

**Civil Defence Emergency Management  
Group Meeting  
Tuesday 8 September 2020 at 11.00am**

# **AGENDA**



## Civil Defence Emergency Management Group Meeting Agenda

Meeting to be held in the Council Chamber  
36 Water Street, Whangārei  
on Tuesday 8 September 2020, commencing at 11.00am

**Recommendations contained in the agenda are NOT decisions of the meeting. Please refer to minutes for resolutions.**

### MEMBERSHIP OF THE CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP MEETING

Chair, NRC Councillor Rick Stolwerk

WDC Mayor Sheryl Mai	KDC Mayor Jason Smith	FNDC Councillor Dave Collard
NZ Police Representative Superintendent Tony Hill	FENZ Representative Mr Commander Brad Mosby	NEMA Representative, Ms John Titmus (Observer Status)

Item	Page
<b>1.0 APOLOGIES</b>	
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**TITLE:** Monthly update from Director, National Emergency Management Agency

**ID:** A1359346

**From:** Graeme MacDonald, Civil Defence Emergency Management Manager

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### Executive summary/Whakarāpopototanga

At the time of preparing the agenda the August update from the Director, National Emergency Management Agency was not to hand. If an update is provided it will be tabled at the meeting.

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### Recommendation

That the report 'Monthly update from Director, National Emergency Management Agency' by Graeme MacDonald, Civil Defence Emergency Management Manager and dated 6 June 2020 received.

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### Attachments/Ngā tapirihanga

Nil

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### Authorised by Group Manager

**Name:** Tony Phipps

**Title:** Group Manager - Customer Services - Community Resilience

**Date:** 01 September 2020

**TITLE:** Northland CDEM Group, CEG and Group appointments

**ID:** A1359347

**From:** Graeme MacDonald, Civil Defence Emergency Management Manager

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### Executive summary/Whakarāpopototanga

This report shows an up to date list of members and key appointments for the Northland CDEM Group. The list of key appointments is also available on the same webpage as the Northland CDEM Group plan. The list has also been referenced in the group plan.

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### Recommendation

That the report 'Northland CDEM Group, CEG and Group appointments' by Graeme MacDonald, Civil Defence Emergency Management Manager and dated 31 August 2020, be received.

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### Background/Tuhinga

#### Membership of the Northland Civil Defence Emergency Management Group:

- Cr Dave Collard (FNDC) - alternate Cr Ann Court
- Cr Rick Stolwerk (NRC) alternate Cr Colin Kitchen
- Mayor Sheryl Mai (WDC) alternate Cr Nicholas Connop
- Mayor Jason Smith (KDC) - alternate Cr Anna Curnow
- Commander Brad Mosby (Fire and Emergency NZ)
- District Commander, Superintendent Tony Hill (NZ Police)
- Mr John Titmus (NEMA) in observer role

#### Membership of the Coordinating Executive Group:

- Mr Tony Phipps, Chairperson (NRC)
- Mr Andy Finch (FNDC)
- Ms Sandra Boardman (WDC)
- Mr John Burt (KDC)
- Inspector Al Symonds (NZ Police)
- Assistant Area Commander Graeme Quensell (Fire and Emergency NZ)
- Ms Sarah Hoyle (Northland Health)
- Mr Andy Gummer (St John Ambulance)
- Mr John Titmus (NEMA) in observer role
- TBA (Medical Officer of Health - Public Health)
- Mr Russell Watson (Northland Lifelines Group)
- Mrs Claire Nyberg (Northland Welfare Coordination Group)
- Ms Jo Field (Department of Conservation)
- Mr Victor Goldsmith (Iwi Representative)
- Mr Hone Dalton (Iwi Representative)

#### Group Controllers:

- Graeme MacDonald
- Tony Phipps
- Claire Nyberg

- Simon Weston
- Sandra Boardman
- Victoria Harwood
- John Burt
- Alistair Wells
- Shona Morgan

**Local Controllers for the Whangarei District:**

- Simon Weston
- Sandra Boardman

**Local Controller for the Kaipara District:**

- John Burt

**Local Controllers for the Far North District:**

- Alistair Wells

**Group Welfare Managers:**

- Claire Nyberg
- Shona Morgan

**Local Welfare Managers:**

- Paula Ulrich (WDC)
- Darlene Lang (KDC)
- Michelle Nepia (KDC)
- Debbie Norman (FNDC)

**Group Recovery Manager:**

- Jenny Calder
- Graeme MacDonald

**Local Recovery Managers**

- Janice Smith (FNDC)
- John Burt (KDC)
- Vacant (WDC)

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**Attachments/Ngā tapirihanga**

Nil

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**Authorised by Group Manager**

**Name:** Tony Phipps

**Title:** Group Manager - Customer Services - Community Resilience

**Date:** 01 September 2020

**TITLE:** CEG Chair's Report

**ID:** A1359350

**From:** Tony Phipps, CDEM Coordinating Executive Group Chairman

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### Executive summary/Whakarāpopototanga

This report provides an overview of matters relevant to the CEG Chair's functions.

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### Recommendation

1. That the report 'CEG Chair's Report' by Tony Phipps, CDEM Coordinating Executive Group Chairman and dated 2 September 2020, be received.
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### Background/Tuhinga

#### Readiness Activities

##### Work Programme, Portfolio and Responsibilities review

The **Northland CDEM Group work programme, staff portfolios and responsibilities have again been reviewed** due to continued response activities being undertaken; COVID-19 resurgence planning requirements and recent staff performance reviews.

**Projects have been prioritised to align with group priorities** and provide for further responses to emergencies, including COVID-19 resurgence response if required.

The reviewed work programme and reviewed portfolios and responsibilities are attached.

##### The Northland CDEM Group Plan Review Update

The **review is still on track** to be completed by September 2021. The updated timeline (attached) is contingent on resources being available for normal business and many need to be revised if there are subsequent events requiring responses.

##### Long Term Plan Update

All **councils in Northland have started their LTP processes**, and the Northland CDEM Group are submitting their prioritised projects to the 4 councils via their LTP processes.

**The priorities of the Northland CDEM Group being submitted** to all four Northland councils are:

- **Upgrade of the Northland Tsunami Siren Network.**
- **Joint Multi-Agency Emergency Coordination Centre.**

There are several other council specific projects also included in the relevant council LTP process as follows:

- GIS capability for the Northland CDEM Group shared service.
- Evacuation route access and exits for Ruakaka beach residents and visitors.

To date the Northland CDEM Group has:

- Submitted outline documents to the Northland Regional Council.

- Provided an agenda item overview of priorities and delivered a presentation to the Whangarei District Council (WDC).
- Provision of initial budget requirement figures for the WDC contribution to regional CDEM LTP priorities.
- Presenting the Northland CDEM LTP priorities to the Far North District Council on 10 September.

**Further engagement across all four Northland councils will occur** over the coming months as the LTP process progresses.

### Communications

The **Northland CDEM Facebook page was a mainstay during the 17-18 July weather event** (along with a great deal of radio in particular) and this resulted in a gain of more than 3000 followers (from the existing audience of about 18,000). **Along with the effectiveness of the linkages with Fire and Emergency NZ on the Friday night, a highlight was the level of integration** (at the time and ongoingly) and provision of early and relevant public information from partners such as the Insurance Council and its members and EQC, and also subsequently from Waka Kotahi NZ Transport Agency in relation to the State Highway 1 Mangamuka Gorge closure.

**Conversely COVID-19 had already proven a topic that has significantly less appeal** and has this time come with both election-related tensions and what has been described nationally as 'orchestrated misinformation'. **Our approach has been to cover all the major announcements** and ensure that Northlanders are aware of the information available from other sources (e.g. the official Unite Against COVID-19 Facebook page and website, Northland DHB and Police). This also helps with a degree of protection from un-signalled changes in arrangements.

The **unpredictability of developments remains a challenge**. The timing of the national Emergency Mobile Alert on the night of 11 August and the fact that it caught Vodafone partway through a planned network upgrade made for a busy night and day following.

Another **noteworthy development during the quarter has been the appointment by Northland Police of a full-time communications resource** within the region, after a period of some years.

### Northland Tsunami Siren Testing

**The Northland tsunami siren network will be tested at the start of Daylight Saving** on Sunday 27 September 2020 at 10.00 am.

As the group are aware the scheduled test on Sunday 5 April 2020 was cancelled at the direction of the National Controller. Therefore, the last date the tsunami siren network was tested was Sunday 29 September 2019.

The siren network is an important tool in the **Northland CDEM tsunami alerting capability and it is a priority to ensure the testing on 27 September 2020 goes ahead** to keep the network in working order.

The usual comprehensive public information programme regarding the test will be carried out and testing will be completed in conjunction with Northpower, Top Energy, the district councils and community representatives. Some consideration will be given to the possibility of additional publicity, given the outcome of the previous test and a generally elevated level of unease in communities.

## Response Activities

The **Northland CDEM Group coordinated a multi-agency response to the heavy rain weather event** on 17-18 July. The response and recovery actions are covered in a separate agenda item.

After the July Floods, at the request of the CDEM Group the **Metservice lowered the rain warning criteria for Northland**. This was due in the main to the saturated nature of catchments and the likelihood that a short duration heavy rainfall event that normally fell under the warning criteria could have a significant impact.

**On 24 July Metservice indicated that a similar weather event to the July event was possible**, so the Northland CDEM group monitored the situation. Significant adverse weather did not eventuate, and **no response actions were required**.

**On 11 August a third weather event was forecast for the region**. The Northland CDEM office prepared staff in the Emergency Coordination Centre and held a multi-agency briefing to gain an overview on the agency preparations to the potential event. **Agencies were prepared and on standby, CDEM monitored the situation but no further response actions were required**.

**Late on 11 August, the Prime Minister announced a COVID-19 resurgence in Auckland** and the alert levels would change to AL3 for Auckland and AL2 for the rest of the country. The Northland CDEM Group COVID-19 resurgence planning is covered in a separate agenda item.

**On the 20 August, a small tornado damaged property in and around the Pukenui area** in the Far North. Roofs were lifted, caravans and cabins were flipped, and many trees were toppled. Power was lost for a period. A multi-agency response occurred involving Police, Fire and Emergency New Zealand, Top Energy and CDEM. No injuries were reported.

## Professional Development

**The group has confirmed the CIMS4 (Coordinated Incident Management Systems) training dates for the remainder of 2020** are below. These dates are subject to last minute changes due to the current Covid-19 environment we are operating in. Venue: Far North REAP Centre, 33 Puckey Ave, Kaitia

- Monday 14th & Tuesday 15th September

Venue: Northland Regional Council – 36 Water St, Whangarei

- Monday 12th & Tuesday 13th October
- Thursday 15th & Friday 16th October
- Monday 2nd & Tuesday 3rd November

The annual general meeting of the NZ4GISEM occurred on 31 August. The Committee is a shared and coordinated voice for the use of Geographic Information Systems (GIS) in Emergency Management in New Zealand. The Committee advocates, educates, advises and provides support, guidance, recommendations and best practice for GIS and Emergency Management practitioners while ensuring alignment to the principles and purpose of the Coordinated Incident Management System (CIMS). Tegan Capp, Emergency Management Advisor has been appointed to the Committee of NZ4GISEM.

## Drought Recovery

**A fund of \$250,000 (excl GST) was provided by Ministry for Primary Industries to help Northland farmers mitigate the financial effects of the recent drought**. The fund was centralised with NRC and is available to Northland farmers until the funds are exhausted or 20 November, whichever is reached first.



**In conjunction with MPI, a criterion was established** that allows farmers to apply for a partial reimbursement of the transport costs of supplementary feed and/or cartage of livestock for grazing. Retrospective applications from 1 January are able to be included, with one application permitted per business unit.

**To date, a total of \$119,319.76** has been allocated across the region as below.

Drought Recovery Grant					
Area	Number of grants	July	Number of grants	August	Amount
Far North	4	\$ 11,748.19	3	\$ 10,907.20	\$ 22,655.39
Whangarei	3	\$ 12,364.59	14	\$ 36,374.52	\$ 48,739.11
Kaipara	6	\$ 20,771.56	10	\$ 27,153.70	\$ 47,925.26
<b>Total allocated</b>	<b>13</b>	<b>\$ 44,884.34</b>	<b>27</b>	<b>\$ 74,435.42</b>	<b>\$119,319.76</b>
<b>Balance remaining</b>	-	-		-	<b>\$130,680.24</b>
GST	-	-		-	\$ 37,500.00
TOTAL Fund		-		-	\$287,500.00

**Northland Transportation Alliance (NTA) - Rooding Information during emergency events**  
**Northland CDEM Group staff recently met with Northland Transportation Alliance (NTA) Maintenance & Operations Manager Aram Goes to discuss opportunities to coordinate and consolidate public rooding information.** This piece of work draws on Aram's experience in dealing with the impacts of tropical weather events in Fiji.

The two key aspects for action are:

- **NTA to implement improvements to the process for Sitrep frequency**, depth and structure of information.
- The **integration of NTA and NZTA road information** into a public-facing digital platform to display information on the status of regional roads.

The Northland CDEM Group is fully supportive of these actions and the intended outcomes as they align with the Northland Lifelines Utility Group *Response and Recovery Protocols* and obligations under the CDEM Act 2002 Section 60 *Duties of Lifelines Utilities*. Northland CDEM liaison regarding the status of these actions is being maintained with the NTA through Aram Goes.

#### Resilience Fund review

**NEMA is continuing with its review of the national Resilience Fund.** The Northland **CEG Chair was invited to provide input** and feed back into the review recently. The feedback provided by the CEG Chair aligns with the long-held views of the Northland CDEM Group that have been discussed with NEMA officials on various occasions, both formally and informally.

#### Controller debrief for drought and COVID-19

After a section 17a review of the civil defence arrangements in Northland in 2017 the controllers were re-organised to a single level of Group Controllers and rostered onto a duty roster. **Group Controllers were appointed during both the drought response** beginning the week of the 20 January **and for COVID-19 response** commencing the week of 23 March. These events together created the longest Northland response, being approximately 18 weeks long. **A de-brief was held**

**with all the appointed Group Controllers with the aim of being able to identify what went well and where improvements** could be identified along with possible solutions/outcomes from both the drought and COVID-19 response.

**Overall Controllers felt that both responses went well with response objectives met for both events.** What went well during the responses could be grouped into broad headings including staff, GECC functions, relationships, communication and technology. The controllers felt there were some willing staff that were able to assist and brought with them a variety of skills which were well utilised. The Group Emergency Coordination Centre (GECC) functions that were activated during the responses worked well and there was good depth to draw upon in the controller roster. There were **lots of good relationships built or developed during the responses across a number of staff, agencies, organisations, iwi, community, NZDF and other stakeholders and overall communication and technology was well utilised.**

While some areas were identified as a positive such as relationships, staff and GECC functions they were also identified as areas where improvements can be made. Improving relationships and increasing **knowledge of roles and responsibilities with council staff, stakeholders, CE's, senior managers, politicians and in particular the Far North District Council are areas which need improving.** Other areas where improvement is required **is around information management and reporting because there was too much information being distributed and reporting requirements were at times overwhelming.** Improvements are also required **around documentation, process and technology and the GECC structures and functions.** The importance around having robust processes and documentation and a trained, exercised and capable staff resource relying on good technology to produce outcomes for our communities is critical to a successful response.

Although **there is a relatively modest pool of Controllers across the region the recent COVID19 response and prolonged drought has exposed a weakness** in the depth of controllers within councils. As an example, the Far North District Council has a single Controller who is on a contract to provide service to the council, while Whangarei and Kaipara each have two appointed controllers. There is a **need to increase the availability of trained controllers and capable leaders** that are prepared to assume Controller roles. **Recruitment and professional development of new Controllers has been identified as a high priority.** Consideration and some priority should also be given to succession planning.

### **Controller development**

Part of the discussion in the controller de-brief included how, as leaders to **reflect on our response actions and how to ask our peers and direct reports to feedback on our leadership styles.** As a result of this discussion a consultant was engaged to carry out a self-reflection workshop which was held in July and an online survey was created for controllers to send to three direct reports and three peers. The online surveys have been completed and the consultation is **collating the information to inform individual and collective group controller professional development programmes.**

### **Welfare Coordination Group (WCG) de-brief for the COVID-19 response**

The **Northland Welfare Coordination Group (WCG) prior to COVID-19 was already activated** in drought response from early 2020, meeting on the 14 February to discuss the deteriorating drought conditions in Northland. At this meeting it was already evident that **COVID-19 was already having an impact,** especially with the supply of hand sanitiser and PPE gear. In the primary industry the impact of COVID-19 was on the meat processing plants, with a lack of demand overseas for meat and lack of refrigerated containers coming back from China.

At the **WCG meeting on the 3 March the emphasis was still on the effects of the drought, however an update on the COVID-19 situation was given by Northland District Health Board (NDHB).** Meeting attendees were encouraged to look at their pandemic plans to ensure they were up to date and were asked to complete three work sheets which looked at; if the weather continued

for another 4 weeks and we had no rain; if the drought continued for another 3 months and the worse-case scenario; if the drought continued and the pandemic worsened.

**By the 19 March, NZ was closed to all non-residents) and NZ moved to Alert Level 2 on Monday 21 March.** A WCG teleconference was held on the 23 March to cover the Northland COVID-19 pandemic response. At this meeting we called for updates to be sent to the [welfare@nrc.govt.nz](mailto:welfare@nrc.govt.nz). From this date through to the 4 June, seven WCG meetings were held remotely.

In the past the WCG have de-briefed during a meeting however we decided to make use of technology allowing WCG members to provide their feedback through an on-line survey which was sent out on the 16 June with feedback to be provided by the 25 June. We also gave participants the option of requesting a de-brief in person if there were further discussions, they felt would be valuable to the de-brief process.

The aim of the survey was to allow WCG members to identify what went well and where improvements could be identified. Of the 34 agencies/groups that the survey was sent to there were 17 responses (fifty percent response rate). The questions were grouped into the following categories:

- Meeting frequency and content
- Technology, information and communication
- Status reports and situation reports
- Opportunities for improvement
- Work programme for 2020/21

Overall **the responses indicate that meeting frequency both during the response and during readiness is adequate**, however there is **room for improvement in the content and format** for the response meetings and around meeting etiquette (i.e. muting microphones, raising hands to speak, cutting back on length of talking). The zoom meeting technology used was okay, but it was noted that not all agencies are authorised to use the zoom technology.

Most people felt that **completing a status report added value** because it made them document their response actions and think about what had been achieved and what the priorities were. However, there were other people who thought the status reports were only somewhat valuable. The situation reports were well received and described as informative, valuable and interesting. The only criticism was that they were a little long and it was hard to find time to read them.

The areas where the welfare portion of the response could have been most enhanced were around **our relationships and partnerships with iwi and iwi providers and a better understanding across the sector of agency roles and responsibilities**. These will be included into the 2020/21 work programme along with the consolidation of the networks of networks, establishment of a rural collaboration group, more training opportunities, establishment of welfare teams and planning for rural communities.

### **Multi Agency Coordination Centre Proposal**

The **proposal to progress with a project to establish a Multi-Agency Coordination Centre in Northland has been supported by the CEG and CDEM Group members**. Development of a proposal continues, and the intention is to seek funding from the respective councils through the Long-Term Plan processes. There is very strong support for the development of a Multi-Agency Coordination Centre. Securing appropriate funding from the respective councils is the next step and will play out during the LTP rounds of the respective councils. Overall funding of \$10m is being sought through the LTP process currently.

### Service Level Agreements

Annual **service level reviews with the three councils are currently underway or completed**. The Whangarei District Council has signed off its agreement, whilst the Far North and Kaipara Districts are yet to finalise their agreements.


### Costs during response and reimbursement from Central Government

During the recent drought and COVID19 response **central government made available funding to support communities and whanau**. These appropriations were additional to the arrangements outlined in the CDEM National plan and separate to the funding provided to Northland under the Mayoral Relief fund for the recent storm event and the MPI funding for farm relief. Throughout the drought and COVID19 responses funding and services have been provided – mainly for water delivers and support to community agencies to provide household goods and services – in line with the criteria laid out in the appropriations. **The COVID19 appropriation amounted to \$30m nationally and the Drought Support \$10m nationally**.

**Both appropriations come with strict policy guidance** on how they can be used. Each appropriation also requires that the **council bears the initial cost and then lodges a claim for reimbursement** with NEMA. Throughout the drought and to ensure cash flow during the COVID 19 response **a total of 9 separate claims for reimbursement were submitted for a total amount of \$2m** of those claims, 7 have been now paid to a total value \$1.75m.

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### Attachments/Ngā tapirihanga

Attachment 1: CDEM Group Work Programme, reviewed portfolios and responsibilities [↓](#) 

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### Authorised by Group Manager

**Name:** Tony Phipps  
**Title:** Group Manager - Customer Services - Community Resilience  
**Date:** 02 September 2020



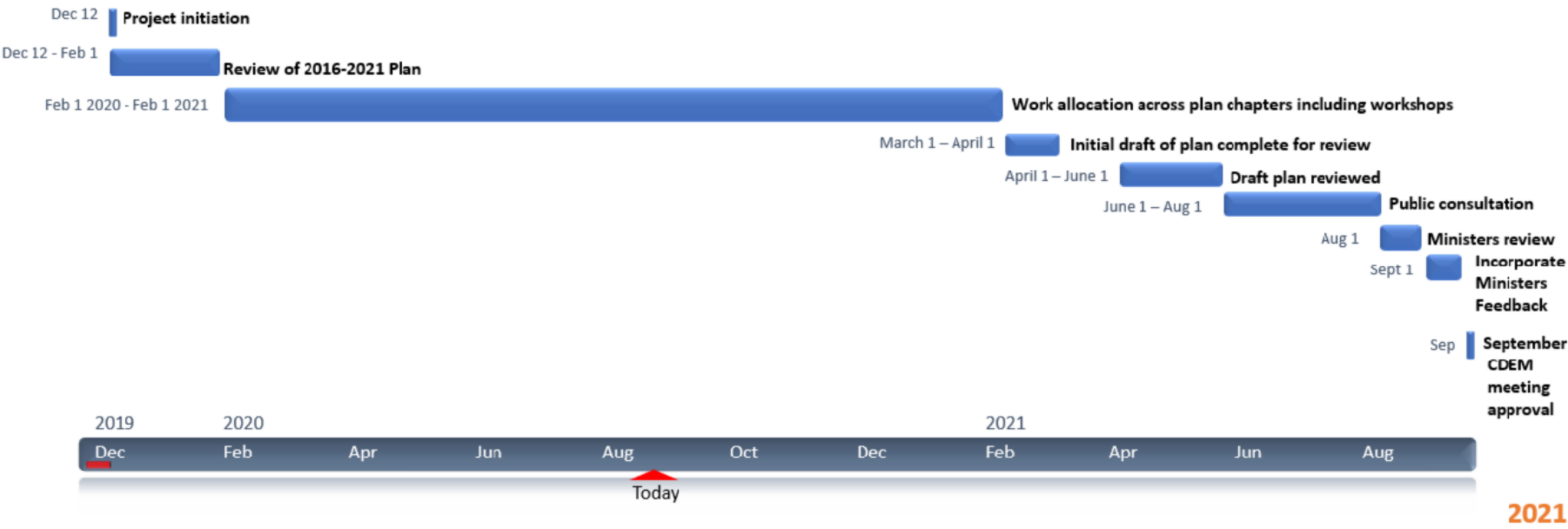
## Northland CDEM Plan Review Project plan



Project description	Review the Northland CDEM Group Plan in accordance with CDEM Act 2002 to demonstrate how CDEM will be delivered in the region over the next 5 years (2021 – 2026)			
Project sponsor	Northland CDEM Group joint committee			
Project owner	Tony Phipps, Group Manager Customer Service and Community Resilience and CEG Chair.			
Project manager	Graeme MacDonald, CDEM Group Manager			
Project timeframe	Project completed by end of September 2021	Iris/ Objective reference		
Objective/s				
<ul style="list-style-type: none"><li>The project will deliver an updated northland CDEM Group plan that is consistent with the requirements of the legislation and national guidelines.</li><li>The plan will identify key strategic issues for delivery of CDEM and provide actions to deliver the agreed arrangements.</li><li>The plan will detail arrangements for CDEM with in the Groups jurisdiction</li></ul>				
Background				
<ul style="list-style-type: none"><li>CDEM Group plans are a requirement under the CDEM Act 2002.</li><li>This is the fourth Northland CDEM Group Plan (the previous plans were adopted in 2004, 2010 and 2016).</li><li>All the previous plans have been prepared by external consultants. This plan is to be prepared by the CDEM Group professionals.</li><li>An extended period for consultation, and to hear submissions, from interested parties on the plan is provided for in the project.</li><li>The final plan must be forwarded to the Minister of Civil Defence for his comments before being adopted.</li></ul>				
Scope				
In scope		Out of scope		
<p>The plan is a statutory requirement for all CDEM Groups, and it must detail the arrangements for implementation of CDEM within the region. The plan must be developed in accordance with the Directors Guideline for CDEM Plans (DGL 09/18) and sets out the strategic direction, objectives and a framework for continuous improvement.</p> <p>The plan seeks to strengthen relationships between agencies involved in CDEM, to encourage cooperative planning and interaction between the various emergency management agencies and the community and demonstrates commitment to deliver more effective CDEM through an agreed work programme for the region.</p> <p>The plan will provide information on the hazards and risks in Northland and will document the principles of operation within which agencies involved in CDEM agree to cooperate.</p>		<ul style="list-style-type: none"><li>Detailed SOP's and Operational plans and documentation.</li><li>Detailed work programmes or projects.</li><li>In depth analysis and detailed information relating to hazards or risk.</li></ul>		
Key milestones				
Milestone description	Target date	Responsibility of	Actual date	
Project initiation and outline. Work allocation - defined and agreed	12 December 2019	CDEM Group Office	Completed December 2019	
Review of 2016 – 2021 CDEM Group Plan	1 February 2020	CDEM and CEG receives report on review at June meetings	Not completed – Due September 2020	
CDEM and CEG workshop to review plan content and scope	17 August 2020	CDEM & CEG representatives		
Development of draft plan chapters (including workshops) completed and initial draft of plan completed.	1 March 2021	CDEM Group Office		
Draft plan review completed and draft finalised.	1 June 2021	Reported to CDEM and CEG meeting November 2020		
Public consultation and submissions completed.	1 September 2021	Reported to CDEM and CEG meeting March 2021		
Ministers review of plan completed, and changes incorporated	1 August 2021	CDEM Group Office		
Final plan approved by CDEM Group	September 2021	CDEM Group approves final plan.		
Final completion date	September 2021			
Roles, responsibilities and support service approval				
Role	Responsibility	Who	Estimated hours	Support services sign off
Plan content				
Executive summary & Introduction	To develop the plan content in accordance with best practice guidelines.	Murray		
Northlands Risk Profile		Murray, Bill		
Reducing Northlands Hazards and Risk		Victoria, Tegan		
Community Readiness		Shona, Bill		
CDEM Sector Readiness		Sarah, Claire		
Response		Shona, Sarah		
Recovery		Jenny, Claire		
Management and governance		Graeme, Victoria		
Organisational Resilience		Kim, Tegan, Evania		
Monitoring and evaluation		Graeme, Tony		
Iwi engagement	To develop a new section for the plan.	Evania, Jenny		
Additional support services/ interest				
Is HR aware of this project? If no, why	Is H&S aware of this project? If no, why	Are any other depts affected/ interested?		
No impact of plan on HR.	No impact on H&S.	Comms Online Department - A limited amount of time upon completing plan to upload to the NRC website. This is seen as a minimal input.		
Costs (excluding staff labour)				
Area/ type	Estimated cost (excl GST)	Is this budgeted for?	Actual cost (excl GST)	
Plan production	\$10,000	No		

Total cost	\$10,000		
Key documents			
Document name	Who is responsible		
Directors Guideline (DGL 09/18)	Not applicable		
Northland CDEM Group Plan 2016 – 2021			
National Strategy - 2018			
National CDEM Plan			
Risks / issues			
Risk description	Mitigation measures	Residual risk	
1. Scope of project is ill defined.	Clear outline of project and oversight of project.	Medium	
2. Project team misunderstand requirements.	Regular oversight, review and coordination.	High	
3. Poor communication resulting in scope creep, omissions, or unnecessary inclusions.	Communication and regular meetings/check ins to ensure that task groups are on track.	High	
4. Lack of management or control.	Regular oversight, review by Project Manager. Milestones approved and timelines met.	High	
5. Project team are diverted to other priority tasks leading to slippage in timeframes and delivery of milestones.	Resourcing is managed and overseen, where necessary additional support may be allocated.	Medium	
Key tasks			
A breakdown of the key tasks (i.e. the critical path) for delivering the project plan in order to achieve the objectives is attached separately.			
Change management			
Version control			
Version	Date	Author/ revisor	Notes
1	6/1/2020	Graeme MacDonald	First draft
2	XX/8/2020	Graeme MacDonald	Update of timeline and tasks
Project plan approval			
Version	Approved by (sponsor/ owner)	Date approved	
Version 1	Graeme MacDonald	8 January 2020	
Version 2	Graeme MacDonald	July 2020	
Version 3	Graeme MacDonald	August 2020	

Northland CDEM Group Plan review  
Timeline outline





## One-page communications plan: Northland CDEM Group Plan Review.

### OVERARCHING AIM

People, community, and stakeholders of Northland have an opportunity to have their say on the CDEM Group plan review.

### GENERAL APPROACH, PHASING

#### Dec 2019: Project initiation

Project team established.

#### Feb 2020 – Feb 2021: Review of 2016 plan.

#### March - June 2021: Plan review and re write.

(Includes consultation with community, iwi and key stakeholders and partner organisations).

#### August / September 2021 Consultation

Formal consultation processes.

### KEY CONTACT/S

Graeme MacDonald (Project Manager)

Tony Phipps (Project Sponsor))

CDEM Professionals (Project Team)

### PRIMARY SPOKESPERSON

Rick Stolwerk (CDEM Group Chairman).

### KEY OVERARCHING MESSAGE

We are working together to create resilient communities in Northland and need your help in the review of the group plan.

### CORE MESSAGES AND SUPPORTING INFORMATION

Core messages	Supporting information
<b>General:</b> We're reviewing our group plan and we need your help and feedback.	<ul style="list-style-type: none"> <li>Our CDEM Group plan will set out the arrangements for and direction of Civil Defence Emergency Management in Northland for the next 5 years.</li> <li>It's a time to review what the priorities are and to outline what our strategies are for reduction, readiness, response and recovery in Northland.</li> <li>The tricky part is getting the balance right – that's where input from our communities and key stakeholders comes in.</li> <li>We want to know what's important to you so we can work together to protect the things that are precious and plan.</li> <li>Your feedback will be considered as part of our discussions</li> </ul>
<b>Formal consultation:</b> We need your feedback on what is proposed in the final plan	<ul style="list-style-type: none"> <li>Your input is valuable – it'll help us make informed decisions about our region's future.</li> <li>There are lots of different ways to have your say, like online, in person, on Facebook.</li> <li>We'll keep you informed about the input received and the final decisions reached.</li> </ul>

Messages for the specific proposals we'll consult on will be developed as they are confirmed.

### TOOLS AND TACTICS/ TASKS AND TIMING



**TITLE:** Northland Water Security Improvement Projects  
**ID:** A1359353  
**From:** Graeme MacDonald, Civil Defence Emergency Management Manager

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### Executive summary/Whakarāpopototanga

CDEM Group continue to collaborate with iwi, Te Puni Kōkiri, NEMA, Department of Internal Affairs, Northland Public Health and councils to promote projects improve water security in Northland.

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### Recommendation

That the report 'Northland Water Security Improvement Projects' by Graeme MacDonald, Civil Defence Emergency Management Manager and dated 2 September 2020, be received.

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### Background/Tuhinga

As earlier reported the Northland CDEM Group continue to collaborate with iwi, Te Puni Kōkiri, NEMA, Department of Internal Affairs, Northland Public Health and councils to resolve issues associated with the supply and storage of water in the rural sector as well as improving water security, particularly for remote venerable communities.

With approximately 40% of average rainfall for Northland in 2019, followed by an extremely dry summer, the Northland region suffered extreme shortages of water. Whilst town supplies were able to continue, those living outside of reticulated public water supplies who were dependant on ground or surface water, or from rainwater on roofs, were far less fortunate. Whanau often living in poor housing and lacking any means, were particularly vulnerable to running out of water.

It is recognised that there is a vulnerable community of whanau living in rural communities in Northland that are struggling to access the quantity and quality of water they need for drinking, cooking, bathing, handwashing, and growing their kai.

Due to the socio-economic constraints and poor infrastructure (failing tanks and poor supply systems) many whanau have had difficulty throughout the drought maintaining a reliable water supply.

Te Puni Kōkiri have recently been successful in obtained funding from the Provincial Growth Fund of \$1m to provide assistance with water security and supply to communities in the South Hokianga. This project will provide assistance to a number of communities and provide security of water supply.

The Northland Rural Water Group has developed –

- A list of priority projects that would significantly enhance rural water security in the rural sector.
- A high-level understanding of the current funding mechanisms and allocations that are able to support or are supporting water sustainability in the rural sector.
- An understanding of the central government funding and amount that potentially could support the priority projects.
- Linking projects to potential funding.



Since the last meeting the focus has been on determining the criteria that NEMA and Central Government have in place for accessing the remainder of the appropriation of \$10m announced on 11 March 2020 by the Prime Minister for support to drought affected communities.

As a priority the group has asked, and has provided several detailed project outlines to NEMA, to ensure that there is a clear understanding of the criteria and how it can be applied to the various projects that are proposed.

A meeting between NEMA officials and Northland CDEM representatives was held on Tuesday 1 September and a meeting of the wider project team including key stakeholder representatives was held on 3 September. A verbal update on the outcome of the meetings will be provided to the group.

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**Attachments/Ngā tapirihanga**

Nil

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**Authorised by Group Manager**

**Name:** Tony Phipps  
**Title:** Group Manager - Customer Services - Community Resilience  
**Date:** 01 September 2020

**TITLE: July Flood Response**

**ID:** A1359355

**From:** Tegan Capp, Emergency Management Advisor - Whangarei and Jenny Calder, CDEM Group Recovery Manager

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**Executive summary/Whakarāpopototanga**

On 17 July 2020, Northland was impacted by high intensity rainfall event that caused significant flooding and damage to property and infrastructure, particularly in the Whangarei and Far North Districts. An overview of the response and recovery activities is provided in the following report.

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**Recommendation**

That the report 'July Flood Response' by Tegan Capp, Emergency Management Advisor - Whangarei and Jenny Calder, CDEM Group Recovery Manager and dated 2 September 2020, be received.

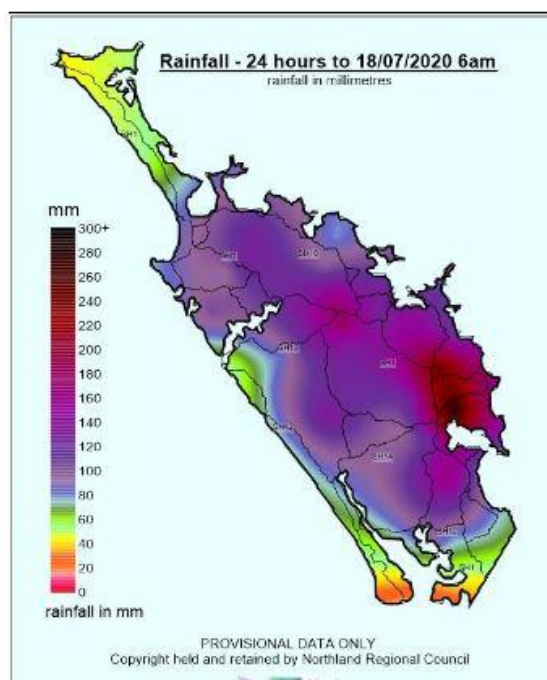
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**Background/Tuhinga**

The Northland CDEM Group responded to the high intensity rainfall event which occurred on Friday 17 July 2020. At 7.00 pm thunderstorms had moved south towards Whangarei and high intensity rainfall occurred in and around the city and surrounding areas.

Between 8.00 pm and 10.00 pm the NRC rain gauge in Whangarei recorded 88mm in 2 hours, a 1:100 year return period event.

The highest rainfall amounts as recorded by the Northland Regional Council



As a result of the high intensity rainfall there were over 220 calls made to 111, requesting assistance with flooding in and around houses, arcing of power in water and people and vehicles trapped in flood waters. FENZ rescued 6 people trapped in vehicles in flood water and 2 people who had been swept

away in Moerewa. Police also responded to numerous 111 calls and assisted with the evacuation of properties in Moerewa and Heretaunga Street, Tikipunga and Rawhiti Street, Morningside. 3 families evacuated from Heretaunga Street, Tikipunga were provided with emergency accommodation. No one was seriously injured or hurt as a result of this event.

Two Civil Defence Centres (CDC) were opened, one in the Onerahi Community Hall and one at the Kamo Scout Hall with support from council staff and community volunteers including the NZ Red Cross, Kamo Scout leaders and members of the community. Eleven people were supported through the Kamo CDC and two people were supported through the Onerahi CDC. Most evacuees made their own shelter arrangements.

Two community shelters were opened in Kawakawa and Moerewa to support locally displaced people and those travelling through Northland. 45 people were supported overnight.

Two skip bins were delivered to support residents of Rawhiti Street who were flooded and over 65 building inspections were carried out across the district. Insurance companies reported initially receiving over 2000 claims for flood damage and the Earthquake Commission report over 121 separate claims, however final figures are yet to be released.

Geonet activated their Landslide response and are assessing the impact to the region from land instability.

Infrastructure issues were promptly resolved across the region, with water restrictions placed on the Whangarei district for several days as a result of critically low reservoir levels.

The New Zealand Transport Agency- Waka Kotahi (NZTA) continue to work on the repair of two large slips on SH1 Mangamuka and SH14 Tangiteroria.

Over 111 homes in Moerewa were assessed and over 130 homes had septic tanks emptied as flood waters had gone through them. Over 30 skip bins were cleared from properties in Moerewa. Properties in Waikare, Whananaki and Puketona were also flooded.

Minister of Civil Defence Emergency Management Honourable Peeni Henare and MP Kelvin Davis visited the region on Sunday 19 July with the Acting Director of the National Emergency Management Agency (NEMA) David Cotezee. The Ministers met initially with the Whangarei District Council Deputy Mayor Greg Innes and Chief Executive Rob Forlong to discuss the impact in the Whangarei District.

The Ministers then visited the Emergency Operations Centre and a briefing was provided by the Group Controller and representatives from the emergency services. Due to adverse weather conditions a proposed helicopter reconnaissance to Moerewa was replaced with a road trip. At Kawakawa the Minister visited the local Work and Income office and then travelled to Moerewa and Otiria where he met with local whanau who had been impacted by the flood. The Minister also had the opportunity to meet with representatives from the FNDC, including the CEO and Councillors.

Discussions included the impact to people, homes and businesses as well as infrastructure and the rural sector. Minister Henare later announced \$30,000 would be donated as a Mayoral Relief Fund to the region. The Northland CDEM Group administered the fund on behalf of the Mayors.

Representatives from several national partner agencies; Ministry of Business Innovation and Employment (MBIE), Ministry for Primary Industries (MPI), Earthquake Commission (EQC) and Insurance Council of New Zealand (ICNZ); visited the region and contributed to the coordinated response. The representatives from EQC and ICNZ worked closely with WDC and FNDC Building department representatives to ensure a smooth process for customers.



Western Hills Drive Northbound - Flood clean up



Shoemaker Road, Waipu



BP Service Station Riverside Drive, Whangarei



Mangamuka underslip





### July 2020 Flood Recovery

The final flood recovery update for the July flood was issued on Thursday 6 August as Civil Defence Emergency Management exited from the event recovery and all agencies returned to business as usual.

Outstanding flood related enquiries and repairs continue to be completed by the respective district councils with no further involvement from CDEM.

Final reimbursement claims, as per S.33 of the Guide to the National Plan, are being finalised. To meet the NEMA funding requirements we are still collating the supporting documentation, ensuring invoices are itemised, to provide a detailed line-by-line claim document.

Through the post event clean-up, a total of 35 skip bins were delivered to flood affected properties and 138 septic tanks cleans were completed. Two septic tank cleans are pending due to the site access being too wet and will be completed as soon as the contractors are able to gain access to the affected properties.

Septic tank cleans	
Kaikohe	9
Kawakawa	3
Kerikeri	1
Moerewa	116
Ohaeawai	6
Okaihau	1
Whirinaki	2
<b>Total cleans completed</b>	<b>138</b>
Pending – Whirinaki	2
<b>Total cleans</b>	<b>140</b>

### Mayoral relief fund

A Mayoral Relief Fund of \$30,000 (incl GST) was provided for the region. It was centralised and distributed by Northland CDEM to assist whanau facing significant hardship as a result of the flood. The funding was provided by central government under strict criteria.

To date, \$23,740 has been allocated, providing support to 26 whanau in the region to help with replacing household goods etc. that were damaged during the flood event. There is currently a small amount of funding remaining.

Mayoral Relief Fund		
Area	Number of grants	Amount
Hikurangi	1	\$ 1,150.00
Kawakawa	1	\$ 250.00
Kerikeri	1	\$ 500.00

Moerewa	9	\$ 8,500.00
Onerahi	1	\$ 950.00
Puketona	2	\$ 3,800.00
Tautoro	1	\$ 1,050.00
Waikare	3	\$ 3,850.00
Whananaki	2	\$ 600.00
Whangarei	5	\$ 3,090.00
<b>Total allocated</b>	<b>26</b>	<b>\$ 23,740.00</b>
<b>Balance remaining</b>	<b>-</b>	<b>\$ 2,346.96</b>
GST	-	\$ 3,913.04
TOTAL Fund	-	\$ 30,000.00

Having a centralised fund worked well for a multi-district event. The process implemented ensured that applications for funding were processed expediently and with the support of the NRC finance team funds were paid to applicants the next working day following applications being approved.

In addition to the Mayoral relief fund DIA announced that the Lottery Grants Board has allocated \$500,000 to help community groups/non-profit organisations providing services to people in Tai Tokerau/Northland affected by the 2020 flood damage. This fund is being administered by a sub-committee of the Lottery Northland Community Committee.

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#### Attachments/Ngā tapirihanga

Nil

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#### Authorised by Group Manager

**Name:** Tony Phipps

**Title:** Group Manager - Customer Services - Community Resilience

**Date:** 01 September 2020

**TITLE:** COVID-19 - Response, Resurgence, Resurgence Planning and review

**ID:** A1359358

**From:** Victoria Harwood, Civil Defence Emergency Management Officer and Claire Nyberg, CDEM Officer - Welfare

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### Executive summary/Whakarāpopototanga

This report outlines the National Guidance to COVID-19 Resurgence and the Northland CDEM Group COVID-19 resurgence planning and arrangements.

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### Recommendation

That the report 'COVID-19 - Response, Resurgence, Resurgence Planning and review' by Victoria Harwood, Civil Defence Emergency Management Officer and Claire Nyberg, CDEM Officer - Welfare and dated 2 September 2020, be received.

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### Background/Tuhinga

New Zealand responded to the COVID-19 pandemic by following a strict elimination strategy including nationwide lockdown through various restriction Alert Levels and strict border controls to eradicate the virus from our communities through March and April 2020.

After 102 days with no new cases identified within the community in New Zealand, on Tuesday 11 August 2020 there were 4 new cases identified in Auckland. From 1200hrs Tuesday 12 August, Prime Minister Ardern imposed Alert Level 3 restrictions for the entire Auckland region, and Alert Level 2 restrictions for the remainder of the country.

The response to the COVID-19 resurgence is based on the national [‘stamp it out’ plan](#) and the legislative mandates being used are the COVID-19 Public Health Response Act, Section 11 and Section 70 of the Health Orders. Any declarations for a state of emergency are to be managed nationally.

The National Emergency Management Agency (NEMA) immediately called for CDEM Groups to begin their COVID-19 resurgence planning. CDEM Groups are expected to:

- Alert Level 1 / 2 COVID-19 resurgence response planning and coordination
- Alert Level 3 / 4 Response Coordination and emergency welfare response

Planning guidance documents were distributed to CDEM Groups, these included the Regional Leadership and Coordination COVID-19 Resurgence Plan (see attached) and the COVID-19 CDEM Welfare Resurgence Planning Guidance (both documents are attached as Appendix). The documents outline the All of Government (AOG) structure and improved arrangements for a COVID-19 resurgence response.

The Northland CDEM Group activated their Group Emergency Coordination Centre on Wednesday 12 August 2020 and commenced the coordination of resurgence planning and response activities across the region. In line with the objectives of the AOG response and actions required from CDEM Groups, the Northland CDEM Group undertook response coordination including the following:

- Regular briefings with partners and key stakeholders
- Liaison with NZ Police, Waikato and Auckland CDEM Groups on border management issues
- Liaison with Welfare Coordination Group members

- Liaison with Northland Lifelines Group members
- Production of action plans for the coordination of response activities and provision of welfare at Alert Levels 2, 3 and 4
- Regional contingency and forward planning for the next six months
- Development of an Information Collection Plan to support the Intelligence function
- Production of CDEM response guidance documentation provided to the Whangarei, Kaipara and Far North district Councils outlining response escalation procedures
- Identification and training of council staff across the region

One of the key changes in the national structure is the inclusion of a Regional Leadership Group (RLG) for each CDEM Group. The Northland CDEM Group are working alongside the existing and expanded Northland Social Wellbeing Governance Group as the RLG for the region. The CDEM Group are also engaged with regional Governance through the Northland CDEM Group Joint Committee.

Other key changes are within the welfare structure and arrangements, where the Ministry of Social Development (MSD) is taking a lead role in the delivery of welfare services and within Northland and is supported directly by the Northland CDEM Group. MSD are responsible for funding foodbanks, a regional COVID-19 welfare support call centre and staffing, the needs assessment and referral process, overseeing the network of networks liaison and their business as usual responsibilities for their clients. The Northland CDEM role to support the MSD led welfare response through representation at governance and operational meetings, supporting the call centre and needs assessment operations and at a district council level with the provision of emergency household goods and services / accommodation provision where required.

Stakeholder and partner engagement status is outlined in the table below:

Stakeholders and Partners		
	Engaged & Preparing	Activated
NEMA		
Northland District Health Board		
Police		
Fire and Emergency NZ		
St John		
NZ Defence Force		
Te Kahu O Taonui		
WDC EOC/Incident Management Team		L3/L4
KDC EOC/Incident Management Team		L3/L4
FNDC EOC / Crisis Management Team		L3/L4
MSD		
Te Puni Kokiri (TPK)		
All other members of Welfare Coordination Group		
NRC Harbourmaster		



NZ Transport Agency		
Northland Inc.- Business Sector		
Northland Lifelines Group		

Resurgence planning for the Group Emergency Coordination Centre (GECC) is well underway. In Alert Level 2 the Northland CDEM team are assigned to all Coordinated Incident Management System (CIMS) function manager roles, with some assistance from NRC staff as and when required.

Should the move to Alert Level 3 or 4 be announced, further NRC staff have been identified as able to assist with the response and they will be contacted and tasked accordingly. Rosters and operational schedules have been developed and will be implemented if needed.

### Regional Leadership Groups

As above Regional Leadership Groups (RLG's) have been added by the COVID-19 All of Government Response Group (AOG) to the response coordination structure.

RLG's support social and economic recovery which has been key in the national Caring for Communities AOG work. In Northland this role is being undertaken by the Social Wellbeing Governance Group (SWGG) which was already well established prior to the COVID-19 response but expanded and strengthened its membership to play a coordination role to ensure equitable outcomes for Northlanders.

The expanded SWGG includes membership from Local Government (CE's), Iwi (Te Kahu O Taonui chair), Northland DHB (CE and SWGG Chair), government agency regional leads (Ministry of Social Development, Ministry of Education, Ministry of Health, Oranga Tamariki, Te Puni Kokiri, Police, Corrections), North Tec (CE), Northland INC (CE), CDEM (Group Controller/CEG Chair) and Sport Northland. This group provides a high-level coordination/liaison forum which supports situational awareness and response coordination across health, welfare, law and order, government agencies, local government, iwi, Civil Defence Emergency Management (CDEM) and economic recovery.

The RLG has no decision-making powers but it can and does collectively agree on priorities and supporting actions. Under the 'Regional Coordination Leadership COVID-19 Resurgence Plan' (see attached) the RLG role is one of;

- Convening leadership and ensuring a regional strategy/plan that caters to different communities
- Connecting local government, Iwi, Pacifica, ethnic communities and key central government personnel
- Supporting the distribution of key messages and aid to community networks. This is to wrap around and support the implementation of the resurgence plan led by CDEM.

Some of the above roles are carried out through linked coordination through forums such as the Economic Recovery Group, SWGG-welfare sub-group and the Welfare Coordination Group (WCG). CDEM governance will still reside with the Northland CDEM Group joint committee and responsibility for decision making and control of the CDEM response operations lies with the Group Controller.

### Northland Welfare arrangements

Under the 'Planning for the Provision of CDEM Emergency Welfare Services for COVID-19 Resurgence' document the National Emergency Management Agency (NEMA) have identified that CDEM Groups have two key roles to play in the COVID-19 resurgence emergency welfare services response;

- Multi- agency regional and local coordination, including working with partner agencies to determine where and how emergency welfare service response activity will take place

- Provision of some emergency welfare services.

During the first COVID-19 response the government made available \$30 million for CDEM groups to support iwi responses, fund foodbanks and other providing assistance. This funding will not be available during COVID-19 resurgence(s) and support will only be available through the enhanced BAU social services measures. The Group Welfare Manager is working closely with the MSD Regional Director and others to understand the new social services environment and extra measures of support currently available to communities as part of the new part BAU social services measures, introduced post the national lock down for COVID-19. This has involved an initial stocktake to identify which organisations and collectives have received funding through various funding streams (i.e. CDEM, MSD, NDHB, Foundation North and others) to inform future planning.

CDEM and MSD are also working on a combined 'hub' where MSD fulfil the call centre role during Alert Levels 3 and 4 during a COVID-19 resurgence. This should ensure a better outcome for callers as during both the COVID-19 response and the floods the majority of callers to the 0800 number need financial assistance in the first instance. If the need cannot be matched through MSD and/or referral to another welfare service agency or community support then a rapid needs assessment will be undertaken and followed by either a Needs Assessor or Local Welfare Manager and if required a more in depth needs assessment completed which will lead to welfare service delivery at the local council level.

CDEM and MSD are also re-invigorating the network of networks which comprise the 240 plus welfare support providers in Northland with MSD taking on the network coordination role, streamlining the activities and meetings for various welfare service forums and looking at how to best implement the 'community wellbeing package' that MSD administer. Welfare resurgence planning will also continue in collaboration with other responsible agencies, iwi and community groups to ensure Northland is prepared to meet emergency welfare requirements during a COVID-19 resurgence in Northland.

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### Attachments/Ngā tapirihanga

Attachment 1: Regional Leadership and Coordination COVID-19 Resurgence Plan [↓](#) 

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### Authorised by Group Manager

**Name:** Tony Phipps  
**Title:** Group Manager - Customer Services - Community Resilience  
**Date:** 01 September 2020



Regional Coordination and  
Leadership

## COVID-19 Resurgence Plan



**National Emergency  
Management Agency**  
Te Rākau Whakamarumarū

## Regional Coordination and Leadership: COVID-19 Resurgence Plan

### Purpose

This COVID-19 Resurgence Plan outlines Readiness and Response arrangements relating to Regional Coordination and Leadership in response to cases of community transmission in New Zealand.

It is aligned to the All-of-Government Stamp it Out Plan<sup>1</sup>, and is focused on the role of Civil Defence Emergency Management (CDEM) Groups and their relationships with Regional Leadership Groups and partner agencies as well as their connection to the All-of-Government National Emergency Management Agency and other national structures.

This plan should be read alongside the “**Planning for the provision of CDEM Emergency Welfare Services for COVID-19 Resurgence**” which is written to support CDEM Groups and National and Local Welfare Agencies respond to a resurgence.

Please direct all comments on this plan in the current resurgence response to [ncc.operations@nema.govt.nz](mailto:ncc.operations@nema.govt.nz)

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<sup>1</sup> <https://covid19.govt.nz/assets/resources/legislation-and-key-documents/Stamp-it-Out-one-pager.pdf>

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*Working version-Regional Coordination and Leadership: COVID-19 Resurgence Plan*  
*V1 issued to sector 17AUG2020 1800hr*

## Background and Context

### Relationship of this plan to others

This is a COVID-19 CDEM Workstream (regional coordination) and sector (CDEM) resurgence plan. It is supported by a guidance document on **“Planning for the provision of CDEM Emergency Welfare Services for COVID-19 Resurgence”** which is written to support CDEM Groups and National and Local Welfare Agencies respond to a resurgence.

These plans have been drafted by NEMA, with limited opportunity for input from the CDEM sector during the National Emergency Management Development Group kanohi ki te kanohi (face to face) debrief on Wednesday 12 August 2020.

They have been informed and align with other sectors and agency plans as far as possible however due to the breadth of issues that need to be managed in a resurgence there may be overlap or duplication between plans. Therefore, during implementation these plans will periodically be reviewed and updated.

### All-of Government Resurgence Plan

This plan is based on the wider AOG Resurgence Plan **“Operationalising the ‘Stamp it out’ plan—responding to incidents of COVID-19 in the community”**.

The AoG Plan is based on the following Principles:

**Principle 1:** Continue to pursue an elimination strategy for COVID 19. This means a sustained approach of keeping it out, finding it, and stamping it out.

**Principle 2:** The core of our response will be personal hygiene, staying home when sick, testing, contact tracing, and isolation.

**Principle 3:** Where this is insufficient, we will seek to control COVID 19 with the least intrusive measures, including tailored local responses, that give us confidence that we will continue to deliver on our strategy of elimination.

**Principle 4:** We will seek to avoid going to Alert Levels 3 or 4 if possible, although we will do so if necessary.

**Principle 5:** There will be strong national oversight over any response, regardless of whether the response is local or national in scale. This will ensure adequate national level support and resourcing, continued confidence in our response, and the ability for the government to take appropriate action.

### All-of Government Resurgence Plan - Response scenarios

There are four high-level resurgence scenarios that are being used to support AOG resurgence planning. These are:

<b>Scenario 1</b>	<b>Only one or two further cases are detected amongst close contacts and there is a connection back to the original source of infection at the border.</b> The likely response is that the region moves to Alert Level 2 – e.g. physical distancing requirements, restrictions on gatherings and contact tracing requirements. Alternatively remaining at Alert Level 1 with some specific controls may be appropriate.
<b>Scenario 2</b>	<b>A single cluster of connected cases in the region with no evidence of community transmission in the region and no cases in other regions.</b> The likely response is moving the region to Alert Level 3. Alternatively, a move to Alert Level 2 may be sufficient. The rest of the country could stay at Alert Level 1.
<b>Scenario 3</b>	<b>Widespread community transmission in the region but no confirmed cases detected in other regions.</b> The region is likely to move to Alert Level 3, or possibly shift to Alert Level 4. It may also be appropriate for the rest of the country to move to Alert Level 2.
<b>Scenario 4</b>	<b>At least one cluster in the region and confirmed cases in other regions.</b> The region where the cluster began would move to Alert Level 3 and other regions with cases would shift to Alert Level 3 and unaffected regions to Alert Level 2. Depending on the number of affected regions, the Government would have to consider broader national action.

### COVID-19 Ministry of Health Resurgence Action Plan

The **COVID-19 Ministry of Health Resurgence Action Plan** (v0.6 / 4 Aug 2020) prescribes the specific steps to be undertaken to setup and operate the Ministry of Health's emergency response structure should the defined triggers for an emergency response be met and a second wave of COVID-19 emerge.

This is a Ministry of Health specific plan but provides useful context for the national level response on key Ministry decisions. Note that the Health plan utilises five scenarios rather than four, however these are based on the AOG scenarios.

The Ministry of Health scenarios are provided below for familiarity if raised by local health agencies.

	Scenario 1	Scenario 2 (AoG scenario 1 and 2)	Scenario 3	Scenario 4 (AoG scenario 3)	Scenario 5
	Cluster in a managed facility associated with travellers arriving in New Zealand	An imported case visits an aged residential care facility and goes on to infect a nurse, a carer and eight residents. Over two weeks this triggers a single, small, localised cluster of ten cases.	A case goes to a cafe and socialises with a number of people subsequently infecting several attendees. Over three weeks this triggers two to three small clusters (including one in residential disability facility) with up to 45 cases in total across two PHU jurisdictions.	Two cases emerge at a similar time, with both attending large events with visitors from across the country (such as a sporting event, a concert or a tangi). Each case infects a large number of people, who subsequently return home across New Zealand. Over four weeks, this triggers outbreaks across the country, with several locations reporting confirmed community transmission.	A case goes to a large sporting event and infects a large number of people. The next day attendees of the sporting event return home across New Zealand. Over eight weeks this triggers more than ten confirmed clusters, with several locations reporting confirmed community transmission, with a particularly large outbreak centred on South Auckland (5,000 cases in total, including 75 deaths).
<b>High level Responsibility</b>	All parts of the system have roles to play but the response will be led by the local PHU. This Plan would not be activated.	All parts of the system have roles to play but the response will be led by the local PHU. This Plan would not be activated.	All parts of the system have roles to play. While the front-line operational response will rely on the relevant PHUs, the overall response would be likely to be led by the Ministry of Health, with AoG/DPMC and Ministers closely monitoring. This Plan would probably not be activated, but may be on stand-by	The overall response would be likely to be led by AoG/DPMC, with the Ministry of Health leading the health sector response, and Ministers making the high-level decisions about response measures. This Plan would probably be activated in support of the Elimination Strategy	The overall response would be likely to be led by AoG/DPMC, with the Ministry of Health leading the health sector response, and Ministers making the high-level decisions about response measures. This Plan would be activated in support of the Elimination Strategy



### Agency and Function resurgence plans

National Agencies and workstreams will develop and implement their own plans in support of the AoG Stamp It Out Plan, with inter-agency coordination and operationalization of plan occurring through the AoG Response Coordination Centre.

It is therefore not the intent of this plan to replicate other agency plans or attempt to coordinate AoG implementation of plans through the NEMA NCC. This will occur nationally through the CARG, and regionally through CDEM Groups and Regional Leadership Group arrangements.

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V1 issued to sector 17AUG2020 1800hr*

## Key Legislative Frameworks for CDEM and Regional Leadership

There are several key legislative frameworks which provide the framework for how we will respond, which are summarised below. There is a wide range of other legislation which supports or enables other elements of the response. CDEM Groups should ensure they have appropriate legal advice and guidance available. NEMA and DPMC will also support this with the periodic provision of advice and guidance on the interpretation of relevant Acts.

This section has been reviewed by DPMC Legal.

### CDEM Act 2002 and CDEM Plan Order 2015

The CDEM Act 2002 and CDEM Plan Order 2015 provide the legislative basis for CDEM Groups to coordinate the multi-agency response to an emergency (whether declared or undeclared).

CDEM Act S. 17 (1)(d) provides that it is a function of CDEM Group to respond to and manage the adverse effects of emergencies in its area.

### COVID-19 Public Health Response Act 2020

The COVID-19 Public Health Response Act 2020 creates a comprehensive legal framework to support the Government's alert level system to limit the spread of COVID-19 in New Zealand, and other measures necessary respond to COVID-19.

The COVID-19 Public Health Response Act 2020 is the primary legislation for addressing COVID-19 response and recovery issues. Therefore, we expect that there is less likely to be a need for emergency powers under the Civil Defence Emergency Management Act e.g. through a state of emergency or transition period.

Section 6 of the CDEM Act provides that the '*CDEM Act does not limit, is not in substitution for, and does not affect the functions, duties, or powers of any person under the provisions of any enactment or any rule of law*'. This means that CDEM Act powers **should not be used in substitution for other legislation**, such as the COVID-19 Public Health Response Act 2020 but complement it by enabling access to emergency powers to fill any gaps.

A copy of the COVID-19 Public Health Response Act 2020 is available at [www.legislation.govt.nz](http://www.legislation.govt.nz).

The purpose of the COVID-19 Public Health Response Act 2020 (COVID-19 Act) is to support a public health response to COVID-19 that:

- a) prevents, and limits the risk of, the outbreak or spread of COVID-19 (taking into account the infectious nature and potential for asymptomatic transmission of COVID-19); and
- b) avoids, mitigates, or remedies the actual or potential adverse effects of the COVID-19 outbreak (whether direct or indirect); and
- c) is coordinated, orderly, and proportionate; and
- d) has enforceable measures, in addition to the relevant voluntary measures and public health and other guidance that also support that response.

The COVID-19 Act enables the Director-General Health or the Minister of Health to make 'Section 11' Orders which can require specific actions to be taken, measures to be complied with, or restrictions to be put in place to prevent or limit the extent or spread of COVID-19.

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Although 48hrs notice is normally required these orders can be issued urgently where required. These Orders are the mechanism whereby for example businesses could be required to close or implement other restrictions, members of the public required to quarantine themselves at home, or close or restrict movement over roads.

### Health Orders

It is important that CDEM Groups and partner agencies understand the implication of any Health Orders issued under S.11 of the COVID-2019 Public Health Response Act which will be used to apply the public health interventions which give effect to an increase in Alert Level.

S.70 Orders may also be issued by Medical Officers of Health to more defined groups of people or individuals to manage specific public health risks.

Links to all S.11 and S.70 orders are routinely published to the COVID-19 website here:  
<https://covid19.govt.nz/updates-and-resources/legislation-and-key-documents/>

### Process for emergency declarations at the local level for COVID-19

COVID-19 is a matter that affects all New Zealanders and is being managed nationally.

***The CDEM Act requires approval from the Minister of Civil Defence prior to any state of local emergency or local transition period being declared for COVID-19.*** A local declaration could potentially diminish the necessary national coordination that will continue to be required at all Alert Levels. The additional ministerial test will help determine whether declaring a state of local emergency or local transition period is appropriate given the national management of COVID-19 and the COVID-19 Public Health Response Act 2020. The CDEM Act already provides a similar type provision where ministerial approval is needed where a local transition period is proposed, and no prior state of emergency was in place for the emergency.

If the Minister approves a state of local emergency for an area being declared for COVID-19, the declaration may then be made by either a person appointed for that purpose by the CDEM Group for that area or the mayor of a territorial authority.

### **Check the COVID-19 Public Health Response Act 2020 before using powers under the CDEM Act for COVID-19 related purposes**

*Before* exercising any power under the CDEM Act in relation to COVID-19 it is important that CDEM Groups first check if the power is available in the COVID-19 Public Health Response Act 2020.

For example, the COVID-19 Public Health Response Act 2020 provides for the power to close roads and public places for the purpose of enforcing related measures contained in a section 11 Order (orders made to provide for COVID-19 alert levels and responding to COVID 19). CDEM Groups should not use the power in the CDEM Act to close roads and public places if the same road closure could be done under the COVID-19 Public Health Response Act 2020.

If the Group Controller believes that additional powers available under a local emergency declaration are required to manage the wider consequences of COVID-19, they should immediately contact the Duty REMA who will escalate the issue. NEMA will coordinate the provision of advice to the Minister of Civil Defence in conjunction with the All of Government COVID-19 Controller and Director CDEM.

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It is highly likely that the Group Controller will already be in regular contact with the NEMA Duty Team, NEMA NCC and the All-of-Government response and that this will be an ongoing review item.

It should be remembered that the COVID-19 Act contains the necessary legislative tools to manage the direct impact of COVID-19 and that a local declaration is not required for movement control, closing businesses or other similar functions, unless powers are inadequate to manage the wider consequences of COVID-19, or powers available under the CDEM Act 2002 are required for a concurrent event.

#### Process for local emergency declarations not related to COVID-19

Section 68 of the CDEM Act allows for a local emergency to be declared for any reason not related to COVID-19, even in the event there is a state of national emergency for COVID-19 in place. This would, for example, allow a local emergency to be declared for a flood event. Normally a local state of emergency is in force in respect of that part.

As with any declaration early and comprehensive liaison with NEMA is beneficial. It is also important that the declaration is consistent with the requirements in the CDEM Act and on the prescribed form set out in the Civil Defence Emergency Management Regulations 2003.

## First case protocol

*Note: this does not currently apply (as at 17 August 2020) while we respond to nationwide AL2 and*

Any significant change in Alert Level, in particular from Alert Level 1 will require significant coordination and alignment with the all of government communications process.

The CE NEMA will be informed as a member of the National Response Leadership Team. The NEMA Duty Officer may also be notified if the Emergency Mobile Alert (EMA) system or National Warning System are required. The NEMA Duty Team and SLT will activate coordination arrangements as required and notify CDEM Groups as and when appropriate.

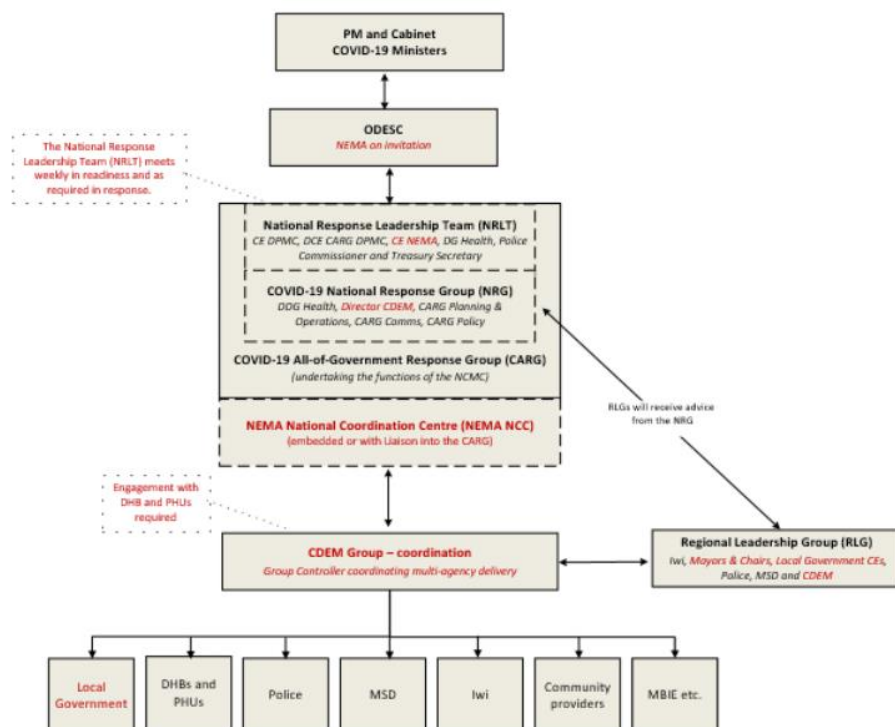
If required, NEMA will call a CDEM Group Manager and Group Controller Teleconference to discuss response priorities and coordinate any CDEM Sector activities.

This is unlikely to occur until after the public announcement.

## Coordination Arrangements

### AOG Coordination Arrangements

Diagram 1 shows a simplified representation of National to Regional Resurgence structures based on the roles and functions described in the AOG Resurgence Plan *“Operationalising the ‘Stamp it out’ plan—responding to incidents of COVID-19 in the community”*.



The following tables provide a summary of these functions and their structure.

<b>National Response Leadership Team (NRLT)</b>	<p>The National Response Leadership Group (NRLT) consists of:</p> <ul style="list-style-type: none"> <li>• Chief Executive of the Department of Prime Minister and Cabinet (DPMC)</li> <li>• Director-General of Health</li> <li>• Chief Executive, National Emergency Management Agency</li> <li>• Deputy Chief Executive, COVID-19 All-of-Government Response Group, DPMC</li> <li>• Treasury Secretary, The Treasury</li> <li>• Commissioner of Police</li> </ul> <p>The NRLT has four primary roles:</p>
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	<ul style="list-style-type: none"> <li>• provide All-of-Government advice to Cabinet (or COVID-19 Ministers),</li> <li>• provide non-health advice to the Director General of Health to inform his use of powers under the COVID Act, and</li> <li>• engaging the COVID-19 National Response Group.</li> </ul>
<b>CARG Response Group</b>	<p>The COVID-19 All of Government Response Group consists of:</p> <ul style="list-style-type: none"> <li>• AOG Operations and Planning</li> <li>• AOG Policy</li> <li>• AOG Comms</li> <li>• DDG Health</li> <li>• Director CDEM</li> </ul> <p>They are responsible for the functional leadership of activity within the COVID-19 All of Government Response Coordination Centre.</p>

### NEMA Coordination Arrangements

NEMA will activate our National Coordination Centre (NEMA NCC) to coordinate the CDEM Sector response to any resurgence. The NEMA NCC will operate under a CIMS structure and will incorporate the functions known as the CDEM and Welfare Workstreams.

Overall direction for the CDEM response will be provided by Sarah Stuart-Black in her role as Director CDEM and National Controller.

Operational leadership will be provided by:

- David Coetzee as a NEMA NCC Controller
- Charlie Blanch as a NCMA NCC Controller and CDEM Senior Responsible Officer

Jenna Rogers, now embedded in the AOG Caring for our Communities team, is leading the **Service Delivery Coordination** sub-workstream, which provides national and regional coordination of information and communications to ensure that any wellbeing needs identified at the individual, whānau and community/iwi level are addressed and service delivery gaps are identified and resolved via social sector agencies, CDEM Groups, the volunteer sector or offers of assistance.

Jenna will operate within the Caring for our Community workstream to ensure service delivery across all emergency welfare functions is coordinated. This will include chairing the National Welfare Coordination Group. NEMA welfare staff will operate within the NCC to ensure the coordination and delivery of CDEM welfare functions.

### NCC Email

In order to clearly distinction the NEMA NCC function from the NCMC the following email addresses will primarily be used:

NCC.Operations@nema.govt.nz

NCC. Welfare@nema.govt.nz

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NCC.Intelligence@nema.govt.nz

These email addresses can be accessed by NEMA staff within the NCMC environment and remotely.  
Other NCC functional addresses across CIMS functions are available if required.

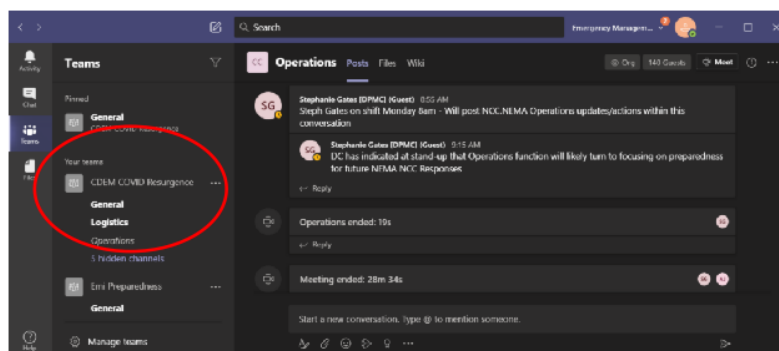
The use of CDEM.workstream@nema.govt.nz has been suspended effective 14 August 2020 while the current resurgence response is underway.

### Emi – MS Teams Emergency Management Information

A MS Team instance, utilising the Emi templates has been deployed in the Emergency Management New Zealand tenancy. CDEM Groups have access to this and as it is built in the Emi template CDEM Groups have the ability to add additional users.

CDEM Groups and NEMA should not use the previous Team instance that was used during April to June and this has been archived.

Channels have been established for the CIMS functional areas and general discussion.



### Regional Coordination Arrangements

Appendix 3 – Regional Leadership Groups identifies the membership and chairing arrangements across New Zealand's regions. It should be noted that Appendix 3 will be maintained as a living document, acknowledging that arrangements may change to suit localized response needs.

The following table outlines Regional coordination arrangements:

<b>Regional Leadership Groups (RLG)</b>	<p>The <b>Regional Leadership Groups (RLG)</b> support social and economic recovery in each of the 16 regions. This has been key in Caring for Communities AOG work.</p> <p>They are looking to <i>provide Governance at a regional level to guide and support community resurgence planning and response activity</i>. In resurgence the RLG role is one of:</p> <ul style="list-style-type: none"><li>• convening leadership and ensuring a regional Strategy/Plan that caters to different communities</li></ul>
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	<ul style="list-style-type: none"> <li>• connecting local government, iwi, Pasifika, ethnic communities and key central government personnel</li> <li>• support the distribution of key messages and aid to community networks. This would wrap around and support the implementation of the resurgence plan (led by CDEM)</li> </ul> <p>The RLG will also support the distribution of key messages and aid to community networks. This will wrap around and support the implementation of the resurgence plan (by CDEM).</p> <p>The CDEM Group Controller will lead on operational response, be embedded into the RLG structure, keep the RLG abreast of issues and call on its leadership for support.</p> <div data-bbox="593 779 1284 1102"> </div> <p><b>Notes on Governance from <a href="#">CIMS 3rd edition</a>.</b></p> <p>Every response has executive oversight, known as Governance. Governance arrangements can be complex and dynamic. Formal structures may be less important than relationships between individuals and organisations. Governance does not manage a response. That responsibility falls to the Controller who must have the formal delegation and/or endorsement for the role in accordance with statutory provisions or internal arrangements. In this instance, Governance will typically:</p> <ul style="list-style-type: none"> <li>• Communicate and influence the strategic direction outside the operational response at a regional or local level.</li> <li>• Exercise oversight, assign resources, and may impose constraints (e.g. deadlines, cost and resource limits).</li> <li>• May act as a spokesperson.</li> </ul>
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Group Controller	<p>The CDEM Group Controller is appointed by the CDEM Group (see below) and will undertake their legislative role to coordinate regional responses to emergencies (declared or undeclared).</p> <p>CDEM Group Controllers will establish appropriate coordination structures and facilities as required. Agencies such as Police or Health will remain responsible for their own activity and may also choose to establish local agency EOC or Emergency Coordination Centres where required.</p> <p>CDEM Group Controllers are expected to engage with and coordinate their activity through the CDEM Group structures.</p>
CDEM Group	<p>Civil Defence Emergency Management Groups (CDEM Groups) are a core component of the CDEM Act 2002. 16 CDEM Groups exist across New Zealand as committees of elected councilors from each council within regional boundaries.</p> <p>Each CDEM Group is required to establish and maintain a Coordinating Executive Group (CEG) comprising chief executives of the local authority, members of the CDEM Group, chief executives of District Health Boards, and senior members of New Zealand Police, and Fire and Emergency New Zealand. CEGs may also co-opt in additional members, this often includes senior ambulance services, New Zealand Defence Force and Iwi representatives.</p> <p>The Group delivers CDEM through its executives, planners and operational staff of the many agencies involved in CDEM. Groups can be viewed as a consortium of the local authorities in a region working in partnership with emergency services, lifeline utilities and government departments, amongst other things, to:</p> <ul style="list-style-type: none"> <li>• identify and understand hazards and risks</li> <li>• prepare CDEM Group plans and manage hazards and risks in accordance with the 4R's (reduction, readiness, response and recovery).</li> </ul> <p>CDEM Groups coordinate of the response to emergencies in their region (declared or undeclared) via Emergency Coordination Centres (ECC).</p>

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	These ECCs operate under a CIMS structure, include liaison staff from responding agencies and organisations (including lifeline utilities and welfare services delivery), and are led by a Group Controller who are appointed by the Coordinating Executive Group (CEG).
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## COVID-19 All-of-Government Response Concept

### COVID-19 All-of-Government Response Objectives

The COVID-19 AOG Response Unit has established three high-level national objectives for COVID-19 resurgence:

**Objective 1:** Minimise the number of people infected with and potentially exposed to COVID-19.

**Objective 2:** Minimise the negative health outcomes for those infected with COVID-19.

**Objective 3:** Minimise the economic and social impacts of any control measures.

These national response objectives provide high-level guidance for CDEM, and our actions must orientate towards, and support the achievement of a cohesive and integrated national response.

### COVID-19 All-of-Government Response Phases

The AOG "Stamp it Out Plan" identifies immediate response actions from Zero Hour of positive case identification, followed by three phases of:

- Phase 1: PM deciding on the type of response required.
- Phase 2: Immediate Response Implemented.
- Phase 3: Initial Response reviewed and updated.

## CDEM Response Concept

This CDEM Plan leverages the AOG arrangements of the AOG "Stamp it Out Plan" to ensure the CDEM response recognizes the AOG objectives and intent

Although the AOG "Stamp It Out Plan" is not currently releasable to CDEM Groups, the following arrangements represent the CDEM activities required to meet the AOG response requirements and to enable the CDEM sector to respond effectively and in alignment with national outcomes and objectives.

### CDEM Response outcomes

CDEM Response outcomes are:

- A. **Enable effective decision-making & governance:** provide representation to and support the operation of governance and decision-making structures as appropriate.
  - a. NEMA will represent CDEM on the National Response Leadership Group and the COVID-19 National Response Group
  - b. CDEM Groups will work with respective Regional Leadership Groups (RLG)
- B. **Enable effective and coordinated support to the Health System:** Support the Ministry of Health, District Health Boards, Public Health Units and community providers to achieve the health outcomes associated with objective 1 and 2.
- C. **Establishment of effective regional coordination mechanisms:** Group Controllers establish effective coordination mechanisms, processes and structures with partner agencies to support:
  - a. enforcement and compliance of Alert Level Restrictions,
  - b. local government & community outreach,
  - c. coordination and communication with essential Businesses & Workplaces,

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- d. infrastructure and Supply Chain requirements.
- D. **Lead, coordinate and deliver emergency welfare services:** in partnership with support agencies, have plans to identify and meet community needs where there are no other means of support.
- E. **Ensure the CDEM response adheres to Legal & Regulatory Requirements:** Operational response outcomes are achieved with the appropriate application of the COVID-19 Public Health Response Act 2020, Civil Defence Emergency Management Act 2002, and wider supporting legislation.
- F. **Support and contribute to Intelligence processes:** Facilitate the flow of information through CDEM and agreed AOG reporting processes, including, where necessary, supporting other agencies in the efficient sharing of information.
- G. **Support AOG COVID-19 Communications and local implementation of Public Information Management requirements:** Ensuring cohesive and joined-up messaging across national agencies, and from national to local level, supplemented by the public information needs specific to any localised response.

### CDEM Response Phases

Building on the COVID-19 All-of-Government Response Phases detailed above, NEMA has developed the following broad CDEM response phases. CDEM Groups are encouraged to reflect similar regional response phase arrangements.

- **Preliminary Phase: Preparation for resurgence**
- **CDEM Phase 1: Immediate CDEM Response** (*this incorporates AOG Stamp it Out Phases 1&2 and is the focus of this plan*)
- **CDEM Phase 2: Transition to sustained CDEM response** (*this incorporates AOG Stamp it Out Phase 3*)
- **CDEM Phase 3: De-escalation of the CDEM response** (*to be planned for during preceding phases*)

### Preliminary Phase: CDEM Preparation for Resurgence

This resurgence plan and current planning activities are preliminary actions taken as readiness measures. This plan places strong emphasis on planning actions required prior to a resurgence response, for CDEM to provide an effective and efficient Immediate Response to resurgence. Key CDEM tasks during this preliminary phase should support the priorities of:

- Understanding current response capabilities and capacities (own and wider stakeholder).
- Strengthening Regional and Local relationships and coordination arrangements.
- Identifying gaps between current COVID-19 recovery arrangements and future response requirements.
- Determining and testing response arrangements for implementation in Phase 1.

Preliminary Phase: CDEM Preparation for Resurgence	
Outcomes	Critical CDEM Roles
A. <b>Effective decision-making and governance</b>	<p><b>NEMA Roles</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Represent CDEM on the National Response Leadership Group (<b>CE NEMA</b>) for resurgence readiness and activation.</li> <li><input type="checkbox"/> Represent CDEM at the COVID-19 National Response Group (<b>Director CDEM &amp; supporting staff</b> as required) for resurgence planning.</li> <li><input type="checkbox"/> Understand and support CDEM Group initial engagement and regional planning with Regional Leadership Groups (RLG) (<b>NEMA NCC Controller and National Welfare Manager</b>).</li> <li><input type="checkbox"/> Support AOG planning by identify gaps that require early closure or coordination at the National level, including gaps informed by CDEM Groups at the local level, through existing arrangements and relationships (<b>All</b>).</li> <li><input type="checkbox"/> Identify NEMA-specific readiness and Activation requirements for integration in BAU processes (eg Duty activation processes) (<b>NEMA Operations &amp; NEMA NCC Controller</b>).</li> <li><input type="checkbox"/> Be prepared to engage in AOG tabletop exercising with the National Response Group and test integration of CDEM Groups with the National response and Health system (<b>NEMA NCC Controller &amp; supporting staff</b>).</li> <li><input type="checkbox"/> Review and updates the SOP for CDEM Group Coordination to reflect coordination arrangements at they are updated (<b>NEMA NCC Controller &amp; supporting staff</b>).</li> <li><input type="checkbox"/> Support regional development of CDEM resurgence plans, with emphasis on clear roles, responsibilities consistent with national arrangements. (<b>NEMA NCC Controller, REMAs, supporting staff</b>).</li> <li><input type="checkbox"/> Inform CDEM Groups of governance and decision-making arrangements (<b>NEMA NCC Controller, National Welfare Manager</b>).</li> </ul>

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	<input type="checkbox"/> Provide representation at- at COVID-19 All-of-Government Response Group resurgence planning, communications or workstream meetings. <input type="checkbox"/> Provide representation at Watch Group and/or ODESC meetings as required. <input type="checkbox"/> Be prepared to assist development of AOG de-escalation pathway. <input type="checkbox"/> Sustain and, if required, strengthen relationships between NEMA / CDEM, C4C and DIA.
	<b>Group Controller</b> <input type="checkbox"/> Group Controllers establish effective coordination mechanisms, processes and structures with Regional Leadership Groups and partner agencies. Be prepared to activate (or maintain) Emergency Coordination Centre or EOC operations where and when required with appropriate public-health mitigation measures in place.
<b>B. Effective and coordinated support to the Health System</b>	<b>NEMA Roles</b> <input type="checkbox"/> Review and ensure alignment of NEMA / CDEM planning to Health Resurgence Action Plan ( <b>CDEM NCC Controller &amp; supporting staff</b> ). <input type="checkbox"/> Identify support and coordination opportunities between NEMA and CDEM Groups in supporting the implementation of the Health Resurgence Action Plan. ( <b>CDEM NCC Controller &amp; supporting staff</b> ).
	<b>Group Controller</b> <input type="checkbox"/> Establish liaison with DHB/PHUs and support them to achieve the health outcomes associated with national objectives 1 and 2. <input type="checkbox"/> Identify support and coordination required of CDEM Groups to support the implementation of the Health Resurgence Action Plan.
<b>C. Establishment of effective regional coordination mechanisms</b>	<b>NEMA Roles:</b> <input type="checkbox"/> Support CDEM Groups engage within RLG and other governance structures during readiness. <input type="checkbox"/> Provide support to the C4C Regional Leadership Group team to engage with RLGs and establish effective governance arrangements.
	<b>CDEM Group Roles:</b>

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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Sustain and, if required, strengthen relationships between the CDEM Group, local communities (including high priority communities) and local authorities.</li> <li><input type="checkbox"/> Support the development of local response arrangements, accounting for bespoke COVID-19 arrangements such as the local Response Leadership Groups.</li> <li><input type="checkbox"/> Collaboratively develop monitoring and issues-reporting requirements across the community for implementation upon resurgence.</li> <li><input type="checkbox"/> Consider existing C4C support arrangements and potential indicators requiring a CDEM coordinated welfare-response.</li> </ul>
D. <b>Lead, coordinate and deliver emergency welfare services</b>	<p><b>NEMA Roles:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Engagement through C4C and NWCG to coordinate resurgence planning for emergency welfare services functions.</li> <li><input type="checkbox"/> Be prepared to implement, coordinate and deliver emergency welfare services, as required, in partnership with support agencies.</li> <li><input type="checkbox"/> Develop plans to identify and meet community needs where there are no other means of support.</li> <li><input type="checkbox"/> Ref Emergency Accommodation. At the national level, MSD, MBIE, Ministry of Housing and Urban Development (HUD), MoH and NEMA are working with other social sector agencies on housing issues for those with new or existing needs, to understand the housing environment, including any emerging gaps in support. These agencies are finalising a housing matrix to clarify roles and responsibilities in the housing environment and developing an escalation group to quickly address any issues that emerge at regional levels. This should reduce the demand for CDEM Group assistance with accommodation support.</li> </ul>
	<p><b>CDEM Group Roles:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>CDEM Groups</b> have two key roles in the COVID-19 resurgence emergency welfare services response framework: <ul style="list-style-type: none"> <li>○ <b>Multi-agency regional and local coordination</b>, including working with partner agencies to determine where and how emergency welfare services response activity will take place.</li> <li>○ <b>Provision</b> of some emergency welfare services.</li> </ul> </li> <li><input type="checkbox"/> New BAU social services measures, introduced post the national lockdown for COVID-19, are likely to provide a greater level of support to those in need in New Zealand. <b>CDEM Groups, via CDEM Group Welfare Managers, will retain the coordination</b></li> </ul>

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	<p><b>of the provision of emergency welfare services arrangements through Welfare Coordination Groups (WCGs).</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> The role of the <b>WCG</b> is to ensure that each member agency operates as part of a coordinated collective, rather than as an individual agency. Coordination in this respect means ensuring agencies are connected and collaborating to ensure that community support is seamless, welfare services needs are being met and any gaps in services are being addressed.</li> <li><input type="checkbox"/> CDEM Group Welfare Managers are encouraged to work closely with all WCG responsible agencies, in particular with MSD Regional Commissioners, to understand the new social services environment and extra measures of support currently available to communities.</li> <li><input type="checkbox"/> Be prepared to lead multi-agency regional and local coordination for emergency welfare services, including working with partner agencies to determine where and how emergency welfare services response activity will take place.</li> <li><input type="checkbox"/> Be prepared to provide those emergency welfare services that CDEM is a responsible agency for, in partnership with support agencies, to people whose lives and livelihoods have been affected by COVID-19 where these needs cannot be met by other sources of support.</li> <li><input type="checkbox"/> Develop integrated plans with WCG member agencies, iwi, and community groups to identify and meet community needs where there are no other means of support.</li> </ul>
<p><b>E. Ensure the CDEM response adheres to Legal and Regulatory Requirements</b></p>	<p><b>NEMA Roles:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Advise and coordinate with CDEM Groups on the implications of s11 orders under the Public Health Response Act 2020 (<b>NEMA NCC Controller, REMAs &amp; Policy</b>).</li> <li><input type="checkbox"/> Advise and coordinate the incorporation of the CDEM Act 2002 into regional response planning, including for the use of contingencies (<b>NEMA NCC Controller, REMAs &amp; Policy</b>).</li> <li><input type="checkbox"/> Be prepared to advise the National Response Group on any requirement to consider declaration of a state of emergency.</li> <li><input type="checkbox"/> Engage in AOG coordination in cooperation with partner agencies at the National level for compliance monitoring and enforcement options development.</li> <li><input type="checkbox"/> Contribute to indicators of non-compliance and triggers requiring enforcement of Alert Level restrictions.</li> <li><input type="checkbox"/> Communicate AOG indicators and enforcement response options or guidance to CDEM Groups once developed.</li> <li><input type="checkbox"/> Contribute to development of AOG policy on checkpoints and roadblocks.</li> </ul>

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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Contribute to development of clear policy on allowable movement out of AL3/AL4 areas.</li> <li><input type="checkbox"/> Be prepared to support NZ Police in the coordination, establishment and operation of checkpoints and cordons where required.</li> </ul> <p><b>CDEM Group Roles:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Be prepared to support or coordinate implementation of S. 11 and S.70 Orders under the COVID-19 Public Health Response Act and Public Health Act 1956 respectively, in coordination with partner agencies and local stakeholders.</li> <li><input type="checkbox"/> In conjunction with regional and local Health representatives, coordinate agency and stakeholder roles at the local level to ensure detailed understanding legislative freedoms and constraints during resurgence response.</li> <li><input type="checkbox"/> Undertake contingency planning for a concurrent event where CDEM is lead agency (eg Natural hazard applicable to the region).</li> <li><input type="checkbox"/> Engage with regional and local partner agencies to determine locally appropriate and effective mechanisms for compliance monitoring.</li> <li><input type="checkbox"/> In consultation with partner agencies, determine and advise capability and capacity limitations that may impact local implementation of Alert Level restrictions under s11 orders, and requirements for gap closure.</li> <li><input type="checkbox"/> Be prepared to support NZ Police in the coordination, establishment and operation of checkpoints and cordons where required.</li> </ul>
<p><b>F. Support and contribute to Intelligence processes</b></p>	<p><b>NEMA Role:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Contribute to development of AOG SOP's for real-time information flow.</li> <li><input type="checkbox"/> Contribute to development of AOG policies for information sharing.</li> <li><input type="checkbox"/> Develop and advise CDEM Groups of critical information requirements (CDEM CCIRs), and NEMA NCC / CDEM Group reporting and decision-making processes and authorities.</li> <li><input type="checkbox"/> Be prepared to support the flow of information from CDEM Group(s) to support MoH initial reporting within 90mins of case identification.</li> <li><input type="checkbox"/> Support CDEM information flow into the AOG Insights and Reporting Group.</li> </ul> <p><b>CDEM Group Roles:</b></p>

	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop arrangements for the efficient reporting and sharing of information across partner agencies and stakeholders at the local level of response.</li> <li><input type="checkbox"/> Assist and advise NEMA on the development of reporting requirements and Critical Information Requirements to support decision-making.</li> <li><input type="checkbox"/> Be prepared to support rapid reporting (&lt;90 minutes) through Health and CDEM reporting lines of key information on identification of a case within the region.</li> </ul>
<b>G. Support AOG COVID-19 Communications and local implementation of Public Information Management requirements</b>	<p><b>NEMA Roles:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Support the CARG development of resurgence response communications plan including objectives, key messages, audiences, channels, tactics and spokespeople.</li> <li><input type="checkbox"/> Support the CARG development of resurgence response communications, information flows and sign-off processes.</li> <li><input type="checkbox"/> Support CARG development of resurgence response templates. Support CARG development of resurgence readiness communications plan to support community readiness.</li> <li><input type="checkbox"/> Develop CDEM-specific communications to support community readiness for a natural hazard event in the context of COVID-19.</li> </ul> <p><b>CDEM Group Roles:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Support and facilitate the local distribution of COVID-19 AOG campaign communications through various media and channels (eg fliers, letter drops as well as radio and print etc).</li> <li><input type="checkbox"/> Develop CDEM-specific communications in support of AOG campaign messaging</li> <li><input type="checkbox"/> Develop and deliver relevant communications to high-risk/vulnerable audiences, businesses, Iwi and other key stakeholders specific to the area of resurgence.</li> </ul>

### Phase 1: Immediate CDEM Response

The immediate response to a case of resurgence in New Zealand must be rapid and decisive, requiring robust pre-planning, fast and effective coordination, and a readiness to act at any time. This phase will be informed by ongoing COVID-19 surveillance and contact tracing processes to identify the risk of resurgence in New Zealand communities. A national decision will be taken to rapidly implement localised public health interventions. If required, Alert Level controls will be applied in order to allow time for wider testing and risk assessment. This phase is likely to be around four days duration. Key CDEM tasks during this phase should support the priorities of:

- CDEM Group Controllers will establish appropriate coordination structures and facilities as required (with appropriate public-health mitigation measures in place)
  - Agencies such as Police or Health will remain responsible for their own activity and may also choose to establish local agency EOC or Emergency Coordination Centres where required.
- CDEM Groups will work with neighboring regions to ensure cross border issues, particularly those related to the implications of roadblocks, are managed,
- NEMA will establish its NCC to coordinate the CDEM Sector response. Including:
  - Establishing daily teleconferences (whilst required) with all 16 CDEM Group Managers and Group Controllers
- NEMA will represent (and advocate on behalf of) the CDEM Sector in the All-of-Government response arrangements.

Phase 1: Immediate CDEM Response	
Outcomes	Critical CDEM Roles
A. <b>Effective decision-making and governance</b>	<b>NEMA Roles</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Represent CDEM on the National Response Leadership Group (<b>CE NEMA</b>) for resurgence response.</li> <li><input type="checkbox"/> Represent CDEM at the COVID-19 National Response Group (<b>Director CDEM &amp; supporting staff</b> as required) for resurgence planning and coordination of initial response actions.</li> <li><input type="checkbox"/> Understand the developing situation.</li> <li><input type="checkbox"/> Understand and support CDEM Group coordination and regional action planning with Regional Leadership Groups (RLG). (<b>NEMA NCC Controller and National Welfare Manager</b>).</li> <li><input type="checkbox"/> Refine and release Initial Action Plan to the specific event if required.</li> <li><input type="checkbox"/> Identify gaps in response coordination that require closure at the National level, including gaps informed by CDEM Groups at the local level, through existing arrangements and relationships (<b>All</b>).</li> <li><input type="checkbox"/> Activate NEMA NCC (as required) and adjust BAU work programme priorities and duty staffing arrangements (<b>NEMA Operations &amp; NEMA SLT</b>).</li> <li><input type="checkbox"/> Refresh staff availability spreadsheet and develop roster (<b>NEMA Operations &amp; NEMA NCC Controller, supported by All Staff</b>)</li> </ul>

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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Be prepared to engage in AOG response coordination/planning workshops or IMTs with the National Response Group and test integration of CDEM Groups with the National response and Health system (<b>NEMA NCC Controller &amp; supporting staff</b>).</li> <li><input type="checkbox"/> Oversee initial CDEM Group coordination and integration into the national and health response (<b>NEMA NCC Controller &amp; supporting staff</b>).</li> <li><input type="checkbox"/> Support and advise on the finalisation of regional CDEM initial action plans, with emphasis on clear roles, responsibilities consistent with national arrangements. (<b>NEMA NCC Controller, REMAs, supporting staff</b>).</li> <li><input type="checkbox"/> Monitor and inform CDEM Groups of any changes to governance and decision-making arrangements (<b>NEMA NCC Controller, National Welfare Manager</b>).</li> <li><input type="checkbox"/> Be prepared to attend CARG planning, communications or workstream meetings.</li> </ul>
	<p><b>CDEM Group Roles</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Engage with Regional Leadership Groups and Joint Committee as required</li> <li><input type="checkbox"/> Group Controllers maintain effective coordination mechanisms, processes and structures with partner agencies as required.</li> <li><input type="checkbox"/> Be prepared to activate and maintain Emergency Coordination Centre or EOC operations where and when required with appropriate public-health mitigation measures in place.</li> <li><input type="checkbox"/> Group Controllers should lead on the operational response coordination where required, embed within the Regional Leadership Group structure in the most appropriate way and call on its leadership for support where required.</li> </ul>
<b>B. Effective and coordinated support to the Health System</b>	<p><b>NEMA Roles</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure alignment of NEMA / CDEM response activities to implementation of the Health Resurgence Action Plan (CDEM NCC Controller &amp; supporting staff).</li> <li><input type="checkbox"/> Liaise with CDEM Groups and national agencies to identify coordination opportunities for the implementation of the Health Resurgence Action Plan. (<b>NEMA NCC Controller &amp; supporting staff</b>).</li> <li><input type="checkbox"/> Monitor PPE supply chain, including local holdings of PPE and agency requirements (as informed by MoH guidance and CDEM Groups) and be prepared to coordinate through National Lifelines to responsible agencies to close readiness gaps (<b>CDEM NCC Controller &amp; Lifelines</b>).</li> </ul>
	<p><b>CDEM Group Roles</b></p>

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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Maintain liaison with DHB/PHUs and support them to achieve the health outcomes associated with national objectives 1 and 2.</li> <li><input type="checkbox"/> Ensure alignment of local health response planning (DHB &amp; PHU) and CDEM planning to Ministry of Health Resurgence Action Plan. <ul style="list-style-type: none"> <li>○ Local implementation of health controls and actions may “look different” between regions but delivers the required national outcomes and assurance.</li> </ul> </li> <li><input type="checkbox"/> Proactively support the localised implementation of the Health Resurgence Action Plan.</li> </ul>
C. Establishment of effective regional coordination mechanisms	<b>NEMA Roles:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Consider the requirement to activate NCC arrangements and deploy Regionally based staff to support impacted Groups</li> <li><input type="checkbox"/> Engage with the COVID-19 All-of-Government Response Group, and support regional and C4C workstreams</li> </ul>
	<b>CDEM Group Roles:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> The <b>CDEM Group Controller</b> will lead on operational response, be embedded into the RLG structure, keep the RLG abreast of issues and call on its leadership for support.</li> <li><input type="checkbox"/> The <b>Regional Leadership Groups (RLG)</b> support social and economic recovery in each of the 16 regions. This has been key in Caring for Communities AOG work.</li> <li><input type="checkbox"/> They are looking to <i>provide Governance at a regional level to guide and support community resurgence planning and response activity</i>. In resurgence the RLG role is one of: <ul style="list-style-type: none"> <li><input type="checkbox"/> • convening leadership and ensuring a regional Strategy/Plan that caters to different communities</li> <li><input type="checkbox"/> • connecting local government, iwi, Pasifika, ethnic communities and key central government personnel</li> <li><input type="checkbox"/> • support the distribution of key messages and aid to community networks. This would wrap around and support the implementation of the resurgence plan (led by CDEM)</li> </ul> </li> <li><input type="checkbox"/> The RLG will also support the distribution of key messages and aid to community networks. This will wrap around and support the implementation of the resurgence plan (by CDEM).</li> </ul>
D. Lead, coordinate and deliver emergency welfare services	<b>NEMA Roles:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Provide support and advice to CDEM Groups, particularly CDEM Group Welfare Managers.</li> <li><input type="checkbox"/> Coordinate with agencies with roles and responsibilities in the registration and needs assessment; household goods and</li> </ul>

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	<p>services; and shelter and accommodation emergency welfare services sub-functions.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> If the Āwhina COVID-19 Welfare Needs Assessment system is being used, administer the system at the national level and provide support to those CDEM Groups using the system.</li> </ul> <p><b>CDEM Group Roles:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Lead multi-agency regional and local coordination for emergency welfare services.</li> <li><input type="checkbox"/> Provide those emergency welfare services that CDEM is a responsible agency for, in partnership with support agencies, to people whose lives and livelihoods have been affected by COVID-19 where these needs cannot be met by other sources of support.</li> <li><input type="checkbox"/> If the Āwhina COVID-19 Welfare Needs Assessment system is being used, provide support to users where possible.</li> <li><input type="checkbox"/> Implement integrated plans with WCG member agencies, iwi, and community groups to identify and meet community needs where there are no other means of support.</li> <li><input type="checkbox"/> Following the February-June 2020 COVID-19 response, there is greater clarity as to how BAU social services agencies (alongside community-based organisations, including foodbanks and Student Volunteer Army) are meeting food needs for priority communities. This should reduce the demand for CDEM Group assistance to access food.</li> </ul>
<p><b>E. Ensure the CDEM response adheres to Legal and Regulatory Requirements</b></p>	<p><b>NEMA Roles:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Support CDEM Groups understand and operationalise the issuance of any S. 11 or S.70 Orders to (<b>NEMA NCC Controller, REMAs &amp; Policy</b>)</li> <li><input type="checkbox"/> Be prepared to advise the National Response Group on any situation which may require declaration of a state of emergency.</li> <li><input type="checkbox"/> Engage in AOG response coordination in cooperation with partner agencies at the National level for compliance monitoring and enforcement options development.</li> <li><input type="checkbox"/> Support the monitoring and advice of non-compliance and Alert Level restrictions.</li> <li><input type="checkbox"/> Communicate AOG indicators and enforcement response options or guidance to CDEM Groups once developed.</li> <li><input type="checkbox"/> Contribute to ongoing development of AOG policy on all relevant matters e.g. checkpoints and roadblocks.</li> <li><input type="checkbox"/> Contribute to ongoing development of clear policy and implementation guidance on allowable movement into and out of AL3/AL4 areas.</li> </ul>

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	<p><input type="checkbox"/> Be prepared to support NZ Police in the coordination, establishment and operation of checkpoints and cordons where required.</p> <p><b>CDEM Group Roles:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Support implementation of s11 orders under the Public Health Response Act, in coordination with partner agencies and local stakeholders, on issue by DG Health.</li> <li><input type="checkbox"/> In conjunction with regional and local Health representatives, coordinate agency and stakeholder roles at the local level to ensure detailed understanding legislative freedoms and constraints during resurgence response.</li> <li><input type="checkbox"/> Be prepared to revise and refresh contingency planning for a concurrent event where CDEM is lead agency (e.g. natural hazard applicable to the region).</li> <li><input type="checkbox"/> Coordinate and liaise with regional and local partner agencies to monitor local compliance.</li> <li><input type="checkbox"/> In consultation with partner agencies, confirm capability and capacity for implementation of Alert Level restrictions under s11 orders, and any requirements for gap closure.</li> <li><input type="checkbox"/> Be prepared to support NZ Police in the coordination, establishment and operation of checkpoints and cordons where requested.</li> </ul>
<p><b>F. Support and contribute to Intelligence processes</b></p>	<p><b>NEMA Role:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Contribute to real-time information flow and reporting requirements.</li> <li><input type="checkbox"/> Contribute to and support / facilitate information sharing.</li> <li><input type="checkbox"/> Through intelligence / reporting processes advise CDEM Groups of critical information requirements (CDEM CCIRs), and NEMA NCC / CDEM Group reporting and decision-making processes and authorities as the resurgence situation evolves.</li> <li><input type="checkbox"/> Support the flow of information from CDEM Group(s) to support MoH initial reporting within 90mins of case identification.</li> <li><input type="checkbox"/> Support and facilitate CDEM information flow into the AOG Insights and Reporting Group.</li> </ul> <p><b>CDEM Group Roles:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Implement confirmed arrangements for the efficient reporting and sharing of information across partner agencies and stakeholders at the local level of response.</li> <li><input type="checkbox"/> Engage with agreed reporting requirements, and prioritise the servicing of Critical Information Requirements to support rapid regional and national decision-making.</li> </ul>

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	<input type="checkbox"/> Proactively support rapid reporting through Health and CDEM reporting lines of key information on identification of a case within the region.
<b>G. Support AOG COVID-19 Communications and local implementation of Public Information Management requirements</b>	<b>NEMA Roles:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Support the COVID-19 All-of-Government Response Group ongoing development and implementation of resurgence response communications plan.</li> <li><input type="checkbox"/> Maintain support the COVID-19 All-of-Government Response Group development of resurgence response communications, information flows and sign-off processes.</li> <li><input type="checkbox"/> Maintain support COVID-19 All-of-Government Response Group development of resurgence response templates.</li> <li><input type="checkbox"/> Support COVID-19 All-of-Government Response Group development of resurgence readiness communications plan to support wider community readiness (eg in AL2 areas).</li> <li><input type="checkbox"/> Be prepared to develop CDEM-specific communications to support community readiness for a natural hazard event in the context of COVID-19.</li> </ul>
	<b>CDEM Group Roles:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Support and facilitate the local distribution of COVID-19 AOG campaign communications through various media and channels (eg fliers, letter drops as well as radio and print etc).</li> <li><input type="checkbox"/> Develop and communicate CDEM-specific communications in support of support AOG campaign messaging.</li> <li><input type="checkbox"/> Develop and deliver relevant communications to high-risk/vulnerable audiences, businesses, Iwi and other key stakeholders specific to the area of resurgence.</li> </ul>

### Phase 2: Transition to sustained CDEM response

This phase is dependent on the outcomes and advice during the risk assessment period of Phase 1. Following wider COVID testing and contact tracing during the immediate response, an informed decision can be taken at the national level as to whether the Alert Level restrictions of the immediate response:

- Should be sustained,
- Should de-escalate, or
- Should escalate (either through locally increased Alert Levels, or by wider geographic application of Alert Levels).

CDEM Groups should plan for sustainment of the initial Alert Level, with the potential for escalation both of COVID-19 and of response requirements.

Phase 2: Transition to Sustained CDEM Response	
Objective	Critical CDEM Roles
<i>To be developed as a future planning activity</i>	

### Phase 3: De-escalation of the CDEM response

This phase recognises the successful mitigation of COVID-19 transmission in the community, following either an informed decision to de-escalate directly from the Phase 1 Initial Response, or following a longer or wider sustained response at increased Alert Levels. During this phase CDEM Groups should focus on standing down response structures, resting and debriefing staff and transiting back in to the Preliminary Phase: CDEM Preparation for Resurgence

Phase 3: CDEM De-Escalation	
Objective	Critical CDEM Roles
<i>To be developed as a future planning activity</i>	