



Climate Change and Environment Committee Meeting and Forum Agenda – 23 August 2023

NOTICE OF MEETING

This meeting will be held in the Supper Room, Waihinga Centre, 62 Texas Street, Martinborough and via audio-visual conference, commencing at 9:30am. The meeting will be held in public and will be live-streamed and will be available to view on our [YouTube channel](#).

Committee Membership: Councillor Rebecca Gray (Chair), Mayor Martin Connelly, Councillors Pip Maynard, Colin Olds, Martin Bosley, Kaye McAulay, and Violet Edwards-Hina (Māori Standing Committee representative)

All SWDC meeting minutes and agendas are available on our website:
<https://swdc.govt.nz/meetings/>

A. Open Section

A1. Mihi / Karakia Timatanga - Opening

A2. Apologies

A3. Conflicts of interest

A4. Public participation

As per standing order 14.17 no debate or decisions will be made at the meeting on issues raised during the forum unless related to items already on the agenda.

A5. Actions from public participation

A6. Extraordinary business

A7. Confirmation of minutes

Pages 3-9

Proposed resolution: *That the minutes of the Climate Changes and Environment Committee meeting held on 1 March 2023 and the forum held on 23 May 2023 are a true and correct record.*

A8. Matters arising from previous minutes

B. Information Reports from Chief Executive and Staff

B1. Cyclone Gabrielle – Recovery and Building Resiliency

Pages 10- 60

B2. Updates From Previous Committee Forum

Pages 61- 62

B4. Action Items

Pages 63-65

C. Forum presentations

Proposed resolution: *That Standing Orders are suspended for item C to allow for presentations as listed in the agenda.*

- Debbie O'Byrne – *BECA, Circular Economies* (30 mins)
- Will Hansen – *Earth Starch* (20 mins)

D Karakia Whakamutunga - Closing



Climate Change and Environment Committee Minutes from 1 March 2023

- Present:** Councillor Rebecca Gray (Chair), Mayor Martin Connelly, Councillors Kaye McAulay, Pip Maynard, Colin Olds and Martin Bosley.
- In Attendance:** Harry Wilson (Chief Executive Officer), Amanda Bradley (General Manager Policy and Governance), Russell O’Leary (Group Manager Planning and Environment), Paul Gardner (General Manager HR and Corporate Services), Leanne Karauna (Principal Advisor Māori) James Witham (Planning Manager) Sky Halford (Climate Change Advisor), Mandy De Ritter (Sustainability Advisor) and Amy Andersen (Committee Advisor).
Hamish Wesney (Boffa Miskell)
- Public Forum:** Dr Louise Lee, Geoff Roberts and Paddy Geddes.
- Conduct of Business:** This meeting was held in the Supper Room, Waihinga Centre, 62 Texas Street, Martinborough and via audio-visual conference. This meeting was live-streamed is available to view on our YouTube channel. The meeting was held in public under the above provisions from 10:02am to 12:24pm except where expressly noted.
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Open Section

- A1. Mihi / Karakia Timatanga - Opening**
Cr Gray opened the meeting.
- A2. Apologies**
There were no apologies.
- A3. Conflicts of Interest**
The were no conflicts of interest.

A4. Public Participation

350 Aotearoa– Paddy Geddes

Mr Geddes presented to the Committee representing 350 Aotearoa, the organisation's goals and the role they believe local government has to play in energy generation and distribution.

Members discussed the current Council energy sources and agreed they would like to have more dialogue with Aotearoa 350 moving forward.

Waiwaste – Dr Louise Lee and Geoff Roberts

Dr Lee presented to the Committee representing Waiwaste, their purpose, goals, and explained how local authorities could support the organisation moving forward.

Dr Lee was supported by Geoff Roberts in answering questions from members, including: the types and use of surplus food being recovered, further collaboration with Council, community gardens, composting and food waste collection methods, funding support and sponsorship. Members thanked Waiwaste for their work and acknowledged their efforts and achievements in supporting the local community.

A5. Actions from public participation

There were no actions discussed.

A6. Extraordinary Business

There was no extraordinary business.

B Information Reports from Chief Executive and Staff

B1. Ruamāhanga Strategy Overview and Update

Ms Halford spoke to matters in the report and responded to questions from members including targeted achievements for 2023, community engagement and climate change and environmental education. Members acknowledged the quality of the report.

CLIMATE CHANGE AND ENVIRONMENT COMMITTEE RESOLVED (CCE2023/01)
to receive the Ruamāhanga Strategy Overview and Update Report.

(Moved Cr McAulay/Seconded Cr Maynard)

Carried

B2. Wairarapa Combined District Plan Review and Featherston Masterplan Climate Change Considerations

Mr O'Leary spoke to matters in the report and responded to members questions including: flooding prevention, rain collection and water

tanks, codes and standards relating to driveways, urban development areas, river management and flood mitigation, and intensification.

Members acknowledged the quality of the report.

CLIMATE CHANGE AND ENVIRONMENT COMMITTEE RESOLVED (CCE2023/02)
to receive the Wairarapa Combined District Plan Review and Featherston Masterplan Climate Change Considerations Report.

(Moved Cr Olds/Seconded Mayor Connelly)

Carried

B3. Community Preparedness and Resilience

Mr Gardner spoke to matters in the report and responded to questions from members including ways of maintaining open communication lines with affected rural and coastal communities during significant weather events.

Members acknowledged the work of Council Officers and the Communications Team to support communities affected by significant weather events including Cyclone Gabrielle.

Members also acknowledged Cr Olds for his commitment to Featherston community's civil defence response.

CLIMATE CHANGE AND ENVIRONMENT COMMITTEE RESOLVED (CCE2023/03)
to receive the Community Preparedness and Resilience Report.

(Moved Mayor Connelly/Seconded Cr Maynard)

Carried

The meeting was adjourned at 11:41am

The meeting was reconvened at 11:52am

B4. Waste Management and Minimisation Plan Update

Ms De Ritter spoke to matters in the report and responded to questions from members including: green and organic waste collections, and the management and minimisation of electronic waste.

CLIMATE CHANGE AND ENVIRONMENT COMMITTEE RESOLVED (CCE2023/04)
to receive the Waste Management and Minimisation Plan Update Report.

(Moved Cr Olds/Seconded Cr McAulay)

Carried

C Chairperson's Report

C1. Report from the Climate Change and Environment Committee Chair

Cr Gray spoke to matters in the report.

Members discussed the attendance of a Committee member/Cr Gray at the next Māori Standing Committee meeting, to support future appointment to the Climate Change and Environment Committee as per the Terms of Reference.

Action 86: To request the Communications Team develop a concept plan and options to initiate discussion and engagement with the community on a climate change database and information sharing, *S Priest*.

Mayor Connelly, seconded by Cr McAulay gave a vote of thanks for Cr Gray for accepting leadership of the Committee.

CLIMATE CHANGE AND ENVIRONMENT COMMITTEE RESOLVED (CCE2023/05)
to:

1. Receive the Chairperson’s Report.
(Moved Mayor Connelly /Seconded Cr Maynard) Carried
2. Nominate Cr Gray to draft a letter of invitation to Masterton and Carterton District Councils, with input from Greater Wellington Regional Council, to continue the collaborations on climate change and environmental protection matters on behalf of the Climate Change and Environment Committee.
(Moved Cr Olds/ Seconded Cr McAulay) Carried
3. Note the South Wairarapa District Council 2022 Resident’s Perceptions Survey report, specifically regarding waste management and feedback from our communities.
(Moved Cr Bosley/ Seconded Cr McAulay) Carried

D Karakia Whakamutunga – Closing

Cr Gray closed the meeting.

The meeting closed at 12:24pm

Confirmed as a true and correct record

.....(Chair)

.....(Date)



Climate Change and Environment Committee Forum Minutes from 23 May 23

Present:	Councillor Rebecca Gray (Chair), Mayor Martin Connelly, Councillors Pip Maynard (until 10:40am) and Colin Olds (until 11:20am).
Apologies:	Councillors Kaye McAulay and Martin Bosley
In Attendance:	Paul Gardner (Interim Chief Executive Officer), Amanda Bradley (General Manager Policy and Governance), Russell O’Leary (Group Manager Planning and Environment), Sky Halford (Climate Change Advisor), Leanne Karauna (Principal Advisor Māori) and Amy Andersen (Committee Advisor).
Presenter:	Robyn Ramsden.
Conduct of Business:	This forum was held in the Supper Room, Waihinga Centre, 62 Texas Street, Martinborough and via audio-visual conference. This forum was live-streamed is available to view on our YouTube channel. The forum was held in public under the above provisions from 10:05am to 12:05pm

1. Welcome

Cr Gray welcomed attendees to the forum.

2. Karakia Timatanga

Cr Maynard opened the meeting.

3. Severity of Climate Change in Wairarapa

Presentation by Ms Ramsden, resident of Featherston

Ms Ramsden gave a presentation and spoke to the forum attendees about what SWDC can do to support efforts to reduce the impact of climate change in the Wairarapa, including cost savings from EV cars and solar panel use, education, leading by example (using public transport, recycling etc).

Ms Ramsden spoke about the Aotearoa Climate Strike on Friday.

Attendees queried the statistical data presented (relate to whole of New Zealand, limited for South Wairarapa), vertical land movement (earthquakes and areas prone to liquefaction), forecasted temperatures for the next three months, over and recycling (use of chickens and issues that may be presented by increased numbers in urban areas).

4. Reducing emissions – clean car standards and electric car charging

Presentation by Ms Halford

Ms Halford provided information on vehicle use in NZ and CO2 emissions, clean car discount and what SWDC were doing to support the reduction of emissions.

Attendees queried: the number of car chargers available around the South Wairarapa and what had been done previously to obtain them, Waka Kotahi strategy to increase the amount of chargers, and the uptake of EV cars nationally.

It was noted that Council Officers are currently working on extra charging sites in Featherston.

5. Future visioning discussion

The following ideas/topics were discussed and facilitated by Ms Bradley and Mr O’Leary:

- Join with other three Councils for Wairarapa wide for influencing of climate change related issues.
- Coordination of work in the community – connection and education
- How do we ensure that solutions are integrated and coordinated? E.g. roading strategy; emergency management.
- Focus on public transport, car sharing, walking and cycling.
- [Spatial Plan \(30 years\)/ Long Term Plan \(10 years\) / Annual Plans / Ruamāhanga Strategy](#) – visibility of work being undertaken or planned.
- Regional policies and plans (including Wairarapa Combined District Plan Review) setting direct – core component of how and what we do in this space.
- Behaviour – incentives to shift the way individuals do things in response to climate change.
- Impact of RMA reforms on climate change and the work we undertake as a region/district, and taking the lead.
- Opportunities to demonstrate ways to reduce impact of decisions and thinking about future needs.
- Noted the review of the Ruamahanga Strategy and action plan due May 2024.
- Understanding the changes to systems e.g. farms/businesses undertaking more environmental projects as a pre-requisite to insurance/funding.
- Integration of plans and policies – e.g. Māori Tuhuno Strategy and Sustainable Development Goals.
- What can we do that is no cost, low cost, quick wins and do those things now?
- Procurement – noted a social procurement model is used with all contractors and organisations using innovative approaches / focus on climate change.
- Use of white roofing and solar power on social housing.
- Density of housing in urban areas.

- What do we know that is happening in the community? E.g. Ecoreef. List of initiatives, groups and organisations working on climate change in the district.
- Programme of work moving forward, which brings together all key strategy / plans together relating to climate change.
- Mitigations vs off-setting of CO2 emissions, e.g. tree planting.
- Māori representation – iwi are developing their own plans and driving initiatives around e.g. nurseries / planting – how do we support / work together?

6. Karakia Whakamutunga

Cr Gray closed the forum.

Cyclone Gabrielle - Recovery and Building Resiliency

1. Purpose

The purpose of this report is to provide Councillors with update on the lessons learned and recovery plans relating to Cyclone Gabrielle to inform future response to climate / severe weather events.

2. Recommendations

Receive the 'Cyclone Gabrielle - Recovery and Building Resiliency' Report.

3. Discussion

Cyclone Gabrielle was a significant weather event impacting northern and central New Zealand, resulting in widespread and severe impacts that warranted a National State of Emergency Declaration.

Whilst the Wairarapa escaped some of the more widespread region-wide damage experienced by its northern neighbours, a relatively narrow eastern coastal corridor of our region, particularly Tinui in the north of the Masterton district experienced a level of damage and disruption similar to some of the worst affected areas of the country. Parts of rural South Wairarapa were also affected, causing flooding and landslides, cutting off roads to the coastal and hill farms. These areas include Hinekura, Pahaoa, Glendhu, Tora and White Rock.

Once again, this event, on the back of other similar high-intensity weather events over recent months, highlighted the vulnerability of certain aspects of our region's critical infrastructure like the local road network. In addition to this, the trauma of being flooded or nearly flooded, being isolated or left cleaning up damaged property, sorting repairs, fixing fences, losing crops, and negotiating insurance is severely testing the resilience of these communities and creating growing unease about living with the realities of climate change.

It is important for those of us not impacted by this event to be mindful that it could take many more months, if not, years in some cases for some affected residents and businesses to fully recover, throughout which they will need varying levels of continued support.

However, this event, as much as it is adverse is also an opportunity to further enhance the resilience of affected residents and surrounding communities to future events, and

with central government support there is an opportunity to identify new or bring forward existing plans that will mitigate future risk and build resilience.

Wairarapa Recovery Governance Committee

The Wairarapa established a Recovery Governance Committee shortly after moving into recovery. The Committee consists of:

- the Mayors of Masterton, Carterton, and South Wairarapa District Councils
- representatives for Ngāti Kahungunu ki Wairarapa & Rangitāne o Wairarapa
- the Wairarapa Councillor for Greater Wellington Regional Council

- the Regional Public Service Commissioner (representing central government agencies)
- a local Wairarapa business representative.

The Minister for Emergency Management also actively maintains a watching brief over this Committee.

The role of the Committee has been to represent and advocate for the Wairarapa's affected communities with elected officials and representatives from Māori and the business community able to have a strong voice at the table.

This committee does not have decision rights for any decisions relating to categorisation of properties.

Wairarapa Recovery Office

The Wairarapa Recovery Office is a combined effort between Masterton District Council, Carterton District Council, and South Wairarapa District Council, supported by Wellington Regional Emergency Management Office. The Office has recently employed a Recovery Programme Manager, and continues to engage with recovery stakeholders such as iwi, East Coast Rural Support Trust, Federated Farmers, Ministry of Primary Industries, Ministry of Social Development. Through this stakeholder engagement, the Office has been able to better understand the continuing needs and ongoing impacts of the communities in the Wairarapa, plan for, and apply for funding for, activities to improve the resiliency of these communities. The main current programme for the Office is the Land Categorisation work, which only applies to properties in Masterton District. Further programmes listed below are relevant across the Wairarapa, including South Wairarapa.

Funding

The initial funding focus for the Recovery Office was to assess and distribute central government funding through the mayoral and MBIE fund to impacted community members. Please see summary of the funding activity:

The amount of funding distributed:

- **Mayoral Fund:** 38 successful applications – total funds distributed - \$269,454
- **MBIE:** 13 Successful applications – total funds distributed - \$250,000

The amount of funding requests (and the total amount of the requests):

- **Mayoral Fund:** 62 applications were received, totalling \$976,331
- **MBIE:** 16 applications were received, totalling \$450,000

Further funding requests:

The process for receiving funding for recovery has been complex and has been a focus for the Recovery Office. We have been working closely with partnership agencies to align our recovery plan. We have a number of additional funding requests which are linked directly to minimising our key recovery risks.

Funding requests have been accepted and we are working through the contractual agreements for:

- Community Hubs (Wellbeing)
- Develop rural mental health awareness & wellbeing support schemes
- Recovery Office funding

We have also identified and applied to Central Government for funding for a range of future resilience projects, including:

- Community mental health (mental resilience & community mindedness in the face of future severe weather events)
- Rooding resilience
- Aerial reconnaissance
- Continuation of fencing and infrastructure repair programmes
- Riparian planting
- Delivery of programs designed to support vulnerable communities to better understand their options during times of stress.

4. Appendices

Appendix 1 – After Action Review, Wellington Region Civil Defence Emergency Management Group

Appendix 2 – Wairarapa Cyclone Gabrielle Recovery Action Plan

Officer: Nigel Carter, Health, Safety & Emergency Management Advisor
Reviewed by: Paul Gardner, Interim Chief Executive

**Appendix 1 – After Action Review,
Wellington Region Civil Defence
Emergency Management Group**

Event Name	North Island Severe Weather Events	Dates	9 January to 24 February 2023
Report Type	After Action Review	Author	Alistair Bache
Location	North Island of New Zealand		

Background

The purpose of this After-Action Review (AAR) is to assess the Wellington Civil Defence Emergency Management (CDEM) Group (primarily focussing on councils & the Wellington Region Emergency Management Office (WREMO)) response to the 2023 North Island Severe Weather Event.

This was an unprecedented event that involved several weather systems that impacted much of the North Island over several weeks. The Wellington Region generally experienced relatively minor impacts as a result of this event in comparison to other regions in the North Island. The exception being the Wairarapa District which was impacted by Cyclone Gabrielle resulting in the activation of the Wairarapa Emergency Operations Centre (EOC) on the 9th of February for approximately 12 days. Ongoing recovery efforts are underway in the Wairarapa at the time of writing this report and a specific After-Action Review focussing on the Wairarapa response is being initiated to assess that element of this event.

The fact that the Wellington Region experienced relatively minor impacts because of this event meant that the main contribution that the Wellington CDEM Group made to this response was in the form of providing surge support to other affected CDEM Groups and the National Emergency Management Agency (NEMA) in the National Crisis Management Centre (NCMC). Therefore, the provision of surge support to impacted areas and NEMA will be the focus of this review. The operational effectiveness of the respective responses delivered across the country during this period will be addressed by the responsible CDEM Group or NEMA via their respective After-Action Review processes.

Approximately 122¹ people from across the Wellington CDEM Group including members of regions New Zealand Response Teams (NZRTs) deployed to provide support to the following CDEM Groups or locations - Northland, Auckland, Hawkes Bay, Wairarapa, and the NCMC (Wellington).

The people deployed were coordinated and supported by a number of council and emergency management staff at the local, regional and national level who remained in region to provide oversight and support with health, safety and wellbeing, travel and accommodation arrangements, equipment and well-being checks.

Insights from both deployed staff and those that performed a supporting role have been gathered through formal and informal debriefs, an online survey and through the review of relevant documentation. The insights gathering have been analysed and themed to identify what worked well and why (to “keep”) and what could be better and how (to “improve”). It is anticipated that a national review of the surge support component of this response will also be undertaken in due course.

¹ Note this total does not include council staff that were deployed by other government agencies for example Building Inspectors deployed by the Ministry of Business, Innovation and Employment (MBIE)

Report Summary

The overarching findings are as follows:

1. There are several opportunities to improve deployment process and procedures at the national, regional, and local levels.

Deployment processes and procedures varied across the country with some at a very basic and immature level. Additionally, the people asked to manage the deployment process are often untrained and inexperienced due to both a lack of training and the infrequent nature of events of this scale and complexity. There are obvious areas of improvement that can be addressed within our region and additional work is needed nationally to refine a system-wide approach to surge support in events of this magnitude or greater. These include:

- a. Development of regional surge support policies and procedures ideally in conjunction with NEMA and/or other CDEM Groups; and
- b. Development of a common information management portal or system in conjunction with NEMA and/or other CDEM Groups to support the management of surge support in a response.

2. Deployed staff provided generally positive feedback regarding the way their health, safety and well-being was managed in this event – however there is room for further improvement, specifically in terms of our processes, systems, shift durations and staff sustainability.

Informal and formal debriefs as well as the online survey has indicated that most staff received a good level of pre-deployment information, adequate lead time prior to deployment, and well-being checks. Areas of improvement that were identified by staff include the induction process, more manageable shift durations, better reception and transfer arrangements, and improved leadership at the CIMS Function Manager level for better role support. These areas of improvement need to be addressed across the emergency management system at the local, regional and national level. Focus areas include:

- a. Ensuring our Forms, Templates, Systems, and Processes (FTSP) are fit for purpose for the scale of these types of events. *Note this was the most highlighted thematic result of all the feedback received.*
- b. Ensuring training and Standing Operating Procedures (SoPs) are embedded and exercised around shift handovers, rostering, and induction of surge staff at all levels of a response; and
- c. The Wellington CDEM Group should (in the absence of any national demobilisation direction from NEMA) in conjunction with each council develop and formalise regional demobilisation procedures.

3. The provision of surge support to other CDEM Groups and NEMA was a success.

Despite several basic deployment process and procedure improvements being identified, 94% of survey respondents indicated that given the opportunity, they would deploy again. Feedback suggests that while at times a frustrating experience, people found the deployment both satisfying and useful from a professional development perspective. Additionally, positive feedback has been received from receiving CDEM Groups and NEMA about both the performance and conduct of Wellington CDEM Group staff who were deployed to provide support. It is recommended that the Wellington CDEM Group continue to provide surge support to

requesting CDEM Groups and NEMA where the need arises and the level of risk to the Wellington Region remains acceptable. This is anticipated to deliver the following benefits:

- a. The ongoing support to other CDEM Groups in their times of need is likely to lay a good foundation for reciprocal support to our region should the need arise in the future.
- b. System-wide relationships are established and maintained during response; and
- c. Wellington CDEM Group staff gain invaluable operational experience which can be brought back to share with our staff and ultimately improve our own processes, procedures, plans and approaches; and

For further information relating to the North Island Server Weather Events see **Appendix 1: North Island Server Weather Events Conduct**.

For further information relating to the feedback data/exercise evaluations see **Appendix 2: North Island Server Weather Events Data**

Key Recommendations/Corrective Actions Summary

1. There are several opportunities to improve deployment processes and procedures at the national, regional, and local levels.

No.	Recommendation/Corrective Actions	Responsibility	Timeframe
01 Para 3.1.1	<p>Finding: Immature or non-existent deployment process and procedures contributed to confusion and delays in the way deployments were managed.</p> <p>Recommendation: The Wellington CDEM Group should in conjunction with NEMA and each council develop and formalise national, regional, and local decision points, deployment processes, and procedures. With these arrangements being adhered to when deploying staff, to enable a more manageable span of control for everyone involved.</p>	NEMA CDEM Groups TA's	National level – TBC Regionally – 23/24 FY
02 Para 3.1.2	<p>Finding: There was essentially no common information management portal or system used that was accessible at the national, regional or local levels to support the capture, amendment and dissemination of information associated with deployments.</p> <p>Recommendation: A common information management system used holistically across the full spectrum of any responses with specific elements to support deployments is required.</p>	NEMA CDEM Groups	National level – TBC
03 Para 3.1.3	<p>Finding: The inconsistent and ambiguous nature of the requests for surge staff in terms of role, likely responsibilities, desired skill sets and experience made matching the right people with the right roles difficult and potentially resulted in people being asked to perform unexpected roles under additional stress and pressure.</p> <p>Recommendation: A nationally consistent, clear and enhanced system supported by training and tools is established to streamline and improve the way requests for surge support are submitted, processed and actioned so that the right people are identified for the right roles in the right timeframes.</p>	NEMA CDEM Groups	National level – TBC Regionally – 23/24 FY

AFTER ACTION REVIEW

04 Para 3.1.4	<p>Finding: Inexperienced management and leadership at all levels of the response amplified challenges in the deployment space and resulted in subsequent pressure and stress being placed on both staff being deployed and those supporting them.</p> <p>Recommendation: The Wellington CDEM Group explores ways to enhance the levels of operational leadership capability and capacity in our region.</p>	WREMO Councils	Regionally – 23/24 FY
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Deployed staff reported significant improvements in the way their health, safety and wellbeing was managed in this event – however there is room for further improvement, specifically in terms of shift durations and staff sustainability.

No.	Recommendation/Corrective Actions	Responsibility	Timeframe
05 Para 3.2.1	<p>Finding: Shift durations were too long, particularly in areas where a more coordinated response was underway.</p> <p>Recommendation: The Wellington CDEM Group makes implementing appropriate shift durations as a priority in any response operating in accordance with the Wellington CDEM Group Capacity Model in a coordination centre setting.</p>	WREMO Councils	Ongoing
06 Para 3.2.2	<p>Finding: Induction. Many staff deployed did not receive an induction (onboarding) at the coordination centre they were supporting and additionally, some coordination centres did not know they were coming.</p> <p>Recommendation: The Wellington CDEM Group should ensure it has developed an induction format that is flexible enough to be used in all of the regions' coordination centres and adequate resource is directed to this function to ensure it can be delivered.</p>	WREMO Councils	Ongoing
07 Para 3.3.2	<p>Finding: Deployed staff reported several positive experiences and initiatives associated with the approach taken to their health, safety and wellbeing.</p>	WREMO Councils	Ongoing

	<p>Recommendation: These practices are recognised, normalised and embedded as part of both processes, procedures and culture, across the Wellington CDEM Group (and other parts of the system where possible).</p>		
08 Para 3.2.3	<p>Finding: There appeared to be insufficient capacity across several of the coordination centres that staff deployed too, and this was exacerbated by untrained or inexperienced staff and contributed in part to extended shift durations. Additionally, actual daily attendance was variable due to a range of reasons which resulted in reduced capability and capacity, inadequate handovers, additional pressure on staff that were on the departing or incoming shifts and ultimately pressure on the response.</p> <p>Recommendation: The Wellington CDEM Group should review its capacity modelling to ensure appropriate numbers are set and additional support is provided from governance and senior management to ensure staff are made available and recognised for their contributions to CDEM.</p>	WREMO Councils	Regionally – 23/24 FY
09 Para 3.2.4	<p>Finding: Enhanced teams/cohorts - Participating in a complex, fast-moving ambiguous response, particularly in an unfamiliar area without established relationships can both diminish the ability of surge staff to contribute to that response and result in a negative experience for deploying staff who have less established relationships and support networks within the response they are contributing too.</p> <p>Recommendation: While individual deployments can deliver some benefits early in a response, early consideration should be given to enable to deployment of teams or cohorts from supporting Groups into affected areas where they can complement local staff and knowledge.</p>	NEMA WREMO Councils	Ongoing

The provision of surge support to other CDEM Groups and NEMA was a success.

No.	Recommendation/Corrective Actions	Responsibility	Timeframe
10	<p>Finding: Positive feedback has been received by all of the CDEM Groups and NEMA who received support from members of the Wellington CDEM Group. The surge support provided relieved pressure on</p>	NEMA WREMO	Ongoing

AFTER ACTION REVIEW



<p>Para 3.3.1</p>	<p>staff already in response, enabled our own staff to gain invaluable operational experience and also test our own processes and procedures to differing degrees within an operational setting.</p> <p>Recommendation: That the Wellington CDEM Group continues to prioritise surge support to other CDEM Groups and NEMA where possible and appropriate and that all staff who contributed to this event are recognised and rewarded for their efforts.</p>	<p>Councils</p>	
<p>11 Para 3.2.5</p>	<p>Finding: Geographic Information Systems (GIS)/Common Operating Pictures. Feedback from deployed staff has indicated that gaining situational awareness upon deployment was challenging. There was no or limited GIS capability in some CDEM Groups which delayed the development of situational awareness and the subsequent ability to contribute fully and effectively upon arrival.</p> <p>Recommendation: The Wellington CDEM Group has already identified in previous recommendations that GIS is a significant capability gap and has attempted to address this shortfall in the past. This matter needs to be raised again at the senior governance level (CDEM Group Joint Committee) to highlight the risks associated with not having a regional constancy GIS capability. Possible solutions are given in the detailed findings recommendations.</p>	<p>NEMA WREMO Councils</p>	<p>National level – TBC Regionally – 23/24 FY</p>
<p>12 Para 3.2.6</p>	<p>Finding: Information Management Systems. It was noted that different CDEM Groups use different information management systems to store and share information and there was minimal interface between the national, regional and local level of each response. This inhibited the effectiveness of the response by impeding access to information and increasing complexity for surge staff navigating unfamiliar systems for the first time. There was an over dependence on emails and attachments which require heavy manual input and can quickly be superseded by new information.</p> <p>Recommendation: The Wellington CDEM Group is fortunate to use the Office 365 suite of tools to manage information in a response setting with good visibility and accessibility between the local and regional levels. Additional work is needed to refine the management of information between the regional and national levels. The Wellington CDEM Group should contribute to any nationally led efforts to streamline and enhance a consistent approach to managing information in a response setting with a specific focus on end-user experience. Any improvements made must take systems view to include supporting processes,</p>	<p>NEMA CDEM Groups</p>	<p>National level – TBC Regionally – 23/24 FY</p>

	<p>procedures and guidelines, comprehensive technical supporting arrangements and end user training and exercising across all levels of the response.</p>		
<p>13 Para 3.2.5</p>	<p>Finding: There were inconsistent Forms, Templates, Systems, and Processes (FTSP) that created complexity and confusion for staff as well as risk within the response. <u>This was the most frequently emphasised feedback from those that deployed.</u> It is noted in many comments that processes and templates were being developed during the response which hindered staff effectiveness. For example, one CDEM Group developed a “just in time” Microsoft Excel spreadsheet to track tasks with multiple users accessing it. This quickly became unusable, given the level of response required and the amount of data being received. This caused real-time delays in critical decisions, frustrated staff, and degraded the overall CDEM group efficiency.</p> <p>Emails are a second example of multiple users using one email account. “Email system – “<i>Staff were deleting key emails or moving emails/Drafts because everyone had access to those response Function emails</i>”.</p> <p>Some deployed staff pulled Forms, Templates, Systems, and Processes from the Wellington CDEM Group WREM SharePoint site to share with the CDEM group they were supporting.</p> <p>Recommendation: The Wellington CDEM Group should continue to ensure that consistent processes and procedures are developed and maintained at the local and regional levels within our Group to make sure staff can seamlessly contribute in any of our coordination centres. Additionally, more comprehensive testing of current existing processes and procedures to breaking point is needed. The Wellington CDEM Group should conduct a test/exercises similar in scale² to ensure issues are identified and addressed. This should be included in the Wellington CDEM Group Training and Exercise Plan 2023-2024. This should be considered a priority with a view to establishing if required a pathway forward. The Wellington CDEM Group should continue to advocate for and support a nationally consistent approach as far as possible in terms of operational processes and procedures used in CDEM coordination centres.</p>	<p>NEMA CDEM Groups</p>	<p>National level – TBC Regionally – 23/24 FY</p>

² Scale not in geographical terms or people involved but in terms of large amounts of information and data coming into the EOC/ECC in short time timeframes and how that is managed.

Table of Contents

1	Purpose	10
2	After Action Review Process	10
3	Detailed Findings, Analysis & Recommendations	10
3.1	Mobilisation: There are several opportunities to improve deployment process and procedures at the national, regional, and local levels	10
3.1.1	Surge Support Coordination Arrangements (People).....	10
3.1.2	Surge Support Information Management (Platform).....	11
3.1.3	Surge Support Requests (Plans and Procedures)	11
3.1.4	Management & Leadership of the Deployment Process	12
3.2	Deployment: Deployed staff provided generally positive feedback regarding the way their health, safety and well-being was managed in this event – however there is room for further improvement, specifically in terms of our process, systems, shift durations and staff sustainability	13
3.2.1	Shift Durations (Plans and Procedures)	13
3.2.2	Induction (Plans and Procedures)	13
3.2.3	Capacity (Plans and Procedures).....	13
3.2.4	Teamwork/Cohorts (Plans and Procedures).....	14
3.2.5	Geographic Information Systems (GIS)/Common Operating Picture (COP)-Platform.....	14
3.2.6	General Information Management (Platform)	15
3.2.7	Volunteers (Plans and Procedures).....	15
3.3	Demobilisation: The provision of surge support to other CDEM Groups and NEMA was a success.	16
3.3.1	Feedback from receiving CDEM Groups & NEMA (People)	16
3.3.2	Positive Deployed Staff Experience (People).....	16
3.3.3	Get Home Safe App (Platform).....	16
3.3.4	Demobilisation Processes & Procedures (Plans and Procedures)	16
4	Conclusion	17
5	Appendix 1: North Island Server Weather Events Overview	18
6	Appendix 2: North Island Severe Weather Events Data	19

1 Purpose

The purpose of this After-Action Review is to assess the Wellington Civil Defence Emergency Management (CDEM) Groups (primarily looking at councils & the Wellington Region Emergency Management Office (WREMO) in this review) response to the 2023 North Island Severe Weather Event.

2 After Action Review Process

The following After Action Review Process has been used for this North Island Server Weather Events:

#	Process or Action	Responsibility	Timeframe
1	Informal debriefs / lessons capture	All	During/post event
2	Regional Debrief	ORR Manager	20 March 2023
3	Individual Response Survey	Cap Dev	30 March 2023
4	After Action Review Report Prepared	ORR EMA Kapiti	25 April 2023
5	DRAFT After Action Review Report to councils	ORR Manager	1 June 2023
6	After Action Review Report Finalised	ORR Manager	19 June 2023
7	Recommendations or Corrective Actions Reviewed	ORR Manager	Annual Planning 24/25

3 Detailed Findings, Analysis & Recommendations

There were two primary means of data collection, an online survey with a total of 32 responses and an After Action Regional Debrief session dated 20 March 2023 with 37 participants. The method of analysis was thematic, looking for themes both at the operation and strategic levels across three key areas, Mobilisation, Deployment, and Demobilisation. With the key areas further broken down into the four P's, (People, Partners, Platform and Plan and Procedures)

3.1 Mobilisation: There are several opportunities to improve deployment process and procedures at the national, regional, and local levels.

3.1.1 Surge Support Coordination Arrangements (People)

Finding: The overarching **coordination arrangements** used to identify and deploy staff in this event did not conform with the usual local, regional and national coordination arrangements.

Once staff were identified to deploy “NEMA went directly to staff and around council”- this created information and coordination gaps and confusion. Deployed staff and those staff supporting deployments reported gaps and mismatches in the pre-deployment information they received, arrival processes and demobilisations that followed. In several cases staff reported to the receiving coordination centre who appeared surprised at their arrival.

For those deploying to the NCC no deployment letter/instruction were received adding to the confusion. Additionally, at no point during the extended response did a normalised operational tempo appear to be achieved in the deployment space. This meant that requests were often received with very little lead time and dealt with in a reactive way. This increased the probability of details being missed and compressed timeframes.

Recommendation: It is recommended that normal local, regional, and national coordination arrangements are adhered to when deploying staff to enable a more manageable span of control for everyone involved. This includes those deploying locally to support the NCC. The foundation of these coordination arrangements should be established early with frequent MS Teams calls scheduled to occur between national and regional deployment functions followed by regional and local deployment functions coordination calls. An early rhythm of submitting requests should also be established and members of the Wellington CDEM Group must make forecasting potential staff shortfalls early and submitting requests for support a priority in any response.

3.1.2 Surge Support Information Management (Platform)

Finding: There was essentially no common **information management portal or system** used that was accessible at the national, regional or local levels to support the capture, amendment and dissemination of information associated with deployments.

This also contributed to a lack of clarity regarding the status and arrangements of deployments and created an unreliable and administratively heavy dependence on emails which were frequently out of date and lacking detail.

Recommendation: A common information management system used holistically across the full spectrum of any responses with specific elements to support deployments is required. The information management tool should be able to interact with an existing **national deployment database** to streamline the identification of and availability check of surge staff across the country. This would allow CDEM Groups and councils greater situational awareness and understanding of their risk in deploying their CDEM staff out of the region should an event occur within region or locally.

3.1.3 Surge Support Requests (Plans and Procedures)

Finding: The **inconsistent and ambiguous nature of the requests** for surge staff in terms of role, likely responsibilities, desired skill sets and experience made matching the right people with the right roles difficult and potentially resulted in people being asked to perform unexpected roles under additional stress and pressure. This could also have caused a mismatch in capability and impacted the delivery of a timely and effective response.

Recommendation: A nationally consistent, clear and enhanced system supported by training and tools is established to streamline and improve the way requests for surge support are submitted, processed and actioned so that the right people are identified for the right roles in the right timeframes.

Nominations Process and Deployment Letters: This process was difficult to amend once submitted and the Health, Safety and Welfare information (HSW) was light. It was also difficult to get hold of NCC logistics, perhaps due to heavy email backlogs and limited capacity to take phone calls. Again, as per the previous paragraph, once this process commenced council deployment coordinators had little visibility of the status of their staffs nomination or deployment process.

FCM: (FCM was the primary travel agent used by NEMA for this event) Itinerary Information from FCM seemed for many to come late in the evenings regarding accommodation and transport arrangements. In some cases, individuals received their booking information too late to get to the departure airport in time. A cohort that arrived in Hastings arrived to find their accommodation wasn't expecting them, had no power and they could not get to the GECC from this location. This group had the potential to become welfare cases themselves, therefore, adding to rather than helping the response.

FCM did not seem to have any situational awareness of where to book accommodation for deploying staff. In Hasting for example, many motels and hotels did not have power or mobile coverage yet were being booked by FCM over the internet. However, motels and hotels did not have internet access and therefore could not know FCM were booking accommodation with them. The NCMC should provide FCM or any future government travel company information on where surge CDEM staff should be accommodated in collaboration with the receiving CDEM Group.

Recommendation: The Wellington CDEM Group should continue to ensure that consistent processes and procedures are developed and maintained at the local and regional levels within our Group to make sure staff can seamlessly contribute in any of our coordination centers. Additionally, more comprehensive testing of new and existing processes and procedures to breaking point is needed to ensure issues are identified and addressed. Lastly the Wellington CDEM Group should continue to advocate for and support a nationally consistent approach as far as possible in terms of operational processes and procedures used in CDEM coordination centers.

3.1.4 Management & Leadership of the Deployment Process

Finding: Inexperienced management and leadership at all levels of the response amplified challenges in the deployment space and resulted in subsequent pressure and stress being placed on both staff being deployed and those supporting them. This theme relates to training, exercising, and the recruitment of appropriate people to perform leadership roles in events like this. The fact that events on this scale are infrequent reduces the chance to gain real-time experience and subsequently refine approaches. This highlights the need for identifying and recruiting the right people to perform critical roles in the deployment system, who are supported by training and tested by exercising across all levels of the response. This is particularly important when receiving untrained staff to ensure leaders are best placed to manage and support those people deployed to provide support. This theme was also highlighted in the recent Auckland Flood Response Review³.

Recommendation: Function Managers/Desk Leads. The Wellington CDEM Group should confirm the training requirement for Function Managers and engage with local TA to ensure they have enough trained numbers required to meet future demand.

A case for additional professionalization of CIMS Function Managers should be explored for the Wellington Region.

³ [Auckland Flood Response Review Jan 27-29, 2023](#)

3.2 Deployment: Deployed staff provided generally positive feedback regarding the way their health, safety and well-being was managed in this event – however there is room for further improvement, specifically in terms of our process, systems, shift durations and staff sustainability

3.2.1 Shift Durations (Plans and Procedures)

Finding: Shift durations were too long, particularly in areas where a more coordinated response was underway. Many staff reported exhaustion after 5 days of 12-hour plus shifts and this diminished their productivity and effectiveness towards the later stages of their deployments. It also meant some staff required additional time to stand down and recover post-deployment. However, it should also be noted, some staff did not find it an issue based on the fact it was for a 5-day period. In a Wellington based event that ran for several weeks, it is likely that key staff would be required to operate for extended periods and appropriate shift durations to enable a safe and sustainable response will be necessary.

Recommendation: The Wellington CDEM Group should develop a clear mobilisation policy with decision points clearly known at all levels. The Wellington CDEM Group should consider formalising with each TA when they would likely request surge staff through a capability assessment framework to reduce the requirement for a 12-hour shift system.

3.2.2 Induction (Plans and Procedures)

Finding: Induction. Many staff deployed did not receive an induction (onboarding) at the coordination centre they were supporting and additionally, some coordination centres did not know they were coming. This resulted in a lack of situational awareness, no COP, and delayed integration to their desk or role. While this may have been because of the pressures related to delivering the response. It created unnecessary work, stress, and frustration for the surge staff to bring themselves self-up to date with what they were being tasked with doing. It is noted that some aspects were carried out well, such as ICT support for arriving surge staff however this was independent of any formal induction program.

Recommendation: The delivery of a good induction process cannot be undervalued in enabling surge staff to integrate quickly and efficiently into a response. The Wellington CDEM Group should ensure it has developed an induction format that is flexible enough to be used in all the region's coordination centers and adequate resource is directed to this function to ensure it can be delivered. The Wellington CDEM Group ECC should be prepared to coordinate this with the arrival times of surge staff to the local EOCs. The Wellington CDEM Group should ensure that during training and exercising in readiness, sufficient time is given to this subject to allow the EOCs/ECC to practice this critical aspect of mobilisation.

3.2.3 Capacity (Plans and Procedures)

Finding: There appeared to be **insufficient capacity** across several of the coordination centres that staff deployed to, and this was exacerbated by untrained or inexperienced staff and contributed in part to extended shift durations. Additionally, actual daily attendance was variable due to a range of reasons which resulted in reduced capability and capacity, inadequate handovers, additional pressure on staff that were on the departing or incoming shifts and ultimately pressure on the response.

Recommendation: The Wellington CDEM Group review our capacity modelling to ensure appropriate numbers are set and additional support is provided from governance and senior management to ensure staff are made available and recognised for their contributions to CDEM.

3.2.4 Teamwork/Cohorts (Plans and Procedures)

Finding: Enhanced teams/cohorts - Participating in a complex, fast moving ambiguous response, particularly in an unfamiliar area without established relationships can both diminish the ability of surge staff to contribute to that response and also result in a negative experience for deploying staff who have less established relationships and support networks within the response they are contributing too.

Recommendation: While individual deployments can deliver some benefits early in a response, early consideration should be given to enable to deployment of teams or cohorts from supporting Groups into affected areas where they can compliment local staff and knowledge. This would hopefully both enhance the experience of the deployed staff by streamlining the creation of teams within the response and also provide an on the ground support network for deployed staff with more common ground. Additionally, deploying in teams means health, safety and wellbeing arrangements can be managed as a collective.

3.2.5 Geographic Information Systems (GIS)/Common Operating Picture (COP)-Platform

Finding: Geographic Information Systems (GIS). There was no or limited GIS capability in some CDEM groups. This delayed situational awareness and delayed the Common Operation Picture (COP). For example, the Hasting GECC was developing and building a GIS capability and by day 4 it was delivering good information across the group and enhancing the CDEM group and partner agencies' effectiveness.

Recommendation: The Wellington CDEM Group has already identified in previous recommendations that GIS is a significant capability gap and has attempted to address this shortfall in the past. This matter needs to be raised again at the senior governance level to highlight the risks associated with not having appropriate Common Operating Picture (COP). Future options to address this capability gap could include additional funding to develop a bespoke Wellington CDEM COP, approaching councils to co-deliver a solution or negotiating with a partner agency that has developed a good GIS platform to use their GIS platform such as FENZ or finally purchase a GIS platform as part an Incident Management Software package.

Finding: Having established Forms, Templates, Systems, and Processes (FTSP): This was the most emphasised feedback from those that deployed. It is noted in many comments that processes and templates were being developed during the response which hindered staff effectiveness. For example, one CDEM Group developed a "just in time" Microsoft Excel spreadsheet to track tasks with multiple users accessing it. This quickly became unusable, given the level of response required and the amount of data being received. This caused real-time delays in critical decisions, frustrated staff, and degraded the overall CDEM group efficiency.

Emails are a second example of multiple users using one email account. "Email system –*Staff were deleting key emails or moving emails/Drafts because everyone had access to those response Function emails*".

Some deployed staff pulled Forms, Templates, Systems, and Processes from the Wellington CDEM Group WREM SharePoint site to share with the CDEM group they were supporting.

Recommendation: Forms, Templates, Systems, and Processes (FTSP) The Wellington CDEM Group should conduct an exercise similar in scale⁴ to the North Island Server weather events to test/exercise its current FTSP to its failure point. Only then will the Wellington CDEM Group understand if its current FTSP has the capacity required to meet any future significant event. It has been suggested to use Incident Hazard Software such as D4H (a platform) however, the Wellington CDEM Group should first test/exercise to identify and establish any future requirement using an evidence-based approach before considering the use of Incident Hazard Software. This should be considered a priority for the Wellington CDEM Group.

3.2.6 General Information Management (Platform)

Finding: IT Platforms. It was noted that different CDEM Groups use different IT platforms to host their response. Some used Teams, others SharePoint and it is known other TAs in New Zealand have moved to bespoke Incident Hazard Software such as D4H. This could create an induction issue when surge staff arrives having to be restrained in a new IT system.

Recommendation: IT Platforms. In an Ideal world, NEMA should deliver Incident Hazard Software that is used throughout New Zealand. The author recognises that a previous attempt to do so using the Emergency Management Information System (EMIS) was not successful. Therefore, any induction package for surge staff should include how to use the incumbent IT system that is being used by the Wellington CDEM Group.

3.2.7 Volunteers (Plans and Procedures)

Finding: Feedback regarding this was acknowledging the scale of volunteers coming forward during these events. For example, one surge staff member was asked *“I have 1000 volunteers what do you want them to do?”*. This highlights the need to have a process in place to manage this resource or otherwise risk communities’ apathy towards CDEM as a result of little or no perceived action.

Recommendation: Given the very nature of CDEM to support communities with their needs the Wellington CDEM Group should explore additional ways to manage this. One such method for example as demonstrated by Napier District Councils is to set up their own Volunteer Web site <https://www.napier.govt.nz/our-council/cyclone-gabrielle/volunteering/> rather than rely on public sites such as [Volunteering Auckland](#) and [Cyclone Hawkes Bay Help](#) on Facebook.

The Wellington CDEM Group (WREMO) should consider owning this tricky issue, and much like the Police Inquiry website have a volunteer website that is activated when required. While not directly tasking groups or individuals, the site would allow greater situational awareness of what communities are doing, connecting those that need help with those that can help (similar to the Community HUB concept) as well as identifying critical assets volunteered for strategic outcomes. It would be a central point of truth and an additional means of communicating with the communities.

⁴ Scale not in geographical terms or people involved but in terms of large amounts of information and data coming into the EOC/ECC in short time timeframes and how that is managed.

3.3 Demobilisation: The provision of surge support to other CDEM Groups and NEMA was a success.

3.3.1 Feedback from receiving CDEM Groups & NEMA (People)

Finding: Positive feedback has been received by all of the CDEM Groups and NEMA who received support from members of the Wellington CDEM Group. The surge support provided relieved pressure on staff already in response, enabled our own staff to gain invaluable operational experience and test our own processes and procedures to differing degrees within an operational setting.

Recommendation: That the Wellington CDEM Group continues to prioritise surge support to other CDEM Groups and NEMA where possible and appropriate and that all staff who contributed to this event are recognised and rewarded for their efforts.

3.3.2 Positive Deployed Staff Experience (People)

Finding: Deployed staff reported several positive experiences and initiatives associated with the approach taken to their health, safety and wellbeing. Good examples include being provided with information regarding health and safety prior to departure, getting guidance on what kit and equipment may be needed, receiving well-being checks. and particularly that adequate stand down was provided post-deployment. Overall, respondents to the online survey reported positive satisfaction levels associated with their deployment experience as 7.44/10.

Recommendation: These practices are recognised and should continue to be normalised and embedded as part of both processes, procedures and culture of the Wellington CDEM Group (and other parts of the system where possible)

3.3.3 Get Home Safe App (Platform)

Finding: Was user not user-friendly and sometimes would not work. It is noted this application was being used by the NCC, it is not known if individual CDEM groups or individual TA could access this information from a duty of care point of view for their deployed staff.

It was also noted by many the good follow-up phone calls from the NCC Safety desk if individuals did not use the app.

Recommendation: The Wellington CDEM Group should review the Get Home Safe Application variability for future events and provide feedback to NEMA for future use.

3.3.4 Demobilisation Processes & Procedures (Plans and Procedures)

Finding: This was one of the most frequently mentioned areas of frustrating for returning deployed staff with a range of comments like "Poorly defined procedures to recuperate costs, leave or Time in leu". It appears there was no unified or consistent demobilisation process nationally or across the Wellington CDEM Group.

Recommendation: In order to achieve a regional consistent, auditable demobilisation process that prioritises the Well-being of the deployed staff, and allows an opportunity to share their experience into a continuous improvement process, the Wellington CDEM Group should (in the absence of any national

demobilisation direction from NEMA) in conjunction with each TA at the appropriate corporate level, develop and formalise a regional **Demobilisation process/ guidelines**.

4 Conclusion

This After-Action Review identifies several areas to strengthen the emergency management system at the national, regional and local levels. The key themes are interoperability, consistency and leadership in events of this scale.

Alongside opportunities for improvement, this report identifies that staff from the Wellington CDEM Group made a meaningful difference in the respective areas that they deployed too. People commented on the obvious benefit of gaining valuable operational experience and 94% of survey respondents indicated that given the chance they would deploy again.

While some recommendations will require a strategic long-term plan to implement and indeed maybe NEMA lead, and acknowledging the national review that is being undertaken, where possible meaningful and accountable steps at the Wellington CDEM Group level should be started in addressing the findings and recommendations of this report.

5 Appendix 1: North Island Server Weather Events Overview

The North Island Server Weather events consisted of 4 weather episodes.

Episode 1 – Cyclone Hale (9 to 12 January 2023) passed over the North Island accompanied primarily by heavy rain in southern parts of Northland, Coromandel, Tairāwhiti, Hawkes Bay, and Wairarapa.

Episode 2 – Auckland Anniversary storm (evening of 27th January 2023) which was a slow moving convergence zone creating persistent thunderstorms. Many areas were under repeated heavy downpours – called ‘training’ – like past flooding events in Petone (2019) and Paekākāriki (2003) Hourly rainfall rates up to +80mm/hr for several stations in the Auckland region, and some stations recorded new records for ‘daily rainfall’.

Episode 3 – Cyclone Gabrielle (12 to 15 February 2023) developed north of Vanuatu on the 4th of February 2023. Intensified to a Category 3 Cyclone and curved towards New Zealand on 9th February reaching the North Island on the 13th February. It Intensified and ‘wiggled’ toward Auckland and Departed Tairāwhiti late on the 15th of February. There was significant impact from rainfall, storm-force winds, and coastal inundation with the first warnings issued on the 9th of February, 200-400mm forecast , and RED warnings from the 12th of February. It was the most significant cyclone since “Bola”.

Episode 4 – Auckland 2.0 (24 February 2023) was a significantly unstable atmosphere, due to the passage of a complex low with tropical moisture developing rain and thunderstorms. This was signalled via a Severe Weather Watch (9:52 am 23rd) and Thunderstorm Watch (9:20 pm 23rd). The most impactful falls were around Mangawhai, extending to Wellsford.

6 Appendix 2: North Island Severe Weather Events Data

1. Table of deployed surge staff

	Wairarapa	NCMC	Hawkes Bay	Auckland	Northland	
WREMO	3	8	3	5		
GWRC		3	6	4		
WCC		7	7	12	1	
HCC	1	14		3		
KCDC		1	1	5	1	
UHCC	2					
PCC		1		1		
NZRT 7			4			
NZRT 8			11	6		
NZRT 9	8					
NZRT 18			4			
TOTALS	14	34	36	36	2	122

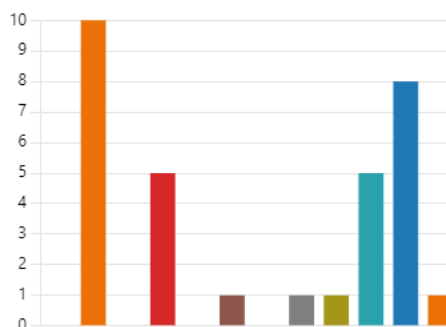
2. Online Survey Results⁵

3. What organisation are you from?

[More Details](#)

[Insights](#)

● CDC	0
● GWRC	10
● HCC	0
● KCDC	5
● MDC	0
● PCC	1
● Response Team	0
● SWDC	1
● UHCC	1
● WCC	5
● WREMO	8
● Other	1



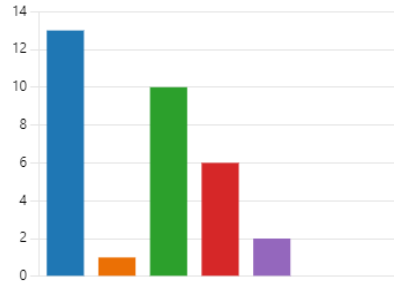
⁵ Note the survey and in-person After Action Regional Debrief session (20 March 2023) could have led to a doubling up of data as a person may have completed both the online survey and attended the review day. However, when looking at both forms of data in isolation the thematic themes are similar therefore it can be taken with a high level of confidence the general thematic themes identified by the review are representative findings.

4. Where was your deployment to?

[More Details](#)

[Insights](#)

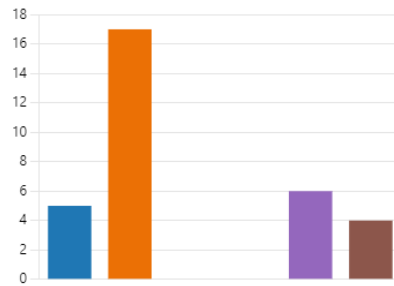
● Auckland	13
● Northland	1
● Hawkes Bay	10
● NCMC	6
● Wairarapa	2
● Tairāwhiti	0
● Other	0



5. Did you work in

[More Details](#)

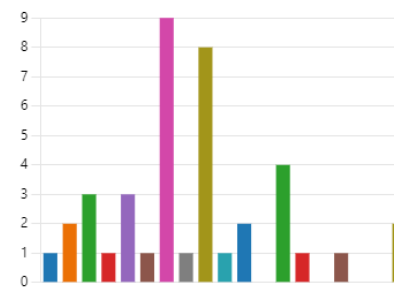
● Emergency Operations Centre (...)	5
● Emergency Coordination Centre...	17
● Emergency Assistance Centre (E...	0
● In the field / out on the ground ...	0
● National Crisis Management Ce...	6
● Other	4



6. What was your role? (select as many roles as you performed)

[More Details](#)

● Control	1
● Intel manager	2
● Intel	3
● Planning Manager	1
● Planning	3
● Ops Manager	1
● Ops	9
● Logs Manager	1
● Logs	8
● PIM Manager	1
● PIM	2
● Welfare Manager	0
● Welfare	4
● Needs Assessor	1
● Response Manager	0
● Safety	1
● Iwi/Maori Liaison	0
● Field based role (e.g., Debris Dis...	0
● Other	2



7. How many days was your deployment?

[More Details](#)

[Insights](#)

● 1	2
● 2	0
● 3-5	14
● 5+	16

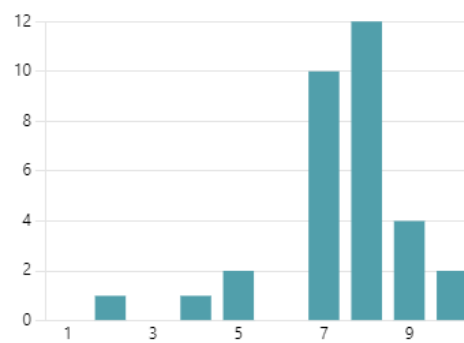


8. How did you find the overall experience?

[More Details](#)

[Insights](#)

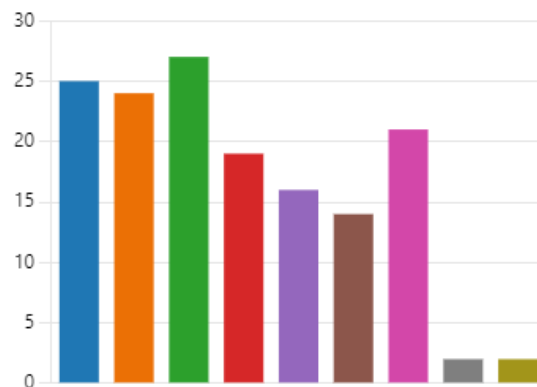
7.44
Average Rating



9. Which of the following did you receive prior to deploying (select all that apply)

[More Details](#)

● A deployment letter	25
● Health and Safety information	24
● Information on where you were ...	27
● Clear travel instructions	19
● Adequate information on where...	16
● Clear information about your sh...	14
● Information on what to bring wi...	21
● A clear description of what you ...	2
● Other	2



10. Was there anything you didn't receive that would have made the start of your deployment a better experience?

[More Details](#)

[Insights](#)

32
Responses

Latest Responses

"Instructions on what to do when I got to the ECC on the first day"

"-"

"More certainty on deployment day/time. Arranging work/family commitme..."



11. Were you given adequate notice of your deployment time/date?

[More Details](#)

[Insights](#)

- Yes 30
- No 2



12. How much notice were you given before you departed?

[More Details](#)

[Insights](#)

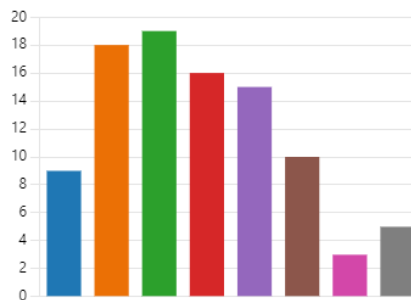
- 1 hour (or less) 0
- 1-3hours 0
- 3-12hours 4
- 1 day 19
- 2 days or more 9



13. Which of the following applied for when you arrived

[More Details](#)

- You were met at the airport/hotel 9
- You were given a Health & Safet... 18
- You received any ICT support yo... 19
- Transport was arranged for you 16
- You received an induction 15
- You were expected at the EOC 10
- You received Just in Time training 3
- Other 5



14. What was the average duration of your shifts?

[More Details](#)

[Insights](#)

● Less than 8hrs	0
● 8-12hrs	22
● More than 12 hrs	8



15. When were you rostered on for?

[More Details](#)

[Insights](#)

● Mainly daytime shifts	28
● Mainly overnight shifts	1
● A mix of daytime and overnight ...	1



16. If you had any concerns about your deployment, please give details here (including the work, accommodation, travel arrangements etc.)

[More Details](#)

[Insights](#)

32 Responses

Latest Responses

"I don't know if I was expected in the ECC? I ticked that I was, but I don't know..."

"-"

"ECC logs and Nema logs did not seem well connected. Arranging rosters was..."

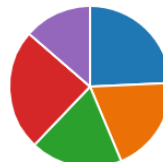
9 respondents (28%) answered ECC for this question.



17. Following your deployment, which of the following apply:

[More Details](#)

● You were given adequate stand...	25
● Someone checked you arrived h...	20
● Someone followed up with your...	19
● You were asked for a debrief	25
● You were offered EAP or similar	14



18. Based on your experience, would you deploy again?

[More Details](#)

● Yes	30
● No	0
● Maybe	2



19. If you have any further comments on your deployment, or the deployment process, please give details here.

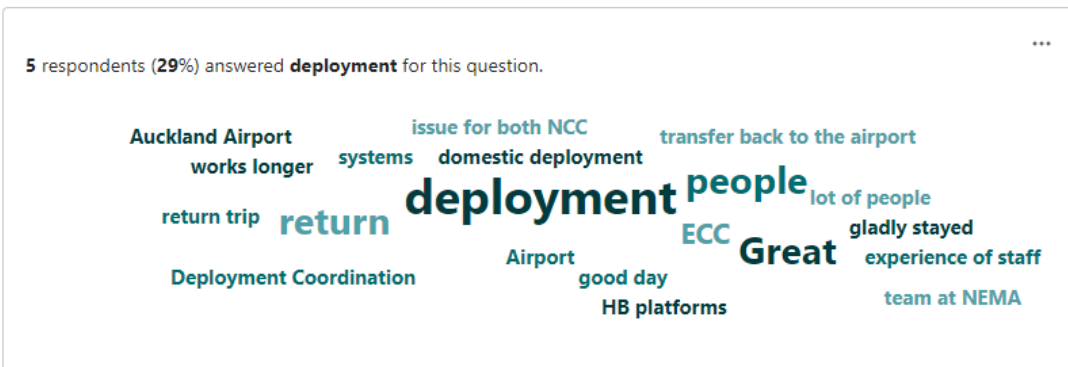
[More Details](#)

[Insights](#)

17

Responses

Latest Responses



20. Observations/Insights - please provide any further insights here about things that worked well and why and/or things that could be improved and how in relation to this response and the role/s you preformed.

Ideally you would relate anything back to the Wellington Region - plans, processes, partnerships, platforms (buildings, equipment, facilities).

[More Details](#)

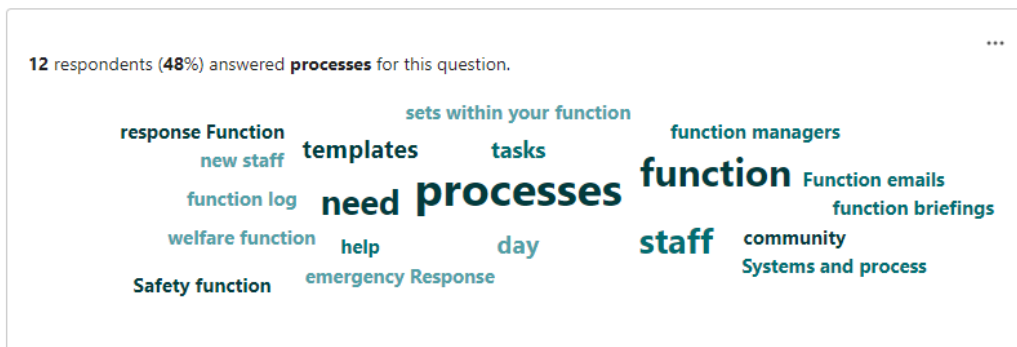
[Insights](#)

25

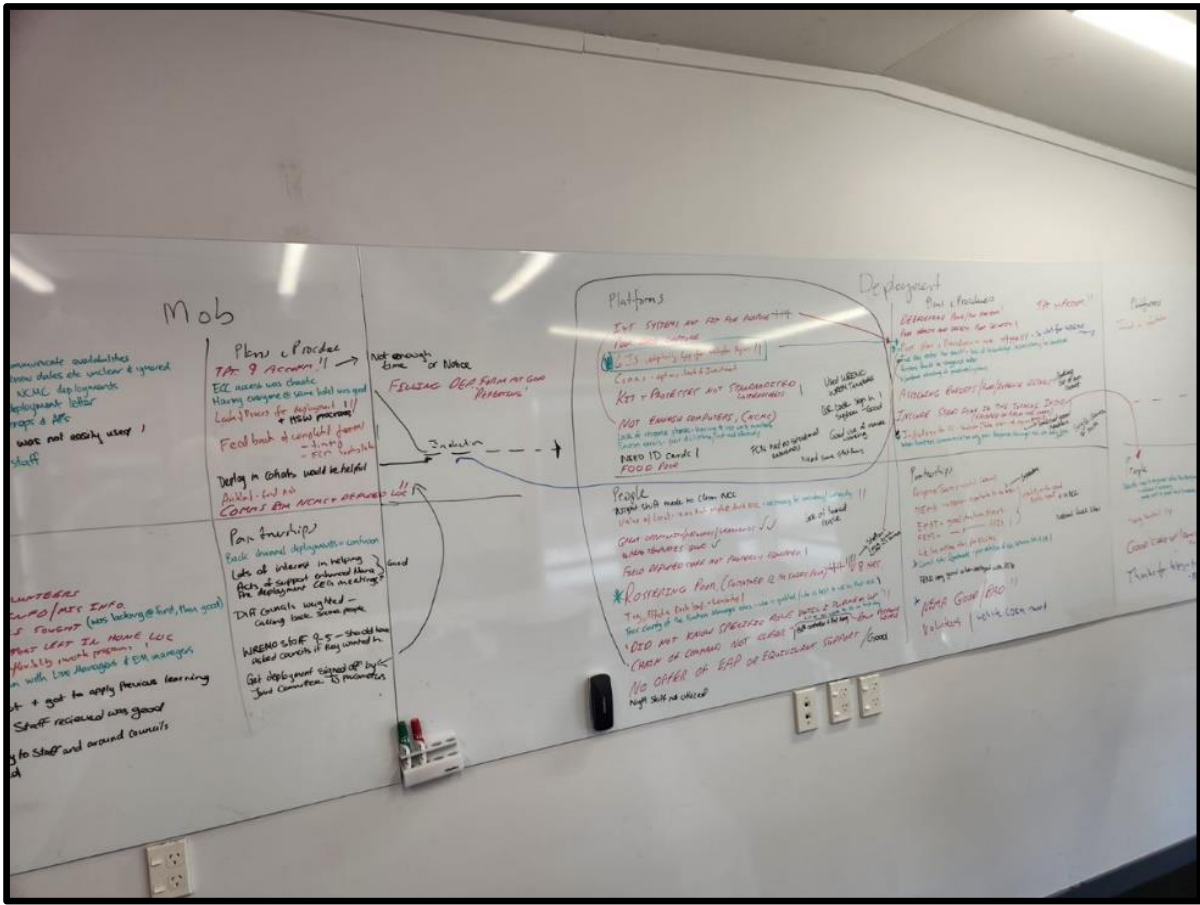
Responses

Latest Responses

"Critical to ensure IT systems and management of PII is set up for emergenc..."



3. Thematic Data



Appendix 2 – Wairarapa Cyclone Gabrielle Recovery Action Plan



WAIRARAPA RECOVERY

CYCLONE GABRIELLE RECOVERY ACTION PLAN



**SOUTH WAIRARAPA
DISTRICT COUNCIL**
Kia Reretahi Tātau



TE KAUNIHĒRA-Ā-ROHE O WHAKAORIO
**MASTERTON
DISTRICT COUNCIL**



Te Kaunihera-ā-Rohe o Taratahi
**CARTERTON
DISTRICT COUNCIL**

Foreword



As east coast communities, we are used to our fair share of weather. We choose this place because of its geography and the incredible lifestyle it offers. We have built our townships around the waterways our region was named for, which in turn has necessitated our building resilience to address their ever-changing moods.

We knew of the risk, and that risk came to bear when Cyclones Hale and Gabrielle passed through our place in 2023 - leaving in their wake impacts that no-one could have predicted.

The Cyclones, in particular Cyclone Gabrielle – bore down hard on our rural and coastal communities. Gabrielle came quickly, bringing damage unlike anything seen in a generation.

On top of an already saturated landscape following Cyclone Hale and a particularly wet season, the torrential rain had nowhere to go. Our eastern catchments quickly filled, and rivers rapidly rose to unforeseen levels.

Homes in some areas found themselves in the paths of this floodwater. Steep and sodden terrain slipped and cut off communities. Ground moved and took with it critical transport routes. It hit fast, it hit hard, then it was gone.

As we surveyed the damage, we were struck both by how devastating this event had been for some parts of our community, and how lucky we were that the impacts seemed less than that experienced by our neighbours to the north.

For the majority this was true - but for those members of our community whose homes and livelihoods were impacted by the Cyclone the effects are the same. Some lost the security their home offered, others their income.

With the help of some outstanding agencies, our resilient communities are moving forward. For some this will take many months.

This plan shapes what next steps look like across Wairarapa – both for those impacted by the events of this year, and for those who may still be at risk from the effects of future severe weather events.

Ben Jessep

Wairarapa Recovery Manager

Contents Page



Foreword	3
Introduction	5
Purpose of this plan	6
Summary of impacts and consequences	7
Risks, issues and opportunities	11
Risks and issues:	11
Opportunities.....	11
Hearing, involving and representing our community	12
Public communication and community engagement	12
Wairarapa recovery governance committee	12
Guiding Principles	14
Put people’s wellbeing above all else	14
Understand the context and adapt to the evolving complexities.....	14
Communicate, collaborate and coordinate our efforts to maintain a shared understanding and an effective delivery of initiatives	14
Strengthen community capacity and resilience	14
Recovery goal	15
Recovery objectives	15
Planned Sequence of Recovery Activities	20

Introduction



He pukenga wai, he pukenga tāngata

A flood of water, a flood of people

Cyclone Gabrielle was a significant weather event impacting northern and central New Zealand and resulting in widespread and severe impacts that warranted a National State of Emergency Declaration.

Whilst the Wairarapa escaped some of the more widespread region-wide damage experienced by its northern neighbours, a relatively narrow eastern coastal corridor of our region, particularly Tinui in the north of the district experienced a level of damage and disruption similar to some of the worst affected areas of the country. Parts of rural South Wairarapa were also affected, causing flooding and landslides, cutting off roads to the coastal and hill farms.

Once again, this event, on the back of other similar high-intensity weather events over recent months, highlighted the vulnerability of certain aspects of our region's critical infrastructure like the local road network. In addition to this, the trauma of being flooded or nearly flooded, being isolated or left cleaning up damaged property, sorting repairs, fixing fences, losing crops, and negotiating insurance is severely testing the resilience of these communities and creating growing unease about living with the realities of climate change.

It is important for those of us not impacted by this event to be mindful that it could take many more months if not years in some cases for some affected residents and businesses to fully recover, throughout which they will need varying levels of continued support.

However, this event, as much as it is adverse is also an opportunity to further enhance the resilience of affected residents and surrounding communities to future events, and with central government support there is an opportunity to identify new or bring forward existing plans that will mitigate future risk and build resilience.

This Plan outlines an intention to continue to advocate for and support those affected and advance opportunities to further strengthen our capacity to bend, flex and bounce back quickly to future weather events.

Together, we can get through this and come out stronger.

Purpose of this plan



This Wairarapa Recovery Plan is a continuation of the Initial Recovery Plan which outlined the approach for the first few months of the recovery from Cyclone Gabrielle. The plan has been produced by the Wairarapa Recovery Office, a collaboration of Masterton, Carterton and South Wairarapa District Councils, and partner agencies and support from the Wellington Region Emergency Management Office (WREMO). The Initial Recovery Plan focused on ascertaining a better appreciation of the impacts and community needs, enhancing collaboration across agencies providing support to affected communities, managing the Mayoral Relief Fund and other relevant funds that supported the initial clean-up and repairs.

Primarily, the Initial Recovery Plan focused on short-term recovery needs common to most affected residents like cleaning-up and getting the power back on. Now, nearly four months on from the event, the operating environment has changed and if anything become increasingly more complex.

For many outside observers, it is easy to believe that things are looking a little tidier and with services largely restored the recovery effort is almost over. However, scratch beneath the surface or listen to many affected residents and there remains divergent needs where varying levels of continued advocacy and support will be required - particularly in the built, economic, and psycho-social space. The affected communities of the Wairarapa will continue to need a helping hand.

Further, the scale and severity of Cyclone Gabrielle resulted in a national response, with many regions completely overwhelmed by the level of damage. Central Government has provided, and continues to provide, resources and financial assistance to support local government leading recovery at the local level. However, the government has made it clear that with climate change and the likelihood of events similar to Cyclone Gabrielle happening more frequently, recovery plans must, where possible, look to mitigate future risk and improve resilience. This means looking beyond just repairing like for like and considering ways we can build back better to mitigate future risk.

With the above issues in mind, the purpose of this latest revision of the Wairarapa Recovery Plan is to establish the goals and objectives of recovery operations over the next 18 – 24 months. The Plan focuses on developing sufficient capacity within the Wairarapa Recovery Office to stand up an appropriately resourced recovery effort and have the capacity to assess impacts, plan for and deliver targeted initiatives to support the wellbeing and economic recovery of affected communities while laying the foundation for a stronger future.

Summary of impacts and consequences



Fortunately, much of the Wairarapa was spared from the full fury of Cyclone Gabrielle, but the eastern coastal and southern areas of the region that were visited by the storm were significantly impacted. The following table provides a broad overview of impacts and consequences across each recovery environment.

Table 1: Impacts & Consequences Assessment

Environment	Summary of Impacts	Consequences (short-term)	Consequences (Longer-term)
Built	<ul style="list-style-type: none"> • Rooding infrastructure damaged or disrupted • Utilities like power and water supply networks disrupted • Properties flood damaged • Rural infrastructure damaged or destroyed • Closure of Masterton-Castlepoint Road, and all roads east of the closure point, for 3-4 days • Closure of Tora, White Rock, Hinekura & Pahaoa roads for 3-4 days 	<ul style="list-style-type: none"> • Temporarily cut-off and isolated • Unable to communicate • Residents temporarily displaced • Residents now needing to clean-up and repair damages • Additional pressure on family budgets • Farmers/horticulturalists experiencing additional costs, disruption to business activity and loss of livelihood • Damage to the rooding network included massive over and under land slips, flooding and debris, culvert and subsoil stormwater systems washed out, damage to bridging abutments at Homewood, Mataikona, Tinui, silt laden swale drains and culverts and fallen and dangerous trees on and over the road corridor. • Cost of initial rooding response in Masterton district estimated at \$1,350,000 	<ul style="list-style-type: none"> • Anxiety over vulnerability of physical and virtual connectivity – fears about the future • Anxiety over the ongoing vulnerability of some built infrastructure (e.g., roads not built to cope with climate change, houses built in flood zones etc.) • Anxiety amongst households about being able to afford repairs and/or deal with insurance claims • What to do with the uninsured • Farmers struggling to afford repairs & mitigate future risk • Total rooding recovery costs in Masterton district is likely to be greater than \$10 million. A number of roads in the district still require further engineering assessment and a programme of work to reinstate prior levels of service on at least 17 roads in the district

<p>Economic</p>	<ul style="list-style-type: none"> • Disruption and damage to farming and horticultural infrastructure, crops and stock • Temporary loss of access to places of business • Damage to some local businesses in places like Tinui 	<ul style="list-style-type: none"> • Unexpected cost of repairing damaged business infrastructure, stock and crop loss • Disruption to income earning capacity • Time wasted doing repairs or dealing with insurance • Delays in getting insurance pay-outs • Impact on cashflow • Loss of customer base – particularly tourists • Loss of usable land for agriculture • Uninsured crops • 38 individuals and groups received funding through the Wairarapa Mayoral Fund, with \$269,454 distributed. • 13 business received funding through the MBIE Business Support Grant process with \$250,000 paid • A number of farmers and agriculture businesses received funding through MPI. This funding was administered by MPI. 	<ul style="list-style-type: none"> • Higher cost of insurance • Higher business costs in general • Higher levels of debt • Need to adjust business practices to mitigate future risk • High level of economic stress which could impact physical and mental health • Business failure
<p>Social</p>	<ul style="list-style-type: none"> • Lost connectivity • Social isolation • Disrupted routines • Lack of capacity to prioritise community interaction • Closure of roading network in eastern part of Masterton district isolated many communities, particularly Tinui, Castlepoint, Riversdale and Mataikona • Road closures in South Wairarapa isolated Tora, White Rock, and Hinekura/Pahaoa communities. 	<ul style="list-style-type: none"> • Feelings of anxiety/depression • Rising levels of mental and physical health issues 	<ul style="list-style-type: none"> • Suicide/depression • Residents leaving the area • Family violence • Higher level of ongoing need for welfare services – particularly mental health

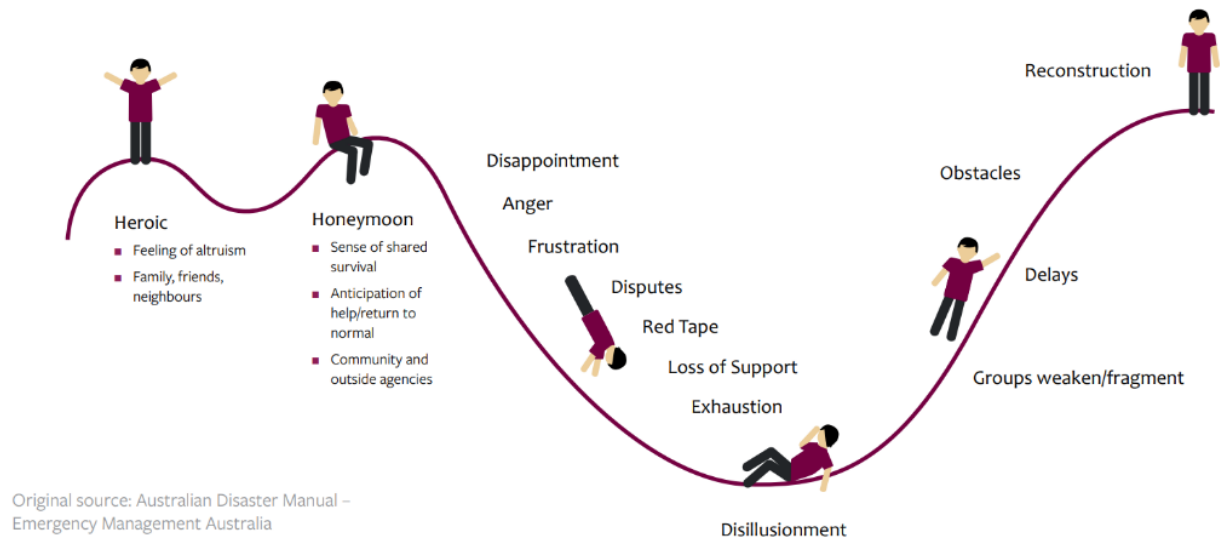
Natural	<ul style="list-style-type: none"> • Stream & river inundation with sediment & forestry slash • Oversaturated land on and adjacent to agricultural land and roading infrastructure • Landslides & washouts • Fallen trees 	<ul style="list-style-type: none"> • River, streams and culverts are shallow or have a high level of debris that restrict water flows. • Landslips remain vulnerable to further erosion • Damage to stream and coastal flora/fauna • Water quality issues 	<ul style="list-style-type: none"> • Blocked or shallow river, streams and culverts continue to contribute to flood risk • Landslips remain vulnerable to further erosion • Damage to stream and coastal flora/fauna • Water quality issues
Cultural	<ul style="list-style-type: none"> • Marae land has been eroded in some parts of the region • Marae have not felt engaged with in the response to-date 	<ul style="list-style-type: none"> • Anxiety over the long-term viability of some coastal and riparian Māori Land • Risk to cultural sites and burial plots • Concern over impacts to the natural environment and food gathering 	<ul style="list-style-type: none"> • Anxiety and anger at a lack of effort to mitigate risk and respond effectively to climate change • Māori disengaged with recovery

Recovery is not a sprint, and it is not a marathon; it is an adventure race with unclear trails and difficult obstacles.

Disaster recovery is not like a short sprint or a long marathon with a clear beginning and end marked by a defined path. Instead, it's more like an adventure race where the trails are unclear, and the obstacles are tough. It requires collaboration and flexibility to navigate through unknown challenges. For this event, there is no clearly defined endpoint. The journey will be different for everyone, and the goal of the Wairarapa Recovery Office is to coordinate the efforts of all parties to meet the immediate needs of affected people while building a more resilient future for the region.

Diagram 1 on the page following illustrates an emotional timeline often experienced by individuals and communities affected by a disaster. The diagram highlights that in the early stages of recovery there is often a proliferation of support, tolerance, energy, and interest by both the affected community and those supporting them, but as time goes by this energy and goodwill fades and affected communities themselves can experience a heightened degree of stress and lower levels of tolerance and optimism as the reality of living with sudden change and their associated consequences start to set in. This is a real risk for recovery as it is a constant challenge to keep support agencies engaged and responsive to evolving needs, particularly when perhaps some of the most complex, compounding and least visible stressors and needs start to manifest.

Diagram 1: Emotional Landscape of Recovery



It is therefore important that the Recovery Plan considers the longevity and complexity of recovery, that it is much more than just fixing what was damaged and getting back to business-as-usual, and often involves setting up the systems and processes that can monitor and observe change and remain response to evolving needs and a new way of living. An example of this in the Wairarapa context is the heightened state of fear and anxiety about ongoing vulnerability to future weather events and how this will be addressed in the recovery plan.



Risks, issues, and opportunities



Needs will continue to evolve over the next 18 – 24 months as individuals progress through their emotional and physical recovery. A key role of the Recovery Office will be to monitor evolving needs and advocate for and assist with the navigation of appropriate support services.

The following lists provide a summary of potential risks/issues and opportunities that the Recovery Office and its recovery partners need to be mindful of whilst delivering on the Recovery Plan. This list is not exhaustive and only highlights high level issues relevant to all recovery partners. The Recovery Office will maintain a more detailed risk and opportunities register which will feed into the regular status report cycle.

Risks and issues:

- High risk of increased economic, social, and mental health issues if affected communities are not given sustained, coordinated support.
- High specific risk to rural businesses and farmers if they are not supported effectively.
- Affected communities are suffering anxiety about the future and this anxiety will continue if action is not taken to address some of the ongoing infrastructure and lifeline vulnerabilities.
- Risk of negative community perceptions toward local and central government if they are not effectively supported and are not responsive to affected communities' needs.

Opportunities

- An opportunity exists for central and local government to show strong recovery leadership and strengthen their relationship with affected communities and key stakeholders such as iwi.
- This event is of high national interest and central government has indicated opportunities to advance local resilience and risk mitigation work programmes through access to central government recovery funding.
- Affected communities are currently very focused on disasters and getting better prepared. This presents an opportunity to advance programmes like WREMO's Community Emergency Hub drills, community preparedness, business continuity and psychosocial first aid workshops.

Hearing, involving and representing our community



Public communication and community engagement

Over four months following Cyclone Gabrielle, significant efforts have been made by the Wairarapa councils and a variety of other agencies to engage with affected residents both collectively and individually to identify impacts, determine needs, ascertain levels of support required and identify ways we can better prepare and build back better for the next event.

As part of its efforts to consolidate all engagement and community feedback, the Wairarapa Recovery Office has been collaborating with relevant Council staff, iwi, and partner agencies such as the Ministry of Social Development, Ministry for Primary Industries, and the East Coast Rural Support Trust who are actively at the 'coal face' with affected communities to inform situation updates, needs assessments, recovery communications, and project ideas listed in this recovery plan.

Further, with the extra Recovery Office capacity proposed in this plan, the Recovery Office intends to take a more active role in coordinating, supporting and further developing the recovery work programme over the next 24 months. This will involve updating the Recovery Communications & Engagement Plan with an emphasis on exploring new ideas to improve resilience, ensuring recovery projects are inclusive, align with recovery objectives and achieve the best outcomes for affected communities.

Wairarapa Recovery Governance Committee

The Wairarapa established a Recovery Governance Committee shortly after moving into recovery. The Committee consists of:

- the Mayors of Masterton, Carterton, and South Wairarapa District Councils
- representatives for Ngāti Kahungunu ki Wairarapa & Rangitāne o Wairarapa
- the Wairarapa Councillor for Greater Wellington Regional Council
- the Regional Public Service Commissioner (representing central government agencies)
- a local Wairarapa business representative.

The Minister for Emergency Management also actively maintains a watching brief over this Committee.

The role of the Committee has been to represent and advocate for the Wairarapa's affected communities with elected officials and representatives from the Māori and business community able to have a strong voice at the table.

It is proposed in the Plan that this committee continue for the foreseeable future to oversee the coordination of recovery activities, ensure these activities are meeting community needs and maintaining a representative voice for affected communities with central government and other external stakeholders. They will also help to determine when the time is right to exit from recovery and the transition to business-as-usual service delivery.



Guiding Principles



When developing and implementing activities to achieve the recovery objectives of this Plan will be guided by the following principles:

Put people's wellbeing above all else

He tangata he tangata, he tangata. The Wairarapa Recovery Office will prioritize people's current and future wellbeing in the planning and implementation of every initiative.

Understand the context and adapt to the evolving complexities

The needs and opportunities will evolve throughout the recovery. The Wairarapa Recovery Office will make every effort to understand how the environment is changing and adapt to meet the needs of affected people.

Communicate, collaborate, and coordinate our efforts to maintain a shared understanding and an effective delivery of initiatives

Successful recovery is built on shared information flows and collaboration with affected communities and other stakeholders. The Wairarapa Recovery Office will make decisions using available evidence, accepted good practice, and done in a timely manner.

Strengthen community capacity and resilience

At every opportunity, the Wairarapa Recovery Office will work to strengthen the capacity of our people, economy, natural environment and infrastructure to be more prosperous and resilient to future disruptions.



Recovery goal



Support the wellbeing and economic recovery of affected communities in the Wairarapa while laying the foundation for a stronger, better connected and more resilient future.

Recovery objectives



1. Maintain community trust in the Wairarapa Recovery efforts

2. Facilitate collaboration and coordination between partner organisations, iwi and affected communities

3. Deliver effective and timely recovery initiatives that meet immediate needs and build long-term resilience

- Strengthen community resilience, safety, and wellbeing (Social)
- Protect and revitalise cultural assets expressed through heritage, art, and sport (Cultural)
- Build back resilient infrastructure that meet future requirements (Built)
- Revitalise and grow economic opportunities (Economic)
- Restore affected natural environments (Natural)



Objective 1: Maintain community trust in the Wairarapa Recovery efforts through good governance, information sharing and community involvement

No.	Environment	Activity	Timeframe	Potential Activity Lead/s	Potential Activity Partners	Anticipated Cost
1	N/A	Operate the Recovery Governance Committee to represent and advocate for affected communities	Ongoing for the next 12 months at which time it will be reviewed	Recovery Office: <ul style="list-style-type: none"> • Planning & Information Management Function to coordinate meeting cycle and agenda 	Cyclone Recovery Unit	Covered by existing Council budgets
2	N/A	Develop, maintain, and share a common operating picture with all recovery partners and affected communities	Ongoing for the next 12 months at which time it will be reviewed	Recovery Office: <ul style="list-style-type: none"> • Planning & Information Management Function 	All recovery partners	See proposed Recovery Office costings
3	N/A	Coordinate public messaging and community consultation to ensure everyone is kept well-informed and engaged	Ongoing for the next 12 months at which time it will be reviewed	Recovery Office: <ul style="list-style-type: none"> • Comms Support Function • Programme Coordinator & Community Wellbeing Navigator Function 	Councils & other partner agencies	

Objective 2: Facilitate collaboration and coordination between partner organisations, iwi and affected communities

No.	Environment	Activity	Timeframe	Potential Activity Lead/s	Potential Activity Partners	Anticipated Cost
4	N/A	Coordinate and collate community needs assessments	Ongoing for the next 12 months at which time it will be reviewed	Recovery Office: <ul style="list-style-type: none"> • Planning & Information Management Function 	All Recovery partners	See proposed Recovery Office costings
5	N/A	Develop and maintain a Recovery Indicator Dashboard	Next 3 months	Recovery Office: <ul style="list-style-type: none"> • Planning & Information Management Function 	Councils & other partner agencies	
6	N/A	Convene relevant people to develop comprehensive planning to meet the evolving community needs and reduce future risk	Ongoing for the next 12 months at which time it will be reviewed	Recovery Office: <ul style="list-style-type: none"> • Programme Manager • Strategy and planning 	Project leads	

7	N/A	Monitor the recovery environments and project delivery and evaluate project outcomes	Ongoing for the next 24 months at which time it will be reviewed	Recovery Office: <ul style="list-style-type: none"> • Programme Manager • Project Coordinator 	Project leads	
8	N/A	Begin planning for end-state and exit of recovery activities	Next 6 – 12 months	Recovery Office: <ul style="list-style-type: none"> • Planning & Information Management Function 	All recovery partners	
9	N/A	Build an aerial reconnaissance capability to identify and map impacts in future disasters	Next 12 months	Council	Central government	TBD

Objective 3: Deliver effective and timely recovery initiatives that meet immediate wellbeing needs and build long-term resilience

No.	Primary & Secondary Environments	Activity	Timeframe	Potential Activity Lead/s	Potential Activity Partners	Anticipated Cost
10	Built	Maintain fencing & rural infrastructure repair programme	Ongoing for the next 24 months	<ul style="list-style-type: none"> • Task Force Green 	<ul style="list-style-type: none"> • East Coast Rural Support Trust • Federated Farmers • Central Government 	TBD
11	Built	Lead the categorisation of Category 1-3 properties and the buyout and repair process	Ongoing for the next 3 months	<ul style="list-style-type: none"> • Greater Wellington Regional Council (GW) • Cyclone Recovery Taskforce • Central Government • Masterton District Council 	<ul style="list-style-type: none"> • Insurance Council 	Costs for Masterton Council still to be determined
12	Built / Economic	Insurance navigation, budgeting advice, Business Continuity Planning to rural businesses and affected communities	To be developed and implemented over the next 24 months	<ul style="list-style-type: none"> • MSD • MBIE • MPI • East Coast Rural Support Trust • Recovery Office 	<ul style="list-style-type: none"> • Contracted BCP Advisors • Insurance Council • Banking sector • Central Government 	TBD
13	Built / Economic	Enhance Rural Roding Resilience – see project scope here	To be implemented over the next 5 years	<ul style="list-style-type: none"> • Council 	<ul style="list-style-type: none"> • Waka Kotahi 	Proposed costings outlined in Project Scope

14	Economic / Social	Develop and manage a hardship fund to support affected rural residents and whanau who fall outside of any other BAU financial support streams	To be developed and implemented over the next 12 months	<ul style="list-style-type: none"> East Coast Rural Support Trust 	<ul style="list-style-type: none"> Recovery Office Cyclone Recovery Unit Recovery Office 	TBD
15	Built / Economic	Facilitate improved uptake on generators and solar	To be developed and implemented over the next 3 years	<ul style="list-style-type: none"> East Coast Rural Support Trust 	<ul style="list-style-type: none"> Electricity providers Commercial suppliers Recovery Office WREMO 	TBD
16	Built / Social	Install Starlink in isolated rural communities	To be developed and implemented over the next 3 years	<ul style="list-style-type: none"> Communications utility providers 	<ul style="list-style-type: none"> Council 	TBD
17	Built	Develop a fencing school to boost local skills and capacity	To be developed and implemented over the next 3 years	<ul style="list-style-type: none"> Federated Farmers East Coast Trust 	<ul style="list-style-type: none"> MPI 	TBD
18	Built / Economic	Build resilience into private farm roading & bridge repairs	Next 5 years	<ul style="list-style-type: none"> MPI 	<ul style="list-style-type: none"> Councils Federated Farmers East Coast Rural Support Trust 	TBD
19	Social / Cultural	Organise Community Wellbeing Initiatives that build connectivity, wellbeing and social cohesion amongst the rural community.	To be developed and implemented over the next 24 months	<ul style="list-style-type: none"> East Coast Rural Support Trust Council 	<ul style="list-style-type: none"> Recovery Office MSD Federated Farmers 	TBD
20	Social	Improve Marae and Community Emergency Hub Preparedness	Next 3 years	<ul style="list-style-type: none"> WREMO 	<ul style="list-style-type: none"> Council 	TBD
21	Social	Develop rural mental health awareness & wellbeing support schemes.	To be developed and implemented over the next 24 months	<ul style="list-style-type: none"> MSD East Coast Rural Support Trust Local health providers/NGOs 	<ul style="list-style-type: none"> Recovery Office East Coast Rural Support Trust Central Government 	TBD
22	Social	Deliver multiple sessions of “Making Good Decisions in Times of Stress”	To be implemented over the next 24 months	<ul style="list-style-type: none"> WREMO 	<ul style="list-style-type: none"> Councils and relevant NGOs 	Funded from existing WREMO budgets
23	N/A	Organise and operate a Wellbeing Navigator Services for affected communities	To be developed and implemented over the next 24 months	Recovery Office: <ul style="list-style-type: none"> Project Coordinator 	<ul style="list-style-type: none"> Partner Agencies / MSD 	See Recovery Office costings

24	Natural	Riparian Planting, river & stream clearance and tree removal	To be developed and implemented over the next 3 years	<ul style="list-style-type: none"> • Task Force Green 	<ul style="list-style-type: none"> • MPI • DOC • GW 	TBD
25	Natural	Pasture & horticulture restoration and mitigation of slip prone land	To be developed and implemented over the next 3 years	<ul style="list-style-type: none"> • MPI • Recovery Office 	<ul style="list-style-type: none"> • GW 	TBD

Planned Sequence of Recovery Activities



The following table outlines the proposed sequence of key recovery activities over the next 24 months.

No.	Quarter 1 (July 23 – Sept 23)	No.	Quarter 2 (Oct 23 – Dec 23)	No.	Quarters 3 – 4 (Jan 24 – Jul 24)	No.	FY 24/25
1	Continue to coordinate existing initiatives that support wellbeing, infrastructure repairs and economic recovery.	13	Establish a Recovery Programme Management System	25	Coordinate & support delivery of recovery resilience projects as outlined in the above Table.	29	Coordinate & support delivery of recovery resilience projects as outlined in the above Table.
2	Continue to lead the categorisation and management of Category 2 & 3 properties in Wairarapa’s affected communities	14	Develop an interagency recovery planning group	26	Continue to monitor evolving needs and project delivery. Adjust the work programme as appropriate	30	Continue to monitor evolving needs and adjust the work programme as appropriate
3	Receive funds from Central Government to staff the Wairarapa Recovery Office	15	Review & update the Recovery Plan and Communication & Engagement Plan	27	Maintain situational awareness for all partners	31	Maintain situational awareness for all partners
4	Hire a fulltime Recovery Manager on a two-year contract	16	Develop and maintain a Recovery Indicator Dashboard/Survey	28	Provide project status reports to governance, the Cyclone Recovery Unit and relevant partners	32	Provide project status reports to governance, the Cyclone Recovery Unit and relevant partners
5	Establish a physical location for the Recovery Office & supporting resources	17	Coordinate and support WREMO community preparedness activities			33	Plan for exiting recovery
6	Establish a Recovery Office file management and finance system	18	Coordinate detailed scoping/planning and implementation of recovery projects listed in the above table and any other project ideas identified through ongoing community engagement activities				
7	Finalise Recovery Office Job Descriptions and advertise for Recovery Office staff - – see staffing requirements here	19	Coordinate and support the Rural Roding Resilience Project – see project scope here				

8	Carry out comprehensive impact & needs assessments once staffing capacity is in place toward the end of Q1 and early Q2	20	Coordinate and support the development of a rural mental health awareness & wellbeing support scheme				
9	Establish a regular cycle of status reports to governance, the Cyclone Recovery Unit and relevant partners	21	Continue to monitor evolving needs and adjust the work programme as appropriate				
10	Support and/or establish a Recovery Wellbeing Navigator Service	22	Maintain situational awareness for all partners				
11	Review, update and maintain the Recovery Website and continue to push recovery communications through different channels	23	Provide project status reports to governance, the Cyclone Recovery Unit and relevant partners				
12	Continue to support and report to Recovery Governance committee for strategic direction	24	Continue to support and report to Recovery Governance committee for strategic direction				



Memorandum

From: Amanda Bradley, GM of Policy & Governance

Date: 18/08/2023

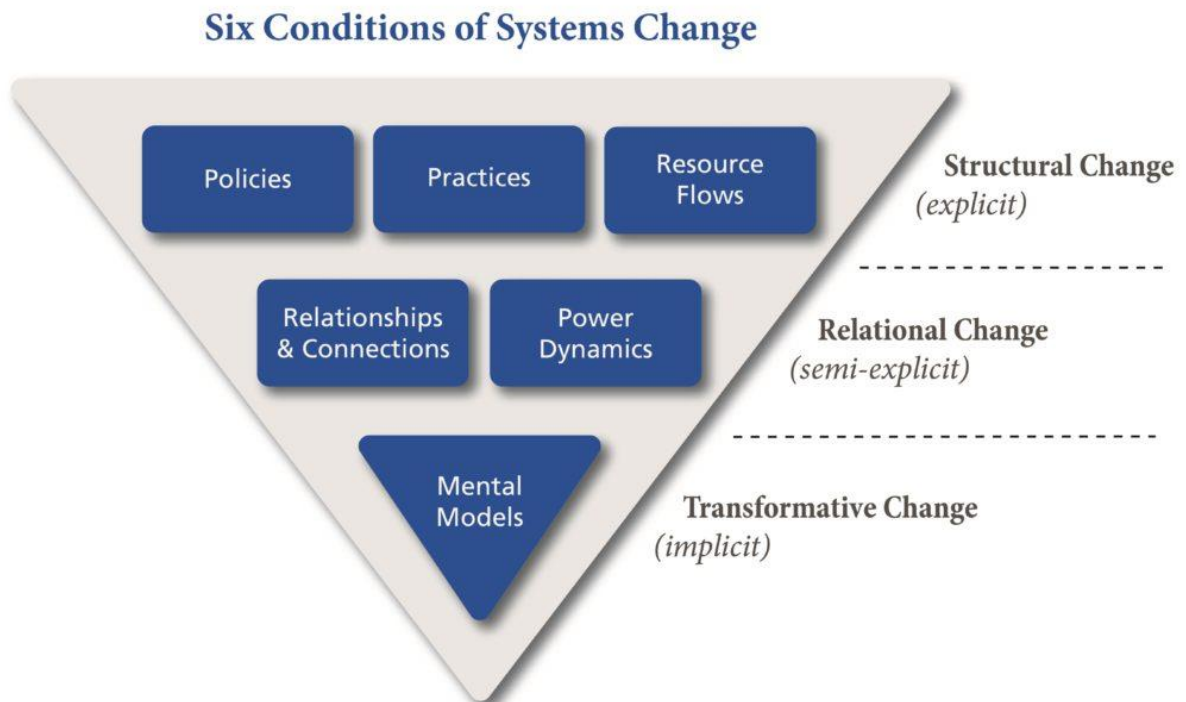
Subject: Climate Change Forum Whiteboard Notes

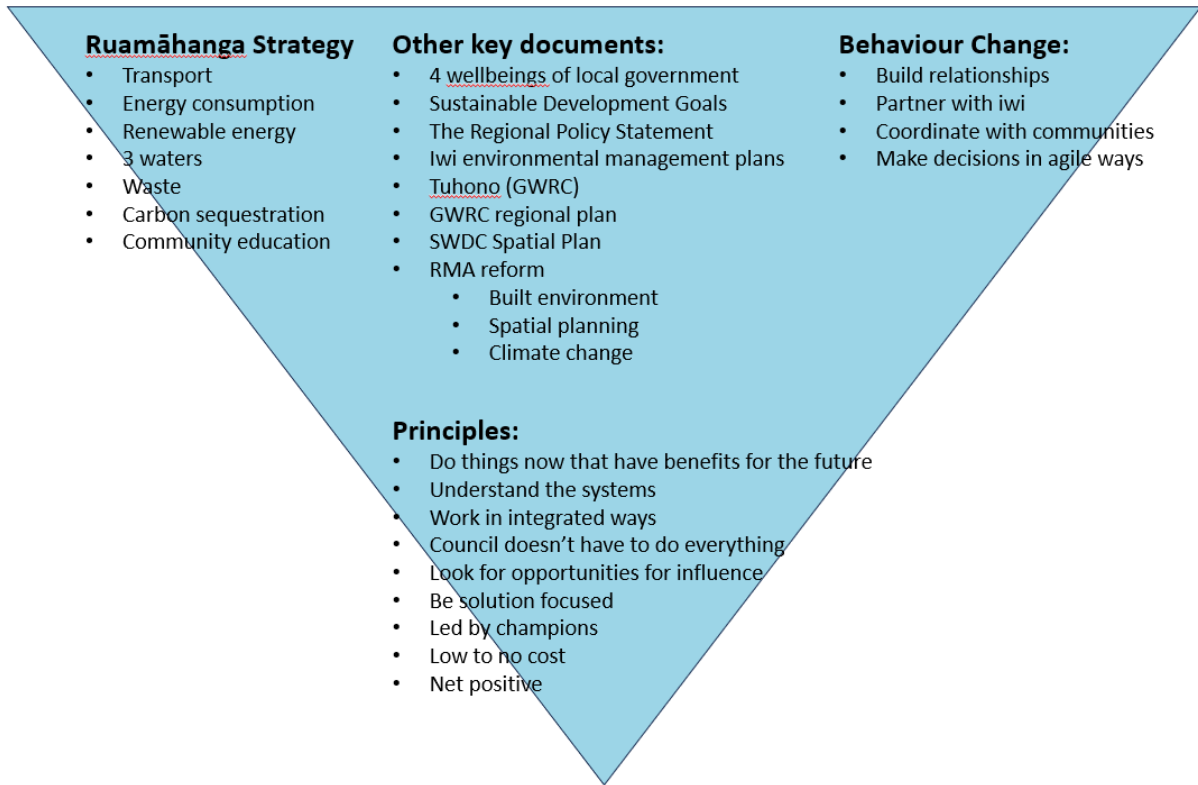
Background

At the climate change forum on Tuesday 23 May 2023, notes were taken on the whiteboard from an open discussion. The intention of which was broadly to begin collecting ideas and information that might inform the potential design of activity in the upcoming Long-Term Plan.

This draft diagram has been created from those notes and is based on the Six Conditions of Systems Change from the 2018 report *The Waters of Systems Change*.

https://www.fsg.org/resource/water_of_systems_change/





Further work could develop this initial thinking into a more robust analysis and application of this systems change model that could then inform the Long-Term Plan.



Action Items Report

1. Purpose

To present the Committee with updates on actions and resolutions.

2. Executive Summary

Action items from recent meetings are presented to the Committee for information. The Chair may ask the Chief Executive for comment and all members may ask the Chief Executive for clarification and information through the Chair.

If the action has been completed between meetings it will be shown as 'actioned' for one meeting and then will remain in a master register but no longer reported on. Procedural resolutions are not reported on.

3. Appendices

Appendix 1 – Action Items to 23 August 2023

Contact Officer: Amy Andersen, Committee Advisor

Reviewed By: Paul Gardner, Interim Chief Executive Officer

Appendix 1 – Action Items to 23 August 2023

Number	Raised Date	Responsible Manager	Action or Task details	Status	Notes
86	1 Mar 23	S Priest	To request the Communications Team develop a concept plan and options to initiate discussion and engagement with the community on a climate change database and information sharing.	Open	14/08/23: Officer note there are many different companies and organisations operating in this space. Instead, as we have a climate change web page, suggest we can host links to all those we work with in this space including presentations from anyone who comes to present to this committee or Council on say climate change and sustainability matters.