDC — Three Waters (water/wastewater pump stations) | Diesel (generator) | *Confirm* | Essential public health operations — all pump stations | *Confirm at each station* | Generator diesel at pump stations critical in any prolonged outage. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | MDC Lifeline | MDC — Roading/Infrastructure — road clearance and emergency works | Diesel | *Confirm* | Essential road safety and emergency clearing | *Confirm at depot* | Road access is a critical enabler for fuel tanker resupply. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | Roading | Marlborough Roads (NZTA contractor) — SH1/SH6 route maintenance | Diesel | *Confirm* | Priority SH1/SH6 maintenance enabling tanker access | *Confirm at works depots* | SH1 and SH6 are the only two tanker supply routes into Marlborough. Route integrity is a critical dependency. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | Electricity | Marlborough Lines — network vehicles and emergency response | Diesel | *Confirm* | Essential fault response and power restoration | *Confirm substation generator stocks* | Power restoration enables fuel pump operation — a critical enabler. MEM has good existing relationship. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | Electricity | Transpower — grid vehicles and substation fuel (Marlborough assets) | Diesel | *Confirm* | Essential grid maintenance and fault response | *Confirm via Marlborough Lines* | Confirm Marlborough-specific Transpower assets via existing Marlborough Lines relationship. | ⚠ Use existing Marlborough Lines relationship to identify and confirm Transpower assets in Marlborough. Register fuel requirements. |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | Telecommunications | Chorus / Spark / One NZ — cell towers and exchanges district-wide (generator diesel) | Diesel (generator) | *Confirm* | Essential comms infrastructure across district | *Confirm at each towerexchange* | Cell towers across Marlborough Sounds and rural areas are remote and critical for emergency comms. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | Rail / Maritime | KiwiRail — Marlborough freight line and Interislander ferry (Wellington-Picton) | Diesel | *Confirm* | Essential rail operations. Interislander is a critical logistics link. | *Confirm at rail depots and ferry* | Interislander Wellington-Picton carries road tankers — a key alternative supply route. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Utilities, Infrastructure and Public Health Protection | Maritime | Port Marlborough — essential port operations and vessels | Diesel | *Confirm* | Essential port operations — incoming/outgoing critical freight | *Confirm at port* | Port Marlborough handles freight, fishing, and Interislander connections. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Financial Systems Continuity | Financial | Banks and ATM network (Marlborough branches with generator capability) | Diesel (generator) | *Confirm* | Generator fuel for branches — financial system continuity | *Confirm at each branch* | Critical given Fuel Plan notes EFTPOS may fail — cash and banking fallback is essential. | ⚠ Identify Marlborough bank branches (ANZ, BNZ, ASB, Westpac) with generator capability. Confirm and register fuel needs. Financial systems is a Critical national category absent from v3. |
| CRITICAL USERS | Financial Systems Continuity | Financial Infrastructure | EFTPOS network support (Verifone / Worldline NZ) | Diesel (generator) | *Confirm* | Maintain payment network for all fuel transactions | *Confirm* | EFTPOS failure at priority fuel outlets is an explicit risk noted in the Marlborough Fuel Plan. | ⚠ Confirm with Verifone/Worldline NZ whether there is a local support role in Marlborough. |
| CRITICAL USERS | National Security, Border Integrity and International Obligations | NZDF | RNZAF Base Woodbourne | Jet A-1 / Diesel | *Self-sufficient* | Own operations only unless ministerially authorised | *Own stocks — weeks of cover* | Ministerial authorisation required before any civilian supply from NZDF stocks. Do not assume availability. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | National Security, Border Integrity and International Obligations | Border | NZ Customs (Picton) — Cook Strait border operations | Diesel / Petrol | *Confirm* | Essential border operations at Picton port | *Confirm* | Picton is an international border crossing — border integrity is a national obligation. | ⚠ Confirm NZ Customs Picton fuel requirements and add to register. Critical national category. |
| CRITICAL USERS | National Security, Border Integrity and International Obligations | Border/Biosecurity | MPI Biosecurity — Picton port/border operations | Diesel / Petrol | *Confirm* | Essential biosecurity at Picton border | *Confirm* | MPI operates at Picton. Border biosecurity is a national obligation. | ⚠ Confirm MPI Biosecurity Picton fuel requirements and add to register. |
| CRITICAL USERS | Public and Passenger Transport | Public Transport | Ritchies / MDC contracted bus services — essential community routes | Diesel | *Confirm* | Essential community bus routes. Possible increased demand in emergency. | *Confirm at depot* | MDC contracted carrier — confirm current operator name at each review cycle. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Public and Passenger Transport | Public Transport | School buses (MDC contracted) — essential rural routes | Diesel | *Confirm* | Essential rural routes. | *Confirm at depot* | Rural school buses serve isolated communities — routes to be maintained as essential. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Airport Operations | Aviation | Marlborough Airport (Blenheim) — Jet A-1 and Avgas | Jet A-1 / Avgas | *Confirm* | SAR and medevac priority. Essential domestic air services (Air NZ, Sounds Air, Origin Air). | *Confirm storage capacity and days cover* | Direct liaison with MEM from Phase 2. Primary SAR and medevac hub for the district. | *No action — update at next review cycle or if change known.* |

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| CRITICAL USERS | Ports, Shipping and Border Trade | Maritime | Port Marlborough — Interislander link and coastal freight | Diesel (marine) | *Confirm* | Essential port and Interislander operations | *Confirm at port* | Interislander carries road tankers — maintain at all phases. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Animal Welfare | Animal Welfare | MPI Animal Welfare Subgroup — emergency animal welfare coordination (Marlborough) | Diesel / Petrol | *Confirm* | Emergency animal welfare response under MPI lead | *Confirm with MPI* | MPI leads the Animal Welfare Subgroup function. This is not an SPCA function. | ⚠ Confirm MPI Animal Welfare Subgroup activation process and fuel requirements for Marlborough response. Confirm MPI contact for this function. |
| CRITICAL USERS | Other Core State Functions | Local Government | MDC — regulatory and statutory functions (legally required) | Diesel / Petrol | *Confirm* | Minimum statutory compliance only in Phases 3 and 4 | *Confirm at depot* | MDC is legally required to perform certain functions regardless of emergency conditions. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Education Continuity | Education | Schools with generator capability — education continuity (not designated CDCs) | Diesel (generator) | *Confirm* | Generator fuel for school operations only | *Confirm at relevant schools* | Schools are NOT designated CDCs in Marlborough. Education continuity is a national Critical category. Generator fuel for school operations is within scope but schools do not carry a CDC mandate. | ⚠ Identify schools with generator capability for education continuity. Note: any community use of school facilities as informal hubs is community-led and not MEM-mandated. |
| CRITICAL USERS | Corrections, Custodial Services and Justice Sector | Corrections | Corrections NZ — home detention monitoring vehicles (Marlborough) | Diesel / Petrol | *Confirm* | Essential monitoring and custody operations | *Confirm* | MEM has existing Corrections NZ contact. Use this to confirm monitored offender numbers and vehicle fuel needs. | ⚠ Contact existing Corrections NZ contact to confirm number of monitored offenders in Marlborough and vehicle fuel requirements. |
| CRITICAL USERS | Corrections, Custodial Services and Justice Sector | Justice | Blenheim District Court — generator and essential operations | Diesel (generator) | *Confirm* | Urgent and remand hearings continue | *Confirm generator status* | Courts and tribunals are an explicit Critical national category. | ⚠ Confirm Blenheim District Court generator capability and fuel storage. |
| CRITICAL USERS | Broadcasting and Media | Media | Brian FM — Marlborough local emergency broadcast station | Diesel (generator) | *Confirm* | Emergency broadcast — all phases. MEM PIM coordinates messaging. | *Confirm generator fuel storage* | Brian FM is a confirmed Marlborough emergency broadcast station. MEM should confirm generator status and establish formal BCP liaison. | ⚠ Confirm Brian FM generator fuel storage capacity and formal BCP arrangements with MEM. |
| CRITICAL USERS | Broadcasting and Media | Media | Radio New Zealand — official government emergency broadcaster | Diesel (generator) | *N/A — national infrastructure* | RNZ leads emergency broadcast nationally. MEM ensures local information is fed to RNZ. | *N/A — national infrastructure* | RNZ is the designated government emergency broadcaster. MEM PIM role is to feed local information to RNZ and align local messaging with national broadcasts. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Marae — Community Welfare Support | Iwi / Community | Te Tauihu iwi — marae that may stand up as community welfare support during a response | Diesel (generator) | *Unknown — iwi-led* | Generator-powered welfare support at discretion of each iwi | *Unknown — iwi-led* | No marae in Marlborough are designated EOCs. Marae may choose to stand up as community welfare support at their own discretion. MEM has regular engagement with Te Tauihu iwi through existing forums and will facilitate fuel access if requested. Activation is entirely at the discretion of each iwi and will not be directed by MEM. | Note: This entry reflects the possibility of marae welfare support, not a mandate. MEM facilitates; iwi decide. Tino rangatiratanga applies. |
| CRITICAL USERS | Emergency Management Infrastructure | CDEM | Civil Defence Centre — Stadium 2000, Blenheim | Diesel (generator) | *Confirm* | Full CDC operations | *Confirm generator fuel storage at site* | Primary CDC for Blenheim. Confirm generator readiness and fuel storage. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Emergency Management Infrastructure | CDEM | Civil Defence Centre — Lansdowne Park, Blenheim | Diesel (generator) | *Confirm* | Full CDC operations | *Confirm generator fuel storage at site* | Secondary CDC for Blenheim. Confirm generator readiness and fuel storage. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Emergency Management Infrastructure | CDEM | Civil Defence Centre — Endeavour Pavilion, Picton | Diesel (generator) | *Confirm* | Full CDC operations for Picton and Sounds communities | *Confirm generator fuel storage at site* | Primary CDC for Picton and Marlborough Sounds. Confirm generator readiness and fuel storage. | *No action — update at next review cycle or if change known.* |
| CRITICAL USERS | Emergency Management Infrastructure | CDEM | Civil Defence Centre — Community Hall, Renwick | Diesel (generator) | *Confirm* | Full CDC operations for Renwick and Wairau Valley communities | *Confirm generator fuel storage at site* | CDC for Renwick and Wairau Valley. Confirm generator readiness and fuel storage. | *No action — update at next review cycle or if change known.* |
| **FOOD AND FREIGHT** | | | | | | | | | |
| FOOD AND FREIGHT | Freight, Logistics and Distribution | Road Freight | Road freight carriers (FMCG and food supply chains operating in Marlborough) | Diesel | *Confirm* | Essential food and FMCG loads only in Phase 3 and 4 | *N/A — managed at pump* | Priority SH1/SH6 access for food freight. | *No action — update at next review cycle or if change known.* |
| FOOD AND FREIGHT | Freight, Logistics and Distribution | Rail Freight | KiwiRail — Marlborough freight rail (food and FMCG priority) | Diesel | *Confirm* | Essential food and FMCG freight | *N/A* | Separate from Interislander listing — freight rail operations on Marlborough line. | *No action — update at next review cycle or if change known.* |
| FOOD AND FREIGHT | Farming and Food Production | Dairy Farming | Dairy farms — milk collection vehicles (Fonterra contractors) | Diesel | *Confirm* | Milk collection maintained — time-critical animal welfare and food supply | *N/A* | Interruption causes animal welfare issues and product loss. | *No action — update at next review cycle or if change known.* |
| FOOD AND FREIGHT | Farming and Food Production | Livestock | Livestock farming — essential animal husbandry operations | Diesel | *Confirm* | Essential animal care and farm operations | *N/A* | Essential animal welfare operations. | *No action — update at next review cycle or if change known.* |
| FOOD AND FREIGHT | Farming and Food Production — SEASONAL CRITICAL | Viticulture | Viticulture — grape harvest operations (Wine Marlborough) | Diesel / Petrol | *Unconfirmed — sector declined to engage* | Harvest operations — time-critical seasonal window | *N/A* | MEM has existing relationship with Wine Marlborough through various forums. | *No action — update at next review cycle or if change known.* |
| FOOD AND FREIGHT | Farming and Food Production — SEASONAL CRITICAL | Aquaculture | Aquaculture — mussel and salmon harvest operations (Havelock/Picton) | Diesel (marine / land) | *Unconfirmed — sector declined to engage* | Harvest operations — time-critical seasonal window | *N/A* | Havelock is a major aquaculture centre. | ⚠ Fuel volume data unconfirmed. *See comments below |
| FOOD AND FREIGHT | FMCG Production, Processing, Storage and Distribution | Food Processing | Food processors and manufacturers (Marlborough) | Diesel | *Confirm* | Essential food production only in Phase 3 and 4 | *Confirm generator backup* | Identify key food processors in district. | *No action — update at next review cycle or if change known.* |
| FOOD AND FREIGHT | FMCG Production, Processing, Storage and Distribution | Cold Chain | Cold storage and refrigerated facilities (Marlborough) | Diesel (generator) | *Confirm* | Generator priority for cold chain — food safety | *Confirm generator fuel storage* | Cold chain failure is a public health risk. | ⚠ Identify Marlborough cold storage operators and register generator fuel needs. |
| FOOD AND FREIGHT | Supply Chains Supporting Food Production | Packhouses and Storage | Packhouses, storage and transitional facilities | Diesel | *Confirm* | Essential pack-out for food supply only | *N/A* | Significant in Marlborough given wine and produce export volumes. | *No action — update at next review cycle or if change known.* |
| FOOD AND FREIGHT | Retail to Consumer Food Distribution Networks | Supermarkets | Foodstuffs NZ / Woolworths NZ — Marlborough stores and distribution | Diesel | *Confirm* | Essential distribution. Home delivery for vulnerable populations. | *N/A* | Confirm distribution depot fuel needs. | *No action — update at next review cycle or if change known.* |
| FOOD AND FREIGHT | Export Facilitation | Wine Export | Wine industry export logistics (Port Marlborough) | Diesel | *Unconfirmed — sector declined to engage* | Time-critical export logistics. Notify Fuel SCE. | *N/A* | Marlborough produces approximately 76% of New Zealand's wine. Export logistics are time-critical and economically significant. MEM has existing relationship with Wine Marlborough through established forums. | ⚠ Fuel volume data unconfirmed. *See comments below |
| FOOD AND FREIGHT | Export Facilitation | Aquaculture Export | Aquaculture export logistics (Havelock/Picton) | Diesel (marine / land) | *Unconfirmed — sector declined to engage* | Time-critical export logistics. Notify Fuel SCE. | *N/A* | Havelock is a major aquaculture export hub. | ⚠ Fuel volume data unconfirmed. *See comments below |
| FOOD AND FREIGHT | Export Facilitation | Forestry | Forestry and timber export operations (Marlborough) | Diesel | *Unconfirmed — sector declined to engage* | Apply national direction from Fuel SCE. | *N/A* | Confirm classification with Fuel SCE/MBIE as well as sector fuel requirements. | *No action — update at next review cycle or if change known.* |
| FOOD AND FREIGHT | Commercial Fishing and Fish Processors | Commercial Fishing | Commercial fishing vessels (Picton/Havelock) and fish processors | Diesel (marine) | *Confirm* | Essential fishing — food supply maintained | *Confirm at Picton and Havelock marinas* | Marine diesel for commercial fishing is a food supply chain function. | *No action — update at next review cycle or if change known.* |
| **COMMUNITY AND COMMERCIAL** | | | | | | | | | |
| COMMUNITY AND COMMERCIAL | Other Commercial | LPG Providers | LPG providers (Rockgas, Elgas) — service vehicle fuel for LPG delivery | Diesel | *Confirm for vehicle fuel only* | May need elevation if LPG becomes welfare-critical | *N/A* | Monitor — potential elevation to Critical if heating/cooking welfare issue emerges. | ⚠ Monitor LPG provider vehicle fuel supply. Be prepared to elevate to Critical category if a fuel disruption drives increased LPG demand as a welfare substitute. |
| COMMUNITY AND COMMERCIAL | Other Commercial | General Commercial | General commercial and business users | Diesel / Petrol | *N/A — managed at pump* | Purchasing limits, rationing. Not managed as a critical customer. | *N/A* | Managed by national purchasing limit mechanisms at Phase 3 and 4. | *No action — update at next review cycle or if change known.* |

*MEM conducted an introductory briefing and two formal survey rounds with the wine sector. The sector declined to participate, with concerns having been expressed to third parties that survey data could be used to direct or restrict their fuel supply in a fuel shortage. Fuel demand is therefore unknown to MEM. Risk: MEM cannot accurately forecast sector fuel demand or advocate effectively to the Fuel SCE on their behalf.

## National Fuel Response Plan 2026 — Phase 4 Prioritisation (post-consultation final)

*Source: National Fuel Response Plan 2026 — MBIE (post-consultation). This sheet is a reference copy of the national Phase 4 prioritisation categories. Use this when cross-checking Marlborough categorisation decisions against national guidance.*

| National Category | Who is included (sub-categories) | Examples from national document |
|---|---|---|
| **CRITICAL USERS** | | |
| ***CRITICAL USERS*** | Emergency management response | Frontline emergency services — Ambulances, Fire Emergency, Police |
| ***CRITICAL USERS*** | Fuel and energy continuity | Fuel tankers, retailers, depots, pipelines |
| ***CRITICAL USERS*** | Health, disability, and care services | Hospitals and other healthcare; Aged care and disability support services |
| ***CRITICAL USERS*** | Social services | Family and sexual violence crisis response centres |
| ***CRITICAL USERS*** | Utilities, infrastructure, and public health protection | Road and rail infrastructure, telecommunications, waste |
| ***CRITICAL USERS*** | Financial systems continuity | Banks and payment systems |
| ***CRITICAL USERS*** | Other health and safety — enabling works | Emergency construction, repair, and maintenance |
| ***CRITICAL USERS*** | National security, border integrity, and international obligations | Defence, customs, border biosecurity |
| ***CRITICAL USERS*** | Public and passenger transport | Buses, trains, ferries |
| ***CRITICAL USERS*** | Airport operations | Airports, ports, Pacific connectivity services |
| ***CRITICAL USERS*** | Ports, shipping, and border trade | Ports, shipping, and border trade |
| ***CRITICAL USERS*** | Animal welfare | Animal transport, care, and rescue |
| ***CRITICAL USERS*** | Other core state functions | Schools and education providers |
| ***CRITICAL USERS*** | Education continuity | Schools and education providers |
| ***CRITICAL USERS*** | Corrections, custodial services, justice sector | Courts and tribunals |
| ***CRITICAL USERS*** | Broadcasting and media | Broadcasting and media |
| ***CRITICAL USERS*** | Marae and emergency operation centres | Marae and emergency operation centres |
| **FOOD AND FREIGHT** | | |
| ***FOOD AND FREIGHT*** | Freight, logistics, and distribution | Trucks, rail networks, and food distribution services |
| ***FOOD AND FREIGHT*** | Farming and food production | Food and FMCG producers, growers and importers |
| ***FOOD AND FREIGHT*** | FMCG production, processing, storage and distribution | Food and FMCG processors and manufacturers |
| ***FOOD AND FREIGHT*** | Supply chains that support food production | Packhouses, storage and transitional facilities; Food and FMCG packaging manufacturers |
| ***FOOD AND FREIGHT*** | Retail to consumer food distribution networks | Supermarkets and food delivery |

| | | |
|---|---|---|
| *FOOD AND FREIGHT* | Export facilitation | Commercial fishing and fish processors; Forestry and wood processing supporting food and FMCG |
| **COMMUNITY AND COMMERCIAL USERS** | | |
| *COMMUNITY AND COMMERCIAL USERS* | Commercial passenger transport (non-critical) | Contracted training and employment services; Charter vans and rental vehicles |
| *COMMUNITY AND COMMERCIAL USERS* | Long-term biosecurity activities | Long term pest management or conservation activities |
| *COMMUNITY AND COMMERCIAL USERS* | Manufacturing and processing of non-food products | Mining |
| *COMMUNITY AND COMMERCIAL USERS* | Construction and trades | Residential and commercial construction |
| *COMMUNITY AND COMMERCIAL USERS* | Retail, hospitality, and office-based activities | Shops, cafes, restaurants, personal services |
| *COMMUNITY AND COMMERCIAL USERS* | Tourism and events | Tourism and event operations |
| *COMMUNITY AND COMMERCIAL USERS* | Wildlife management activities | Wildlife management activities |
| *COMMUNITY AND COMMERCIAL USERS* | Tertiary education | Universities, polytechnics, wananga |
| *COMMUNITY AND COMMERCIAL USERS* | Other commercial and community users | Any other commercial user |
| **GENERAL PUBLIC** | | |
| *GENERAL PUBLIC* | Private motorists | Commuting; Personal travel |
| *GENERAL PUBLIC* | Recreational marine users | Recreational boating and fishing; Jetskis and other personal marine craft |
| *GENERAL PUBLIC* | Other personal users | Other personal users |

# 5. Community Resilience Programme

**(The Chair) (Report prepared by Nikki Hannan)**

## Purpose of Report

1. To provide the Committee with a strategic overview of the Marlborough Emergency Management (MEM) Community Resilience Programme, and to seek the Committee's endorsement for MEM to adopt and apply the programme across the district's communities.

## Executive Summary

2. The Community Resilience Programme is one systematic means by which MEM discharges Marlborough District Council's statutory duty to plan and provide for civil defence emergency management within its district. In our community resilience planning portfolio, it replaces ad hoc, relationship-dependent engagement with a documented, evidence-based and repeatable methodology that can be reported to governance, defended against assurance processes, and sustained across staff changes.

3. The programme is postured for delivery by the Community Resilience Team across Marlborough's twenty-one geographic communities (communities of place), from urban Blenheim to the remote Sounds, applying one consistent framework adapted to each community's circumstances. Four elements make it systematic rather than anecdotal:

    a) a five-phase engagement framework defining how a community moves from initial research to sustained, self-directed capability, with defined gate conditions at each transition;

    b) a weighted fifteen-indicator assessment matrix (Matrix v6.2) that converts documented community data into an auditable resilience score and Red, Amber or Green status;

    c) a three-tier Community Emergency Plan (CEP v4.1) built around Privacy Act 2020 obligations, giving each community an owned, endorsed plan without exposing personal information; and

    d) a connected product suite that links community-level work to governance reporting through a single, traceable data flow.

4. The framework and its instruments are now built and validated, having been developed and tested using two existing Community Plans as a pilot. The programme's current priority is the systematic application of that framework across all twenty-one geographic communities. Its central constraint is capacity: a small, dedicated team has built the system and begun applying it, the pace of district-wide roll-out depends on sustained resourcing.

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## RECOMMENDATIONS

**That the CDEM Group Committee:**

1. **Receive the report on the Community Resilience Programme.**
2. **Endorse the adoption and application by Marlborough Emergency Management of the Community Resilience Programme: the five-phase engagement framework; the Resilience Measurement Matrix (v6.2); and the three-tier Community Emergency Plan (v4.1), as the district's systematic means of delivering the community-resilience objectives of the Marlborough CDEM Group Plan 2025–2030.**
3. **Note that the programme is grounded in the Civil Defence Emergency Management Act 2002, the Guide to the National CDEM Plan 2015 and the National Disaster Resilience Strategy 2019, and that its measurement matrix is aligned with recognised international and New Zealand resilience frameworks and post-event evidence.**
4. **Note that the programme currently addresses the twenty-one geographic communities and is designed to include communities of population and interest, including culturally and**

**linguistically diverse (CALD), faith-based, marae-based and disproportionately affected groups as capacity allows.**

**5. Note that delivery across all communities is constrained by team capacity, that the intended next step is engagement with wider sector networks and system partners to share and test the methodology. New Zealand Red Cross and Health New Zealand (formerly NMDHB) have expressed interest in collaborating and data sharing.**

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## The Strategic Challenge

5. **Marlborough is many communities, not one:** Following the National Disaster Resilience Strategy 2019, the programme understands a community as people connected by place, by population, or by interest and recognises that people belong to more than one. The district holds about 52,200 residents across more than 10,000 square kilometres of land and 725,000 hectares of marine area. Most live in and around Blenheim and Picton, but many small, dispersed communities lie throughout the Sounds and the inland valleys. Because the population is so dispersed, a number of communities must be able to become self-reliant for an extended time following an emergency.

6. **A shared hazard profile, a ten-day standard:** Every Marlborough community sits within the same regional hazard and risk profile: earthquake (including the Wairau Fault and the Hikurangi subduction zone); tsunami; flooding; storm; and wildfire, but each has its own unique exposure. That shared hazard and risk profile sets a region-wide operational standard of ten days' community self-sufficiency, which becomes more acute the more isolated a community is.

7. **Where the risk is most acute:** For isolated communities the defining risk is not any single hazard but the compound failure that follows one: road access is lost, the community is isolated, power fails, communications fail, and the community can no longer signal distress or receive situational awareness, so welfare harm accumulates unchecked. This is the documented pattern from the Kaikōura earthquake (2016) and Cyclone Gabrielle (2023), and it is the operating risk profile for several Marlborough communities. Acute risk is not only geographic: within any community, older residents, disabled people, new migrants and those for whom English is a second language may be disproportionately affected, and the programme gives them particular attention. Isolation of place and vulnerability of people are treated as distinct dimensions and scored as separate indicators.

8. **One framework, adapted to every community:** The programme applies one consistent, evidence-based framework and adapts its engagement to each community, whether urban centre, rural or remote community, or community of interest. It is grounded in the Marlborough context of recurring rather than hypothetical isolation; small, tightly connected communities where trust is earned through presence and follow-through; a strong self-reliance culture; seasonal population shifts; and distance from services. Marae are engaged as partners and self-determining entities with their own governance, not treated as resources.

### *Legislative and Policy Mandate*

9. **A statutory obligation, not a discretionary activity:** The programme is written to principles rather than to section numbers, so that it remains valid through the current legislative transition. Its anchors are:

    a) **CDEM Act 2002:** section 64 (the local-authority duty to plan and provide for CDEM within the district, and the statutory basis on which Council resources the programme); section 17(1)(g) (the Group's public-awareness function, which community education delivers); and sections 60–65 (lifeline utilities), reflected in the weighting of the matrix's infrastructure indicators. These will be updated to match pending new legislation.

    b) **National guidance:** the Guide to the National CDEM Plan 2015 (section 23, public education and community engagement), which this programme operationalises, and the National Disaster Resilience Strategy 2019, which frames resilience across the natural, built, social and economic environments.

    c) **Regional and TeTiriti O Waitangi:** the Marlborough CDEM Group Plan 2025–2030, whose community-resilience objectives the programme delivers (Objective 4 under Reduction;

Objectives 13–15 under Readiness); and Te Tiriti o Waitangi, with the eight Te Tauihu iwi holding formal partnership status and Māori engagement embedded as a continuing obligation at every phase.

10. **Transition-ready:** Because the programme is written to principles and already embeds Te Tiriti o Waitangi obligations, the new Emergency Management Bill (reported back but not yet enacted, with the 2002 Act remaining in force) is expected to strengthen the programme rather than disrupt it.

## *The Engagement Framework and Its Pedagogy*

11. **Five phases, gated transitions:** The programme structures MEM's work with each community across five sequential phases, each requiring defined gate conditions before a community progresses, with communities able to cycle back after a significant event, leadership change or annual review: *Research & Establishment* (desk research and initial iwi contact before substantive engagement); *Initiating Engagement* (first contact and a Privacy-compliant interest register); *Plan & Team Development* (a forming Community Emergency Team and completed plan); *Active & Capable* (exercises and agency relationships); and *Sustaining & Leading* (community-led practice through at least one review cycle or real event).

12. **Sound engagement pedagogy:** The phased, gated design reflects tested engagement practice: start by listening; lead with community strength rather than deficit; treat Māori engagement as a continuing thread renewed at each phase; work with seasonal timing; and maintain Privacy Act 2020 discipline at every step. The framework is deliberately calibrated to the Marlborough context: isolation that is real and recurring rather than hypothetical; small, tightly connected communities where trust is earned over time through presence and follow-through; a strong self-reliance culture that good engagement validates and builds on; seasonal population shifts that change who is available and when; and distance from services that raises both the stakes and the depth of local planning required. Marae are engaged as partners and as self-determining entities with their own governance, not treated as resources. MEM's role is to facilitate, demonstrate and advise — connecting communities with specialist agencies and resources rather than running the programme on a community's behalf. Each phase is aligned to the 4Rs so resilience is built across the full lifecycle rather than treated as a readiness-only exercise. The significance for governance is that this replaces staff-dependent knowledge with documented, repeatable, transferable practice: if a staff member leaves, the relationship and the record do not leave with them.

## *The Resilience Measurement Tool (Matrix): Evidence Based over Personal Impression*

13. **What it does:** The matrix translates documented community data into a structured resilience score, a phase placement and a RAG status, using criteria that can be audited and defended. It comprises fifteen indicators across five dimensions:

14. Preparedness & Planning;

- Risk & Vulnerability;
- Infrastructure & Resources;
- Community Characteristics; and
- Cultural

Each scored one to five from documented data, never from memory or assumption, and each mapped to one of the 4Rs. Scores drive a RAG status (Red at or below 2.0, Amber at or below 3.5, Green above 3.5) that informs where limited CDEM resource is directed.

15. **The forward-thinking feature & evidence-based weighting:** Twelve indicators carry equal weight; three infrastructure-related indicators are elevated on the strength of consistent international and New Zealand evidence that they are the primary drivers of compound vulnerability:

| Indicator | Weight | Rationale |
|---|---|---|
| Critical Infrastructure Resilience | 1.70 | Strongest multi-framework consensus; highest-weighted in NZ expert research; primary failure mode in the post-Gabrielle review. |
| Communication Infrastructure | 1.50 | A primary amplifier of isolation in Kaikōura and Gabrielle; existential for Sounds communities when road access is lost. |
| Geographic Isolation / Access | 1.35 | An antecedent condition that compounds the other two; set lowest so isolated communities' score range is not compressed. |

**Defensible, not merely asserted:** Weights are applied through a normalised calculation that preserves the one-to-five scale, so RAG thresholds remain valid, and the rationale is documented in a separate Weighting Methodology. Before the weights were activated, a sensitivity analysis was completed and passed: on realistic community profiles there were no RAG changes and no ranking reversals, with a maximum change of plus or minus 0.10. The result is an instrument that surfaces the compound-vulnerability profile of Marlborough's highest-risk communities rather than averaging it away, to the standard of defensibility NEMA and the Committee can reasonably expect.

## *The Community Emergency Plan: Community Owned and actionable*

16. **A three-tier plan built around ownership and practicality:** it is explicitly community-owned and community-driven, not a Council document imposed on a community. It provides actionable information for public use, a Community Emergency Team profile and contact register, and a summary of team actions and local assets connected through to the Emergency Coordination Centre giving the response system visibility of local capability before and during an event. Where the matrix assesses, the Community Emergency Plan is what a community owns and uses, it is a three-tier suite designed with Privacy Act 2020 obligations in mind:

    a) **Community Emergency Profile (public):** community overview, hazard summary and general information, with no personal or sensitive resource data, suitable for the Council website.

    b) **Emergency Action Summary (private):** activation, team roles and communication channels in a grab-and-go format, with contact details limited to the Coordinator and Radio Lead and displayed only with explicit written consent.

    c) **Action Plan & Resource Register (private):** the full operational plan, resource inventory and vulnerable-persons information, distribution limited to the team Coordinator and MEM staff with a legitimate programme purpose.

17. **Why the architecture matters:** The three-tier split is the mechanism by which the programme meets its disclosure obligations. It allows a genuinely public community profile without exposing personal or sensitive information and resolves the disclosure risk that arises where a single-document plan is published in full. A completed, community-endorsed plan is the key milestone of Phase 3 and feeds directly back into the matrix. The plan is designed to reflect the cultural composition of each community, with structured provision for mana whenua, marae, tikanga Māori, and cultural and CALD needs.

## *Architecture, Current State and Assurance*

18. **A connected, auditable suite:** The programme is organised in three layers, governance, CRT-operational and community-facing all linked by a single traceable data flow. Community engagement generates documented data; that data scores the matrix; matrix scores produce a phase placement and RAG status recorded in the Community Status Tracker; and the tracker is the basis for governance reporting. A single community conversation, properly documented, flows all the way to a committee report without a break in the evidential chain.

19. **Current state:** The framework, community assessment tool and planning instrument are built and validated; what remains is systematic application across all communities. The CRT's current view of where communities sit is indicative and pending formal gate validation, approximately twelve communities in Phase 1, five in Phase 2 and four in Phase 3, with Phases 4 and 5 not yet populated. These are working estimates, not gate-validated placements, and formalising them is part of the work now underway. No community-identifying or personal information is presented in this report.

20. **Assurance and the central constraint:** Community data is governed by the Privacy Act 2020, with the Information Privacy Principles embedded in phase gate conditions and the three-tier plan as the structural control; volunteer and staff safety is governed by HSWA 2015; and defensibility rests on scoring from documented data. The central constraint is capacity: a small, dedicated team has built a validated framework and begun applying it, but systematic application across all twenty-one communities, and progression into Phases 4 and 5, depends on sustained resourcing. The community investment sought is not for a new initiative but for consistent delivery of a framework already built, tested and aligned to the Group Plan. NEMA has advised this is the first integrated, auditable community resilience system of its type that it is aware of within a New Zealand CDEM Group.

21. **Next steps:** Following endorsement, the intended next step is engagement with wider sector networks and system partners to share the methodology, test it against sector best practice, and contribute to a consistent national approach to community resilience measurement. Systematic application across the district, extension to communities of population and interest, and progression of communities into the later phases will proceed as capacity allows. While this programme was built prior to knowledge of the work being done by Hans Versteeg's team the concepts align and data sharing would be extremely useful. Going forward ARC GIS or similar geographic information systems integration would assist to maintain live situational awareness, and have local resources and assets mapped in real time.New Zealand Red Cross, Health New Zealand (formerly NMDHB) have expressed interest in collaborating and data sharing and NEMA and a number of CDEM groups are very interested in exploring the concepts of the methodology and programme suite. We would welcome and encourage collaboration with **infrastructure** partners such as Marlborough Lines, telecommunications providers and others.

## Presentation

A short presentation on the Community Resilience Programme will be given to support this report (5 minutes)

| | |
|---|---|
| Author | Nikki Hannan, Advisor Community Resilience |
| Authoriser | Marianne Aitken, Group Manager Council Operations (Acting) |

# 6. Mass Relief Planning for Catastrophic Events

**(The Chair) (Report prepared by Matt Kerr & Kaja Mazzotti-Vetter)**

## Purpose of Report

1. To provide the Committee with an overview of the Marlborough Mass Relief Operations Plan, the planning assumptions on which it rests, and the current status of the planning suite.

## Executive Summary

2. Mass relief is the coordinated provision of the essentials; shelter, food, water, sanitation and hygiene, to large numbers of displaced people over an extended period, when normal systems and supply chains have failed. It is the humanitarian core of the response to a catastrophic event: keeping the population alive, safe and in reasonable health and dignity while the region is unable to function normally.

3. The central message of this report is that a catastrophic event is different in kind, not merely in scale. A conventional response assumes the system around Marlborough remains intact and that outside help arrives within hours. The maximum credible event for this region (a magnitude 7.5 or greater earthquake on the Wairau Fault, which runs directly through the district) defeats those assumptions up front. The plan is deliberately built around that scenario so that smaller events can be scaled down from a larger framework.

4. The defining principle of the plan is that a portfolio of complementary strategies must operate simultaneously rather than sequentially. Sheltering tens of thousands of people cannot be achieved by opening more Civil Defence Centres. Demand is instead spread across many accommodation types from the outset, with people supported back to self-reliance as quickly as possible. The same logic applies across every workstream.

5. The Committee should note the status of the work. The Mass Relief Operations Plan, the Mass Relief Sanitation Plan and the Mass Relief Workstream Activity Matrix are all recorded on the MEM Plan Register at Level 2a (Drafting). They are substantial and maturing documents providing detailed operational guidance, but they have not been formally approved, released for multi-agency consultation, exercised or validated. No assurance is offered that the arrangements would function as designed until they have been tested. Because this way of undertaking a response is relatively new in New Zealand, we are dependent to an extent on partnered engagement with our fellow South Island Group Offices to come up with collective solutions. Collaborative work in this sense, along with our competing local priorities (eg Severe Weather planning) means this work should now take residual priority effort.

6. Progress on the suite since the last reporting round includes:

   a) Targeted updates to individual sections of the Mass Relief Operations Plan as subject matter expert input has been received.

   b) Redefinition of the Mass Relief Workstream Activity Matrix, which had experienced some alignment drift, as a high-level strategic coordination tool sitting above and referencing the detailed operational content rather than duplicating it.

   c) Preparation of an executive summary of the planning suite, from which this report is drawn, giving the Committee visibility of the substance of the work.

## RECOMMENDATIONS

**That the CDEM Group Committee:**

**1. Receive this report update on Mass Relief planning for catastrophic events.**

2. **Note the maximum credible event planning scenario of a magnitude 7.5 or greater Wairau Fault earthquake, and the resulting planning assumptions of extended regional isolation and the displacement of an estimated 20,000 to 30,000 people.**

3. **Note that the Mass Relief Operations Plan, Mass Relief Sanitation Plan and Mass Relief Workstream Activity Matrix are recorded on the MEM Plan Register at Level 2a (Drafting) and have not been approved, exercised or validated.**

4. **Note that further development of the Mass Relief planning suite remains subject to the Group Office's workplan prioritisation, with progress reported at a future reporting round.**

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## The Strategic Picture

7. **What mass relief is:** Mass relief planning in Marlborough is built around the guidance in NEMA's catastrophic planning work and the recognised mass care domains (food and non-food items, mass shelter and accommodation, and water, sanitation and hygiene) alongside supporting functions such as animal welfare and waste management.

8. **Different in kind, not just scale:** A conventional response, such as to a flood, assumes the wider system around Marlborough remains intact. Help can be brought in from neighbouring regions within hours to a day or two. Infrastructure and supply chains are degraded but recover quickly. The displaced population is in the tens or at most hundreds, and Civil Defence Centres are sufficient. A catastrophic event breaks every one of those assumptions concurrently, which is why mass relief requires its own planning rather than an extension of business-as-usual arrangements. The following table offers a comparison between routine responses and a catastrophic event.

| Dimension | Normal / routine response | Mass relief (catastrophic) |
|---|---|---|
| **Outside help** | Arrives within hours to a day or two | Days to weeks away; planned for as an assumption, not a certainty |
| **Infrastructure** | Degraded but largely functional | Water, wastewater, power and roads assumed failed |
| **Supply chains** | Continue with disruption | Broken — new chains built from local resources |
| **Displaced people** | Tens to hundreds | Up to tens of thousands |
| **Facilities** | Civil Defence Centres and commercial accommodation usually sufficient | A layered, multi-strategy shelter and accommodation system |
| **Duration** | Days | Weeks to months to years |
| **Population role** | Recipients of services | Active participants — self-reliance designed in |

### *Planning Scenarios*

9. **Maximum credible event:** The Wairau Fault runs directly through the Marlborough region. A magnitude 7.5 or greater event is the plan's maximum credible scenario, and the plan is deliberately designed around it so that smaller events can be scaled down from a larger framework. The planning assumptions are:

    a) **Regional isolation:** Marlborough cut off from outside road or rail support for an extended period (weeks to months) with no external resupply by those routes until they can be restored.

b) **Infrastructure failure:** reticulated water and wastewater systems assumed non-functional across every district scheme, with roads, bridges, power and communications severely damaged.

c) **Mass displacement:** an estimated 20,000 to 30,000 people displaced, a substantial proportion of the district's approximately 52,000 residents.

d) **Self-sufficiency:** the district must be able to sustain itself for a period before normal supply is restored.

10. **Other catastrophic scenarios:** Two further scenarios are considered for planning: a Hikurangi Subduction Zone earthquake with a local-source tsunami, displacing around 5,000 people primarily from coastal areas; and failure of the Taylor Dam, displacing around 8,000 from low-lying Blenheim township. Each has different geography and timing, which is itself an important planning lesson; there is no single response template that fits all events, although many of the underlying concepts and arrangements can be adapted.

## *The Core Concept – Layering Complementary Strategies*

11. **Layering, not sequencing:** Because no single approach can accommodate displacement on this scale, the defining principle is that a portfolio of complementary strategies operates simultaneously rather than being tried one after another. Sheltering 15,000 to 30,000 people cannot be achieved by opening more Civil Defence Centres. The displaced population is instead spread across many accommodation types at once, each suited to different needs:

a) **Shelter-in-place with support:** the default for most people, who remain in damaged but safe homes.

b) **Transport out of the region:** including to family and friends, for those who can support themselves elsewhere.

c) **Higher-support options:** Civil Defence Centres for the most vulnerable, together with commercial accommodation, marae-based accommodation, and hosted or billeting arrangements.

d) **Neighbourhood shelter villages and repurposed buildings:** for those without other options.

12. **Why this matters:** Layering is the deliberate design response to scale, and it makes the response resilient: if one strategy fails or fills up, the others continue. The plan is explicit that the goal is to spread demand across all available options from the outset and to support people back to self-reliance as fast as possible.

## *Self-Reliance and External Assistance*

13. **Self-reliance is designed in, not hoped for:** Shelter-in-place in communities, with support where needed, is the preferred option wherever it is safe. Shelter villages are planned at neighbourhood scale rather than as large centralised camps because this preserves existing social networks and enables communities to self-manage. People are actively supported to help themselves and each other.

14. **External help is assumed, but its timing is treated carefully:** National support through NEMA, the New Zealand Defence Force and international aid is essential to the plan for things such as food parcels, water trucks, desalination, field kitchens and airlift through Woodbourne. The plan is deliberate that this support cannot be relied upon from day one. NEMA food parcels are expected no earlier than days three to seven, and national or international airlift capacity is a shared resource for which Marlborough would compete with other regions in a large-scale event. The first days are planned to be self-sufficient.

15. **Transition to central government:** Under clause 73 of the National Civil Defence Emergency Management Plan Order 2015, the Ministry of Business, Innovation and Employment is the agency responsible for coordinating the provision of temporary accommodation for displaced people. That

function is distinct from the shelter and emergency accommodation provided by CDEM Groups, which is conventionally understood as covering periods of up to about two weeks. The plan assumes handover on that basis, while recognising that an event of this scale would also challenge the capacity of the Temporary Accommodation Service and must be treated accordingly.

## *Statutory and Planning Context*

16. The following provides a brief overview of statutory enablement for Mass Relief Planning:

    a) **Civil Defence Emergency Management Act 2002:** the primary legislation establishing the duties of the CDEM Group. Mass relief delivery draws on emergency powers under the Act, including the requisitioning power in section 90 which supports the plan's ethical requisitioning arrangements. Note that section 90 applies only while a state of emergency is in force, and only where a Controller or constable considers the action necessary for the preservation of human life.

    b) **National CDEM Plan Order 2015 and the Guide to the National CDEM Plan:** the national framework for mass care and mass evacuation, which this plan operationalises at regional level.

    c) **Marlborough CDEM Group Plan:** MEM's own overarching plan, which this operational plan supports.

    d) **Water Services Act 2021:** engaged because emergency drinking water supply carries obligations to Taumata Arowai. The plan reflects this through mandatory accredited laboratory testing of groundwater before public distribution.

    e) **Food Act 2014:** governs the redistribution of food from commercial premises, requiring Environmental Health Officer sign-off, which the plan builds in as a non-discretionary gate.

    f) **Emergency Management Bill (No. 2):** the Bill would repeal and replace the Civil Defence Emergency Management Act 2002 but has not yet been enacted, and the Act remains in force. The plan's principles are consistent with the direction of the reform, and the plan will be updated as and when the new legislation takes effect.

## *Status of the Planning Suite*

17. **Maturity:** All three mass relief documents sit at Level 2a (Drafting) on the MEM Plan Register: the Mass Relief Operations Plan (v1.0, May 2026), the Mass Relief Sanitation Plan (May 2026) and the Mass Relief Workstream Activity Matrix (v2.0, December 2025). A working draft exists and is being actively developed, but none has been released for external agency consultation, formally approved, exercised or validated, pending wider CDEM sector engagement. The Committee is asked to receive this report on that basis.

18. **Relationship between the documents:** The Activity Matrix was developed before the Operations Plan and had experienced some drift as planning has progressed. Its purpose has been redefined so that, rather than duplicating operational detail already captured in the Operations Plan, it provides a workstream-level view of phased response activities that sits above and references the detailed operational content. This clarifies the relationship between the two documents and ensures each serves a defined purpose without unnecessary duplication.

19. **Ongoing development:** A number of elements are identified within the plan itself for ongoing development, including confirmation of certain arrangements with external partners and further development of supporting procedures. These are documented as next steps, reflecting transparent planning practice. The plan is designed to be kept current through a regular or post-event review cycle.

20. **Prioritisation:** The Group Office's draft FY 2026/27 workplan records catastrophic and CATPLAN planning as deliberately deprioritised pending wider South Island and sector participation, while the mass relief suite reported here represents substantial completed work against the region's maximum credible event.

## What the Plan Covers

21. The following summarises each workstream of the Mass Relief Operations Plan at a high level. Section numbers refer to the full plan.

22. **Food and Non-Food Items (Section 3):** covers how the district is fed when commercial supply has been disrupted and the region is isolated. The central insight is that the response is not about managing existing supply chains but building new ones from available resources.

    a) **Four tiers pursued simultaneously:** restoring commercial retail even in degraded form as the fastest route to self-reliance; pop-up and mobile retail; ECC-coordinated distribution points using local and requisitioned stock; and NEMA parcels.

    b) **Supply and intake:** NEMA food parcels, supermarket partners, wholesale suppliers and hospitality-sector stock, funnelled through two regional intake points at Woodbourne Airport and Picton Port.

    c) **Local distribution:** neighbourhood distribution points with a target maximum three-kilometre walking distance, using stranded commercial trucks.

    d) **Worth noting:** the plan treats NEMA parcel arrival as uncertain and early operations must not depend on it. Restoring commercial retail, rather than building a distribution network, is framed as the first question at every operational period.

23. **Mass Shelter (Section 4):** covers how 15,000 to 30,000 displaced people are accommodated across around a dozen strategies spanning immediate, short-term and medium-to-long-term options.

    a) **Allocation by need:** vulnerable people are matched to higher-support options while the general population is spread across the wider portfolio, with people moving between options as circumstances change.

    b) **Neighbourhood shelter villages:** up to fifteen potential Blenheim sites identified plus regional sites, deliberately kept small at 50 to 150 people to preserve community networks, opened progressively rather than all at once, against clear site-selection standards and non-negotiable safety requirements before opening.

    c) **Recovery handover:** transition to the Temporary Accommodation Service for medium-to-long-term housing, with shelter village sites able to carry through into cabin-based accommodation.

    d) **Worth noting:** shelter villages are deliberately framed as a high-effort, less-preferred option used only when other strategies are insufficient, reinforcing that keeping people in their own homes and communities is the goal.

24. **Water, Sanitation and Hygiene (Section 5):** covers the highest life-safety priority; safe water, management of human waste, and personal hygiene when reticulated water and wastewater have failed across the district. This is the most detailed workstream and is supported by the companion Mass Shelter Sanitation Operations Plan.

    a) **Water sources:** a community-by-community analysis for the whole district. The Wairau River is the proven, abundant primary source for Blenheim and the Wairau corridor, treated by boiling. Coastal communities are candidates for NZDF desalination, and east-coast communities including Seddon and Ward are flagged as high-risk and potentially requiring pre-positioned reserves.

    b) **Public health safeguard:** all groundwater from private bores and council boreholes must undergo accredited laboratory testing before public distribution, because of post-earthquake aquifer contamination risk, reflecting Water Services Act obligations to Taumata Arowai.

c) **Phased delivery:** a tanker fleet building from two local tankers to twelve to sixteen, progressing from a survival minimum of three to 7.5 litres per person per day toward the basic-needs standard of fifteen litres over time.

d) **Sanitation and hygiene:** a three-tiered sanitation approach against Sphere standards, plus showering, laundry and menstrual hygiene provision across three phases.

25. **Cooking and Food Preparation (Section 6):** covers how people safely prepare meals, wash dishes and dispose of greywater across different shelter settings, with centralised cooking at Civil Defence Centres transitioning to NZDF field kitchens, communal and household cooking at shelter villages, and household responsibility for shelter-in-place. Food safety and environmental management measures are designed to prevent disease, pooling and pest breeding. Collaboration with public health will be essential.

26. **Animal Welfare (Section 7):** covers companion animals, service animals and livestock. It matters because affected people should not have to choose between evacuation and their pets, and because animal welfare supports both wellbeing and the rural economy. Companion animals are sheltered with or near owners; service animals remain with owners at all times as a legal requirement; and livestock remains the property owner's responsibility, with MEM in a coordination role liaising with the Ministry for Primary Industries, Federated Farmers, the Rural Support Trust and Fonterra.

27. **Waste Management (Section 8):** covers waste collection from shelter facilities and distribution points to protect public health within severe fuel constraints. The approach is phased and prioritised, landfill-only in the emergency phase, with recycling and kerbside collection progressively reintroduced as fuel, crews and infrastructure allow. Commercial food spoilage is identified as one of the largest single waste events in a region-wide refrigeration failure, requiring coordinated disposal and building-safety clearance.

28. **Integration and Coordination (Section 9):** covers how the workstreams operate together under ECC coordination, recognising that they are interdependent and compete for the same scarce resources, with fuel likely to be a major constraint. Three site types are stood up by MEM — Civil Defence Centres, neighbourhood shelter villages and public distribution points — each integrating a different mix of workstreams. Shared resources include a single collection operation, a shared transport fleet on coordinated routes and a flexible volunteer pool, all driven by the principle that every vehicle movement must have a purpose. Non-negotiable requirements apply before any shelter site opens: sanitation, hand hygiene, waste bins, confirmed water and basic shelter.

29. **Supporting detail:** Appendices to the plan include a detailed Day 1 collection plan governed by memoranda of understanding or CDEM Act authority, fuel-efficient and zone-based deployment options, set-up instructions for a 150-person neighbourhood shelter village, and technical instructions for water, sanitation and hygiene.

## Presentation

A short presentation on the Mass Relief planning suite may be given to support this report at the Committee's request (10-15 minutes)

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|---|---|
| Author | Matt Kerr, Emergency Services Manager<br>Kaja Mazotti-Vetter, Senior Advisor Welfare and Planning |
| Authoriser | Marianne Aitken, Group Manager Council Operations (Acting) |

*Attachment 6.1*

## DRAFT - Marlborough Mass Relief – Workstream Activity Matrix (Hazard Agnostic)

| | 0 Operational readiness | 1 Elevated threat | 2 Credible threat | Event Impact | 3 Immediate Response | 4 Initiate Coordinated Response | 5 Sustained Response |
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| **Population Based Needs Assessment** | **Maintain a baseline PBNA** for Marlborough using Statistics NZ data, covering permanent and visitor populations (incl seasonal variation), and the mapping of vulnerable populations and areas. *Current planning population figures are held in the Mass Relief Operations Plan.*<br><br>Train Welfare staff on PBNA methodology<br><br>Exercise PBNA processes when opportunity arises<br><br>Apply international humanitarian standards (Sphere Handbook) for shelter, water and nutrition planning — *see Mass Relief Operations Plan for adopted rates.* | Review baseline PBNA and prepare preliminary population estimates for potentially affected areas, adjusting for current seasonal factors and visitor numbers<br><br>Brief key stakeholders on current population baseline and the PBNA update process to be used during a response | Coordinate with Intelligence function to establish reporting timelines and<br><br>Engage with community leaders for local intelligence<br><br>Maintain updated information flows to Operations and Planning functions | | Share initial findings with NEMA to inform push-model response<br><br>Track population movements and document status of isolated communities<br><br>Identify and prioritise vulnerable populations and special needs, including cultural and dietary requirements, to inform resource deployment and workstream planning | Update PBNA with actual data and revise population displacement figures<br><br>Analyse gaps between identified needs and resource availability<br><br>Establish and monitor effectiveness indicators for relief operations | Maintain regular PBNA update cycle to assess medium and long-term population needs across all affected communities<br><br>Support recovery planning with needs-based data and prepare handover of the PBNA function to recovery structure<br><br>Document lessons learned for future events |
| **Population Evacuation and Relocation** | Map credible evacuation and relocation scenarios by hazard, identify which populations may require relocation, and confirm that assembly areas and reception points sit outside tsunami and flood hazard zones<br><br>Establish arrangements with transport providers (marine operators, ferry, air, road) and confirm staging areas and infrastructure to support evacuation and relocation<br><br>Develop evacuation and relocation public messaging templates (including multilingual versions via the Visitor/Tourist Support workstream) and confirm warning channels<br><br>Identify populations requiring assisted evacuation (mobility, medical, no transport) and pre-plan how they will be moved, in coordination with Healthcare Integrations and Welfare | Review population estimates for potentially affected areas, adjusting for seasonal factors and current visitor numbers<br><br>Deploy prepared public messaging on potential evacuation scenarios and preparation requirements<br><br>Verify readiness of staging areas and transport infrastructure — *see Mass Relief Operations Plan* | Alert commercial marine operators and transport providers, confirm availability and place on standby<br><br>Activate staging areas and reception points and identify access route constraints — *see Mass Relief Operations Plan*<br><br>Issue precautionary public messaging on evacuation routes, assembly points and preparation requirements<br><br>Confirm arrangements for assisted-evacuation populations with relevant support functions | | ***NOTE: For no-warning events (earthquakes, local tsunamis), Phases 1-2 activities must be completed concurrently.*** | Activate vessel and transport support to evacuate cut-off Sounds and coastal communities<br><br>Operate staging areas and reception points; register evacuees on arrival and route them into shelter/accommodation and needs assessment processes<br><br>Prioritise and move assisted-evacuation populations; track movements to support reunification<br><br>Begin coordinating onward transport out of region for those who can self-support elsewhere, prioritising stranded visitors — *see Mass Relief Operations Plan* | Sustain relocation and onward-transport operations as ferry, air and road capacity is restored<br><br>Support managed return of evacuees as hazard zones are cleared and homes and infrastructure assessed safe; coordinate with Recovery on phased repopulation<br><br>Stand down staging areas and reception points as demand falls; evaluate effectiveness and document lessons learned for future events |
| **Food and non-food items (Fast Moving Consumer Goods) - FNFI** | Understand regional FMCG supply chain and establish agreements with local suppliers, national distributors and commercial retail partners — *see Mass Relief Operations Plan* | Verify status of logistics hub and regional distribution network — *see Mass Relief Operations Plan* | Alert NEMA and commercial retail partners regarding potential food and NFI supply requirements | | ***NOTE: For no-warning events (earthquakes, local tsunamis), Phases 1-2 activities must be completed concurrently.*** | Track distribution tier status by area (commercial retail / pop-up retail / ECC distribution / NEMA parcels) and actively progress each area toward | Transition from push-model to demand-driven distribution as situational awareness improves and population patterns stabilise |

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| | Confirm primary logistics hub and regional distribution network — *see Mass Relief Operations Plan*<br><br>Maintain awareness of average food and non-food item stock levels across the region<br><br>Apply a tiered, multi-source supply strategy — prioritising restoration of commercial retail and self-reliance pathways, supported by ECC-coordinated distribution and NEMA supply where required — *see Mass Relief Operations Plan for tiered distribution model.* No single source can meet population-scale demand in a catastrophic event<br><br>Develop a Supermarket Restoration Checklist with retail partners (including the Foodstuffs Emergency Management contact) to support rapid Day 1 assessment of degraded-operations trading — *see Mass Relief Operations Plan*<br><br>Prepare public messaging regarding food and essential supplies | Verify supply chain capacity and analyse potential disruptions<br><br>Confirm fuel allocation priorities and assess regional fuel supply vulnerabilities — *see Mass Relief Operations Plan*<br><br>Review supplier agreements and memoranda of understanding | Confirm with retail partners whether degraded-operations trading (generator power, manual/cash sales, reduced range) can be activated for potentially affected areas<br><br>Activate supplier agreements and prepare distribution plans<br><br>Pre-position critical supplies at logistics hub and distribution network if time allows<br><br>Confirm transport capacity for supply movement from intake points to distribution network<br><br>Coordinate collection priorities with WASH and Mass Shelter workstreams — *see Mass Relief Operations Plan*<br><br>Roll out prepared public messaging regarding food and essential supplies<br><br>ECC functions to coordinate on supply status and distribution readiness | | Assess options to support commercial retail restoration (degraded-operations trading, pop-up retail) in parallel with activating ECC-coordinated distribution and pursuing NEMA supply — *see Mass Relief Operations Plan*<br><br>**Deploy Day 1 Collection Teams** to conduct ethical requisitioning from local commercial retailers — any food collected requires Environmental Health Officer sign-off (under the Food Act 2014) before public distribution; this is non-discretionary and must be built into collection operations — *see Mass Relief Operations Plan*<br><br>Prioritise **driver welfare for stranded commercial vehicles** before repurposing trucks for distribution; allow a 24–48-hour setup period before organised operations commence<br><br>Identify supply chain disruptions and support implementation of contingency routes<br><br>Establish local distribution points in accessible locations and deploy token/registration systems<br><br>Coordinate with NEMA regarding airlift/sealift of food and NFI parcels to Woodbourne Airport<br><br>Deploy FNFI from Woodbourne to regional distribution hubs (for both, Emergency shelter and shelter in place residents)<br><br>Deploy initial supplies to Civil Defence Centres and local distribution points<br><br>Coordinate with animal welfare regarding pet requirements<br><br>Track population movements and document community-led distribution capabilities<br><br>Share initial findings with NEMA to inform push-model response | commercial restoration — *see Mass Relief Operations Plan*<br><br>Implement distribution schedules once NEMA parcels reach the primary logistics hub; deploy truck-based distribution teams to Blenheim distribution points and regional nodes — *see Mass Relief Operations Plan*<br><br>Operate token/registration system at each distribution point to track household allocations and prevent duplication — *see Mass Relief Operations Plan*<br><br>Coordinate with NEMA supply chain on volume, product mix and delivery schedule; align tactical allocation across Woodbourne Airport and Picton Port based on what actually arrives, which distribution points are operational, and which commercial retailers have reopened — *see Mass Relief Operations Plan*<br><br>Monitor distribution metrics to identify underserved communities; deploy mobile/reserve stock to address uneven uptake<br><br>Integrate community-led distribution initiatives where they are operational and effective<br><br>Conduct daily ECC coordination meetings across NEMA liaison, retail partners and wholesale suppliers to manage gaps and avoid duplication; reduce frequency as patterns stabilise — *see Mass Relief Operations Plan for coordination schedule*<br><br>Coordinate with WASH workstream on hand hygiene infrastructure at distribution points<br><br>Coordinate feed and water distribution for affected animals in conjunction with Animal Welfare workstream<br><br>Assess capacity for field kitchens or community cooking in areas where household cooking is not possible; | Monitor commercial retail reopening; reduce or close distribution points where retailers are operational and residents can purchase; maintain distribution for shelter populations and vulnerable/isolated communities until full commercial restoration — *see Mass Relief Operations Plan*<br><br>Assess ongoing nutritional and food security requirements, particularly for populations in Civil Defence Centres, Mass Shelter sites, and isolated communities; coordinate with PBNA<br><br>Coordinate ongoing animal feed and water distribution with Animal Welfare workstream; adjust as conditions allow<br><br>Support restoration of normal commercial supply chains where ECC coordination can assist (e.g. fuel prioritisation, logistics access)<br><br>Transition ECC coordination meetings to email/check-in cadence; plan demobilisation of emergency distribution in line with commercial recovery<br><br>Evaluate effectiveness of food and non-food item distribution across all phases; document lessons learned for future planning |

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| | | | | | Implement fuel prioritisation for collection and distribution vehicles (Priority 2 in fuel hierarchy) | coordinate with Mass Shelter workstream<br><br>ECC Controller authorises all expenditure; issue official receipts for all requisitioned or purchased stock — *see Mass Relief Operations Plan for financial arrangements*<br><br>Analyse gaps between assessed needs and resource availability; establish and monitor distribution effectiveness indicators | |
| **Mass Shelter and Accommodation** | Build awareness of the accommodation strategies, from shelter-in-place (with support) through to long-term housing solutions, and the criteria for matching displaced people to appropriate options. **Shelter-in-place (with support) is the default for most of the population** — *see Mass Relief Operations Plan for full strategy list*<br><br>Neighbourhood Shelter Villages require significant pre-planning, effort and resource to establish — they are not a preferred option where other accommodation strategies are sufficient to meet displacement demand — *see Mass Relief Operations Plan*<br><br>Confirm and map Civil Defence Centres and designated Shelter Villages sites across Marlborough — *see Mass Relief Operations Plan*<br><br>Maintain relationships with accommodation portfolio partners (such as iwi for marae-based accommodation and Destination Marlborough for commercial accommodation)<br><br>Maintain relationships with Council teams re facility status (Building Control, RMA Consents, Parks and Open Spaces) — *see Mass Relief Operations Plan for partner detail*<br><br>Foster relationships with volunteering organisations for staffing, including Red Cross, Public Health, and NZRT-20<br><br>Maintain tiered registration and needs-assessment scaled for catastrophic numbers: light-touch for self-managing populations, fuller assessment for managed accommodation, pre-populated from PBNA data, with surge | Review displacement estimates for potentially affected areas against accommodation portfolio capacity — *see Mass Relief Operations Plan*<br><br>Assess which accommodation strategies are likely to be needed and at what scale for the specific threat type; confirm shelter-in-place viability for affected areas<br><br>Verify status of Civil Defence Centre facilities and designated Shelter Village sites — *see Mass Relief Operations Plan*<br><br>Notify potential standup to volunteers and volunteering organisations including NZRT-20, Civil Defence Centre supervisors and teams<br><br>Review WASH workstream readiness — sanitation infrastructure is a non-negotiable prerequisite before managed shelter sites can open | Liaise with accommodation partners (such as iwi for marae-based accommodation and Destination Marlborough for commercial accommodation) to confirm ability and availability to stand up in response — *see Mass Relief Operations Plan*<br><br>Prepare Civil Defence Centres and priority Shelter Village sites for activation; pre-stage supplies in conjunction with Collection Teams — *see Mass Relief Operations Plan*<br><br>Roster Civil Defence Centre supervisors and teams; stand up first shift<br><br>Confirm medical support arrangements in Civil Defence Centres and Neighbourhood Shelter Village sites with health services<br><br>Confirm transport arrangements for people unable to self-evacuate to shelter — *see Mass Relief Operations Plan*<br><br>Coordinate with WASH workstream on sanitation infrastructure readiness for priority sites<br><br>Roll out prepared public messaging positioning shelter-in-place and self-evacuation to family/friends in unaffected areas as the encouraged first options for those able | | ***NOTE: For no-warning events (earthquakes, local tsunamis), Phases 1-2 activities must be completed concurrently.***<br><br>**Shelter-in-place with support is the default for most of the population** — actively promote this through public messaging<br><br>Where still feasible, encourage self-evacuation to family/friends in unaffected areas (in a catastrophic event this option may be limited)<br><br>Activate Civil Defence Centre facilities prioritising vulnerable populations (elderly, disabled, medical needs, families with very young children)<br><br>Roll out other accommodation strategies in parallel to maximise coverage — *see Mass Relief Operations Plan for activation sequence and site list*<br><br>Utilise marae-based accommodation where iwi have offered usage<br><br>Deploy NZRT-20 and volunteers to priority sites; coordinate Day 1 Collections with WASH and FNFI workstreams for integrated supply gathering with the aim of standing up shelter villages<br><br>Standup shelter villages, ensuring non-negotiables are in place before opening; this requires coordination with WASH | Track accommodation status across the strategy portfolio and where conditions allow, actively progress each area toward self-reliance pathways — *see Mass Relief Operations Plan*<br><br>Expand managed shelter capacity based on updated displacement estimates; bring short-term accommodation strategies online (hosted/billeting, repurposed buildings, camping grounds) — *see Mass Relief Operations Plan for full strategy list and deployment guidance*<br><br>Transition Shelter Villages from standup to maintenance staffing model — *see Mass Relief Operations Plan*<br><br>Implement fuller needs assessment for people in managed accommodation, building on site-level registration data; use PBNA data to identify gaps and unmet needs; request surge registration support via Inter-Regional or International Collaboration if capacity is exceeded<br><br>Implement security arrangements appropriate to site type; support family reunification, special needs, privacy and cultural requirements where possible<br><br>Coordinate animal-friendly accommodation options with Animal Welfare workstream<br><br>Establish regular shelter reporting cycle from site coordinators to ECC; | Transition from immediate and short-term accommodation strategies toward medium-to-long-term options (residential rentals, transitional housing via MBIE TAS, portable cabins, repair-and-return) as conditions allow — *see Mass Relief Operations Plan for full strategy list*<br><br>Maintain managed shelter for populations unable to transition, particularly those with complex needs, until appropriate medium-term solutions are confirmed<br><br>Monitor progressive stand-down of immediate and short-term strategies as people return home or move into stable accommodation — *see Mass Relief Operations Plan for stand-down criteria*<br><br>Coordinate with Recovery on housing restoration, phased repopulation and decommissioning of managed shelter sites<br><br>Evaluate effectiveness of accommodation strategies across the portfolio; document lessons learned for future planning |

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| | capacity via Inter-Regional Collaboration — *see Mass Relief Operations Plan*<br><br>Develop shelter management and personnel plans, train supervisors and teams, include a standardised job aid for rapid site-level registration capture — *see Mass Relief Operations Plan*<br><br>Ensure Mass Shelter plans align to Sphere Handbook standards — *see Mass Relief Operations Plan for specific ratios and figures*<br><br>Assess accessibility for shelter facilities<br><br>Prepare public messaging that positions shelter-in-place and self-evacuation to family/friends as the encouraged options for those able to use them | | | | workstream— *see Mass Relief Operations Plan*<br><br>Initiate site-level registration; flag red-flag needs to ECC for priority follow-up — *see Mass Relief Operations Plan*<br><br>Share initial accommodation picture with NEMA to inform any national-level support decisions | monitor effectiveness across all active strategies<br><br>Conduct regular ECC coordination across accommodation partners; reduce frequency as patterns stabilise | |
| **WASH (Water Supply, Sanitation and Hygiene Promotion)** | Map water infrastructure and identify emergency water sources by location across Marlborough as reticulated supply will likely fail in a catastrophic event — *see Mass Relief Operations Plan*<br><br>Maintain awareness of water treatment requirements by source type and location, including the groundwater contamination risks that apply across the district following a major earthquake — *see Mass Relief Operations Plan*<br><br>Establish agreements with water tanker operators, sanitation service providers and digger operators — *see Mass Relief Operations Plan*<br><br>Maintain an inventory of water purification and sanitation equipment and critical consumables (including carbon materials for sanitation) — see Mass Relief Operations Plan<br><br>Apply a three-tiered sanitation approach matched to accommodation setting: Twin Bucket system for shelter-in-place households, modified existing facilities for Civil Defence Centres, and deep trench latrines for Shelter Villages — see Mass Shelter Sanitation Operations Plan<br><br>Pre-identify Shelter Village sites against sanitation siting criteria; identify waste consolidation and disposal locations — | Alert Volunteers and volunteering organisations as above (See ->FNFI and ->Mass Shelter)<br><br>Alert council water team, sanitation service providers and digger operators about potential event<br><br>Verify availability of critical resources: diggers, water tankers, portable sanitation equipment, hygiene supply stocks<br><br>Assess potential water and sanitation infrastructure impacts based on specific event<br><br>Coordinate with Mass Shelter workstream: which shelter sites likely to be activated as this affects where latrines needed<br><br>Coordinate with public health regarding water testing requirements for anticipated threat<br><br>Prepare threat-specific public messaging on water safety and hygiene | Pre-position water purification equipment and portable sanitation units<br><br>Prepare water distribution plans based on potential impact scenarios<br><br>Brief sanitation teams on deployment protocols<br><br>Coordinate with public health regarding water testing requirements<br><br>Prepare hygiene promotion materials for distribution | | Deploy emergency water supplies to affected communities<br><br>Establish basic sanitation facilities at shelters and community hubs<br><br>Implement water quality testing protocols in affected areas<br><br>Distribute hygiene kits and promote essential hygiene practices<br><br>Assess damage to water and sanitation infrastructure | Establish scheduled water distribution for areas without restored services<br><br>Deploy comprehensive sanitation solutions for longer-term use<br><br>Implement regular maintenance of temporary sanitation facilities<br><br>Launch targeted hygiene promotion campaigns to prevent disease<br><br>Coordinate with health services regarding water-related health risks<br><br>Where possible, enable culturally sensitive hygiene practices | Support restoration of permanent water and sanitation infrastructure<br><br>Maintain temporary services until permanent solutions are operational<br><br>Monitor water quality and adjust treatment as needed<br><br>Evaluate effectiveness of sanitation solutions and address issues<br><br>Plan transition of temporary services to recovery phase |

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| | see Mass Shelter Sanitation Operations Plan<br><br>Develop public health messaging for water safety, sanitation and hygiene — see Mass Relief Operations Plan<br><br>Ensure WASH plans align to Sphere Handbook standards across all accommodation settings — see Mass Relief Operations Plan and Mass Shelter Sanitation Operations Plan<br><br>Foster relationships with Public Health and Environmental Health regarding water testing requirements and food safety — see Mass Relief Operations Plan | | | | | | |
| **Psychosocial Support** | Map mental health services and resources across the Marlborough region<br><br>Establish psychosocial support networks with health providers and NGOs<br><br>Train appropriate staff in psychological first aid<br><br>Develop culturally appropriate support materials and resources<br><br>Create systems for identifying and referring individuals needing support in a catastrophic setting<br><br>Consider developing crisis counselling protocols | Alert psychosocial support organisations and review deployment procedures<br><br>Prepare public messaging on coping with stress and uncertainty<br><br>Check availability of psychological first aid providers<br><br>Review arrangements for supporting staff and responders<br><br>Liaise with Health regarding additional resources | Brief psychosocial support organisations on potential deployment<br><br>Pre-position support resources at potential shelters<br><br>Liaise with schools and aged care facilities on support needs<br><br>Establish welfare check protocols for vulnerable individuals | | Deploy psychological first aid to shelters and impact zones<br><br>Activate staff support systems for responders and volunteers<br><br>Where capacity allows, undertake psychosocial assessment within needs assessment<br><br>Where possible, provide immediate support for those experiencing acute distress<br><br>Establish referral pathways for those requiring specialised care | Implement comprehensive psychosocial support program<br><br>Liaise with cultural and community leaders on support initiatives<br><br>Monitor and support responder wellbeing through regular check-ins<br><br>Establish peer support networks in affected communities<br><br>Deploy targeted support for children and other vulnerable groups | Transition to longer-term psychosocial recovery<br><br>Monitor community wellbeing and adjust services<br><br>Support community resilience initiatives<br><br>Plan for anniversary events and other trauma triggers<br><br>Begin handover to regular health and social service providers |
| **Animal Welfare** | Map animal populations and identify key stakeholders (farms, kennels, etc.)<br><br>Establish animal welfare coordination network with MPI and stakeholders<br><br>Convene Animal Welfare Subfunction Group (AWSG) for planning<br><br>Develop plans for animal evacuation, rescue, and emergency housing<br><br>Maintain inventory of animal care resources and supplies<br><br>Train animal rescue teams and identify vet support options | Alert AWSG<br><br>Alert animal welfare organisations and check resource availability<br><br>Review plans for domestic, farm, and wildlife animals<br><br>Verify transport options for animal evacuation<br><br>Assess potential impacts on animal populations in threatened areas<br><br>Prepare public messaging on animal preparedness | Convene AWSG and establish liaison in ECC<br><br>Prepare animal shelter facilities and stage animal care supplies<br><br>Brief animal rescue teams on potential deployment requirements<br><br>Coordinate with AWSG and vet services regarding emergency support<br><br>Establish lost/found animal reporting system<br><br>Establish animal welfare assessment protocols (this should be done in Operational | | Activate animal rescue teams to affected areas<br><br>Assess need for international animal rescue and veterinary teams and if needed request to Regional/National Controller<br><br>Open emergency animal shelters and implement registration systems<br><br>Coordinate with human shelters on co-sheltering options<br><br>Address immediate animal welfare needs in impacted areas – think this needs to be | Conduct comprehensive animal welfare needs assessments – following initial mass relief support<br><br>Address specialised needs for livestock – unsure what you mean by this<br><br>Support mobilising vet services for injured and ill animals I think this should be Facilitation of access for injured and sick animals to veterinary treatment<br><br>Assess need for additional veterinary medicines.<br><br>Coordinate feed and water distribution for affected animals (this | Support reunification of animals with owners<br><br>Transition from emergency to sustained animal care<br><br>Address long-term displacement of animals<br><br>Evaluate effectiveness of animal welfare response<br><br>Plan transition to recovery phase for animal welfare services |

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| | Identify all possible sites for temporary animal shelters<br><br>Ensure HUHA cache is maintained | Identify possible sites for temporary animal shelters – **location depends on the event** | readiness phase – there is a template in the regional AWEM plan) | | incorporated into my comment – since this is a catastrophic event<br><br>**Need to note mass relief somewhere – which is likely to be based on guestimates from the population stats. Think this should be in previous column.**<br><br>**Also need to include Request food and veterinary support and supplies from Regional/National Controller**<br><br>Prepare for tracking and reunification of animals with owners | has to be also in in the Immediate Response column as well<br><br>Implement longer-term animal housing and care solutions<br><br>Plan for deaths of animals and disposal of carcases | |
| **Visitor / Tourist Support** | Map tourist accommodations, attractions, and visitor flows in Marlborough<br><br>Establish coordination networks with tourism operators and hospitality sector<br><br>Develop visitor-specific information resources in multiple languages<br><br>Create protocols for supporting international visitors during emergencies<br><br>Identify transport options for visitor evacuation or repatriation<br><br>In collaboration with Destination Marlborough (DM), develop visitor emergency contact protocols<br><br>Ready NEMA multilingual emergency communication templates | In Cooperation with Destination Marlborough (DM), alert tourism operators and accommodation providers<br><br>Prepare visitor-specific information and warnings<br><br>Assess current visitor numbers and locations throughout the region<br><br>Review communication channels for reaching visitors | Establish Destination Marlborough (DM) liaison in ECC<br><br>In collaboration with DM, liaise with accommodation providers on visitor preparedness<br><br>In collaboration with DM, brief tour operators on emergency procedures and expectations<br><br>In collaboration with DM, ECC PIM function and Council Customer Service, establish visitor information and support hotline<br><br>In collaboration with DM, ECC PIM and Council Customer Service, communicate locations of shelters<br><br>Prepare for potential international repatriation requirements | | Establish visitor welfare centres at key locations<br><br>Include visitors in the existing registration and needs assessment process<br><br>Support stranded visitors with immediate accommodation needs<br><br>Coordinate with NEMA and MFAT re: international citizens<br><br>Provide multilingual information on response and support services | Coordinate medium-term accommodation for displaced visitors<br><br>Support visitor repatriation or onward travel where possible<br><br>Support specific needs of international visitors (medication, documentation)<br><br>In collaboration with local organisations (eg Multicultural Centre), implement visitor support volunteer programs | Support remaining visitors with ongoing welfare needs<br><br>Resume tourism operations in unaffected areas where appropriate<br><br>Coordinate consistent messaging about regional tourism status<br><br>Evaluate visitor support effectiveness and suggest improvements<br><br>Plan transition to tourism recovery initiatives |
| **Healthcare Integrations** | Map healthcare facilities and resources across Marlborough region<br><br>Establish coordination with healthcare providers (eg Public Health, Hospitals, Primary Health, Environmental Health)<br><br>Develop plans for medication supply continuity during emergencies<br><br>Identify vulnerable healthcare-dependent populations<br><br>Understand Health surge capacity plans | Alert healthcare providers (Public Health, Hospitals, Primary Health, Environmental Health) and review surge capacity<br><br>Check status of critical medical supplies and equipment<br><br>Verify backup power and essential service continuity for healthcare facilities | Establish Health liaisons in ECC (Public Health, Hospitals, Primary Health, Environmental Health)<br><br>Establish St John liaison in ECC<br><br>Prepare healthcare facilities for potential surge in patients<br><br>Liaise with healthcare providers on anticipated needs and roles | | Evaluate healthcare facility status and capacity in affected areas<br><br>Support deploying medical support to shelters<br><br>Establish regular reporting cycles and begin data consolidation<br><br>Implement triage protocols for healthcare services | Integrate healthcare services with welfare centres and shelters<br><br>Support implementing systems for ongoing medication access<br><br>Address specialised healthcare needs (dialysis, home care, etc.)<br><br>Deploy mobile health services to isolated communities<br><br>Coordinate specialist care for complex medical needs | Support restoration of routine healthcare services<br><br>Maintain alternative care options until infrastructure is restored<br><br>Monitor community health indicators and address emerging issues<br><br>Coordinate transition to recovery phase for healthcare services |

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| | Understand medical supply chain resilience strategies | Assess potential healthcare impacts based on threat scenario<br><br>Review plans for medication access during disruptions | Support deploying mobile medical teams if possible and required<br><br>Support liaison with pharmacies regarding medication access | | Coordinate patient evacuation from affected healthcare facilities if needed | | Evaluate healthcare response effectiveness and document lessons learned |
| **Primary Industry Continuity and Support** | Map critical primary industry infrastructure across Marlborough (vineyards, farms, aquaculture)<br><br>Establish coordination networks with industry groups and MPI<br><br>Provide guidance and support for industry developing Business Continuity Plans (BCPs)<br><br>Identify potential staging areas and distribution points<br><br>Create resource sharing frameworks for emergency situations<br><br>Connect with industry leaders | Alert primary industry stakeholder groups about potential impacts<br><br>Verify current supply chain capacity and potential vulnerabilities<br><br>Assess seasonal factors affecting vulnerability (harvest, etc.)<br><br>Check status of critical infrastructure supporting primary industries<br><br>Liaise with MPI regarding potential support requirements | Establish primary industry liaison within ECC<br><br>Activate industry emergency coordination mechanisms<br><br>Brief agricultural and aquaculture operators on protective measures<br><br>Coordinate with logistics regarding essential industry supplies<br><br>Prepare for potential animal welfare and biosecurity issues<br><br>Set up industry situation reporting processes | | Assess impacts on primary industry operation and infrastructure<br><br>Where possible and desired, support "shelter in place" setups for primary producers<br><br>Coordinate immediate support for affected operations (generators, fuel)<br><br>Address critical animal welfare and biosecurity concerns<br><br>Support assessment of affected areas for primary sector stakeholders | Implement comprehensive primary industry emergency support<br><br>Protect critical production and processing infrastructure<br><br>Support labour and resource sharing between operations<br><br>Support alternative processing and distribution arrangements<br><br>Integrate industry recovery needs into planning processes | Transition from emergency to business-as-usual operations<br><br>Support industry recovery<br><br>Evaluate economic impacts and support requirements<br><br>Begin transition to long-term industry recovery initiatives<br><br>Document lessons learned for future industry resilience planning |
| **Rural and Isolated Communities** | Ensure MPSN contact details are current<br><br>Map rural and isolated communities across Marlborough region<br><br>Support community-led Emergency Teams and Community Emergency Plans<br><br>Identify community resources and capabilities for self-sufficiency<br><br>Develop plans for supporting isolated areas during access disruptions<br><br>Where possible, develop pre-positioned emergency supply caches in strategic rural locations with limited telecommunications<br><br>Establish communication networks including VHF radios with communities<br><br>Identify communication dead zones and alternative communication methods | Alert community emergency groups and rural network groups (ie Rural Support Trust, Sounds Advisory Group, MPSN, Rural Women)<br><br>Check communication for isolated communities<br><br>Review transport access routes and alternatives<br><br>Assess seasonal factors affecting rural vulnerability<br><br>Prepare for potential prepositioning of critical supplies | Suggest activation of community emergency groups and rural network groups<br><br>Establish network liaison within ECC<br><br>Prepare for deployment of satellite communications if possible and needed<br><br>Coordinate potential aerial support requirements<br><br>Establish regular communication schedules with isolated areas<br><br>Consider supporting activation of Community Hubs in isolated locations | | Assess impacts and access for isolated communities<br><br>Deploy reconnaissance teams where safe and feasible. NB Reconnaissance may be done by air if road access or water access is not possible<br><br>Establish alternative communication methods if standard channels fail<br><br>Prioritise support, including medical, based on isolation severity and vulnerability<br><br>Liaise with helicopter operators for emergency access | Conduct comprehensive needs assessments – following initial mass relief support<br><br>Implement regular supply delivery schedules to isolated areas<br><br>Deploy welfare support teams to remote communities<br><br>Consider supporting community-led distribution systems for supplies<br><br>Coordinate temporary access solutions (4WD tracks, bailey bridges with NEMA)<br><br>Address specialised needs of rural communities (farm supplies, fuel) | Maintain support systems until normal access is restored<br><br>Support community-led recovery initiatives in isolated areas<br><br>Coordinate transition from emergency supply to normal services<br><br>Evaluate effectiveness of isolated community support<br><br>Document lessons learned for future rural emergency response |
| **Inter-Regional Collaboration and Support** | Map boundary regions (Nelson/Tasman, Canterbury, West Coast)<br><br>Prepare cross-boundary emergency response and coordination plans | Liaise with neighbouring regions about potential support<br><br>Review resource availability across regions | Brief regional partners on anticipated needs and capabilities | | Activate mutual aid agreements based on initial impact assessment | Manage ongoing resource sharing between regions<br><br>Coordinate accommodation and support for external personnel | Plan phased reduction of external regional support<br><br>Evaluate effectiveness of inter-regional collaboration |

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| | Develop resource sharing agreements for personnel and equipment<br><br>Create integrated communication systems to support regional coordination<br><br>Identify potential staging areas for inter-regional support<br><br>Plan transport corridors for movement of resources between regions<br><br>Create standardised inter-regional reporting templates | Assess potential impacts on roads between regions<br><br>Coordinate consistent public messaging across regional boundaries<br><br>Prepare for potential activation of mutual aid agreements | If possible, establish inter-regional coordination liaison within ECC<br><br>Coordinate potential resource deployments from unaffected regions<br><br>Prepare staging areas for receiving external support<br><br>Establish inter-regional coordination mechanisms and contacts<br><br>Align operational procedures for seamless integration of support | | Share situational awareness and intelligence with regional partners<br><br>Coordinate deployment of resources from supporting regions<br><br>Logistics to set up coordination systems to move resources between region | Implement rotation rosters for sustained support operations<br><br>Ensure consistent approaches across regional boundaries<br><br>Address cross-regional infrastructure and service dependencies | Document lessons learned for future responses<br><br>Begin transition planning for return of resources to home regions<br><br>Support joint recovery planning for cross-regional impacts |

# 7. National Emergency Management Update

**(Report prepared by Katy McRae)**

## RECOMMENDATION

**That the information be received.**

National Emergency Management Agency
Te Rākau Whakamarumaru

# NEMA Update

## Marlborough CDEM Committee

## 13 August 2026

### This report provides an update on:

- Work to strengthen the emergency management system, following the Government Inquiry into the Response to the North Island Severe Weather Events.
- The Emergency Management Bill (No. 2)
- The Emergency Management Sector Operational Systems Programme (EMS-OS)

### Emergency management sector update

In October 2024 the Government released their response to the Government Inquiry into the Response to the North Island Severe Weather Events - Strengthening Disaster Resilience and Emergency Management. The Government response provided some clear actions for next steps but also recognised that the work needed to strengthen the emergency management system would not be a quick fix. Nearly two years on, we have made good progress on establishing the foundations for system-wide improvement.

The Emergency Management Bill, which is expected to pass in this term of Parliament, provides the new legislative framework for emergency management in New Zealand. Over time, NEMA will develop supporting guidance, standards, rules and regulations with the emergency management sector. This work will happen over a number of years.

The Emergency Management Sector Operational Systems Programme (EMS-OS), which has been funded through Budget 2026, will provide the modern operational technology systems the emergency management sector needs, including a common operating picture.

The EMS-OS programme is the foundation that enables the further operational improvements in the Strengthening Emergency Management Roadmap that Cabinet has agreed to in principle. Work on a number of the initiatives in the Roadmap is already underway, including a new fit-for-purpose National Emergency Management Facility.

Collectively, these programmes give effect to the Government's intentions to strengthen and build an emergency management system that is equipped for responding to future emergency events, especially events that are large-scale.

It has taken a lot of work to get to where we are today, and strengthening the system will take further sustained effort over time. Across each of these programmes NEMA will continue to work closely with partners and key stakeholders in the emergency management sector. As the experts in implementation at the local level, your involvement is critical for making sure what is delivered is practical, reflects operational realities, and will enable you to carry out your roles and responsibilities effectively.

We recognise that there will be resourcing impacts in delivering this work, but ultimately this will address long-standing challenges and ensure New Zealand is better prepared to manage more frequent and complex emergencies now and into the future.

## Progress on the Emergency Management (No 2) Bill

The Emergency Management Bill (No. 2) has moved a step further, passing its second reading on 3 July. This follows the Governance and Administration Select Committee's report back to the House on 5 June 2026.

The Committee's report consists of an updated version of the Bill (with tracked changes) and commentary from the committee. Some of the more substantive changes include:

- Enabling multi-member Emergency Management Committees to co-opt additional members that have skills, attributes, or knowledge that would assist the committee's work – to be known as "associate members" to distinguish them from elected members
- Providing protection from civil liability for precautionary actions taken by official responders immediately before an emergency.
- Addressing the gap following local elections by enabling mayors to be sworn in early to declare a state of local emergency or local transition period.
- Creating a formal link between regional emergency management plans (group plans) and the long-term planning process under the Local Government Act 2002.
- Requiring Emergency Management Committees and local authorities to consider whether performing or exercising functions, duties, and powers under other relevant legislation (such as the Resource Management Act 1991) would support meeting responsibilities or duties under the Bill.
- Requiring representatives of disproportionately affected communities, iwi and Māori, and rural communities to be engaged on the National Emergency Management Strategy, and to be represented on Coordinating Executive Groups.
- Extending emergency powers to mitigate unreasonable or unnecessary pain or distress of animals to also be available during a transition period and clarifying that an animal can be relocated and passed to a suitable person who can address the animal's needs.
- Ensuring appropriate use of information provided by essential infrastructure providers.

While the Select Committee's recommendations are not Government policy, this reported-back version of the Bill can be treated as the current version.

The Bill now has some remaining parliamentary stages to complete, with Government announcing that it intends to pass the Bill this term.

## An update on the EMS-OS programme

EMS-OS is a once-in-a-generation opportunity to uplift the supporting operational technology systems for the emergency management sector. The programme will deliver four key technology solutions:

- A sector **foundational data platform** that consolidates key national, regional, and local datasets
- A sector data and visualisation tool (**Common Operating Picture**)
- **Operational tools** for emergency management personnel to task, collaborate, and manage resources during response and recovery.
- An upgrade to the **National Warning System** for timely, accessible alerts to the public.

### Delivery will be phased

- In the next 6-8 months we are making improvements to the National Warning System and Earth Observational Imagery, and some stand-alone operational tools for coordinators.
- In the next 8-18 months the focus will be on delivering data management, data platform improvements and enterprise and integrated operational tools for coordinators.

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- The full system is expected to take around three years to develop, with funding in place not only for delivery, but also to maintain, operate, and continue improving the capability over its lifecycle.

### Sector engagement required to develop further detailed business case

The EMS-OS programme will also develop a further detailed business case to extend the operational tools to the regional and local level. NEMA held a series of workshops with CDEM Groups across the motu during June and July, to help build shared understanding and test implementation assumptions. Thank you to those of you who took part in the workshop that was held in Nelson on 11-12 June. Your insights will help inform the next stage of programme planning for the business case.

**Katy McRae** | Senior Regional Emergency Management Advisor

**National Emergency Management Agency Te Rākau Whakamarumaru**

# 8. Information Package

## RECOMMENDATION

**That the Civil Defence Emergency Management Group Information Package dated 13 August 2026 be received and noted.**