

# Searching for the new economic normal

LGNZ

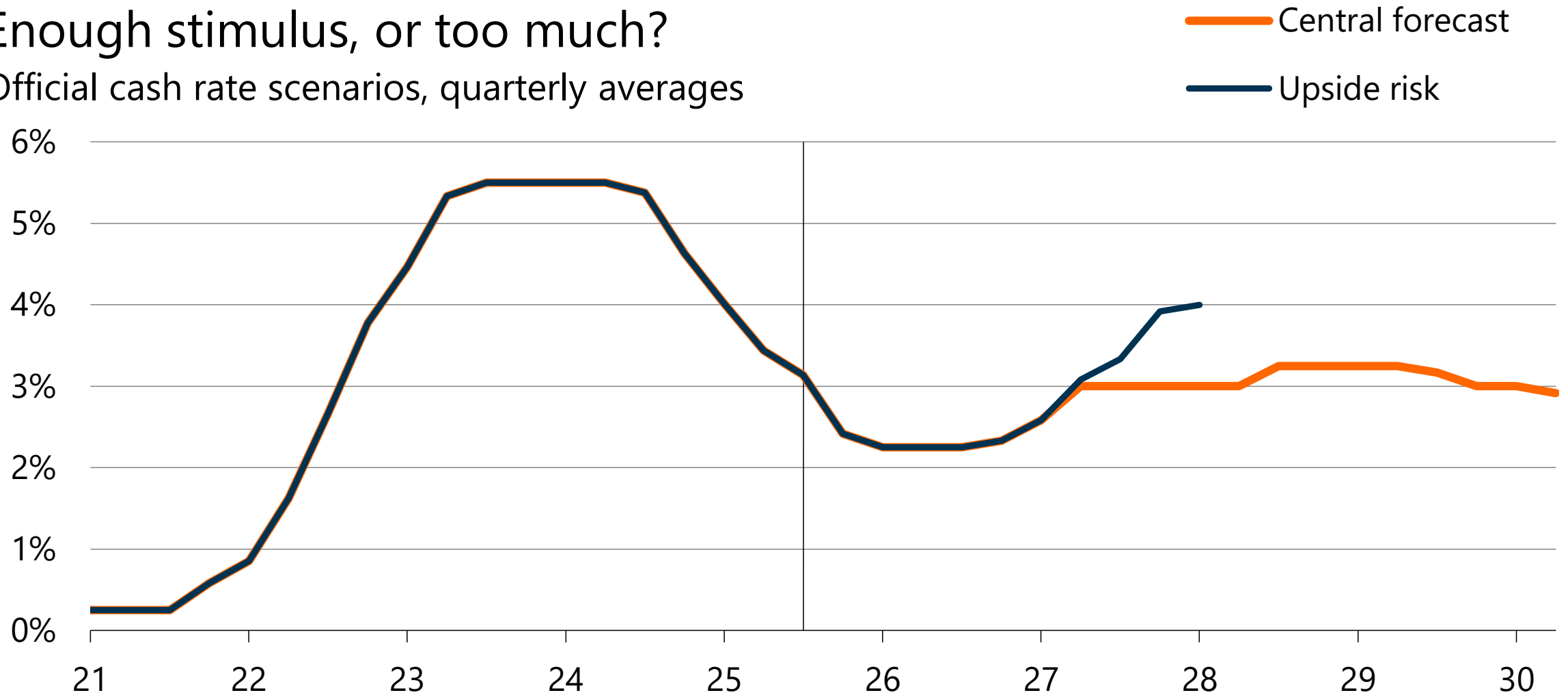
Brad Olsen (Chief Executive and Principal Economist)

13 November 2025

# Interest rates

Enough stimulus, or too much?

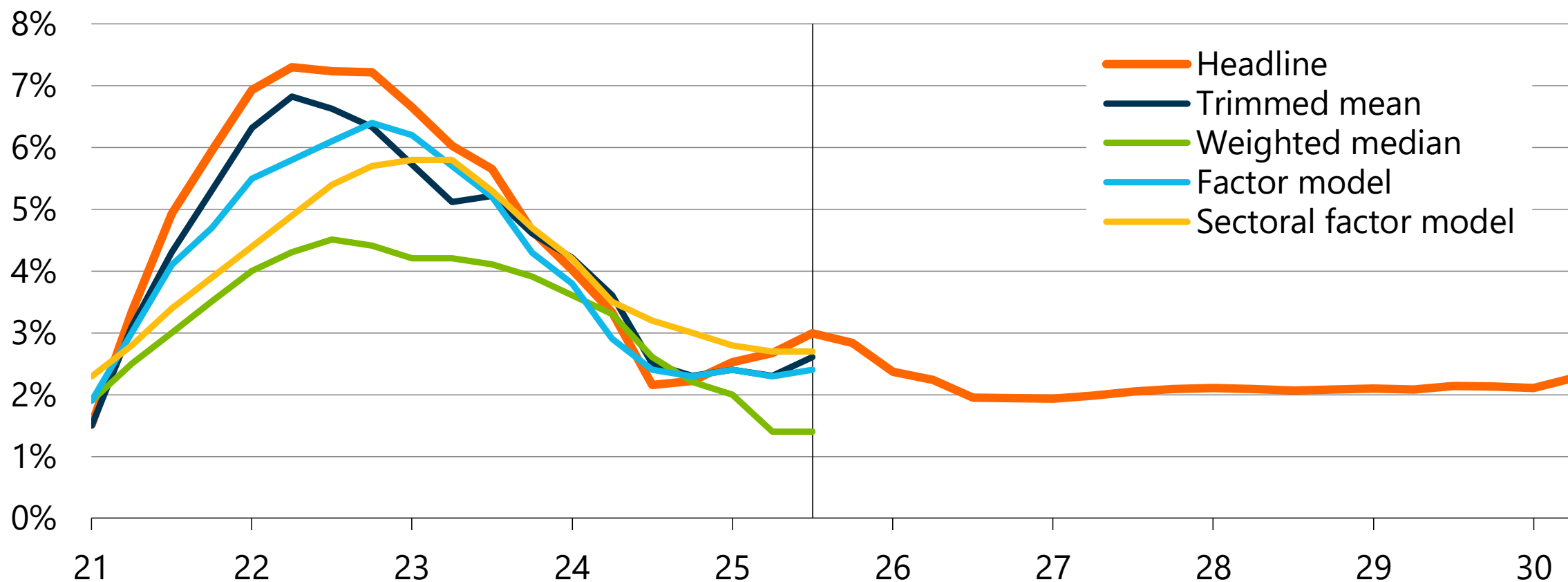
Official cash rate scenarios, quarterly averages



# Inflation

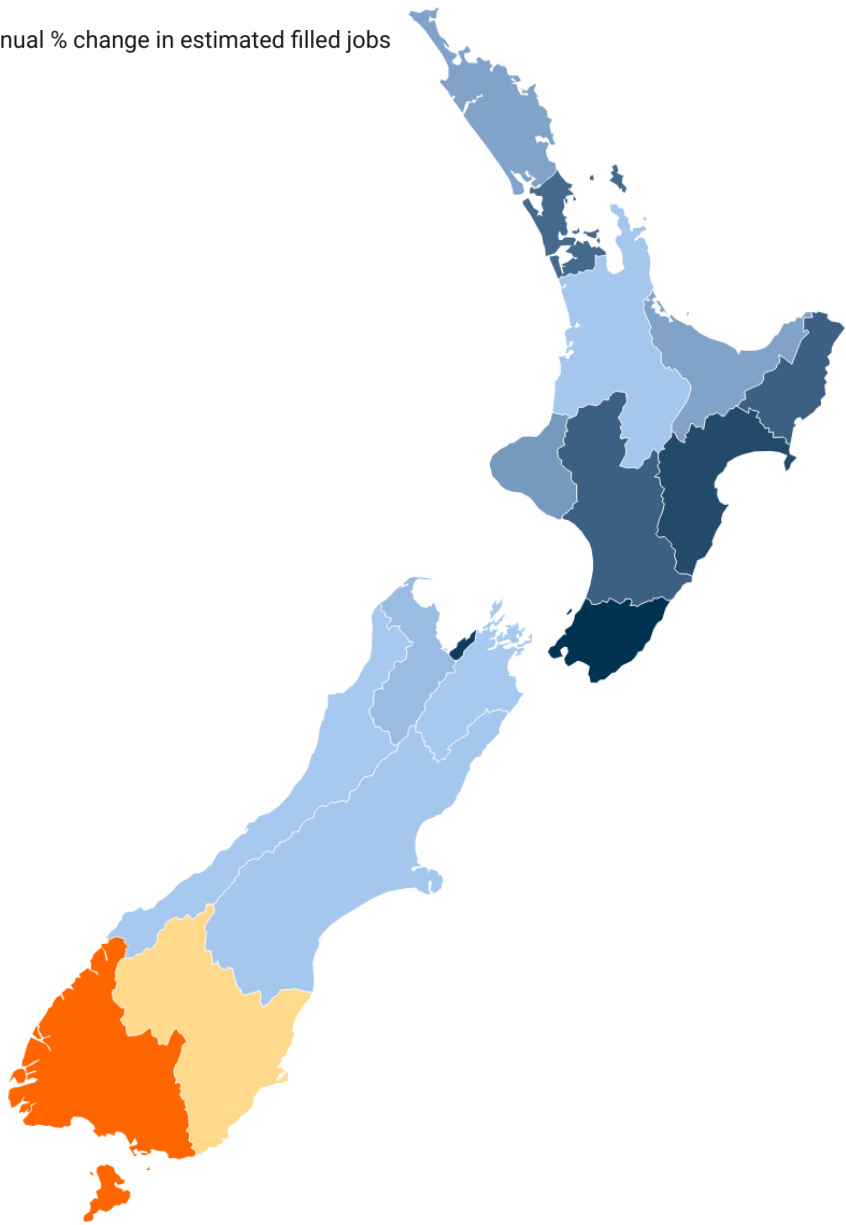
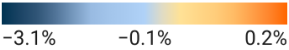
## Soft demand quells inflation, but watch for upside risks

Analytical inflation measures, annual rates



# Stronger in the south – but only just

Employment growth, June 2025 quarter, annual % change in estimated filled jobs

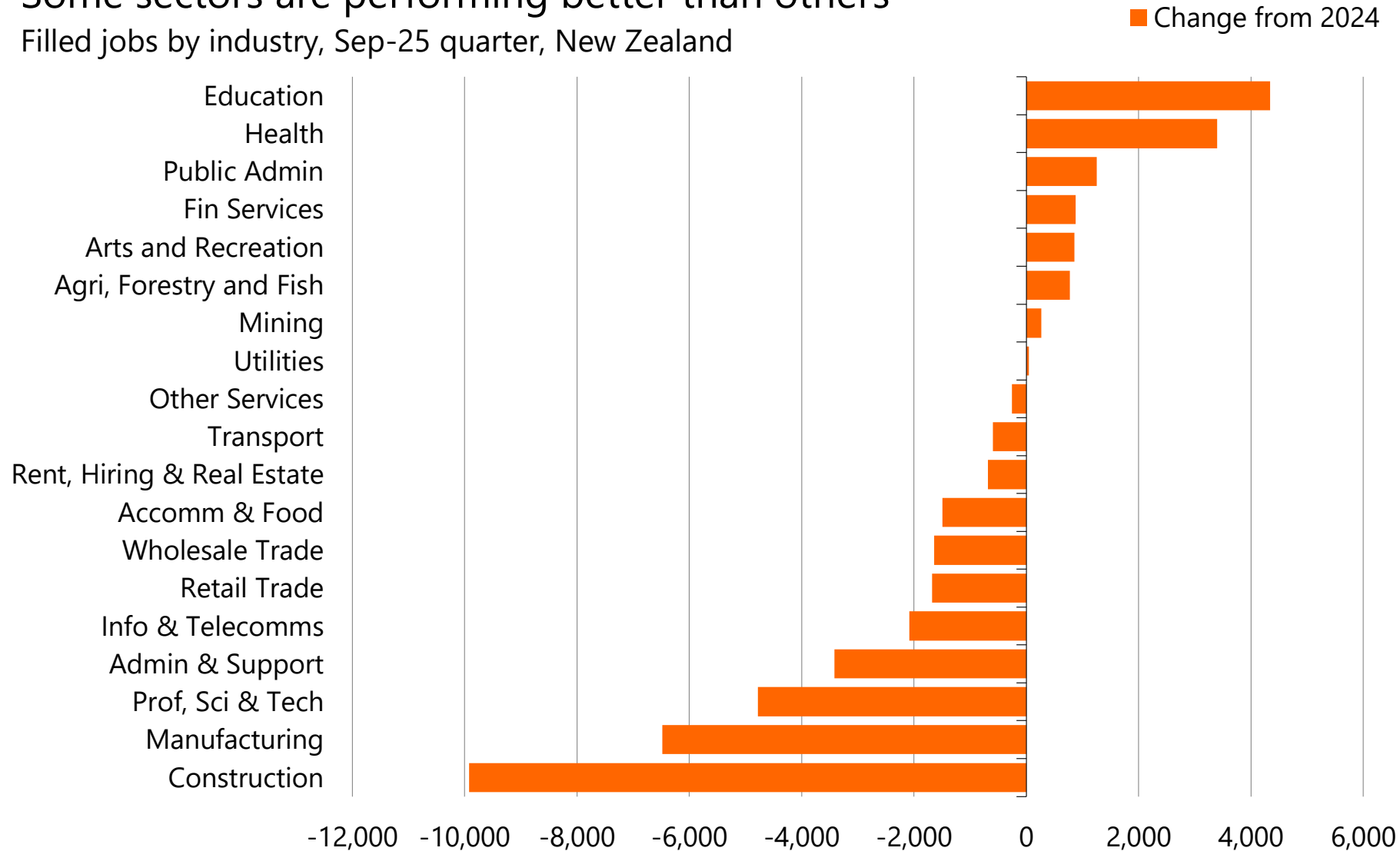




# Jobs

Some sectors are performing better than others

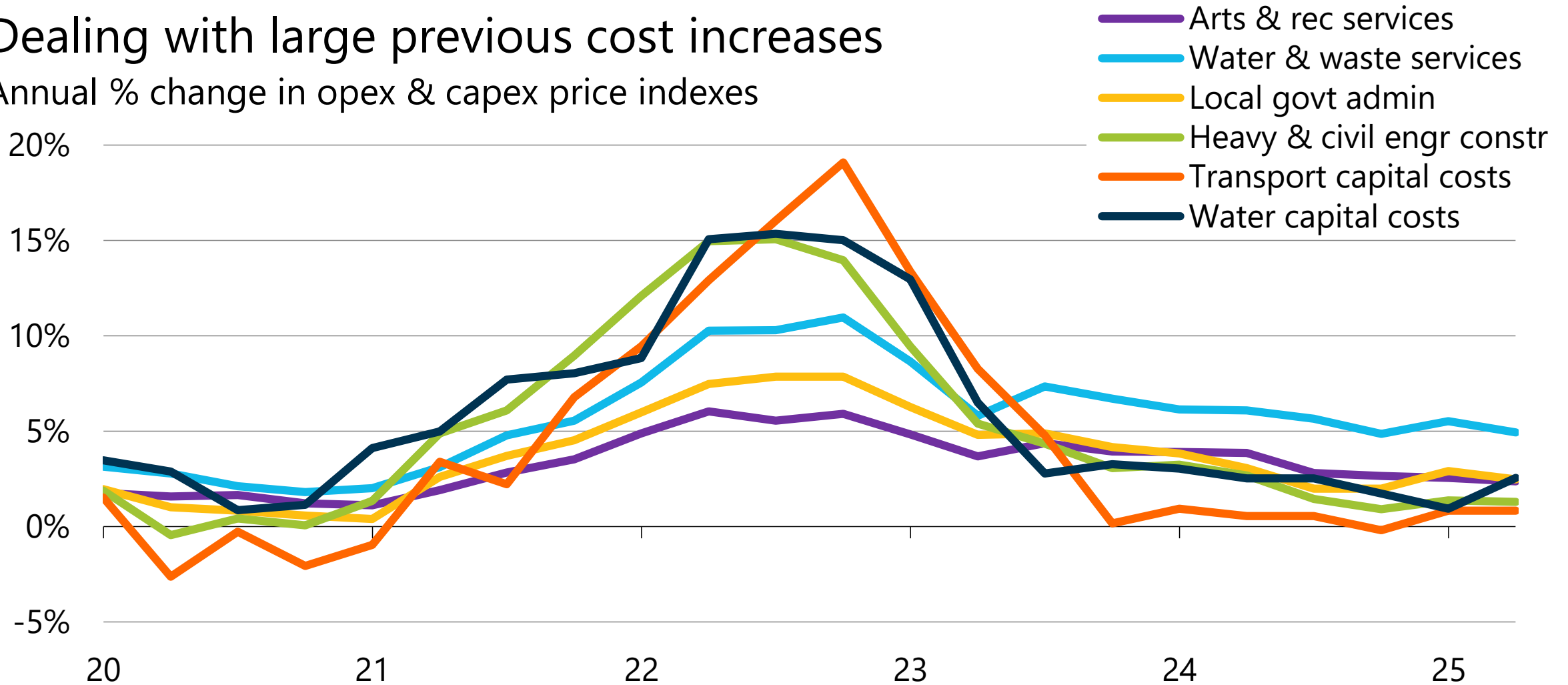
Filled jobs by industry, Sep-25 quarter, New Zealand



# Local government cost pressures

## Dealing with large previous cost increases

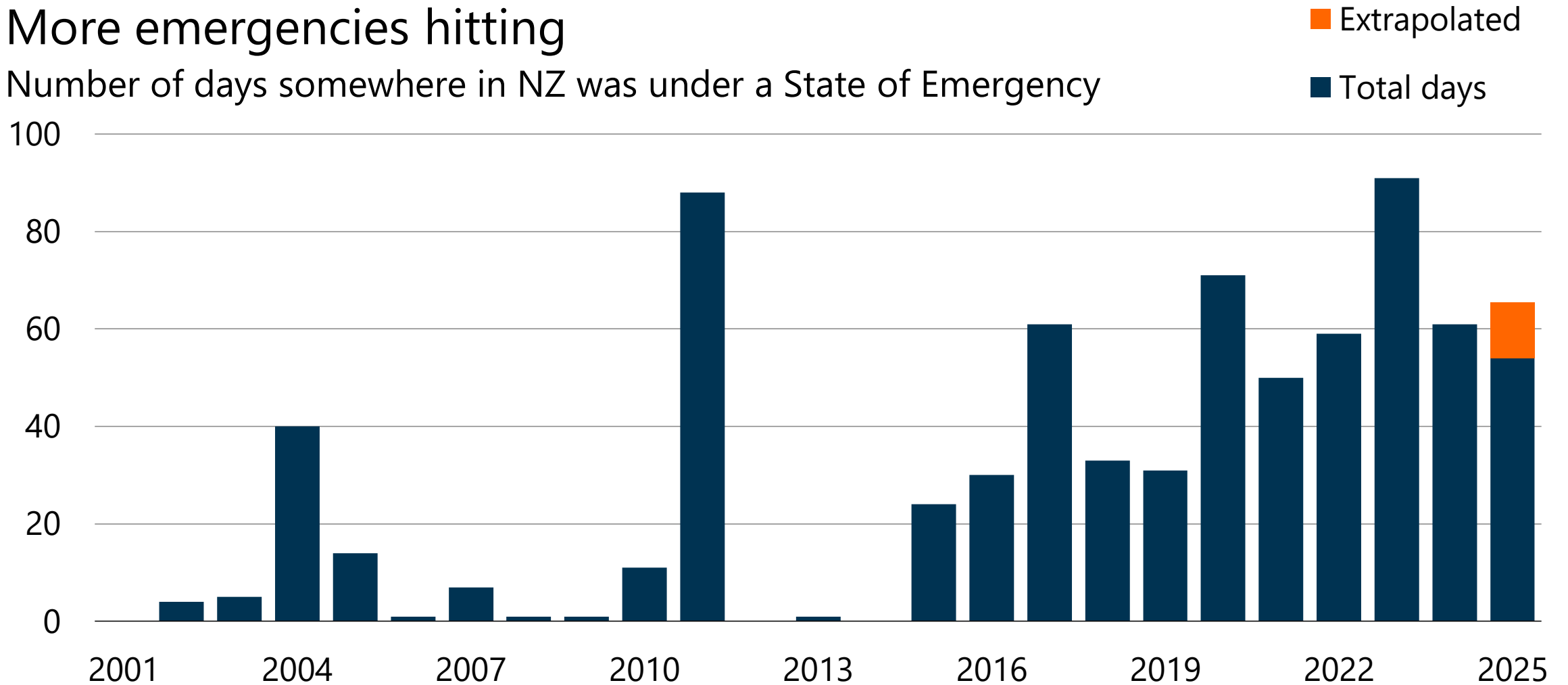
Annual % change in opex & capex price indexes



# Increasing risks

## More emergencies hitting

Number of days somewhere in NZ was under a State of Emergency



# Questions?

**Brad Olsen – Chief Executive & Principal Economist**

[Brad.Olsen@infometrics.co.nz](mailto:Brad.Olsen@infometrics.co.nz)



TE RŪNANGA O  
TOA RANGATIRA



**“Ka mua, Ka muri”**

**Looking back to  
move forward**



# Reality or Paradigms?

- I'm certain about that...I think
- Facts never speak for themselves
- We are reliant on our limited intellectual and physical senses
- We see what our paradigms permit
- Be open to “seeing more”!







**Ka mua, ka  
muri (*look  
back, move  
forward*)...**

**Ko Tainui  
te waka...**



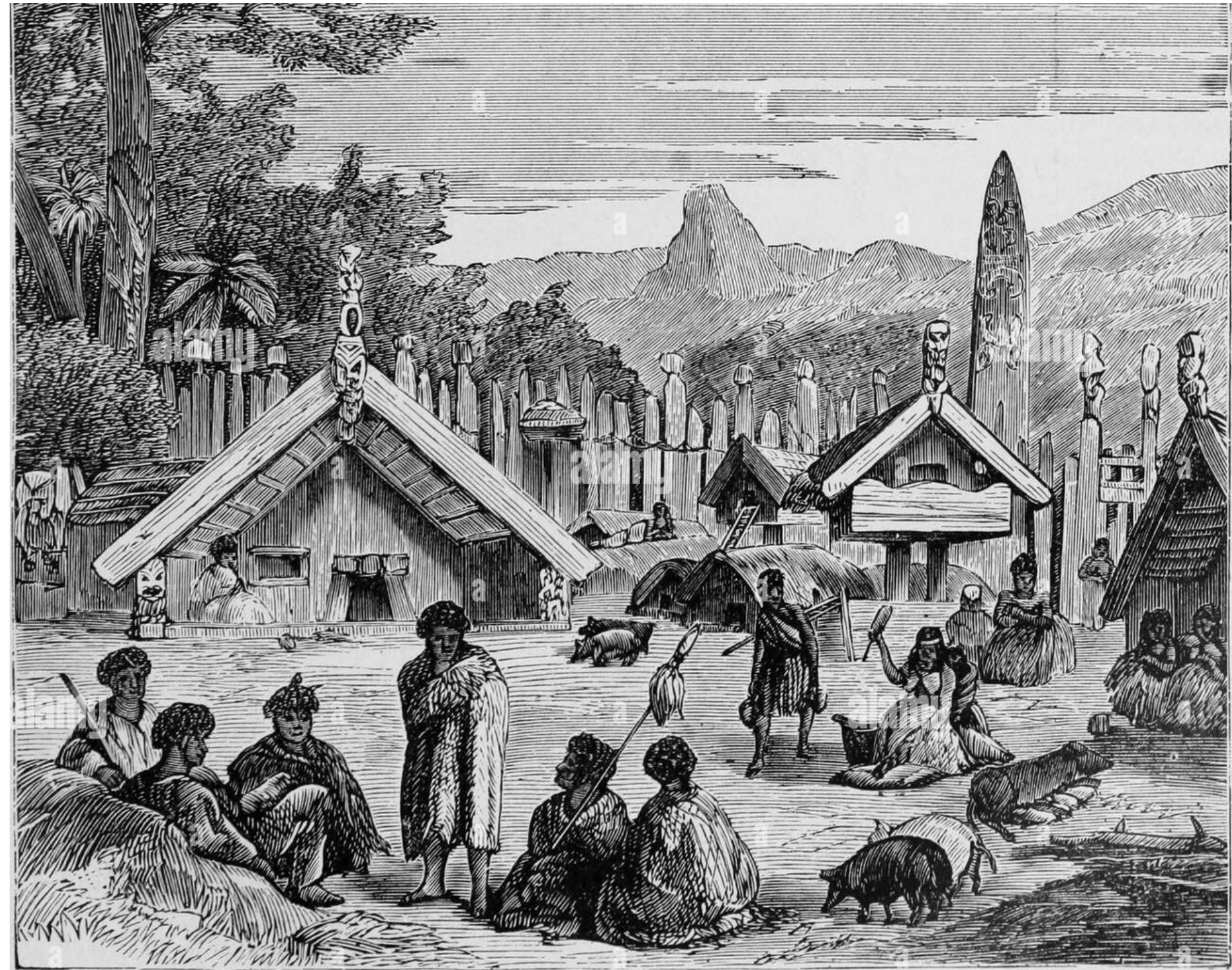




# Ancestors changed... ...themselves

Upon arrival in these islands, our tūpuna (ancestors) found an environment dramatically different to their tropical homeland, so they changed...

...themselves, their habits and practices to feed, clothe, and house themselves to live sustainably on this land and environment.







# 600 years later...others changed...the land

Centuries later others arrived with a different philosophy.

They cut and burnt, dug and built to try recreate what they had left behind.



*Porirua Harbour c1842 – National Library of New Zealand*





# Ngāti Toa in Porirua

- Since the mid-19th century Ngāti Toa's main settlements have been on the shores of Porirua Harbour.



- At the beginning of the 20th century, Ngāti Toa were impoverished with less than 100 adult members.







# Residential Development 1950-60s

Intensive residential development and related infrastructure began the degradation of our once healthy harbour.

By manipulating the coastline, piping natural water flows and discharging waste – our once healthy harbour has become a polluted, shallow pond.







# Environmental impacts...



**Barren flats that were once filled with  
kaimoana for all to enjoy**



**Now contaminated and unsafe for  
our whānau to eat**



**Harmful discharges sedimenting and  
polluting our harbour and beaches**





# Social impacts...



**Narrowly conceived intensive housing soon proved to be cold, damp and unhealthy**



**Ghettos of concentrated deprivation now being demolished and replaced at great cost and waste less than a lifetime later**



**Poor urban design and lack of community amenity reinforcing marginalization of low-income families**





**He Waka  
Eke Noa...**

**...heading  
where?**



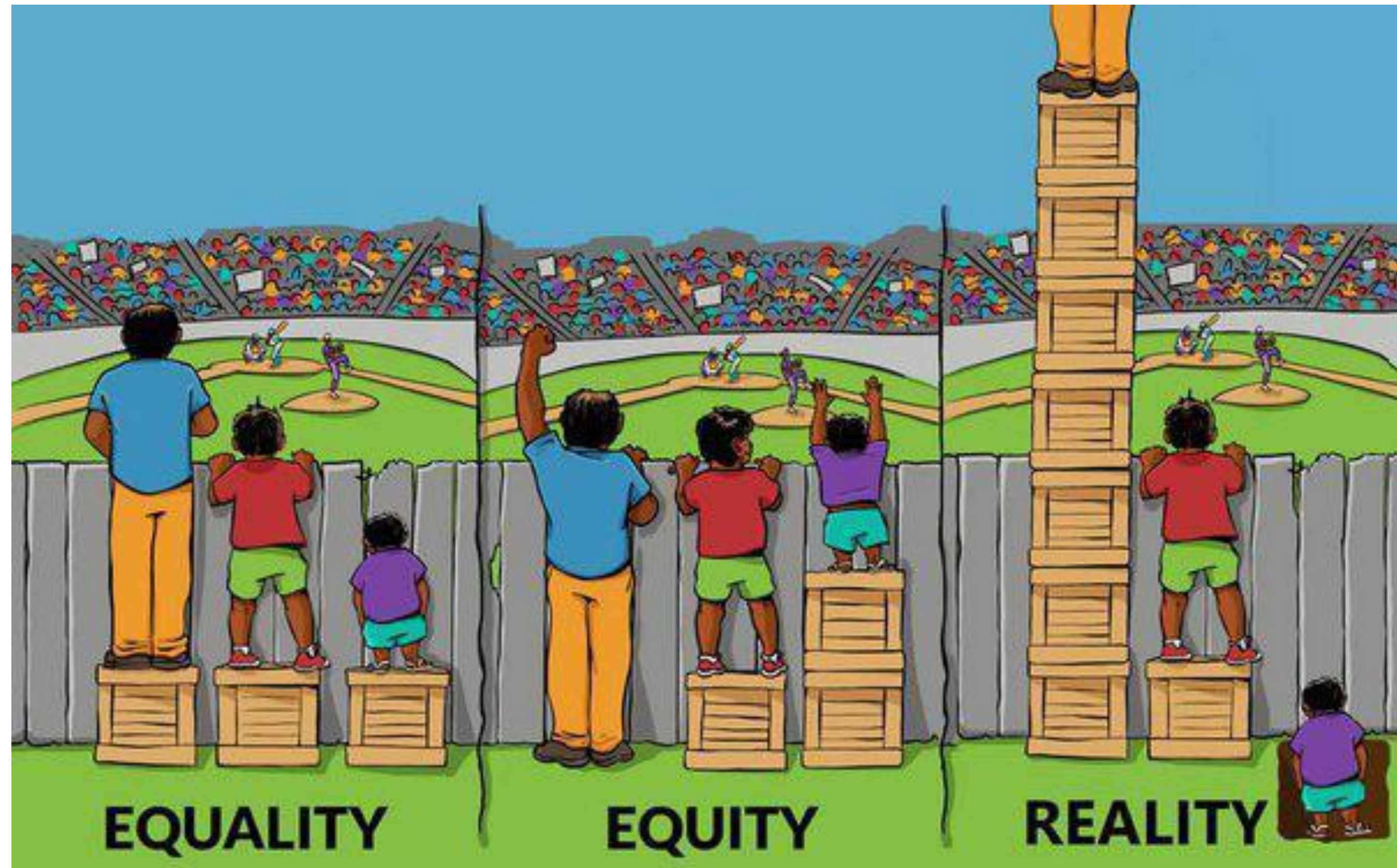




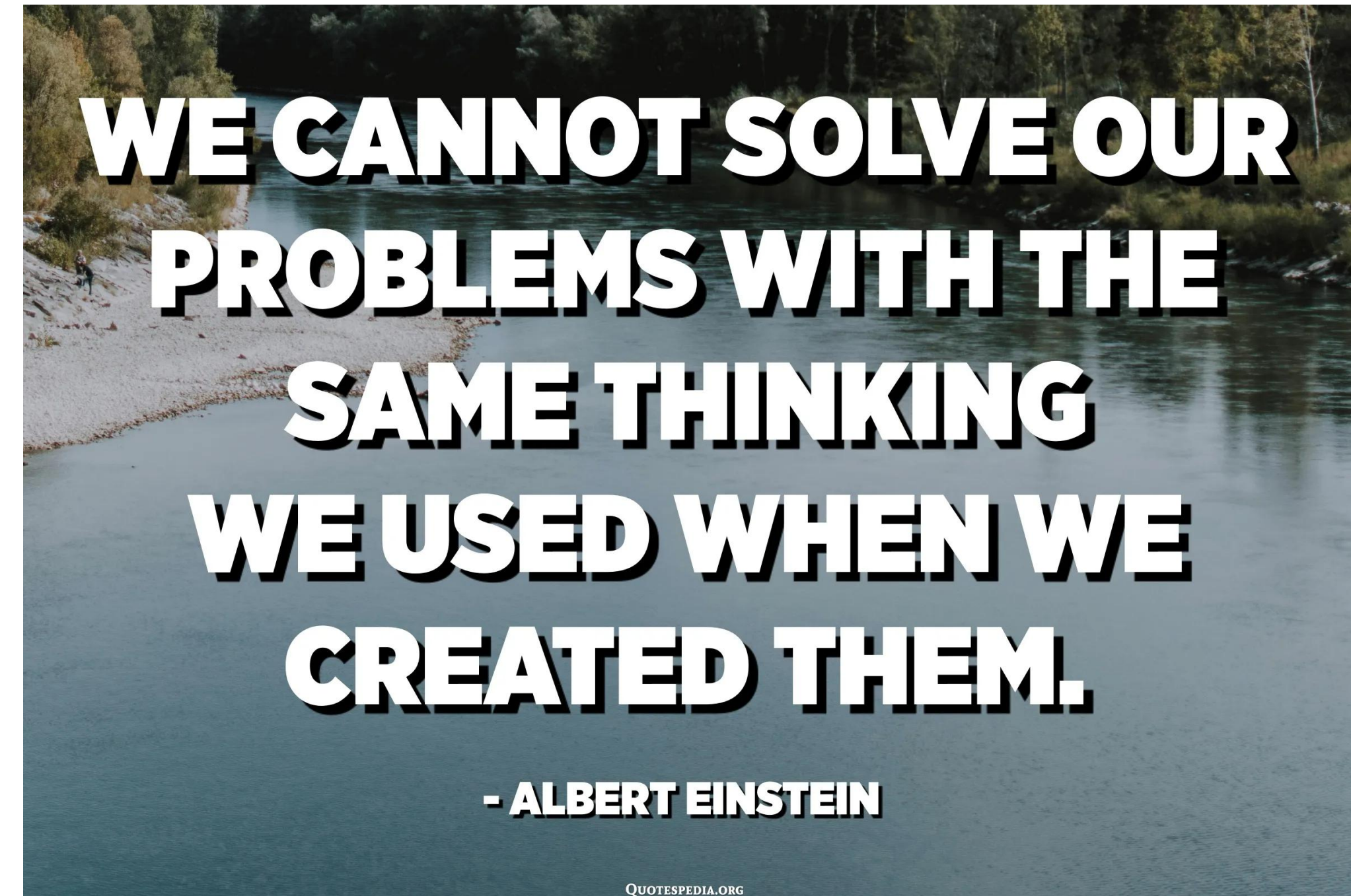
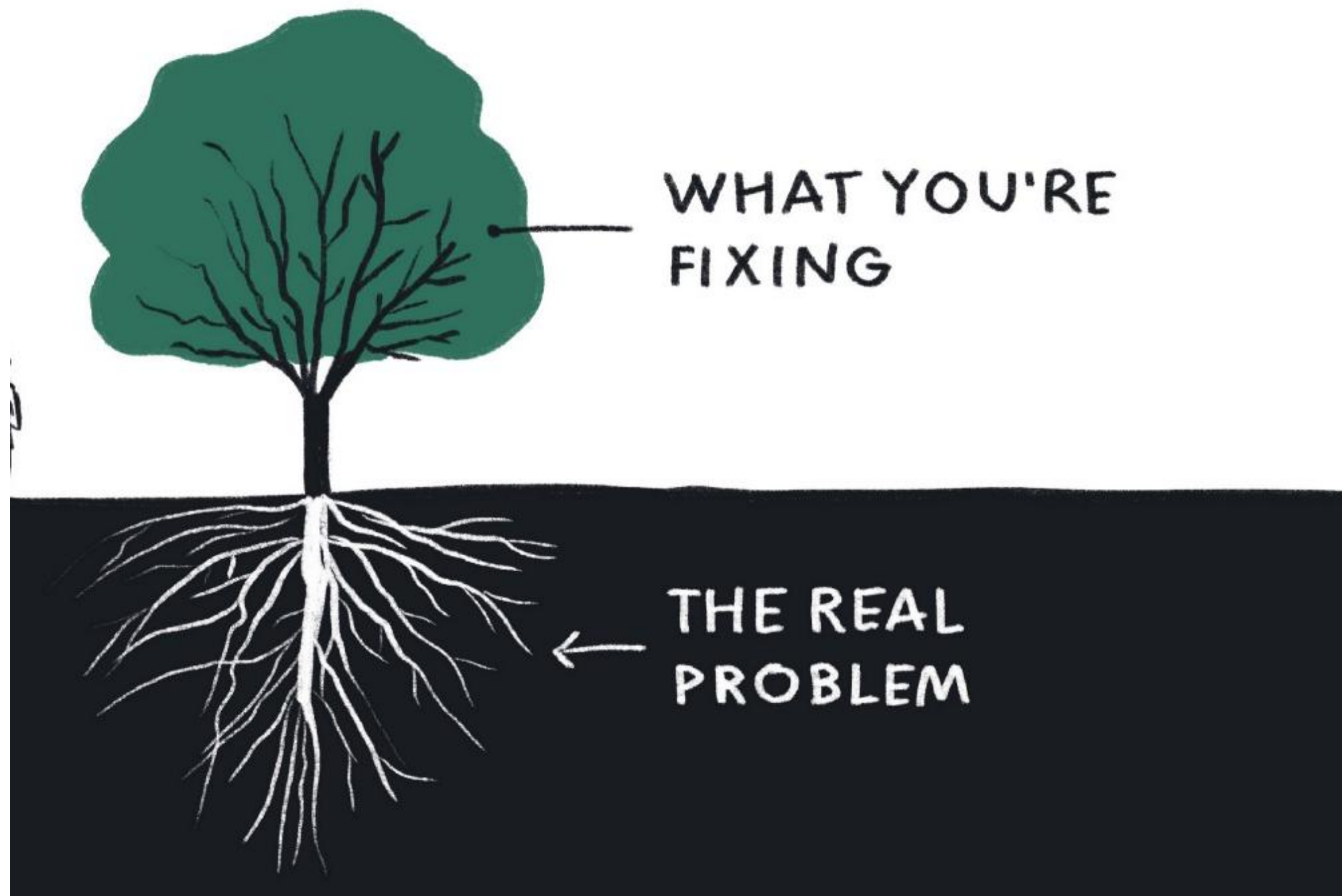
**What's the  
imperative  
to change...**

**...social,  
economic,  
climate etc  
crises...**

**Pick one!**







**What are our “real” problems?**





**If there's a  
leak in the  
laundry...**

**...find and  
fix the  
leak...**

**...and mop!**





# Core System Problem

Central governmental is not designed to deliver universal...anything!

## Why?

- Machinery of government is short-term, excessively risk averse, and concentrates resource and power, **i.e. totally wrong design for the delivery of long-term, distributed, complex change**
- Fragmented, siloed and poor at evidence-based implementation
- **Designed more to mitigate political risk** and maintain the status quo than deliver long-term change...mop, mop, mop!
- Wellbeing is fundamentally about changing behaviour – **can't “do change” to people**...especially top down

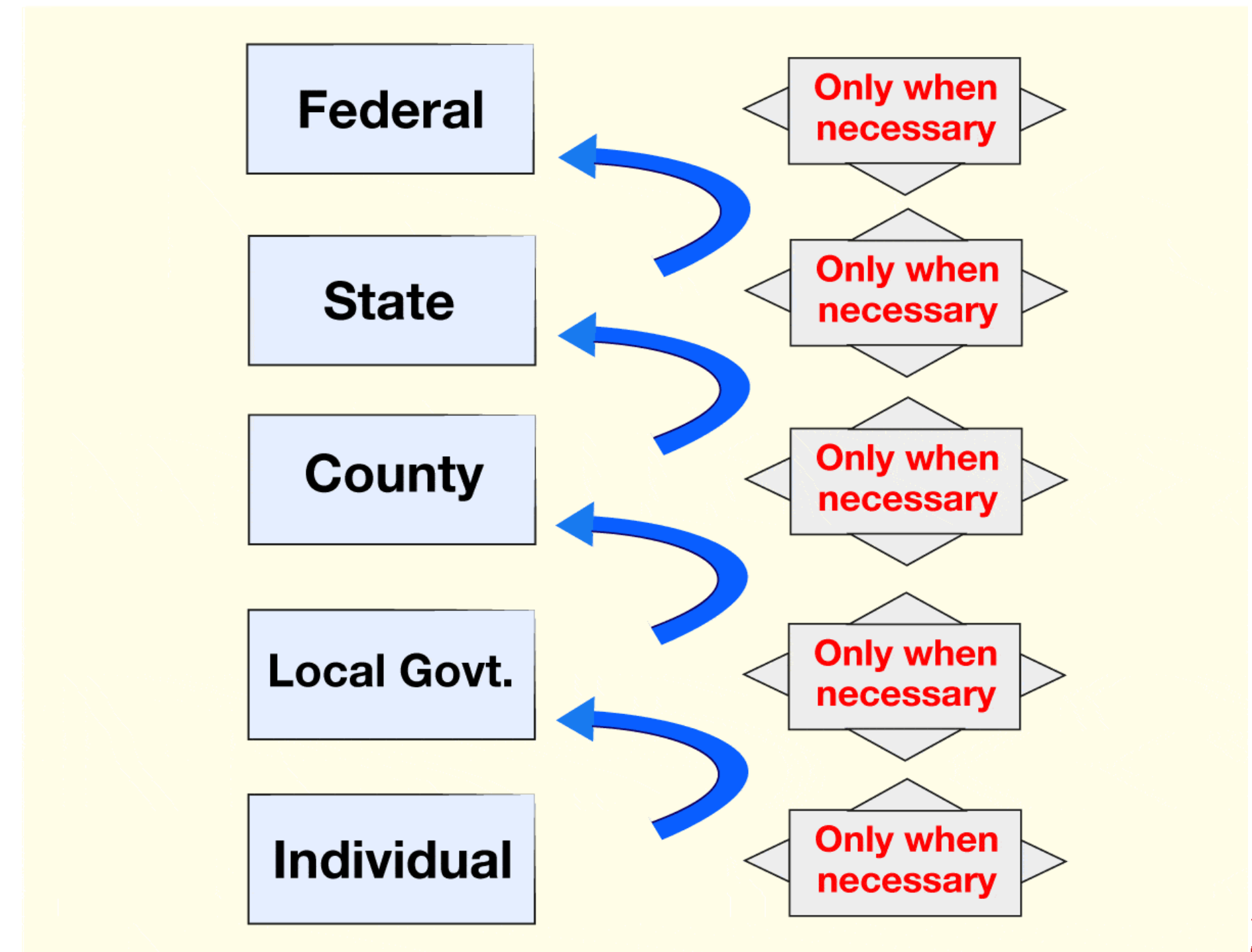




# Power of Subsidiarity

Complex problems are best solved by those **closest to the action** because they have the most, **clearest and timely information**.

*Power and resources should be at the lowest possible level for the scope, scale and complexity of the issues needing resolution.*







# Community Wellbeing

The “four wellbeings” framework was originally introduced in 2002, removed in 2012, reinstated in 2019, then removed in 2025.

The latest removal was to “refocus councils on core infrastructure and services”...

*Will you improve the social, economic, environmental and cultural wellbeing of your community...or not?*





# Solutions or Trade-offs

“There are no solutions. There are only trade-offs. And you try to get the best trade-off you can get.”

Thomas Sowell

Just because you traded it off, doesn't mean it won't happen. Consult wisely before you choose.”

Helmut Modlik







# Remember the power of paradigms...

Your why...

...will determine your what and how!

The choice is...

Technical vs Tikanga = **present**

Technical + Tikanga = **future**







# Kaitiaki (guardians) Intergenerational Stewards!

Don't just build and manage  
assets...

...be stewards of our built and  
natural environment...

**...leave a legacy!**





**What is the  
leadership  
challenge?**

**“Lift where you  
stand”...and give  
people inspiring  
reasons to follow!**







TE RŪNANGA O  
**TOA RANGATIRA**

***Ka ora te wai, ka ora te whenua  
Ka ora te whenua, ka ora te tangata  
Tiakina a Papatūānuku***

***The water lives, the land lives  
The land lives, the people live  
Protect Mother Earth***

# Northern Beaches Council

Rate options for financial sustainability







# Agenda

---

- Northern Beaches Council and rates
- How rates work
- The problem
- Our special variation
- Issues



# Northern Beaches Council



6

Libraries



17km<sup>2</sup>

Council bushland



>470

Leases and licences over Council properties managed annually



36

Community centres



24

Ocean beaches



10m

Beach visitors annually to 21 patrolled beaches



>300,000 tonnes

Waste managed at Kimbriki annually



115

Public Wi-Fi access points supported



9

Long day care/preschool sites



250km

Creek lines



6

Gallery, art and performance venues



>11 million

Domestic waste service bin lifts from residential dwellings annually (garbage, recycling and garden organics)



>83,000

public amenity cleaning services annually



85km

recreational trails & 53 bridges



219

Playgrounds



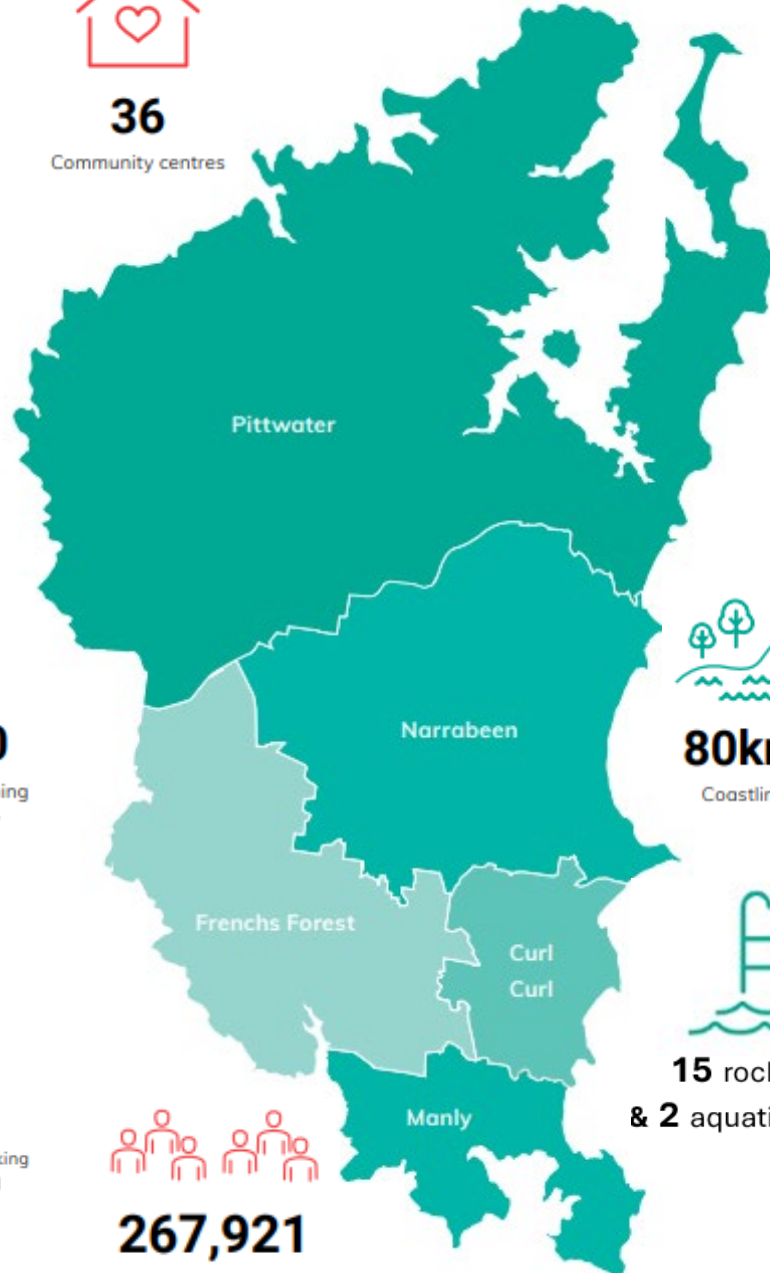
>7,200

Pay and display parking spaces managed



267,921

Population (ERP 2023)



5

Aquatic reserves



32

wharves and jetties



80km

Coastline



15 rockpools & 2 aquatic centres



122

Sportsfields



845km

of local roads



542 buildings



>790

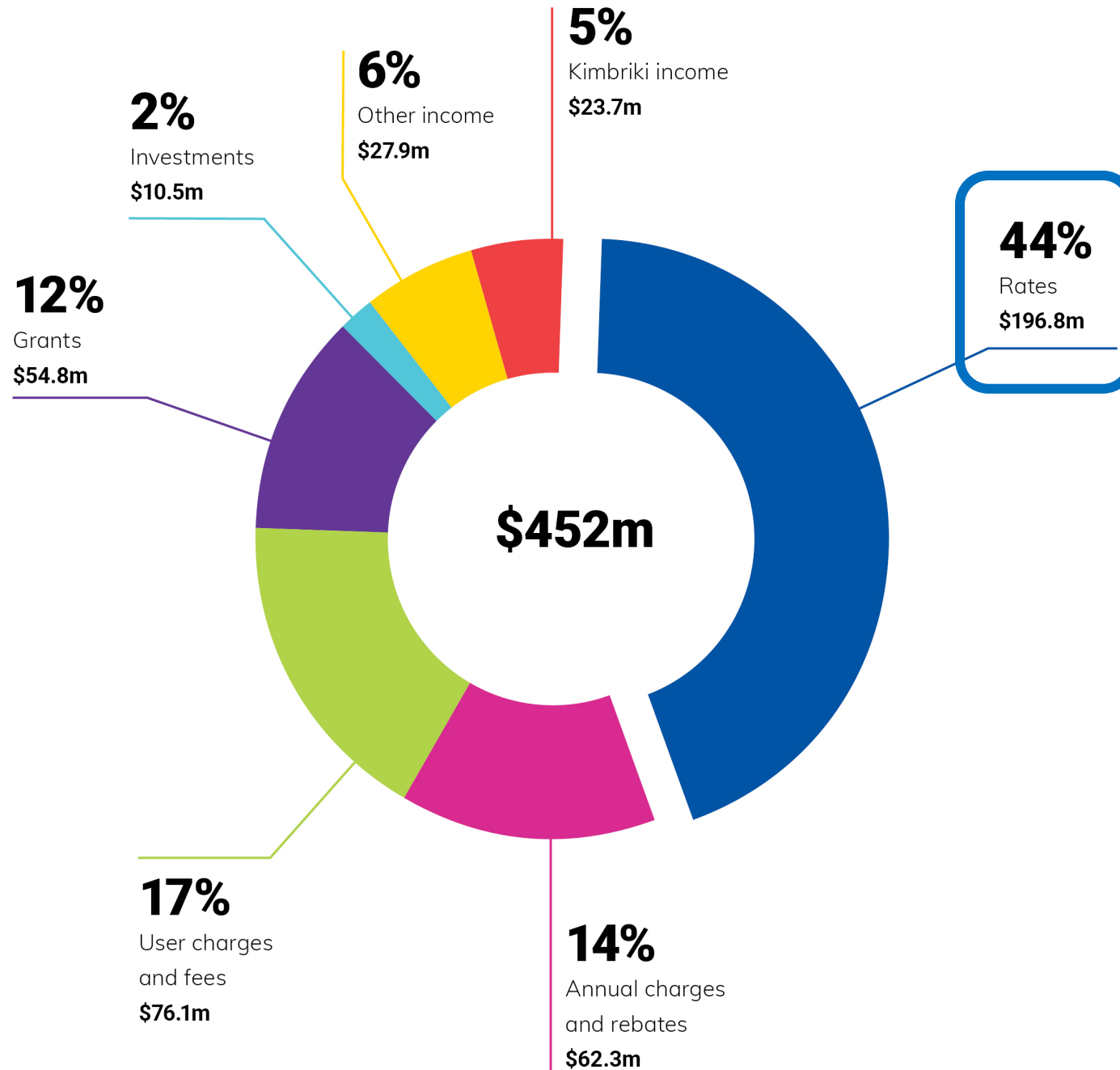
Environmental health food inspections annually



637km

Stormwater pipes

# Council income



Note: Kimbriki income excludes transactions with Council (which are subject to accounting eliminations during consolidation.)

# Residential rates notice

## Minimum, median and average residential rates and annual charges 2024/25

Item	Minimum	Median	Average
Rates	\$1,100	\$1,394	\$1,698
Waste Charge	\$586	\$586	\$586
Stormwater Charge	\$12.50 (strata)	\$25 (house)	\$25 (house)
<b>TOTAL PER ANNUM</b>	<b>\$1,698</b>	<b>\$2,005</b>	<b>\$2,309</b>
Per quarter	\$425	\$501	\$577
Per day	\$4.65	\$5.49	\$6.33

Proposed increases  
applied to this part of a  
rates notice

- **Minimum** - this rate applies to land values just under approx \$1.06 million = around 1/3<sup>rd</sup> of residents
- **Median** - based on the median (midpoint) 2022 residential land value of \$1.34 million.
- **Average** - based on the average in residential rates income divided by residential properties. It is the equivalent of rates based on a land value of \$1.63 million.



# Rates in NSW

A photograph of two people in yellow kayaks on a bright blue body of water. The sun is high in the sky, creating a strong glare on the water's surface. In the background, there are green hills and a small island.

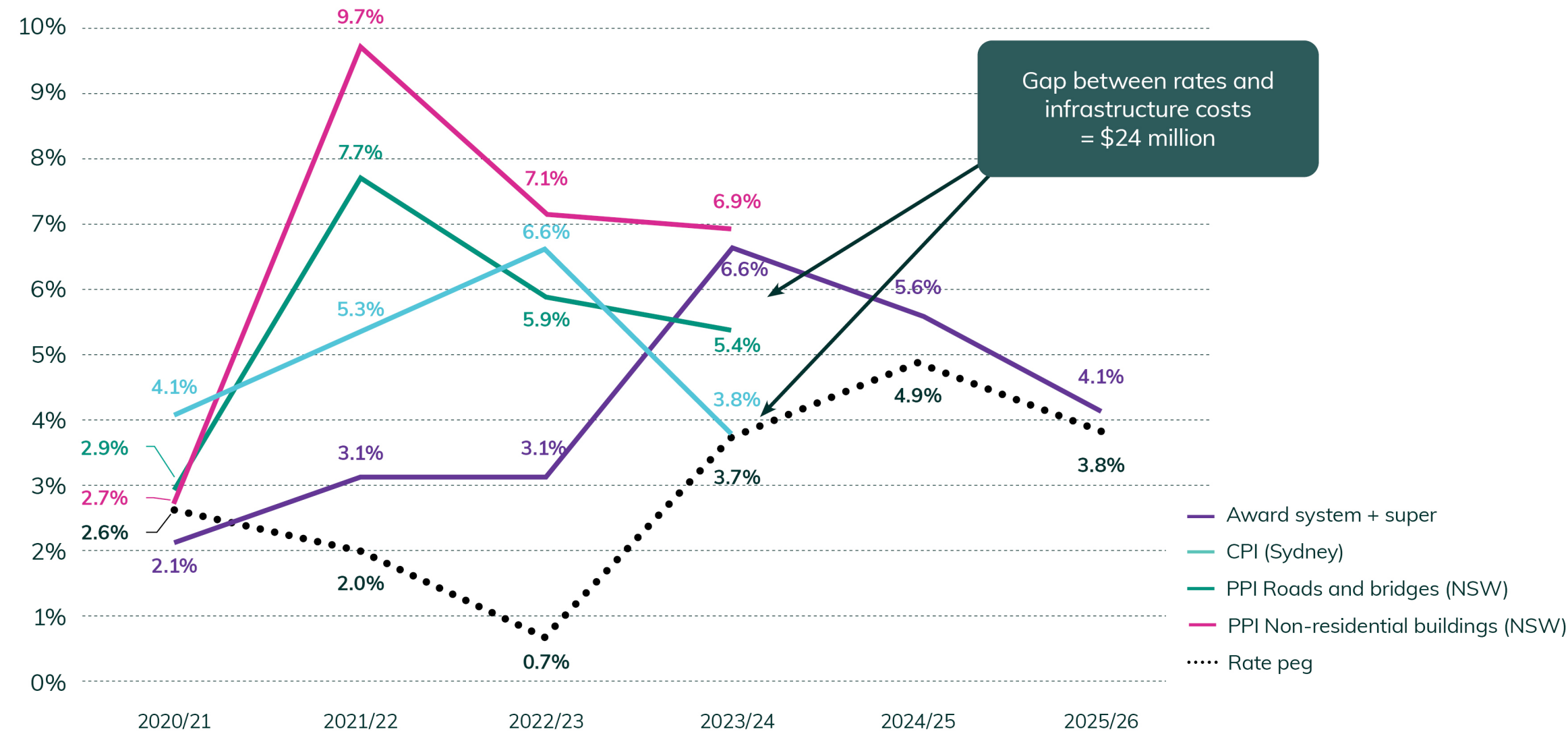
# How rates are set

- Based on a land value set by the NSW Valuer General every 3 years - changes don't increase income; they redistribute how much each property pays.
- 
- Any increase is capped each year ('rate peg') by IPART
- 
- Increases above rate peg must be approved by IPART and need to meet criteria including productivity improvements, a demonstrated need, reasonable impact on ratepayers and community engagement.
-

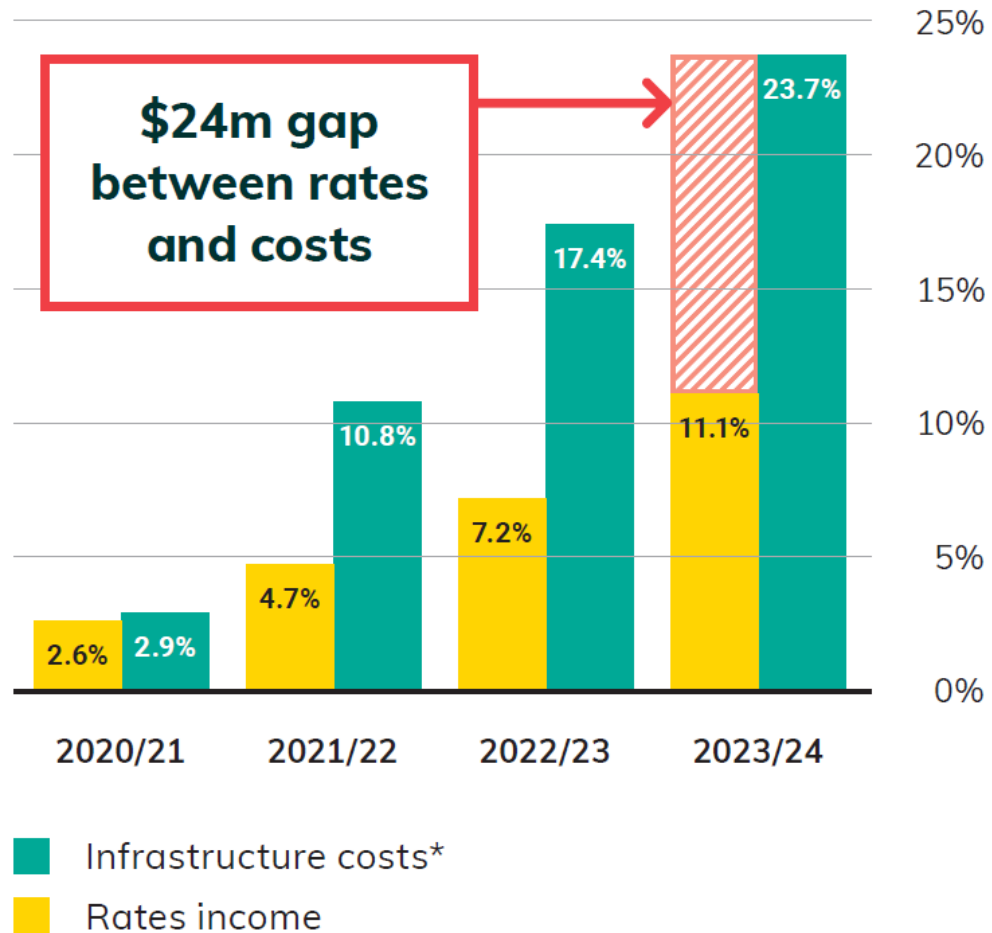
# The problem



# Rate peg vs costs



# Increases in infrastructure inflation\* vs rates income



\*Measured by the Producer Price Index (PPI) Roads & Bridges accumulative

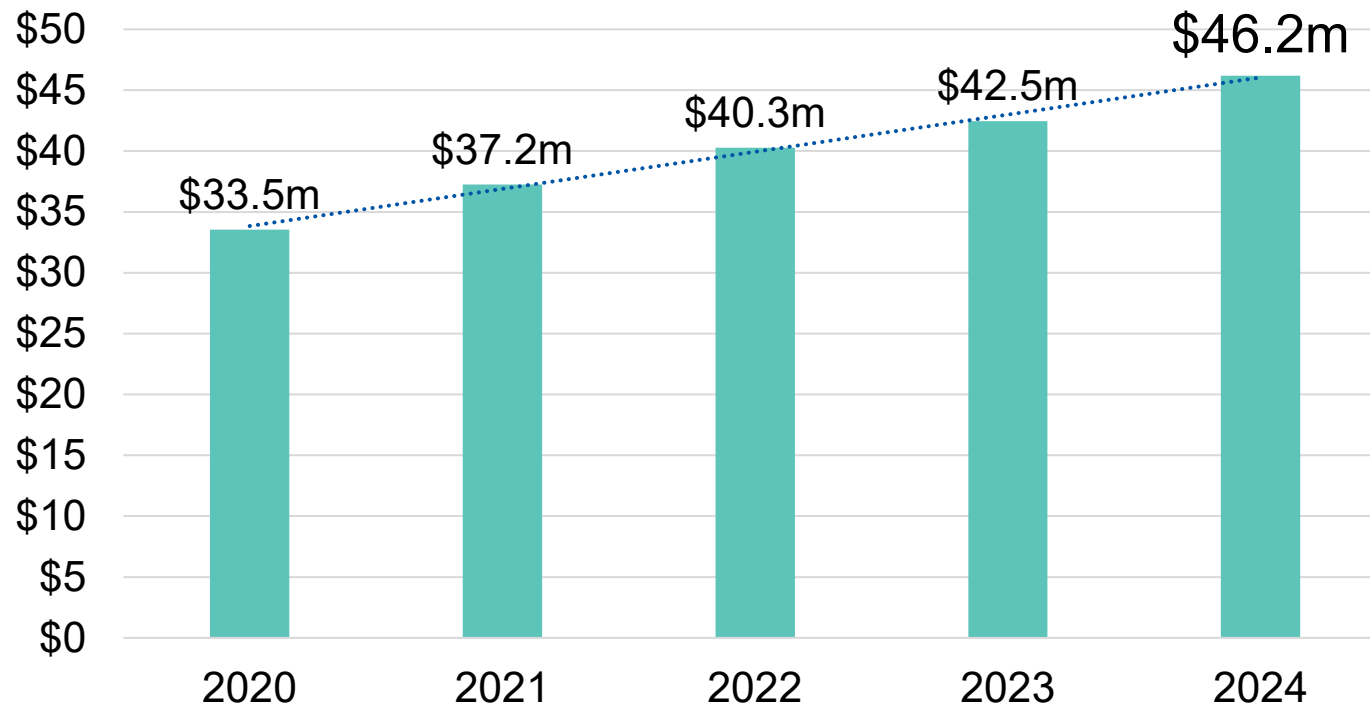
**+ \$3m**  
Increase in  
Emergency Services Levy

**+ \$15m**  
7 natural disasters in 6 years  
(\$7m recovered to date)

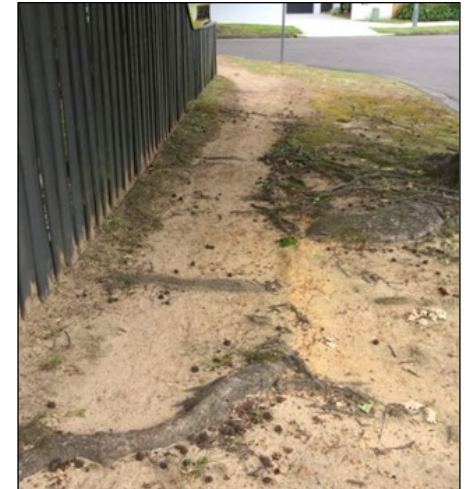
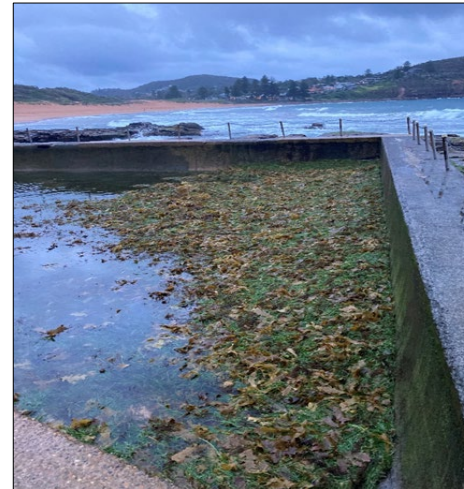
**+ \$41m**  
COVID-19  
Lost revenue and support costs

# Asset challenges

Estimated cost to bring asset backlog to a 'satisfactory' standard (\$'mil)



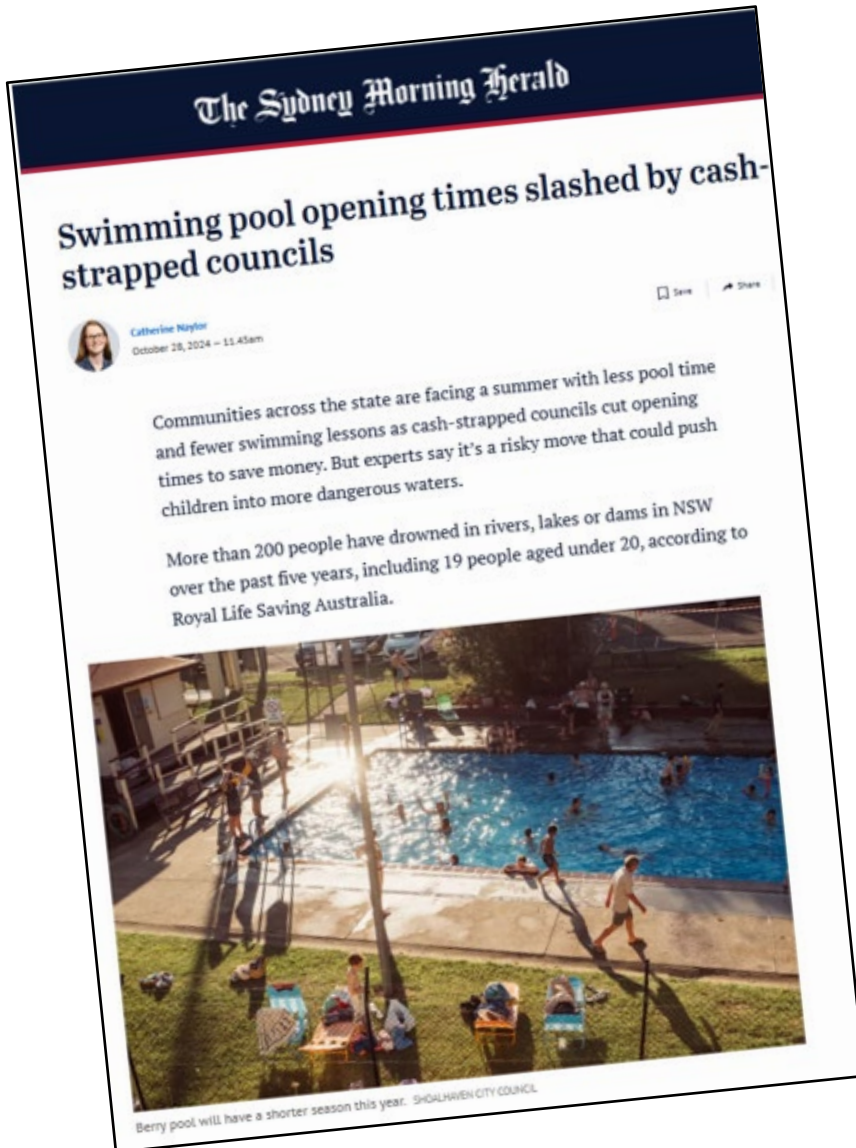
**\$108m** cost to bring these assets back to 'very good' condition



[See Council's latest Asset Management Plan](#)



# Local government budget pressures

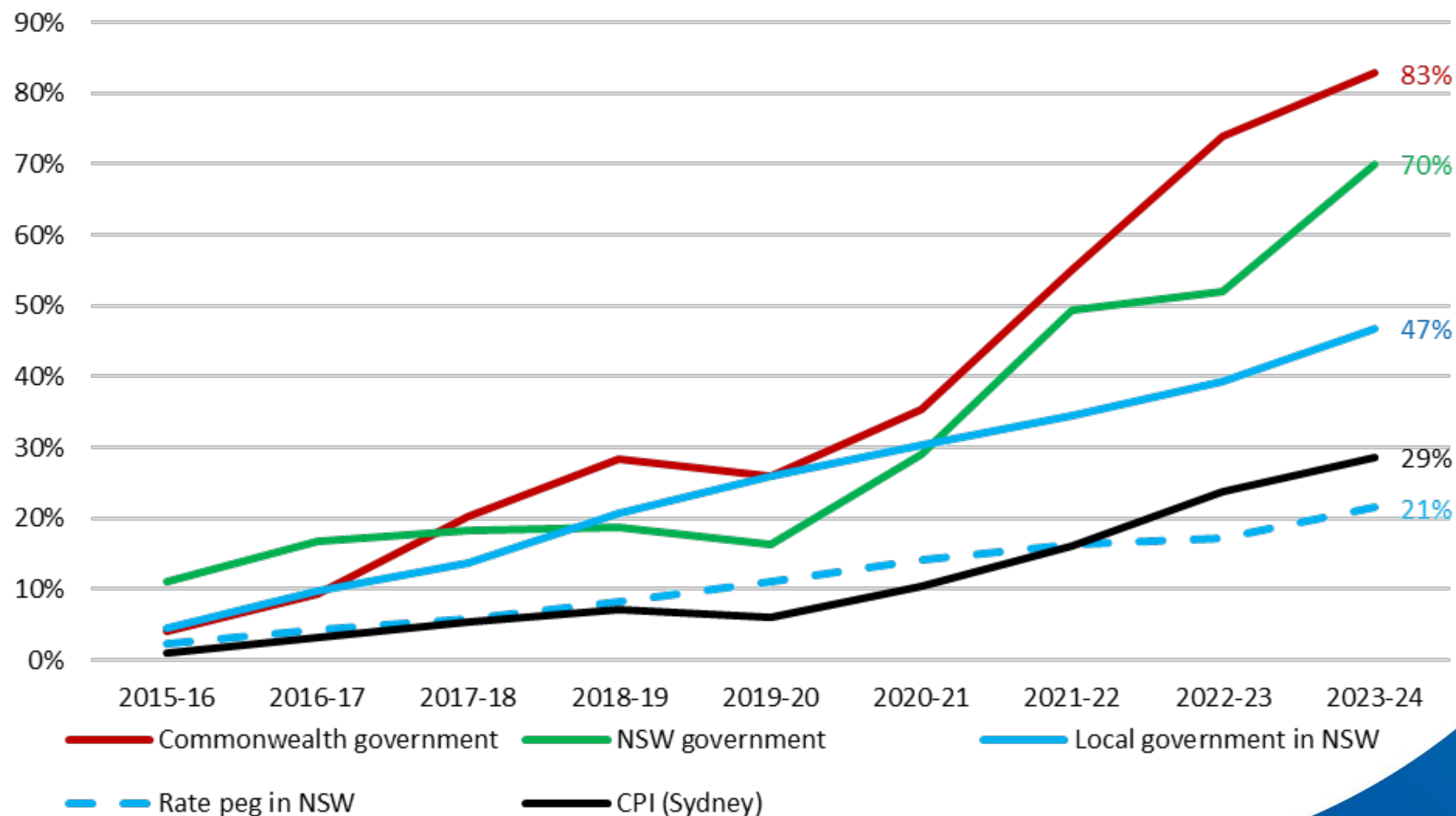


**Cost shifting from other levels of government**  
= \$460.67 for every ratepayer across NSW per year  
**= \$379 per Northern Beaches ratepayer per year**  
*LGNSW 2021/22 Cost Shifting Report*

- Historical gap in inflation and rate peg “baked-in”
- Grant funding is diminishing
- Growing pressure from natural disaster threats, aging infrastructure and changing populations

“Governments are **shifting costs onto local councils**, state and federal inquiries have heard this year, and as a result councils are struggling to pay for services they have always provided, like pools...”

## ABS Taxation Revenue - Cumulative Growth from 2014/15 to 2023/24



# Our special variation journey



# Timeline

**LTFP FLAGS  
ISSUES**

June 2022, 2023 & 2024

**COUNCILLOR  
WORKSHOP &  
OPTIONS EXPLORED**

Nov 2024

**IPART  
CONSULT &  
DECIDE**

Feb to May 2025

**COUNCIL  
DECISION**

June 2025

**COUNCIL  
CHOOSE  
OPTION**

Jan 2025

**1<sup>ST</sup> RATES  
PAYMENT DUE**

31 Aug 2025

**COUNCIL RESOLVES TO  
IDENTIFY WAYS TO  
IMPROVE FINANCIAL  
SUSTAINABILITY**

June 2024

**COUNCIL  
CONSULT**

Nov 2024 –  
Jan 2025

# Proposed Options



**Reduce services**







**Maintain services**



**Improve services**



**Increase services**

	 Option 1 <b>Reduce services</b>	 Option 2 <b>Maintain services</b>	 Option 3 <b>Improve services</b>	 Option 4 <b>Increase services</b>
Impact	Increased maintenance backlog and cuts to services.	Retain services and address maintenance and environmental programs funding gap.	Option 2 + Improve facilities and deliver larger projects.	Option 2 + Option 3 + Accelerate infrastructure delivery and increase services.
Proposed rate increase over 3 yrs	Rate peg only	6% each yr + rate peg	8.3% for 2 yrs 8.4% in yr 3 + rate peg	10% each yr + rate peg
Cumulative rate increase over 3 yrs	10.7% Rate peg only	31.1% Special variation (incl rate peg)	39.6% Special variation (incl rate peg)	46.0% Special variation (incl rate peg)
Av residential rate increase by yr 3 <sup>1</sup>	\$181 yr \$3.47 wk	\$527 yr \$10.10 wk	\$673 yr \$12.89 wk	\$780 yr \$14.95 wk
Av business (general) <sup>2</sup> rate increase by yr 3 <sup>3</sup>	\$433 yr \$8.30 wk	\$1,263 yr \$24.19 wk	\$1,611 yr \$30.86 wk	\$1,869 yr \$35.80 wk

<sup>1</sup> 2024/25 average residential rate is \$1,698, which is based on residential rates income divided by residential properties - it is the equivalent of rates based on a land value of \$1.63 million. <sup>2</sup> Excludes the Manly CBD, Warriewood Square, Warringah Mall, strata storage unit facilities and special rates. <sup>3</sup> 2024/25 average business rate is \$4,066, which is based on business (general) rates income divided by properties within this category - it is the equivalent of rates based on a land value of \$1.15 million. Estimates in rates do not include changes in rates which may occur from new land valuations or changes in the rating structure.



9NEWS

Sydney council approves  
40 per cent rate hike  
despite hundreds protesting

Manly Observer

Bid for rate rise of 39.6  
per cent approved in  
extraordinary Council  
meeting



Rates rebellion: Tony Abbott says boycott council rises

sky news .COM.AU

Australia News > Politics  
**'Inappropriate spending': Northern Beaches locals fume as council hikes rates by 25 per cent as meeting dominated by Gaza debate**  
Northern Beaches locals have been left fuming after the local council voted to hike rates by a whopping 25 per cent with Tuesday night's meeting dominated by Gaza debate.  
Laurence Karacsony Digital Reporter  
2 min read June 18, 2025 - 8:56AM sky news .COM.AU 75 Comments



Northern Beaches Braces for  
Controversial Rate Increase  
Decision

Mayor defends  
staff salaries  
after rate  
hike backlash

City Hub



'Makes my blood boil': Karl slams Sydney council's 40 per cent rate hike  
By Tom Livingstone 9 months ago



Finance > Money > Costs  
**'Disgusting': Outrage as Northern Beaches Council votes to raise rates 40 per cent**  
One of Sydney's largest councils faced a furious backlash after voting to raise rates by 40 per cent. But it's what they did beforehand that has residents fuming.

'Out of touch': Furious residents, MPs protest Northern Beaches Council's proposed rate hike

By April Glover 7:36pm Jan 27, 2025



Nine Sydney beaches shut over new ball-shaped debris

NORTHERN BEACHES ADVOCATE  
**Residents rage over rate rise**



# Issues

# Special variation issues

- Public perception and political risk
- Engagement challenges - difficult for community to understand – eg must communicate a cumulative balance with estimates for the rate peg included – exaggerates the impact and confuses people
- Expensive and lengthy process
- Face uncertainty in forward planning while waiting for the IPART decision
- Lumpy increases for ratepayers
- Inflation risk for a Council as the SV locks a Council into their estimated rate peg for all years



# Questions

# Department of Internal Affairs

## Local Government update

Rich Ward

General Manager Local Government Policy, Partnerships and Operations

**13 November 2025**



# DIA role in the local government system

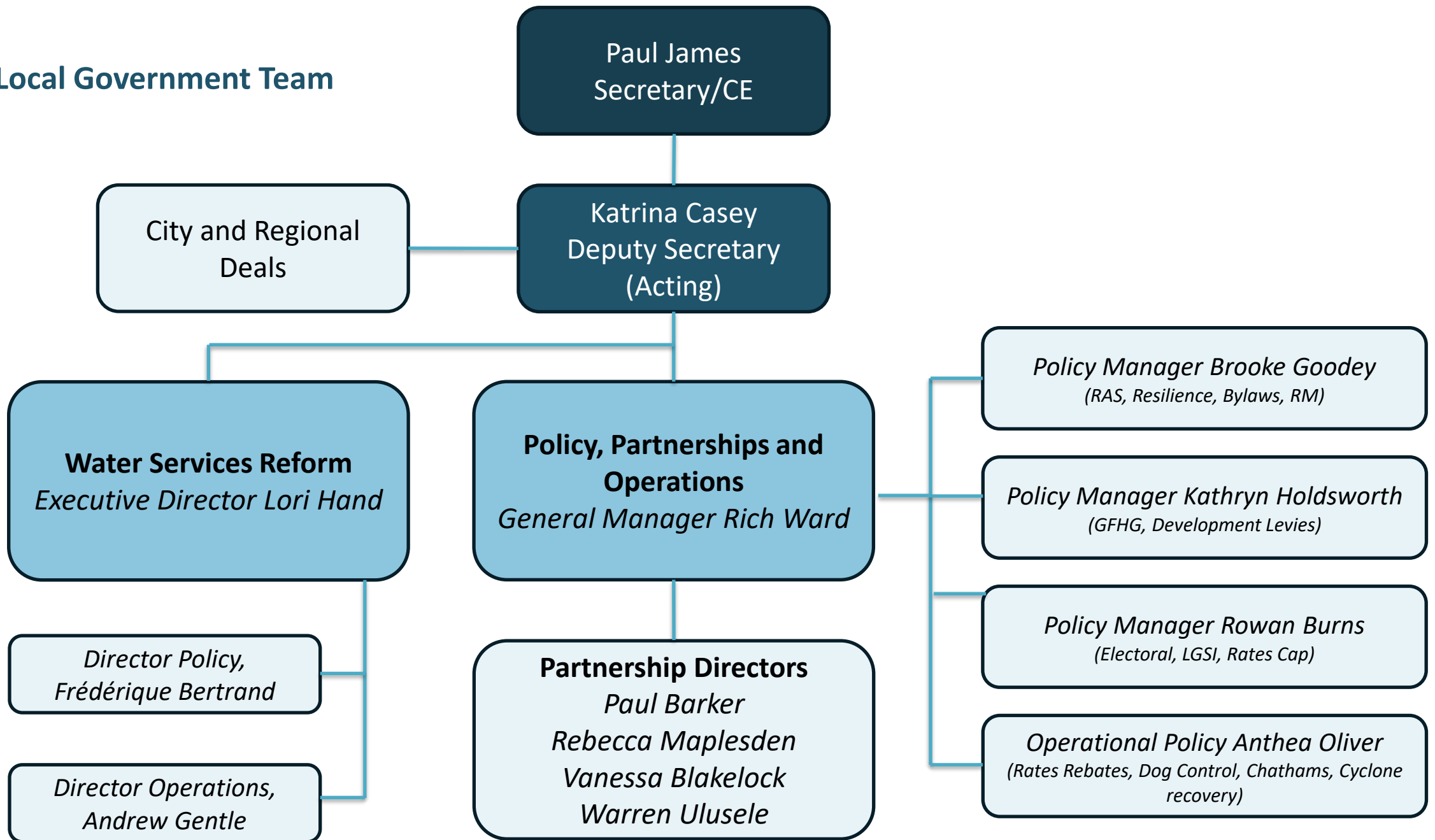
Core local government Ministerial functions include:

- Setting & maintaining the constitutional and statutory framework for local government
- Promoting a constructive and meaningful relationship between local and central government
- Monitoring and reviewing the local government system
- Administration of LG legislation including Local Government Act, Dog Control Act & Rates Rebate Act
- Support for Councils to undertake their roles
- Intervention powers in exceptional cases

DIA support for the Minister and Secretary of Local Government

- Policy and Operations
- Water Reform
- Partnership role including 4 Partnership Directors

## DIA Local Government Team





# Partnership Director

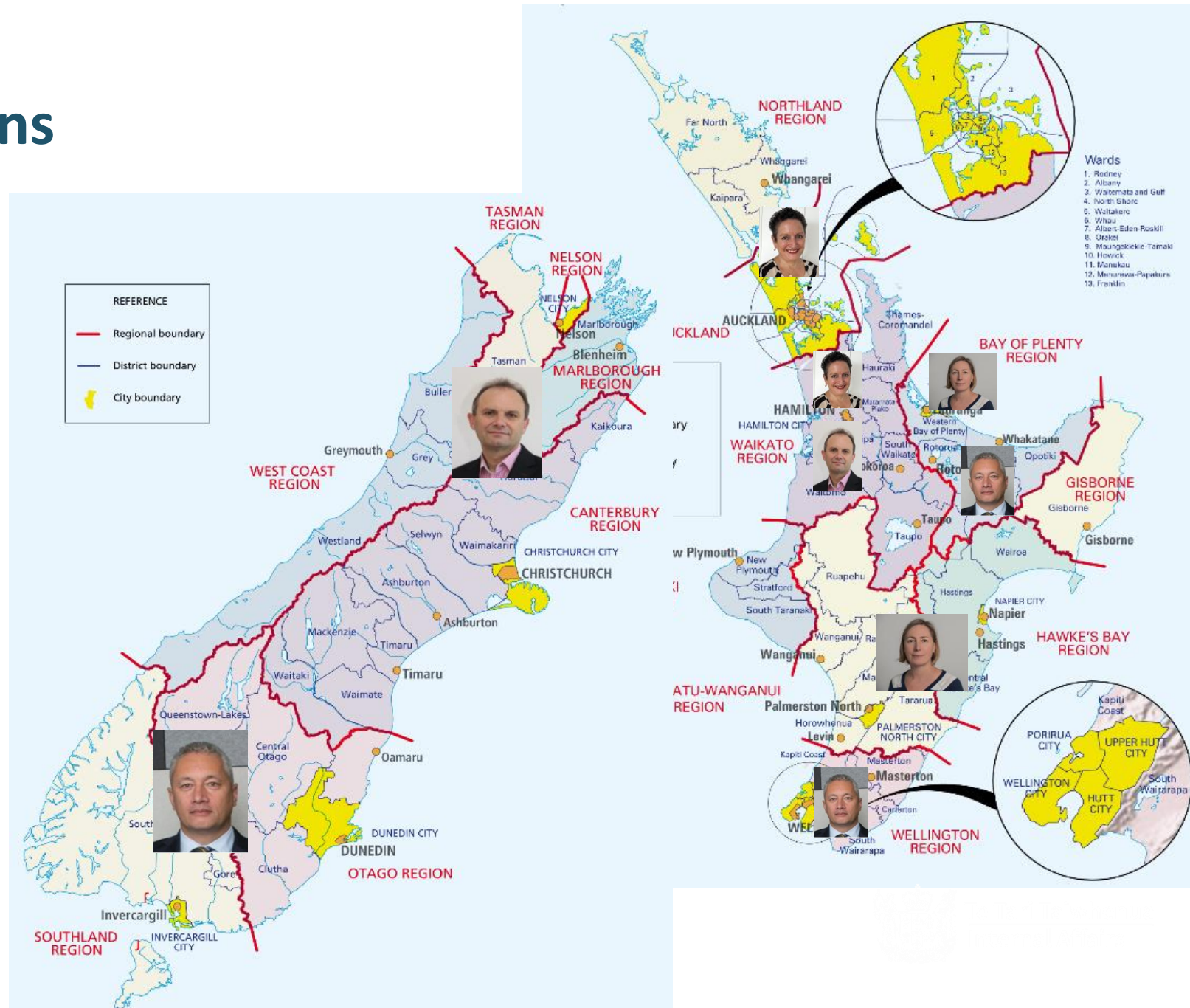
## Geographical allocations

**Vanessa Blakelock 021 832 417 –**  
Northland, Auckland, Northern Waikato

**Rebecca Maplesden 021 852 853 -**  
Taranaki, Manawatu-Whanganui,  
Hawkes Bay, Gisborne and Western Bay  
of Plenty

**Paul Barker 027 610 7508 - West Coast,  
Canterbury, Nelson-Tasman and  
Marlborough and South Waikato**

**Warren Ulusele 021 227 8187–**  
Southland, Otago Wellington, Eastern  
Bay of Plenty



# Partnership Director Council allocations

Council	LGNZ Zone	Partnership Director
Northland Regional Council	1	Vanessa Blakelock
Far North DC	1	Vanessa Blakelock
Kaipara DC	1	Vanessa Blakelock
Whangarei DC	1	Vanessa Blakelock
Auckland Council	1	Vanessa Blakelock
Waikato Regional Council	2	Vanessa Blakelock
Waikato DC	2	Vanessa Blakelock
Hamilton CC	2	Vanessa Blakelock
Waipa DC	2	Vanessa Blakelock
Matamata-Piako DC	2	Vanessa Blakelock
Otorohanga DC	2	Paul Barker
Waitomo DC	2	Paul Barker
Thames Coromandel DC	2	Vanessa Blakelock
Hauraki DC	2	Vanessa Blakelock
South Waikato DC	2	Paul Barker
Bay of Plenty Regional Council	2	Rebecca Maplesden
Western BOP DC	2	Rebecca Maplesden
Tauranga DC	2	Rebecca Maplesden
Kawerau DC	2	Warren Ulusele
Opotiki DC	2	Warren Ulusele
Whakatane DC	2	Warren Ulusele
Taupo DC	2	Paul Barker
Rotorua Lakes	2	Paul Barker
Gisborne District Council	3	Rebecca Maplesden
Hawke's Bay Regional Council	3	Rebecca Maplesden
Central Hawke's Bay District Council	3	Rebecca Maplesden
Wairoa District Council	3	Rebecca Maplesden
Napier City Council	3	Rebecca Maplesden
Hastings District Council	3	Rebecca Maplesden
Horizons Regional Council	3	Rebecca Maplesden
Ruapehu District Council	3	Rebecca Maplesden
Whanganui District Council	3	Rebecca Maplesden
Rangitikei District Council	3	Rebecca Maplesden

Manawatū District Council	3	Rebecca Maplesden
Palmerston North City Council	3	Rebecca Maplesden
Taranaki District Council	3	Rebecca Maplesden
Horowhenua District Council	3	Rebecca Maplesden
Taranaki Regional Council	3	Rebecca Maplesden
New Plymouth District Council	3	Rebecca Maplesden
Stratford District Council	3	Rebecca Maplesden
South Taranaki District Council	3	Rebecca Maplesden

Greater Wellington Regional Council	4	Warren Ulusele
Kāpiti Coast District Council	4	Warren Ulusele
Porirua City Council	4	Warren Ulusele
Masterton District Council	4	Warren Ulusele
Carterton District Council	4	Warren Ulusele
South Wairarapa District Council	4	Warren Ulusele
Upper Hutt City Council	4	Warren Ulusele
Hutt City Council	4	Warren Ulusele
Wellington City Council	4	Warren Ulusele
Tasman District Council	5	Paul Barker
Marlborough District Council	5	Paul Barker
Nelson City Council	5	Paul Barker
West Coast Regional Council	5	Paul Barker
Westland District Council	5	Paul Barker
Buller District Council	5	Paul Barker
Grey District Council	5	Paul Barker
Chatham Islands Council	5	Paul Barker
Environment Canterbury	5	Paul Barker
Kaikōura District Council	5	Paul Barker
Hurunui District Council	5	Paul Barker
Waimakariri District Council	5	Paul Barker
Christchurch City Council	5	Paul Barker
Selwyn District Council	5	Paul Barker
Ashburton District Council	5	Paul Barker
Timaru District Council	5	Paul Barker
Mackenzie District Council	5	Paul Barker
Waimate District Council	5	Paul Barker
Waitaki District Council	6	Warren Ulusele
Otago Regional Council	6	Warren Ulusele
Queenstown-Lakes District Council	6	Warren Ulusele
Central Otago District Council	6	Warren Ulusele
Clutha District Council	6	Warren Ulusele
Dunedin City Council	6	Warren Ulusele
Environment Southland	6	Warren Ulusele
Gore District Council	6	Warren Ulusele
Invercargill City Council	6	Warren Ulusele
Southland District Council	6	Warren Ulusele



# Work programme overview

- Local Water Done Well
- City and Regional Deals
- Local Government System Improvements (LGSi):
  - Local Government (System Improvements) Amendment Bill
  - Code of conduct and standing orders
  - Council performance measurement
  - Rates capping
- Going for Housing Growth – Development Levies
- Ratepayer Assistance Scheme
- Climate Resilience
- Resource Management Reform

# Water Services Reform

**ALL** Water Service Delivery Plans have now had a decision from the Secretary for Local Government

## Delivery model split

44 Councils entering Water Service CCOs

23 Councils forming In-house Business Units

## Capital projects uplift

\$47.9 billion in new water infrastructure projects over the next 10 years

\$16 billion in growth-related projects

## Establishing water service organisations

- Overview webinars on **25 November and 4 December**
- Guidance for CCOs and IHBUs coming in December
- Amendments to approved Water Service Delivery Plans can only be considered by the Secretary for extraordinary circumstances

## Monitoring

- Templates for quarterly implementation reporting coming in December – first reports due April 2026

## Economic regulation

- The Commerce Commission has completed consultation on Information Disclosures and has published submissions

## Environmental regulation

- National Wastewater Standards in approval process





# Rural and Provincial Sector Meeting

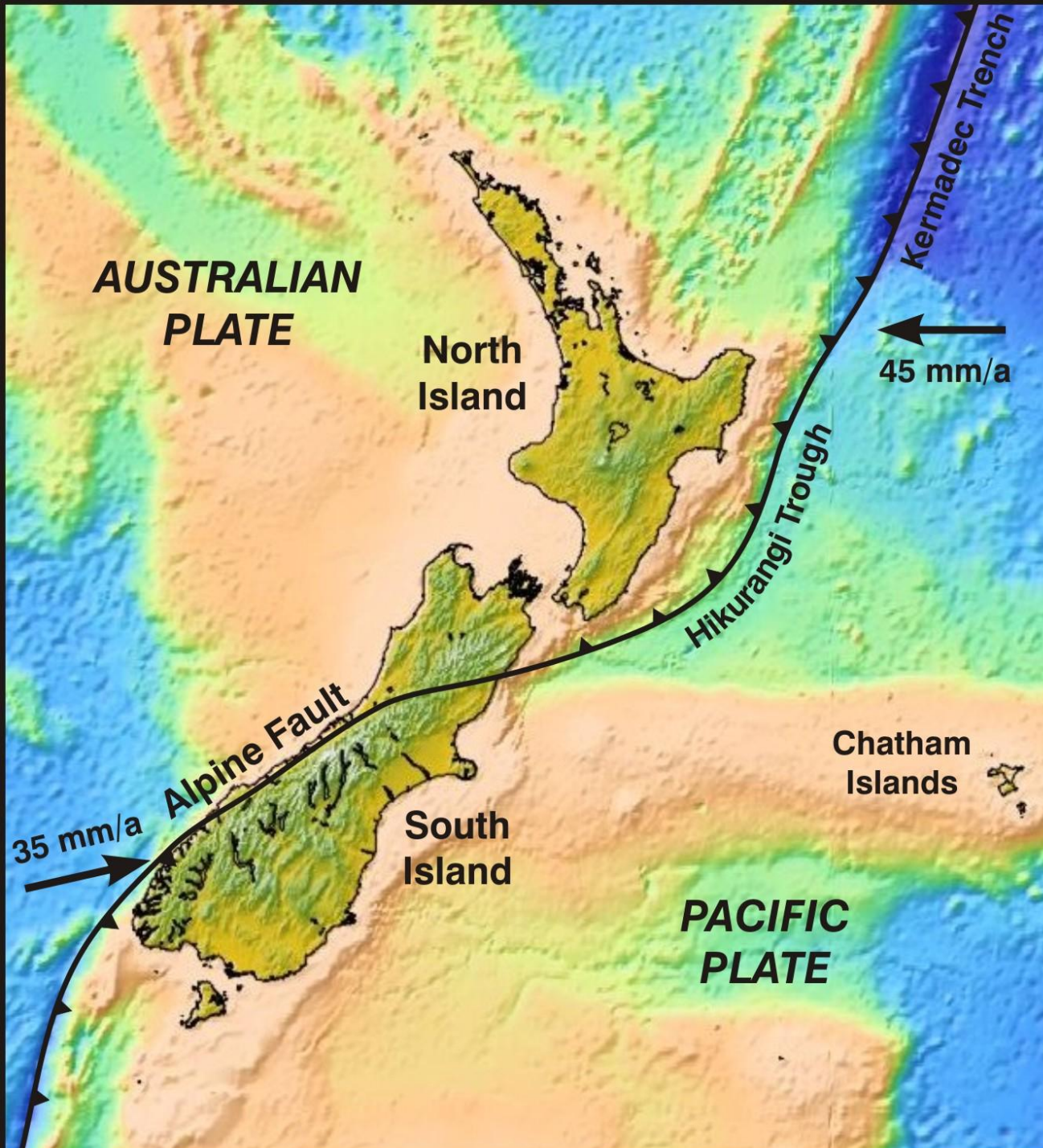
John Price

NEMA Deputy Chief Executive and Director

13<sup>th</sup> November 2025



**National Emergency  
Management Agency**  
Te Rākau Whakamarumarū



- A catastrophic or extreme disaster in NZ
- It is a matter of time
- It will change who and what we are as a country, it will change our thinking
- Working together will save us – the whole is greater than the parts
- The system – 5.3 million plus
- Mindset – Govt through to Community



# How does this compare?

Well characterized natural hazard risks for Aotearoa New Zealand

Event <i>actual; modelled</i>		Likelihood in next 50 years	Possible economic cost (\$billions)
Cyclone Gabrielle equivalent event		80%	~10 (9-14B est. actual)
Canterbury Earthquake Sequence (2010-11)		<1%	>>10 (40B actual)
Space Weather		Almost certain	
Alpine fault – M8 earthquake		75%	> 10
Ruapehu / Tongariro / Ngauruhoe / Whakaari major eruption		Almost certain	~ 1
Taranaki eruption		30-40%	> 1
Hikurangi subduction zone	<b>M8+</b> EQ & tsunami	<i>Southern segment = 25%</i>	>> 10
	<b>M9.1</b> EQ & tsunami <i>CATPLAN scenario</i>	1%	> 100
South American M9+ earthquake & NZ tsunami		50%	> 1
Auckland volcanic eruption		10%	>> 10

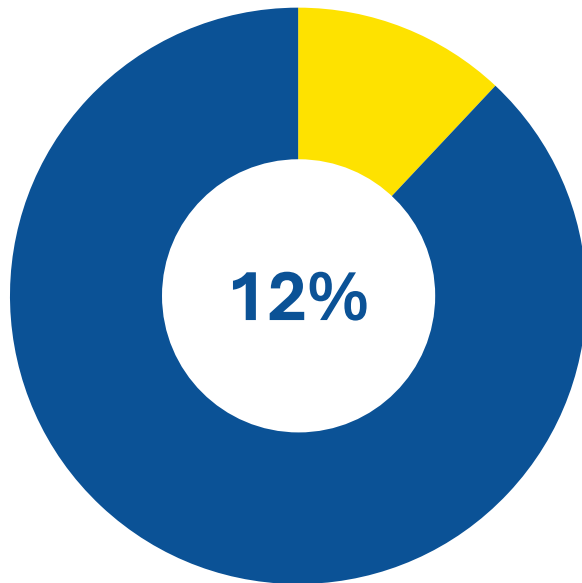
Modified from <http://www.lgnz.co.nz/assets/Publications/Managing-natural-hazards-LGNZ-think-piece.pdf>

Modified from <http://www.lgnz.co.nz/assets/Publications/Managing-natural-hazards-LGNZ-think-piece.pdf>

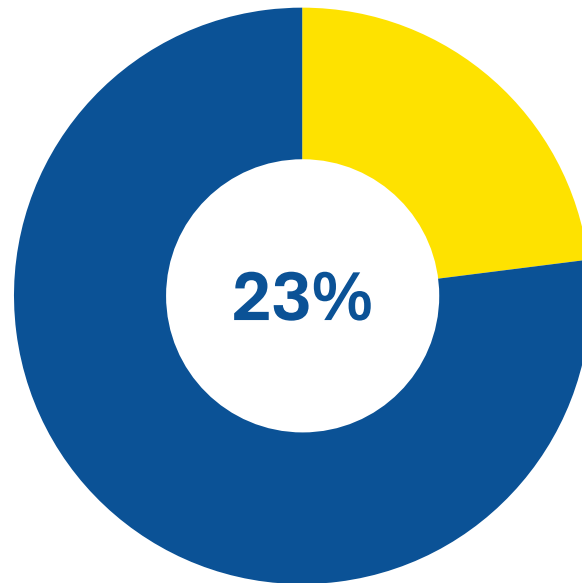




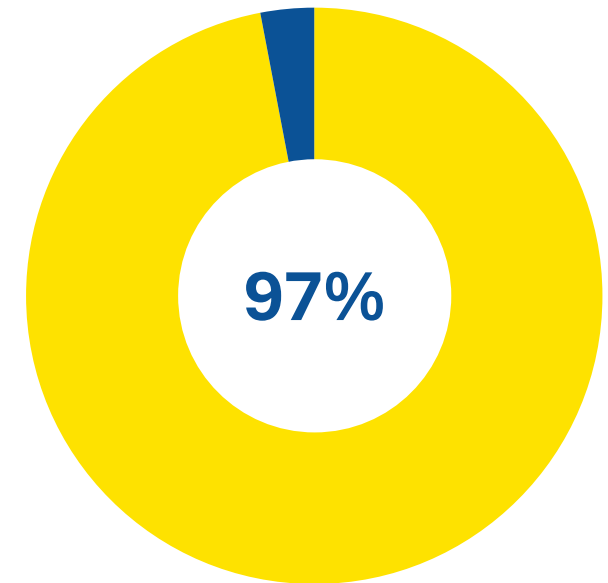
## Estimated probability of an event with >\$10bn damage costs



in the next  
3 years



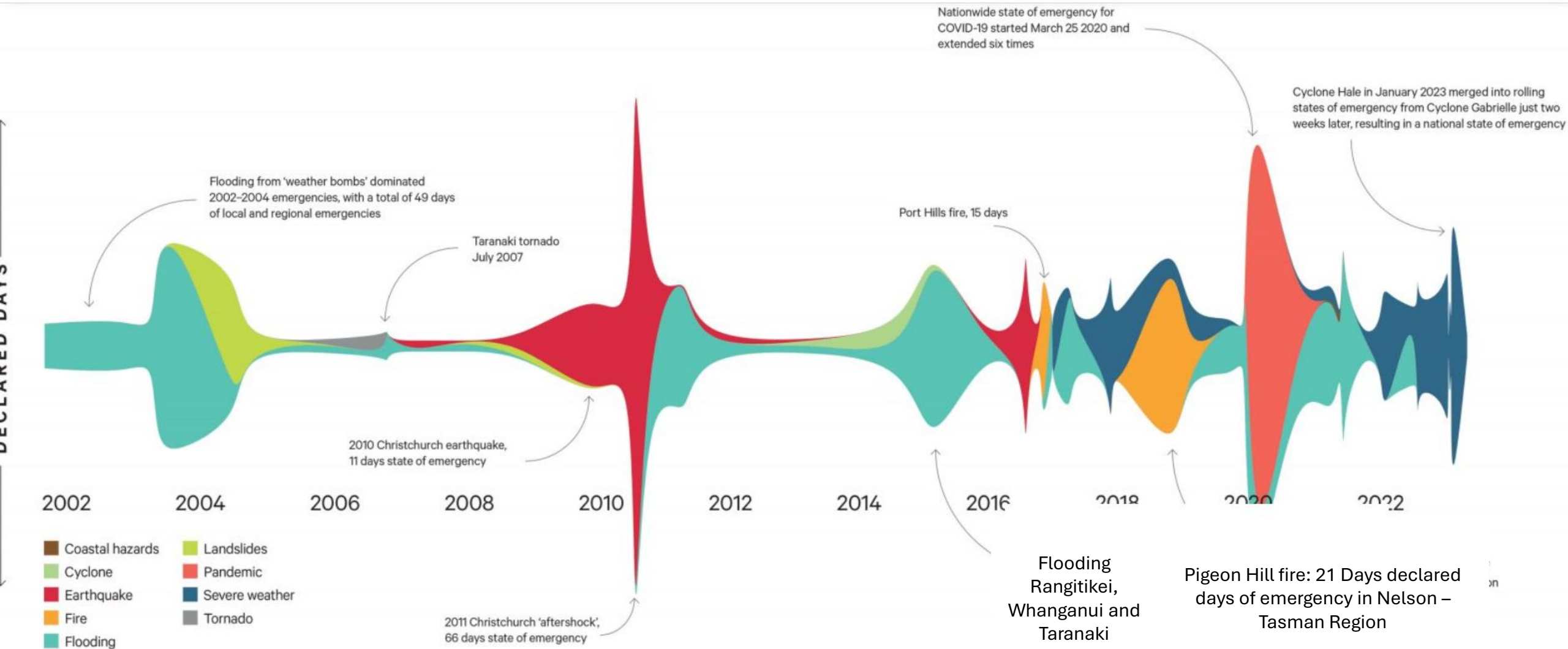
in the next  
6 years



in the next  
50 years



# Actual Demand -State of Emergencies in NZ last 20 years



# Emergency Management in Aotearoa New Zealand

## National Disaster Resilience Strategy goal

To strengthen the resilience of the nation by managing risks, being ready to respond to and recover from emergencies, and by enabling, empowering and supporting individuals, organisations, and communities to act for themselves and others, for the safety and wellbeing of all.

## Key documents

### CDEM Act 2002

The [Civil Defence Emergency Management Act 2002](#) creates the legal framework within which New Zealand can prepare for, deal with, and recover from local, regional and national emergencies.

The Act defines the role of government departments, local government agencies, emergency services and lifeline utilities.

It also provides for local authority delegated representatives, Mayors, or the Minister, to declare a state of emergency.

### CIMS

The [Coordinated Incident Management System \(CIMS\)](#) is New Zealand's official framework to achieve effective co-ordinated incident management.

CIMS describes how agencies and organisations coordinate, command, and control incident response of any scale and how the response can be structured.

### National Disaster Resilience Strategy

The [National Disaster Resilience Strategy](#) outlines the vision and long-term goals for emergency management, and the objectives to be pursued to meet those goals.

It provides a common agenda for resilience that individual organisations, agencies, and groups can align with for collective impact.

### Director's Guidelines

Under the CDEM Act, the Director CDEM issues [guidelines and technical standards](#) to assist organisations with responsibilities under the Act to properly exercise those responsibilities.

Director's Guidelines provide guidance and advice on how a function defined by legislation or national planning arrangements should be performed.

### National CDEM Plan and Guide

The [National Civil Defence Emergency Management Plan Order 2015](#) sets out the guiding principles and roles and responsibilities for CDEM across the '4 Rs' at the national level.

The [Guide to the National CDEM Plan](#) provides additional information on operational arrangements to support agencies and CDEM Groups to achieve the purpose and objectives of the Plan.

### CDEM Group Plans

The purpose of a [CDEM Group Plan](#) is to enable effective, efficient and coordinated CDEM delivery at a Group level. A CDEM Group Plan states and provides for the hazards and risks to be managed by the Group and the CDEM arrangements necessary to give effect to the Plan.

(Source: Adapted from [civildefence.govt.nz](#))

## The '4 Rs'

Aotearoa New Zealand's integrated approach to emergency management can be described by the four areas of activity, known as the '4 Rs': risk reduction, readiness, response and recovery.

## Risk reduction

Identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable and, if not, reducing the magnitude of their impact and the likelihood of their occurring.

## Readiness

Developing operational systems and capabilities before an emergency happens including self-help and response programmes for the general public, and specific programmes for emergency services, lifeline utilities, and other agencies.

## Response

Actions taken immediately before, during, or directly after an emergency to save lives and protect property, and to help communities recover.

## Recovery

The coordinated efforts and processes to bring about the immediate, medium-term, and long-term holistic regeneration of a community following an emergency.  
(source: [National CDEM Plan 2015 and Guide to the Plan](#))



# Our Emergency Management System

Locally Led | Regionally Coordinated | Nationally Supported

## A system for a resilient New Zealand.

A future resilient New Zealand is a nation where resilience thinking is integrated into all aspects of life as a matter of course. There is a deep, shared understanding of a wide range of risks and the nature of the action that each of them requires.

From an individual level, to families and whānau, communities and hapū, cities and districts, and at a national level, everyone understands their own share of responsibility for reducing risk and strengthening resilience.

**As an emergency scales up or down the coordinated response scales with it. People, groups, and government agencies involved in the response will change based on growing or diminishing needs.**

**From an individual level, to families and whānau, communities, hapū, iwi and volunteer groups, everyone in Aotearoa New Zealand has a role to play in the EM System.**

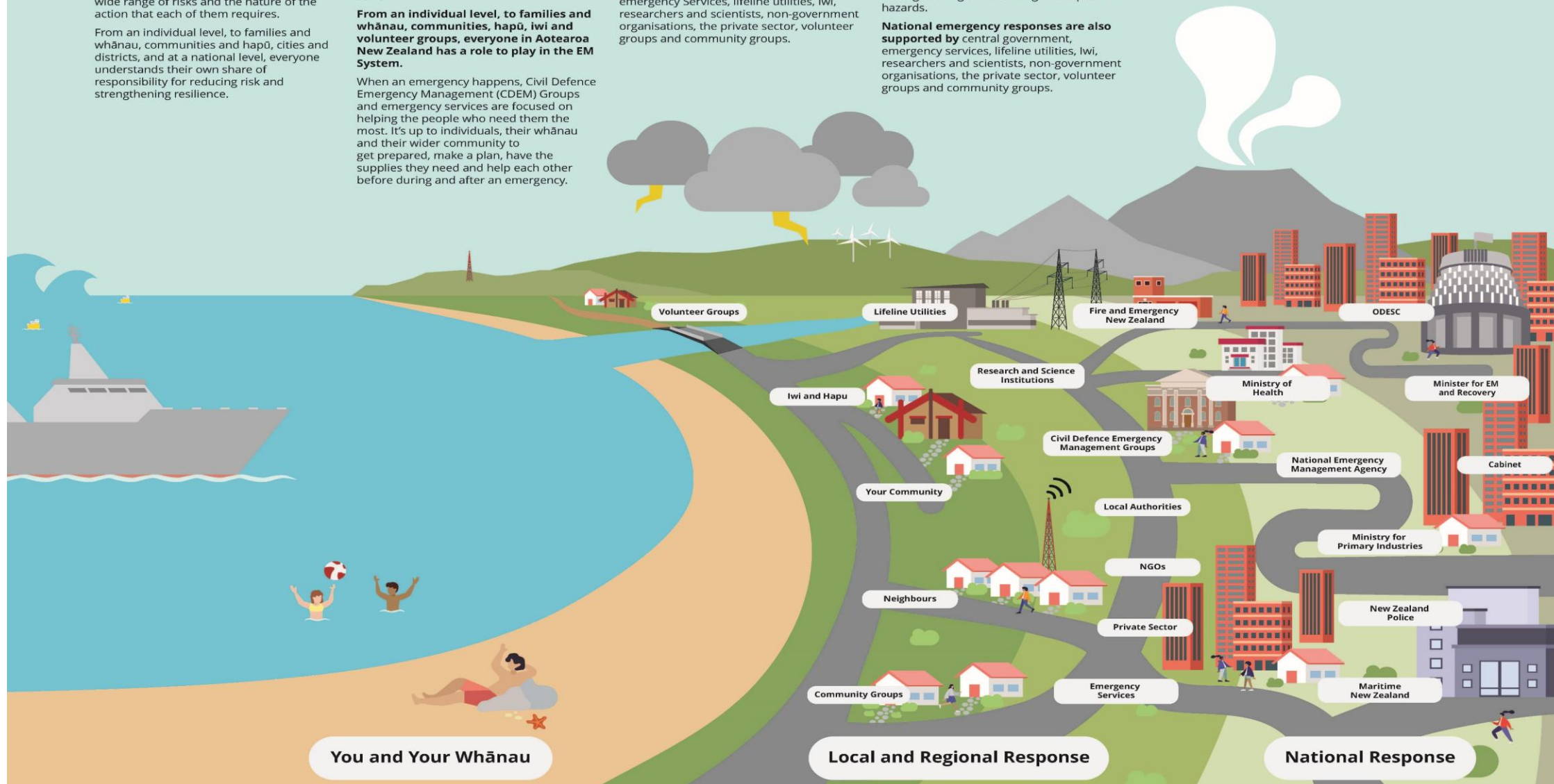
When an emergency happens, Civil Defence Emergency Management (CDEM) Groups and emergency services are focused on helping the people who need them the most. It's up to individuals, their whānau and their wider community to get prepared, make a plan, have the supplies they need and help each other before during and after an emergency.

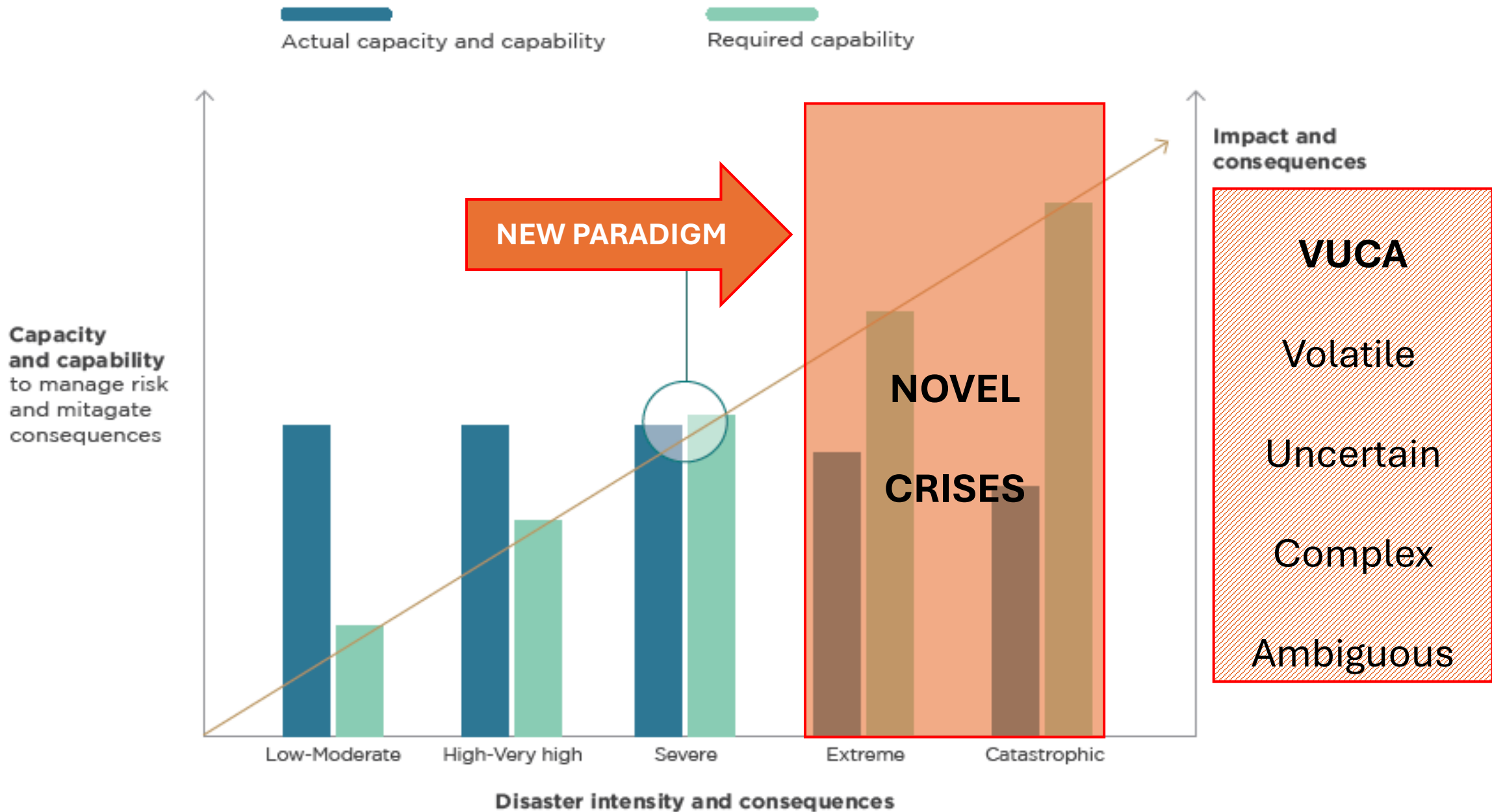
**Local and regional emergency responses are coordinated by** Civil Defence Emergency Management (CDEM) Groups.

**Local and regional emergency responses are supported by** central government, emergency services, lifeline utilities, iwi, researchers and scientists, non-government organisations, the private sector, volunteer groups and community groups.

**National emergency responses are coordinated by** a nominated central government agency. The nominated agencies are mandated (either through legislation or because of their expertise) to manage emergencies arising from specific hazards.

**National emergency responses are also supported by** central government, emergency services, lifeline utilities, iwi, researchers and scientists, non-government organisations, the private sector, volunteer groups and community groups.









## Three significant work programmes



Legislative reform through a new **Emergency Management Bill**



Operational programmes through the **Emergency Management System Improvement Programme (EMSIP)**



Modernised operational technology systems for the emergency management sector through the **Emergency Management Sector Operational Systems (EMS-OS)** programme.



## REMA - Regional Advisor Role BAU

- Support Groups capability and capacity 4R's
- Liaison between Central and Local Government
- Work with the Emergency Management Sector
- NEMA Administration - resilience projects etc
- Relationships
- Communication

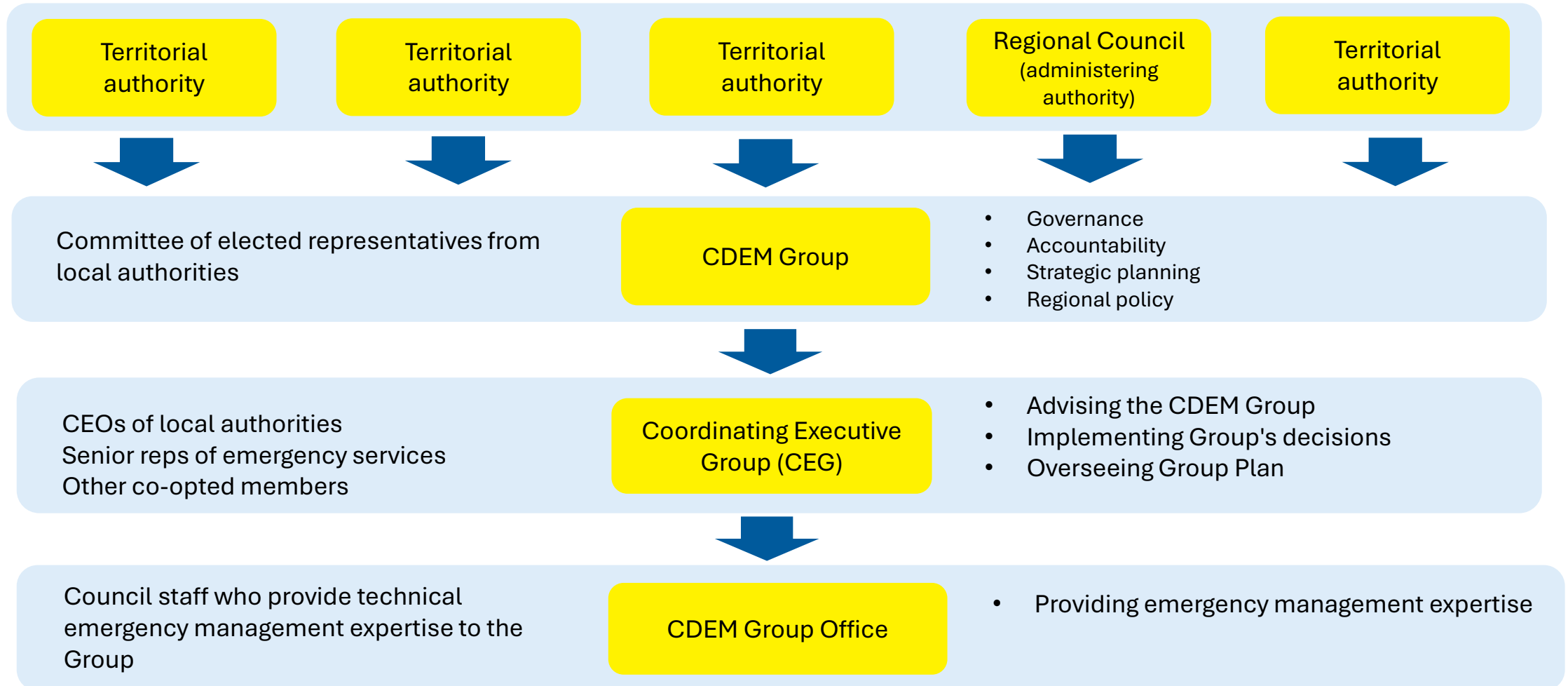




## REMA - Regional Advisor Role Deployment

- Support Controllers
- Brokering and facilitating complex issues
- Escalate issues with other agencies if required
- Advice on CDEE (Civil Defence Emergency Expenditure)
- Minister's/Director's representative on the ground
- Provide informal reports to NCMC /NCC
- Assessment of Government Risk
- Monitoring Government Response
- Assessment of emergency management performance
- Involvement in Ministerial visits

# Civil Defence Emergency Management Group structure





# Civil Defence Emergency Management Group

- Every council must be a member of a regional **Civil Defence Emergency Management Group**.
- Section 17 of the CDEM Act spells out Groups' functions, including:
  - Identifying, assessing and managing hazards and risks.
  - Consulting and communicating about risks.
  - Identifying and implementing cost-effective risk reduction.
  - Maintaining and providing suitably trained personnel for civil defence emergency management.
  - Maintaining and providing services, information and other resources for civil defence emergency management.





## Response

The **actions taken immediately before, during or directly after an emergency** to save lives, protect property and to help communities recover.

How elected members can support a **response**:

- Keep controllers informed of escalating issues.
- Champion the response efforts.
- Direct community members towards the right place to get the support they need.
- Dispel rumours, correct information and validate issues.



# When to declare a state of emergency

- An event (natural or otherwise) has occurred, *and*
- It causes or may cause loss of life/injury/illness/distress or in any way endangers the safety of the public or property, *and*
- It cannot be dealt with by emergency services, or otherwise requires a significant and coordinated response.





## Who can declare a state of emergency

- A mayor, regional council chair, and certain other elected representatives can declare a state of emergency.
- Controllers **cannot** declare.
- The **Group Controller is in charge of the operational response** – they must direct and coordinate resources made available.
- Local Controllers can direct and coordinate but must follow the Group Controller's direction.





**Do not walk alone !  
Leave no one behind !**





# HOPE

The language of leaders  
Know that you can and do make  
a difference





# Leading in a crisis takes its toll







# Useful resources

There is a range of useful resources specifically for elected members on the NEMA website:

[Resources for elected officials » National Emergency Management Agency](#)



DEPARTMENT OF THE  
PRIME MINISTER AND CABINET  
TE TARI O TE PIRIMIA ME TE KOMITI MATUA



## TOP TIPS for Elected Representatives

### *Before an Emergency*

- Understand the risks and community vulnerabilities in your local area.
- Know the key emergency management personnel before, during and after an emergency (i.e. CDEM professional lead, Controller, Recovery Manager).
- Take an active interest in your council emergency management arrangements and CDEM Joint Committee decisions.
- Mayors – know your CDEM response arrangements – particularly for declaration and recovery transition.
- Mayors – get to know your NEMA Regional Emergency Management Advisor.

### *During an Emergency*

- Focus on providing confidence and assurance for your communities.
- Keep controllers informed of escalating issues.
- Champion the response efforts – ensure your communities understand there are arrangements to help them.
- Direct people in need to the Response arrangements rather than try to solve issues individually.
- Make sure you take breaks and reconnect with your family.





Pātai?



**National Emergency  
Management Agency**  
Te Rākau Whakamarumarū