

Agriculture and Investment Services  
Tapuwae Ahuwhenua

# Response and Recovery Guide



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# Foreword

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The success of our food and fibre sector is vital for New Zealand's prosperity and wellbeing. This includes our reputation in delivering high standards of animal welfare.

As a country New Zealand is exposed to many natural hazards due to its geography and location in the South Pacific. Climate change is happening, increasing the frequency of climatic events including drought, storms, wind, and heavy rain. These events when they occur can significantly impact on the viability and sustainability of these sectors, and on the wellbeing of people and their animals.

Our stakeholders are working to be resilient and adaptable to these increasing threats, to actively manage their risks and to be better prepared. But they also need support.

As the Government's agency with a mandate to increase value from the food and fibre sector, support thriving rural communities, and ensure world-class animal welfare, we must also adapt. We need systems and processes that allow us to respond quickly and appropriately to these adverse events and other disruptors. As a collaborative partner agency in the national emergency management system, we need to respond effectively, and our stakeholders need to be confident we can play our part.

This *AIS Response and Recovery Guide* is an important part of clarifying what Agriculture and Investment Service's core roles and responsibilities are. It outlines how we enable emergency management in regions and nationally across multiple roles and hazards to best support our primary sector, our animals, and our rural communities.

Thank you for your participation in this important area of our work!

**Karen Adair**

Deputy Director-General  
Agriculture and Investment Services

# Purpose



This *AIS Response and Recovery Guide* ('Guide') outlines how Agriculture and Investment Services (AIS) operates before, during and after adverse events.

"Adverse event" is the collective name the Ministry for Primary Industries (MPI) uses for events that impact on the food and fibre sector. This includes meteorological (climate and weather) and geological (to do with land movement) events at any scale, from a local incident to a national level event.

AIS has various roles during adverse events, such as leading government's responses to droughts affecting the food and fibre sector and ensuring animal welfare. We also support human welfare for the food and fibre

sector and rural communities where they are impacted by an event.

AIS can also assist other MPI-led responses, including biosecurity and food safety where agreed, as surge capacity and in supporting animal and human welfare and recovery.

This *Guide* is intended for those who have a direct role in working with AIS in adverse events and for those who are part of New Zealand's emergency management system.

The *Guide* aligns with New Zealand's National Risk and Resilience Framework.

# Scope

## This Guide:

- identifies the hazards and the various roles and responsibilities for each hazard;
- outlines the statutory and policy obligations for MPI within the National Risk and Resilience Framework. AIS can provide support beyond these minimum requirements as indicated in this *Guide*;
- explains the governance arrangements, and how AIS interacts with other agencies and stakeholders for clear decision-making and engagement;
- summarises AIS's emergency management activities, focusing on readiness, response and recovery. This activity operates within a wider

resilience framework for the food and fibre sector;

- details the phases for responding to an event, from monitoring to activation of a response, recovery and standing down under different scenarios;
- creates an operational environment to handle any event scale and type while managing health and safety and critical functions;
- shows how AIS supports individuals, businesses, and communities.

This *Guide* is supported by other documents, tools, plans, and processes that build AIS's capability and capacity.



# Emergency management for MPI

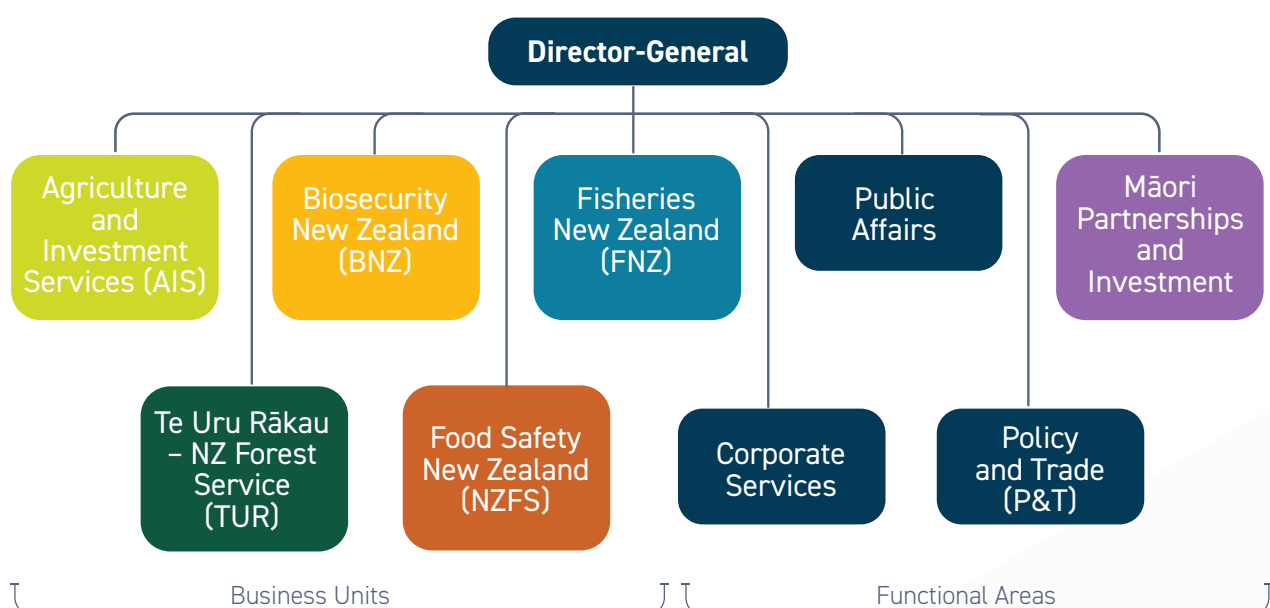
AIS is one of the five branded business units (Figure 1) in MPI. To support the success of New Zealand's food and fibre sector, AIS works to create a thriving and sustainable future for farmers, growers, primary industries and rural communities, and cares for the health and wellbeing of animals. AIS:

- is responsible for the operational delivery of compliance services associated with animals;
- works regionally with farmers and growers, to access a range of information, expertise and funds that can build sustainability and value in their business;
- supports community resilience, including response and recovery after significant adverse events;
- Funds innovation and research through sector, business and community partnerships across the food and fibre sectors.

AIS is an integral part of New Zealand's National Risk and Resilience Framework and emergency management system involving a matrix of collaborating agencies with specific roles and responsibilities at strategic and operational levels:

- The Department of Prime Minister and Cabinet (DPMC) owns the strategic crisis arrangements and governance boards.
- The National Emergency Management Agency (NEMA) has broader stewardship roles for the emergency management system. NEMA administers the Civil Defence Emergency Management Act 2002 (CDEM Act) and leads for many natural disasters, including severe weather events and geological events, such as earthquakes.
- AIS also works with CDEM groups who coordinate emergency management in regions.

Figure 1: Ministry for Primary Industries' organisation



On behalf of MPI, AIS has key responsibilities in emergency management (Figure 2):

Figure 2: AIS Key responsibilities in emergency management

|                                                                                    |                                    |                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | <b>Risk Coordination</b>           | Government's risk coordinating agency for drought. Separately the lead agency for drought affecting the rural sector in the National CDEM Plan.                                                                                                          |
|   | <b>CDEM Support</b>                | Provides support as outlined in the National Civil Defence Emergency Management Plan Order 2015, focusing on the Welfare function covering the primary sector (farmers, growers and their families, and associated supply chains and rural communities). |
|   | <b>Animal Welfare Coordination</b> | Responsible for coordination and advice for animal welfare, as defined under the Animal Welfare Act 1999, during any type of event.                                                                                                                      |
|   | <b>Primary Sector Recovery</b>     | Implements Government's Primary Sector Recovery Policy to support the primary sector following adverse events.                                                                                                                                           |
|   | <b>Support for other events</b>    | Assists with biosecurity incursions and food safety responses led by MPI, with a focus on welfare and recovery.                                                                                                                                          |
|  | <b>Collaboration</b>               | Works with other emergency management agencies and organisations to support wider rural communities, including isolated communities, and across MPI business units and functions where they are impacted by an adverse event.                            |



# Importance of the primary sector and animal welfare

## New Zealand's economy

The food and fibre sector underpins New Zealand's economy contributing over \$50 billion in export revenue annually (Table 1). This accounts for nearly 81 percent of New Zealand's merchandise exports, and 10.5 percent of gross domestic product per year (16 percent including indirect economic impacts).<sup>1</sup>

These sectors employ approximately 358,000 people (13 percent of all workers) including seasonal workers and Recognised Seasonal Employer (RSE) workers under work visas.

**Table 1: Food and fibre sector export revenue**

| Sector                            | (\$000) | 2023 actual   | 2025 forecast |
|-----------------------------------|---------|---------------|---------------|
| Dairy                             |         | 25,008        | 25,750        |
| Meat and wool                     |         | 12,114        | 11,770        |
| Horticulture                      |         | 7,066         | 8,020         |
| Arable                            |         | 272           | 310           |
| Forestry                          |         | 6,353         | 6,170         |
| Seafood                           |         | 2,097         | 2,490         |
| Processed food and other products |         | 3,491         | 3,550         |
| <b>Total</b>                      |         | <b>57,402</b> | <b>58,050</b> |

Source: *Situation and Outlook for Primary Industries*, MPI, June 2024.

## The importance of animals

New Zealand has over 36 million livestock (beef, dairy, sheep, deer) relying on pasture-based farming with supplements.<sup>2</sup>

Companion animals, like cats and dogs, are also important, with two thirds of households owning pets. Over 70 percent of cat and 80 percent of dog owners consider their pets integral family members.<sup>3</sup>

<sup>1</sup> *Situation and Outlook for Primary Industries*, Ministry for Primary Industries, June 2024.

<sup>2</sup> 2018 Census, Statistics New Zealand.

<sup>3</sup> 2020 Report – Companion Animals in New Zealand, *Companion Animals NZ*, Oct 2020.

## Our natural environment

New Zealand has significant biodiversity, with an estimated 80,000 species of animals, plants, and fungi, many of which are native and of national and cultural importance.

However, almost 2500 known land-based and freshwater species of animals, plants, and fungi are classified as threatened, necessitating ongoing conservation efforts.<sup>4</sup>

Wildlife in New Zealand face vulnerabilities due to habitat loss, introduced predators, and climate change impacts, with many species classified as threatened or endangered.

## Our rural communities

Around 50,000 farms occupy half of New Zealand's land area<sup>5</sup>. Fourteen percent of the population live in rural areas, including seven percent who live in remote areas.<sup>6</sup>

Around 22 percent of rural people identify as Māori, compared to 15 percent identifying as Māori in urban areas.<sup>7</sup>

People in rural communities face day-to-day challenges associated with their low population density, remoteness, distance from services and likely dependence on the primary industries for employment.<sup>8</sup>

Our rural communities generally thrive when our food and fibre sector are doing well.

<sup>4</sup> *Chapter 12: Biodiversity, Environment New Zealand 2007*, Ministry for the Environment, December 2007.

<sup>5</sup> *Farm numbers and Size, Statistics New Zealand*, April 2021.

<sup>6</sup> *New Zealand Government Rural Health Strategy 2023*, Ministry of Health, July 2023. Rural and remote communities are broken into three tiers according to distance to urban centres and relative size of area population. 7 percent comprises the two most remote tiers.

<sup>7</sup> 2018 Census, Statistics New Zealand.

<sup>8</sup> *Rural proofing: guidance for policymakers*, Ministry for Primary Industries, January 2024, [www.mpi.govt.nz](http://www.mpi.govt.nz).

## Our food and fibre sector, animal welfare and rural communities are vulnerable

Adverse and other disruptive events can have direct and indirect impacts. Farm practices and animal management are often highly seasonal in nature. They rely on appropriate soil moisture, air and soil temperatures, water availability, and minimal unplanned disruptions at certain times of the year.

Unseasonal or severe weather, slips, flooding, wind damage and other consequences of adverse events can cause major impacts, such as:

- poor establishment, growth and harvesting conditions affecting the amount and quality of pasture and crops;
- poor conditions for animals to grow and thrive, leading to reduced animal health and welfare;
- damage to land, waterways, critical infrastructure, and lifeline utilities, including roads and tracks, power, water reticulation and processing capability;
- disrupted movements of animals, animal products, machinery used in production and harvest, transport of harvested crops, or the supply of other goods and services to the food and fibre sector. Many farm systems operate on 'just-in-time' practices or require fast delivery of produce to processing to maintain quality or to meet standards of animal welfare;
- isolating communities, particularly remote areas with few alternate routes, causing on-going disruptions for rural families affecting schools, access to work and services, maintaining social and cultural connections, etc;

- flow-on impacts with loss of seasonal income for farmers and growers and increased costs, and less spending in rural communities;
- increased workload, disruption to time-critical farm practices, financial stress and related impacts contributing to low morale, fatigue, reduced mental health and wellbeing.

These impacts can be exacerbated by other events and/or pre-existing factors, such as family circumstances, cashflow, level of indebtedness, low commodity prices, inflation, compliance costs and overall resilience.

Examples of the varying impacts include:

- Milk collection for 10 farms is disrupted for three days due to a temporary road closure following flooding (no response needed, although some milk may need to be discarded).
- An emergency animal shelter is needed for pets until people can return to their homes in a township (short-term response assistance).
- A community is without a bridge for two years.
- An estimated 35 percent loss of Hawke's Bay annual horticultural crop production by value (\$1.4 billion) following severe 2023 weather events.<sup>9</sup>
- Annual real GDP was 0.6 percent lower than it would otherwise have been due to the impact of drought in 2013 on the food and fibre sector.<sup>10</sup>

<sup>9</sup> Boston Consultancy Group report on Cyclone Gabrielle reported in *Farmers Weekly*, May 9, 2023.

<sup>10</sup> *Drying out: investigating the economic effects of drought in NZ*, June 2013.

# Major hazards where AIS is involved

AIS prepares for, monitors, and can respond to threats from multiple hazards within a complex landscape of interacting factors (Table 2). AIS will focus on the threats, emerging issues and possible direct or consequential impacts for these key groups:

- Food and fibre sector (liaising with Te Uru Rākau and Fisheries NZ for their sectors).
- Animal welfare.
- Supply chain, other critical inputs to the food and fibre sector or for animals.
- Wider rural communities, particularly isolated communities.

Exposure to, and vulnerability from, these hazards will vary across the country and depend on the time of

year often linked to farm management practices and the resilience of critical infrastructure.

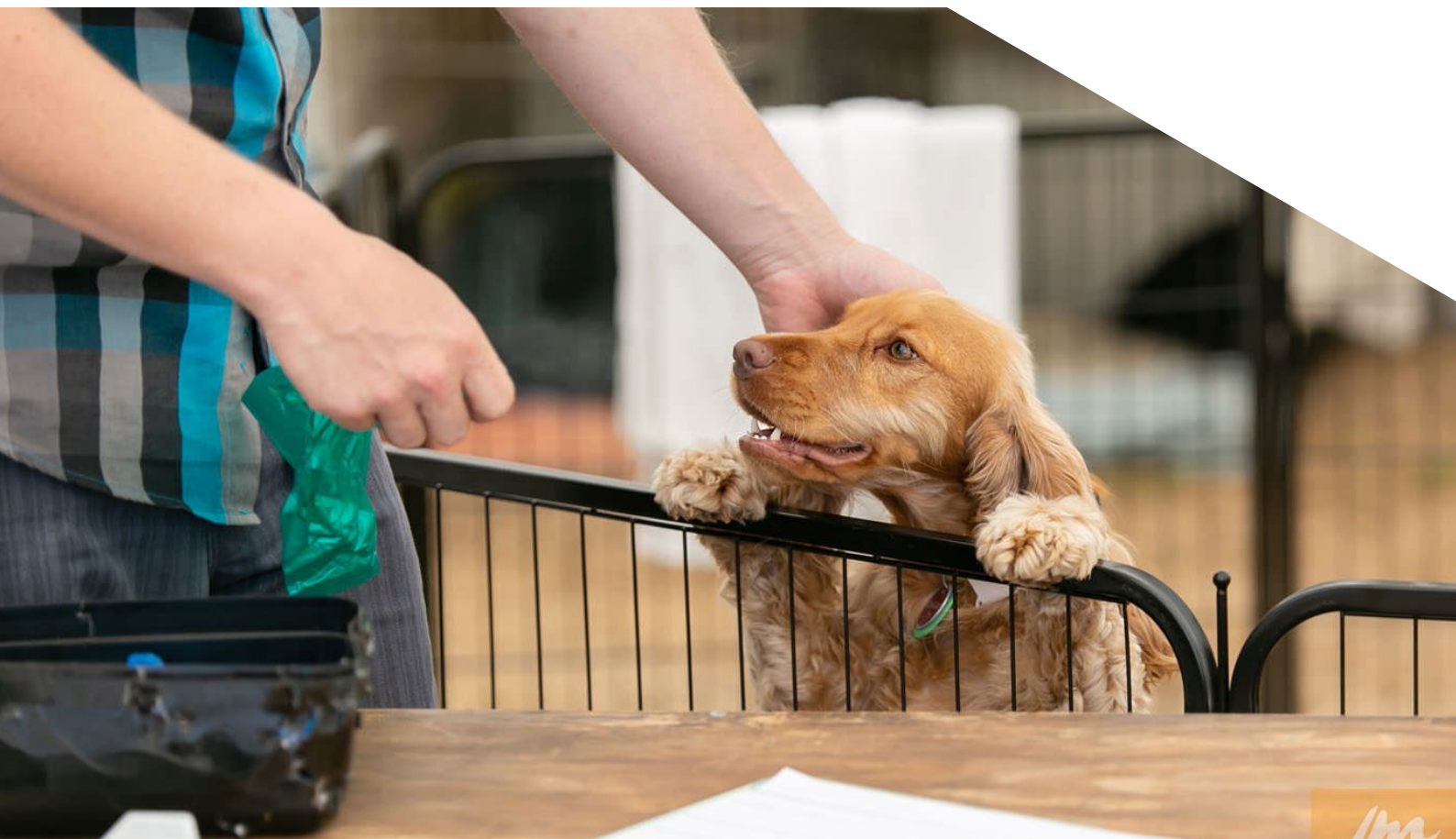
For individuals, businesses, and communities, it will also depend on their pre-existing capacity to cope, their ability to reduce risk exposure ahead of events, and the scale of impacts arising from an adverse event.

Compounding factors that may increase the impact of events include existing financial pressures (cash flow, debt), low resilience (often expressed as low morale, high uncertainty, stress, and fatigue), and the ongoing impacts of other events or disruptions.

These factors need to be considered when assessing the overall impacts.

**Table 2: Hazards that AIS monitor and can respond to**

| Type of hazard                            | Specific hazard examples                                                                 | Lead/risk coordinating agency                               | MPI (AIS) roles                                                                                                                                                                                              |
|-------------------------------------------|------------------------------------------------------------------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Meteorological and climate related events | Drought – lack of rainfall                                                               | MPI (AIS)                                                   | MPI leads for droughts.                                                                                                                                                                                      |
|                                           | Severe weather – heavy rain, snow, gales, tornados, floods, thunderstorms, cyclones, etc | CDEM (regions)<br>NEMA (national)                           | National CDEM Plan is activated and MPI is the responsible agency for animal welfare (AIS), and support agency for welfare (AIS, NZFS for food safety advice). AIS leads recovery for food and fibre sector. |
| Geological events                         | Earthquakes, tsunami, volcanic activity, landslips, erosion                              |                                                             |                                                                                                                                                                                                              |
| Fire                                      | Wildfire<br>Commercial, urban fire                                                       | Fire and Emergency New Zealand (FENZ)                       | TUR may provide advice in respect of forestry fires.<br>AIS may also support where key rural areas impacted.                                                                                                 |
| Biosecurity                               | Pests and diseases of plants and animals                                                 | MPI (BNZ)                                                   | AIS will assist in large-scale incursions to support animal and human welfare and recovery and/or surge capability. May assist for other events where requested.                                             |
| Other hazards                             | Space weather                                                                            | Ministry of Business, Innovation and Employment (MBIE)/NEMA | Lead agency may activate National CDEM Plan for welfare support including MPI's defined roles.                                                                                                               |
|                                           | Unplanned border arrivals                                                                | New Zealand Customs Service                                 | May assist where requested or as part of pre-agreed plans.                                                                                                                                                   |
|                                           | Pandemic/human health                                                                    | Ministry of Health                                          |                                                                                                                                                                                                              |
|                                           | Food safety incidents                                                                    | MPI (NZFS)                                                  |                                                                                                                                                                                                              |
|                                           | Terrorism, energy disruptions, infrastructure failure, etc.                              | Various                                                     |                                                                                                                                                                                                              |



# AIS roles

The emergency management system in New Zealand relies on a matrix of institutional arrangements nationally, regionally, and locally to stand up and support hazards and threats. For each hazard or threat there are key roles that designated agencies perform, including MPI (see also Appendix II).

## MPI is the risk coordinating agency and lead agency for drought

MPI, through AIS, manages this hazard and associated risks across the “4Rs” (risk reduction, readiness, response, and recovery) as the risk coordinating agency. As the lead agency, MPI has the primary mandate to manage the response to a drought (Figure 3).

Drought is defined by the National Hazard Board as an extended period of unusually dry conditions or below normal rainfall with serious impacts for plant growth

and food and fibre production. Impacts include very dry soil conditions, reduced recharge of lakes and waterways, and is often associated with contiguous and increased risks of wildfire, human and animal health (including heat stress), and water security.

Flooding is also a risk on very dry soils, which can repel moisture. Climate drivers, such as El Niño, can increase the risk of drought becoming widespread across multiple seasons.

Droughts are often slow to arise (and less visible than hazards like storms), and slow to recover from due to flow-on impacts to future production and income. Drought is best managed by mitigating the risks early. AIS works with other parts of MPI, multiple government agencies, and with the food and fibre sector to give effect to readiness for drought conditions and interdependencies across the different risks.

Figure 3: MPI and drought

|                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Monitor and assess the situation</b>                                         | <ul style="list-style-type: none"> <li>Climate drivers, forecasting with NIWA, online tools for farmers and growers.</li> <li>Situation reports to raise awareness of emerging impacts and issues.</li> </ul>                                                                                                                                                                        |
| <b>Plan for and coordinate the national response</b>                            | <ul style="list-style-type: none"> <li>Cross-agency/industry coordination of drought plans including CDEM plans.</li> <li>Activate National Adverse Events Committee (NAEC) to support information sharing and engagement.</li> <li>Early MPI response activation – regional teams, national functions and cross-agency liaison.</li> </ul>                                          |
| <b>Reports and provides policy advice</b>                                       | <ul style="list-style-type: none"> <li>Report to senior officials in response and support other forums nationally if activated.</li> <li>Report to AIS Adverse Events Governance Group; MPI senior leadership team informed and escalate as needed.</li> <li>Provide regular Minister updates and support site visits.</li> </ul>                                                    |
| <b>Coordinate the dissemination of public information</b>                       | <ul style="list-style-type: none"> <li>Consistent cross-agency/industry key messages.</li> <li>Encourage farmers teaching farmers (peer support).</li> <li>Accessible, trusted Information on animal welfare and risk management using websites, social and other media.</li> </ul>                                                                                                  |
| <b>Develop and maintain capability and capacity to perform lead agency role</b> | <ul style="list-style-type: none"> <li>AIS response and recovery enabled for wider drought role.</li> <li>Readiness prioritises key drought responsibilities.</li> <li>Capacity and capability for AIS, MPI key roles, surge and partners.</li> </ul>                                                                                                                                |
| <b>Provide support in recovery</b>                                              | <ul style="list-style-type: none"> <li>Consider recovery options early based on foreseen impacts.</li> <li>Pre-drought support to facilitate coordination and psychosocial needs.</li> <li>Classify adverse event when thresholds are met.</li> <li>Procure/deliver approved government support.</li> <li>Collaborate with NAEC membership and others to deliver support.</li> </ul> |
| <b>Support the food and fibre sector to better manage drought risks</b>         | <ul style="list-style-type: none"> <li>Adaptation planning and initiatives.</li> <li>Provide on farm support and information to support changes to farm systems.</li> <li>Encourage collaborations on risk management options, including catchment groups.</li> <li>Fund innovation and research.</li> </ul>                                                                         |

MPI has lead agency responsibilities at national level

MPI does not have any powers it can use for drought to mandate what parties do but works through established relationships to support collaborations. It can use the Primary Sector Recovery Policy (see page 22) to support drought as an adverse event, and access wider support through the National Civil Defence Emergency Management plan welfare function on request.

## MPI as a support agency for NEMA

MPI activates as a support agency in emergencies, usually led by CDEM, or nationally by NEMA but also where another lead agency in response asks NEMA to activate.

As a support agency for responses MPI has general roles, along with specific roles to support welfare (Figure 4) and public information management (PIM).

General roles for MPI as a support agency are outlined in the National CDEM Plan Order 2015 (Section 15), namely to:

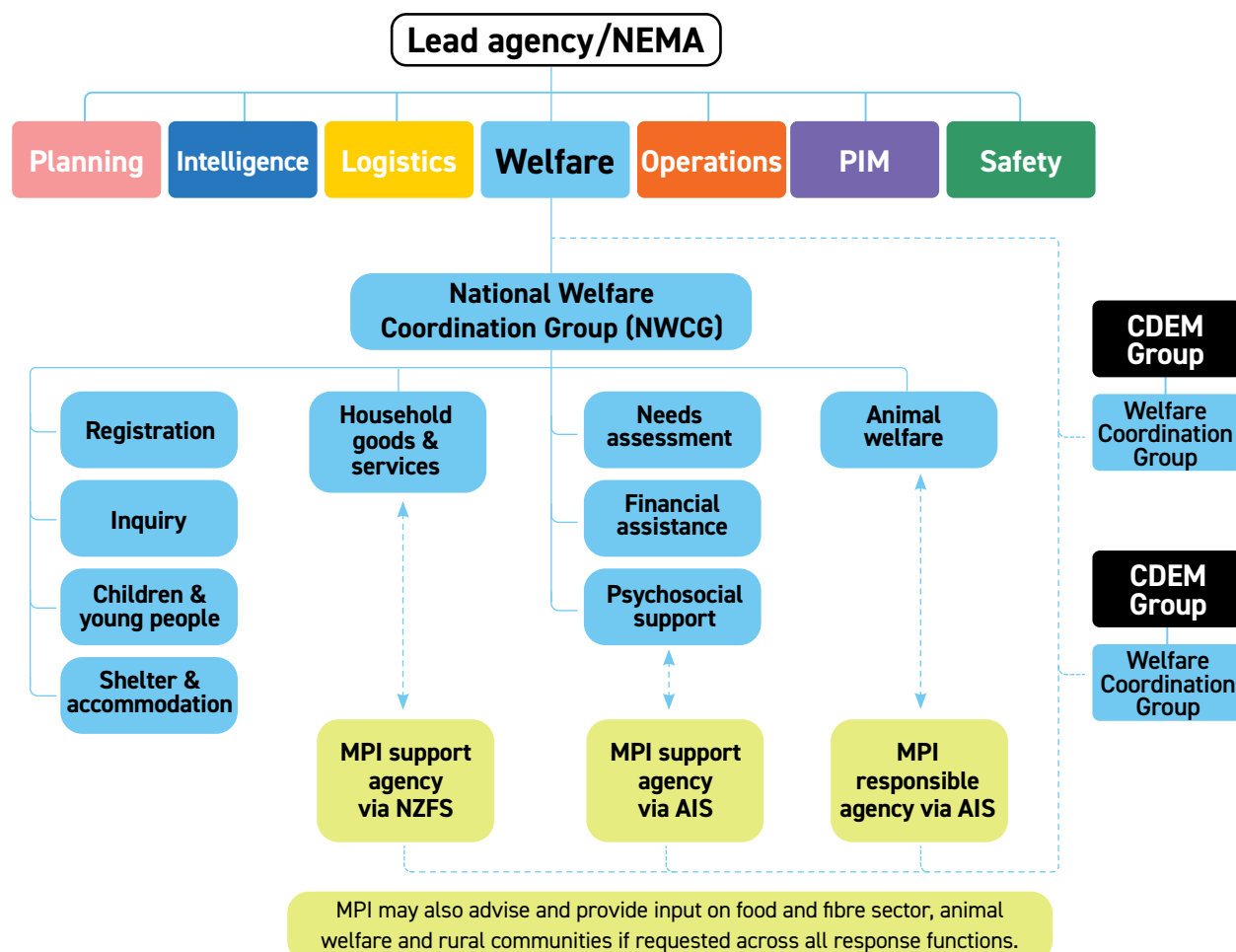
1. Maintain capacity and capability to perform the support agency role.

2. Where NEMA is lead agency:
  - coordinate with NEMA to provide integrated response;
  - provide MPI liaison officer to the National Crisis Management Centre (NCMC);
  - report to/operate under direction of NEMA National Controller;
  - manage own response in support of NEMA.
3. Participate at ODESC and respond to their strategic direction.

CDEM leads local emergencies in a single district from the Emergency Operating Centre (EOC). Where multiple districts in a region are involved, the regional CDEM Group coordinates from the Emergency Coordination Centre (ECC) across the activated districts (NEMA may assist). Where multiple regions are activated NEMA also activates its national functions, including welfare (Figure 4).

Within each activated CDEM there is a Welfare Coordination Group (WCG) that coordinates across up to nine welfare sub-functions (each activates depending on needs). A National Welfare Coordination

Figure 4: Activation of welfare in emergency management



Group (NWCG) led by NEMA oversees arrangements in readiness and to support national coordination. NWCG comprises the responsible agencies (one for each welfare sub-function) as the core group and includes the support agencies for each welfare sub-function.

## MPI as a responsible agency for animal welfare

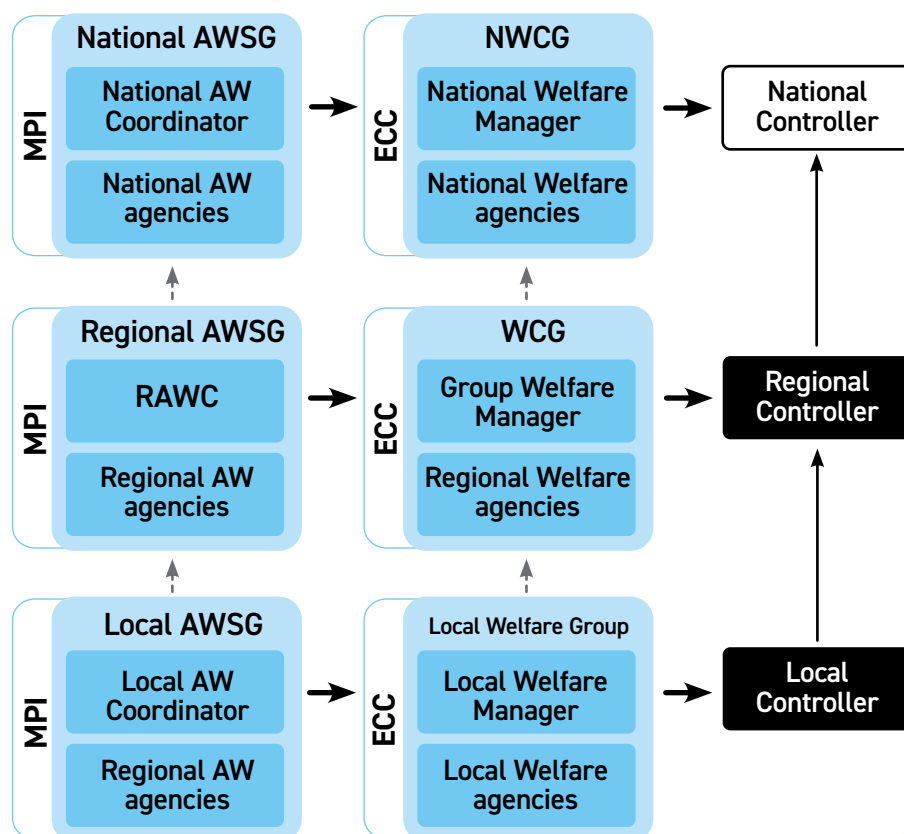
MPI is responsible for the animal welfare sub-function through the Animal Welfare Emergency Management (AWEM) team in AIS. MPI's primary roles are the coordination of services (usually not hands-on service delivery) and the provision of animal welfare advice.

The animal welfare sub-function includes a cluster of animal welfare organisations who support and collaborate with MPI to address animal welfare concerns in emergency response. This includes the provision of animal rescue, temporary animal shelter, food, water, animal husbandry, veterinary care, and other essentials for all animals.

Arrangements at national, regional, and local levels support readiness and response are managed by relevant animal welfare sub-groups (AWSGs) (Figure 5):

- National AWSG, chaired by MPI (AWEM Team Leader) oversees the overall animal welfare response framework and strategy.
- Regional AWSG, chaired by MPI (Regional Animal Welfare Coordinator or RAWC, who is a member of AWEM), coordinates support and where necessary operational support. The RAWC is a member of each activated CDEM Group's welfare function.
- Local AWSG – supports local arrangements providing operational support. MPI may request one of its support agencies to deploy to support an emergency – often where affected people and animals are being evacuated and setting up of an animal shelter is needed.

Figure 5: Animal welfare coordination



## MPI as a support agency for welfare

Welfare support agencies work together in readiness with the relevant responsible agency for each welfare sub-function, via the NWCG, and with local Welfare Coordination Groups in each region.

AIS and NZFS provide the welfare support agency roles on behalf of MPI (Table 3).

Table 3: MPI roles as welfare support agency

| MPI   | Sub-function                 | Responsible agency                   |                    |
|-------|------------------------------|--------------------------------------|--------------------|
|       |                              | National                             | Regional           |
| AIS   | Needs assessment             | NEMA                                 | CDEM               |
|       | Psychosocial support         | Ministry of Health                   | Ministry of Health |
|       | Financial assistance         | Ministry of Social Development (MSD) | MSD                |
| NZFS* | Household goods and services | NEMA                                 | CDEM               |

\* Provision of food safety advice only.

In **needs assessment**, AIS coordinates and shares information provided by rural support trusts (RSTs) and other stakeholders, and about animal welfare. Increasingly, technologic solutions are connecting individual welfare needs to service delivery, and reassessing needs over time. AIS needs to meet these information needs, while collecting intelligence beyond welfare information, such as for recovery support.

MPI's **psychosocial support** role links to the funding of RSTs and other organisations to support the rural sector. RSTs are also provided with annual funding to maintain their related capacity and capability. Other organisations can also be funded, usually where there are gaps in RST coverage or where others, for example, FirstMate for the fisheries sector, are better placed to provide that support.

**Financial assistance**, like psychosocial support, is linked to the Primary Sector Recovery Policy, and support to the food and fibre sector (see page 22).

## Supporting rural communities and the food and fibre sector

While the national CDEM Plan defines specific roles for MPI, there is also a broader role that AIS and MPI provide to ensure that the food and fibre sector and rural communities are equitably considered in responses. This includes:

- input into planning, and processes (readiness, response, recovery);
- ensuring their needs are quickly understood and taken into account;
- encouraging all parties to “rural proof” their approaches where possible; and
- identifying potential gaps in support for rural communities to be addressed across local and central government.



# How AIS responds

## AIS response governance

Response governance differs from the governance of MPI in its activities outside of an individual response, including readiness for response. The default governance for AIS emergency management responsibilities in day-to-day business (BAU) sits with the AIS Adverse Events Governance Group (AIS AEGG) comprising the directors of AIS – Compliance and Response (chair), Operations, On Farm Support, Investment Programmes and Animal Health and Welfare.

Every response requires executive oversight. Governance sets strategic direction and conducts timely and quality decision making by considering a broad range of factors that could affect a response. Response governance therefore supports and enables the senior level controller (the operational response leader) to implement the response itself. Response governance starts from when a response is activated and continues through to the end of recovery and close-out.

Given the breadth of ways an adverse event can impact on AIS's key areas of responsibility, response governance structures must also be adaptable to accommodate changing circumstances over the event. The response governance structure should be at the appropriate level, with the appropriate membership to ensure the response is managed at the right level with inter-agency representatives present to help guide the response in a connected and cohesive way.

## Where AIS leads on behalf of MPI

The MPI internal response governance structure is set based on the significance of the event. Where the event is severe and MPI staff, property or interests are at risk, the MPI Senior Leadership Team (SLT) assumes the role of governance for MPI's response contributions.

In establishing SLT as response governance for MPI, the inter-agency awareness, and connections with agencies, such as NEMA, FENZ, and MSD can be managed across the system while focusing on MPI's own concerns cohesively.

At lower levels of responses, such as major or moderate, the response governance can be set at director or manager level, so long as the inter-agency connections are maintained throughout the response. NAEC, comprising central agencies, MPI and sector representatives can also activate as a network to support engagement and coordinate support with MPI.

## Where MPI is a support agency in an all of government response

In most adverse events MPI is undoubtedly a system-critical agency among many others. As a result, MPI needs to be connected to the other players in the National Security System. This is achieved in response through the National Risk and Resilience Framework managed by the DPMC. These all-of-government governance structures are usually activated for severe events or where there are issues of complexity and inter-agency resources to be managed.

MPI also engages with its own Ministers who engage in Cabinet decisions in response to an event.

MPI is usually not a member of overall governance for regional responses led by CDEM Group, or where NEMA activates across multiple groups but does not need system forums. MPI engages with the lead agency for any response, and through regional and national forums, such as the NWCG, to support operational coordination.

# Who AIS works with

AIS engages with key stakeholders and emergency management groups at community, regional and national levels. We maintain and strengthen these relationships prior to, during and after events as a priority. "We are all emergency management" is a core principle respecting our different roles and perspectives but having common purpose and complementary but collaborative ways of working together.

## Core stakeholder relationships

Those who we work with directly to meet our core roles in response:

- **MPI staff and contractors** – involved in the response or affected by an event.
- **Support agency stakeholders** – third parties assist us to meet our MPI responsibilities, such as animal welfare support agencies and rural support trusts.
- **Animal stakeholders** – all New Zealanders and visitors to New Zealand who own, work with, care for and otherwise are involved with animals.
- **Food and fibre sector stakeholders** – farmers, growers, workers, and their families.
- **Supply chain stakeholders** – those providing goods and services (rural professionals) to the food and fibre sector.
- **Rural communities** – including isolated communities.

## Emergency management relationships

Those we work with as a part of the emergency management system.

- **Emergency management governance** at various levels (see Response Governance).
- **The lead agency** of any response at regional and national levels.
- **Emergency management teams** (NEMA and the 16 CDEM Groups, but sometimes district councils/ CDEM) often linked into welfare.
- **Emergency management forums** including the NWCG, Māori/iwi, and National Recovery Coordination Group, to provide advice, information on MPI actions and discuss the needs for our core stakeholders.
- **Responsible agencies** and support agencies, welfare sub-functions where we lead for animal welfare and are involved in, to ensure we work effectively across shared issues and our core stakeholders get access to assistance available.
- **Recovery teams or organisations** – MPI is often part of, or working with organisations, supporting recovery following an event. This includes partnering with MSD and Inland Revenue (IRD) on the Primary Sector Recovery Policy.

## Forums that MPI uses for primary sector and animal welfare engagement

MPI is a key participant in these additional forums that support systems, processes and other aspects of readiness, response, and recovery.

- **Rural advisory groups/primary sector clusters**, also known as RAGs, support understanding of issues and impacts within regions. From time-to-time groups may also form for a more targeted purpose, such as drought committees and catchment groups. Regional AIS, CDEM and RSTs are core participants along with primary sector representatives.
- **National Adverse Events Committee** supports information sharing and coordination including during events affecting the food and fibre sector led by AIS working with key central government agencies and primary sector organisations.
- **National Animal Welfare Sub-Group** led by AIS oversees animal welfare response framework and strategy.

# Readiness

Readiness describes the operational systems and capability developed before an event occurs. Readiness takes an investment approach where proactive readiness before an event is preferred over simply responding to an event when it occurs. The better prepared AIS/MPI, core stakeholders (locally, regionally and nationally) and the wider emergency management system is ahead of an event, the more quickly and appropriately (consistently and at any scale) we can collectively respond. In readiness we also can use opportunities to mitigate some of the risks and reduce the potential impacts from an event, which further enables faster recovery. AIS can also support farmers, growers and their communities to build greater resilience to disruptions like adverse events.

While many of the threats that AIS responds to enable an all-hazard approach, AIS also considers the different vulnerabilities/risk exposure of primary sectors, animals, rural communities, along with regional differences.

Prior knowledge of the different sectors and communities, and their vulnerabilities to potential hazards, is a core part of the intelligence that MPI can provide and share with other emergency management parties. In turn, this supports wider rural proofing and with plans and approaches that better incorporate the needs of these sectors and communities, including the needs of animals.

Readiness is therefore a key part of the planned work programme of AIS activities outside of actual response

and recovery work and involves cross-agency and stakeholder collaboration. Through formalised debriefs and observations, responses enable AIS/MPI to evaluate our readiness, identify readiness priorities to address emerging gaps and issues, and continuously improve for the future.

Seven categories are used by AIS (Figure 6) to provide focus for readiness activities: people, relationships, resources, information, plans, processes, and performance and assurance (See also **Appendix Three: Readiness activities**).

Figure 6: Readiness categories



**Rural proofing** is about taking challenges faced by the rural sector into account when designing and implementing policies and completing broader mandated work. It aims to help rural people have a higher quality of life, have access to social and economic opportunities, and being just as able to reach their potential as urban New Zealanders.

MPI supports rural proofing across the emergency management system. In response, large populations in need of assistance (usually urban centres) can be prioritised, while assuming that rural people are resilient and can self-manage or that MPI can lead support targeted to them. Both assumptions can lead to gaps in support when it is needed. In readiness, however, MPI can help ensure there is good understanding of the issues and needs of rural communities built into plans, policies, and service delivery from the beginning to ensure fitness for purpose. MPI can also enable rural people to participate more and have greater confidence they can access the support available.



# Response and recovery

AIS meets its emergency management obligations through six defined phases of activity (Figure 7). The phases are determined by conditions being met rather than being strictly time-bound. AIS may move directly from Phase 1 to Phase 3 for a sudden onset event, like a major earthquake, or may stay in enhanced monitoring longer for a slow onset drought. It may also be guided by the lead agency or lead MPI branch's requirements.

**Appendix Four: Phases of response** led by AIS sets out the focus of effort, key participants, and triggers for each phase.

## Phase 1. General monitoring

General monitoring is part of normal day to day activity to scan for potential threats of interest to AIS and its key stakeholders and is led out of the AIS response team (intelligence specialist). Key responsibilities include:

- Early awareness of emerging adverse events that may affect AIS key stakeholders.
- Provision of regional intelligence including hazards and vulnerabilities.
- Interpreting data (turning raw information into insight and foresight).

- Sharing important information and early warnings to enable better preparedness and assurance.
- Support early coordination of AIS information where enhanced (targeted, detailed) monitoring is needed.

AIS networks with other parts of MPI and external providers, such as NEMA national warning system, GeoNet, MetService and NIWA. MPI may co-develop better forecasting tools for famers and growers to manage their own risks and climate and weather.

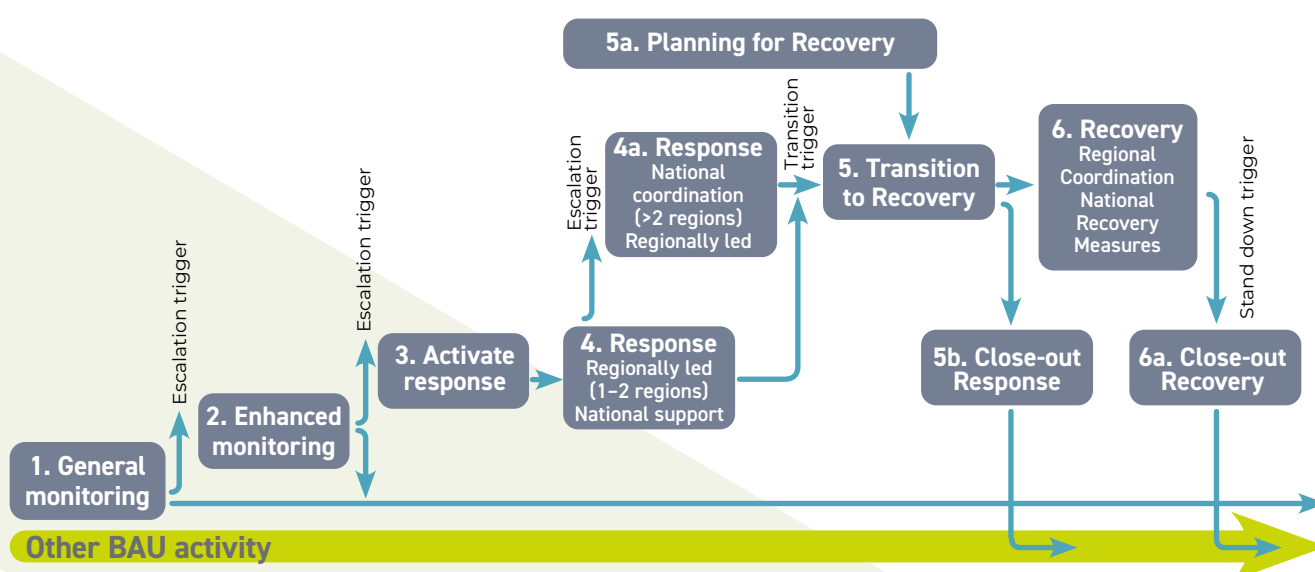
An *AIS Monitoring Collection Plan* sets out the sources of information to be collected and monitored along with roles and responsibilities. It also sets out the monitoring products (templates, reports) and their distribution. AIS uses duty officers to maintain year-round coverage.

## Phase 2. Enhanced monitoring

Enhanced monitoring is the additional targeted monitoring of risk where a credible threat is identified. This considers:

- known triggers and thresholds of concern around a specific hazard;
- institutional and local knowledge and experience of past events;

Figure 7: Phases of AIS-led response and recovery



- context (time of year, location, existing vulnerabilities/events).

Not all threats to the primary sector or to animals will result in a response being activated. It depends on the potential for impact, and whether these impacts can be managed by individuals and communities or needs coordinated response.

### Phase 3. Activate response

AIS will activate a response where a threat requires coordinated response. An *AIS Response Activation Plan* enables multiple actions to happen quickly led by AIS Response. Key decisions include the required scale and what functions need to be activated in accordance with the New Zealand's Coordinated Incident Management System (CIMS) doctrine.

Adjustments to CIMS structure reflect MPI's support roles and focus on adverse events:

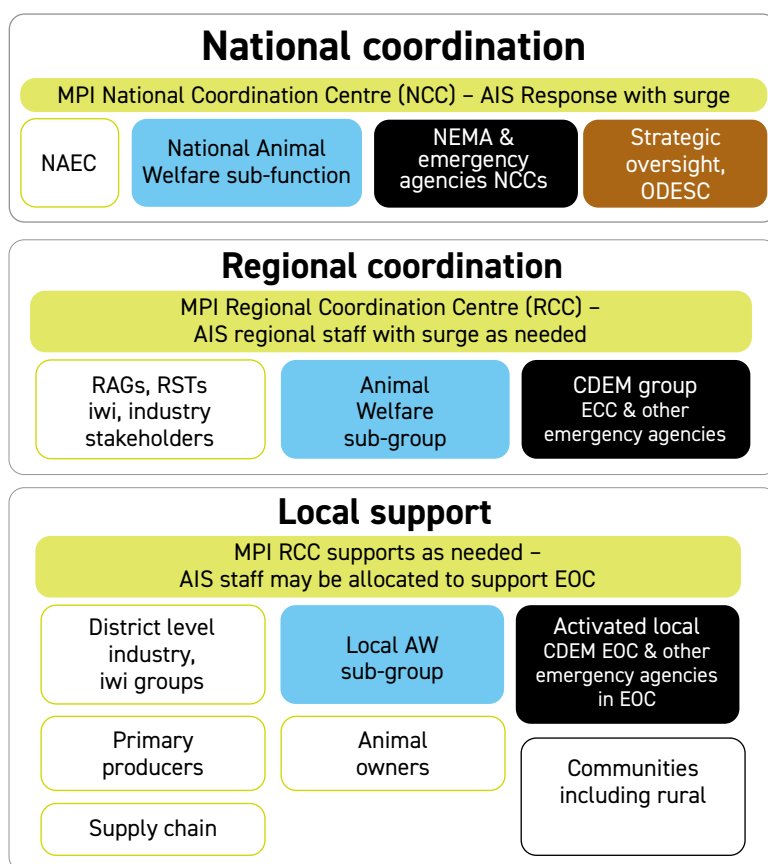
- Intelligence is a key function as a continuance and expansion of monitoring activities.
- Animal welfare is a separate function to (human) welfare reporting to Controller.
- PIM function is led nationally through MPI Public Affairs.
- Liaison functions support coordination across MPI, while the National Operations Centre (NOC) is liaison with the national lead agency.
- Logistics function manages rosters and response rhythms; normal business support arrangements apply unless needed.
- Recovery function supports recovery planning from day one.
- AIS uses rural advisory groups and NAEC to support information sharing and coordination with key stakeholders.

### Phase 4. Response

AIS responds at the required scale needed (which may change over time). Responses are usually regionally led and nationally supported. In a response where MPI is a support agency, it will activate a national response when NEMA activates, supported by regional responses in each region where a CDEM Group activates (Figure 8).

**Responses in a single district** will involve the animal welfare function, otherwise activation will depend on how impacted primary producers are.

Figure 8: Coordination of MPI's response activity at national, regional and district level



Responses in a single region will not usually require an MPI National Coordination Centre (NCC) to stand up. Rather the regional AIS team members lead the response with assistance (deployment or remote support) from the AIS Response Team and others on request.

**Responses across multiple regions** (major to catastrophic events) require national coordination through an MPI NCC, using the AIS Response Team, wider AIS and MPI surge supports.

See also **Appendix Five: Response structures**.

**Response objectives** at any scale will usually be:

1. Health safety and wellbeing of MPI staff and contractors.
2. Maintain MPI critical functions.
3. Identify needs and facilitate/deliver support to the primary sector, animals, and isolated and rural communities as part of regional and national CDEM.
4. Minimise impacts on MPI's business operations and reputation.
5. Enable smooth, controlled transition to recovery, return to business as usual, and support continuous improvement.

## Phase 5. Transition to recovery

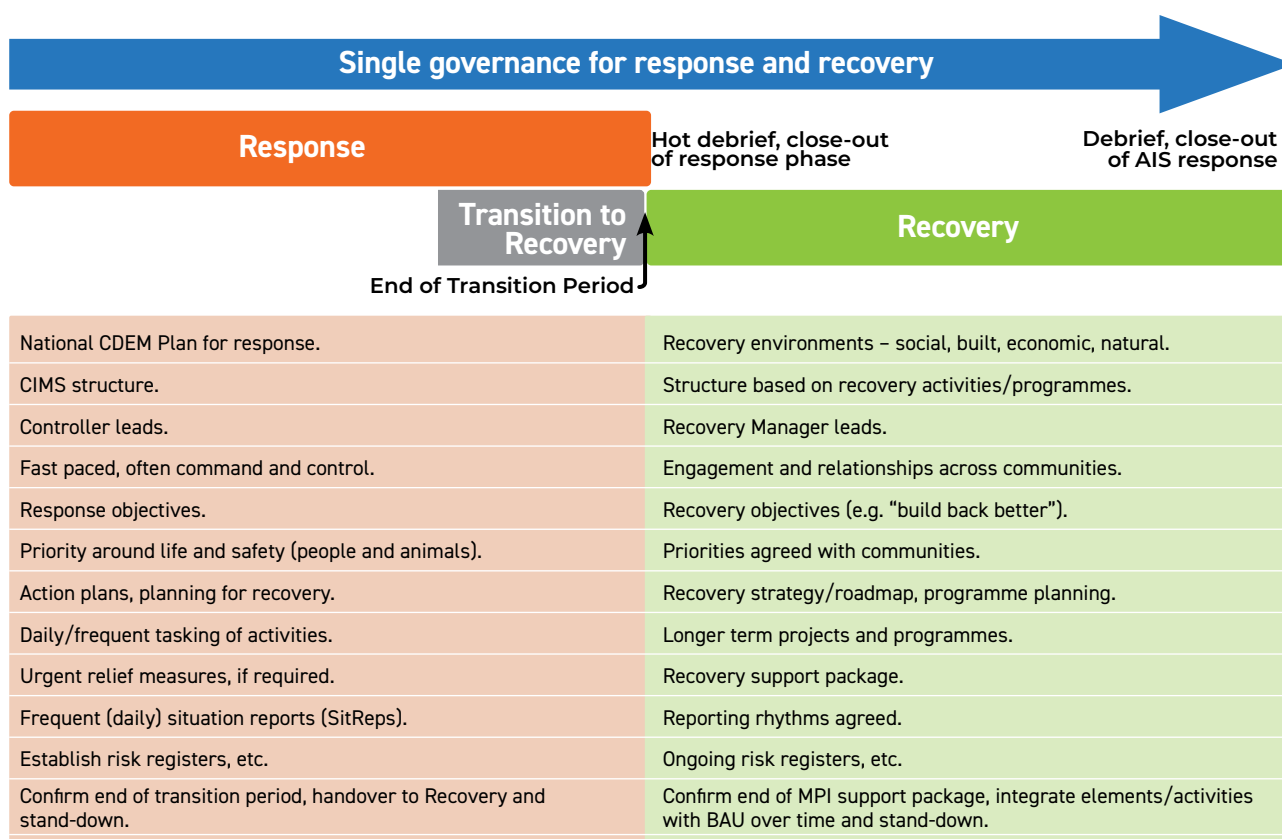
AIS takes a planned approach to recovery, starting from the activation of a response to include a recovery function. The recovery function starts to identify what is needed to support the longer-term needs of the primary sector and other stakeholders working with affected communities.

The end of the transition period is well communicated by the CDEM Controller to avoid any confusion of decision-making, use of powers or duplication of effort. MPI will usually mirror the regional end of transition period dates of CDEM, noting that some regions may:

- enable Recovery Managers to access recovery powers while the response is still active;
- stand-down with residual activities picked up as BAU rather than by a recovery team;
- stay in response longer than others (requiring staged transition for MPI); and/or
- revert to response, where the circumstances require it.

At the end of the transition period the response, led by the MPI Controller using CIMS doctrine and functions, stands down, and recovery (if there is to be coordinated effort) led by a Recovery Manager starts. A hot debrief of the response is undertaken (Figure 9).

Figure 9: Transition to recovery characteristics



## Phase 6. Recovery

Recovery means the coordinated efforts and processes to bring about the immediate, medium- and long-term holistic regeneration and enhancement of a community following an emergency (CDEM Act).

Recovery should:

- support cultural and physical wellbeing of individuals and communities;
- minimise the escalation of the consequences of the disaster;
- reduce future exposure to hazards and their associated risks, i.e., build resilience;
- take opportunities to regenerate and enhance communities in ways that will meet future needs (across the social, economic, natural and built environments).

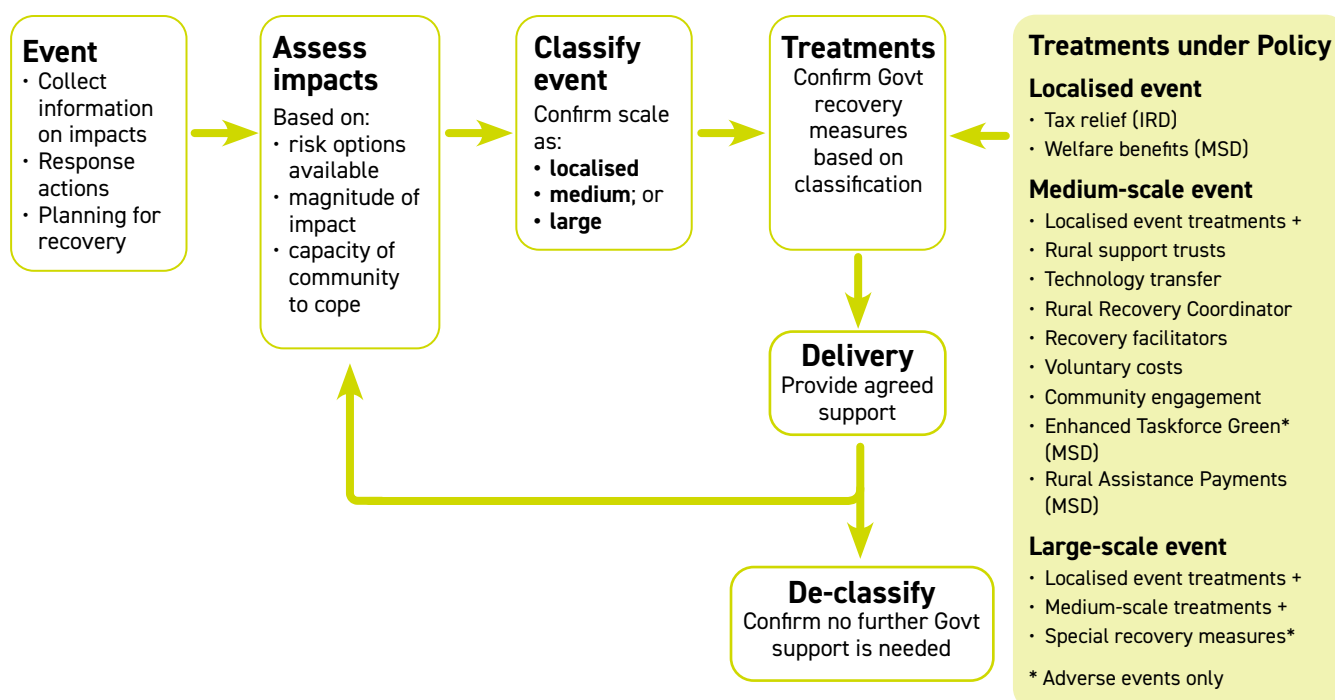
Recovery takes a highly collaborative approach, which recognises that time for recovery can take multiple years, and require considerable investment at property, community, regional and national levels.

A National Recovery Coordination Group of key government agencies assists the recovery efforts at national level (AIS represents MPI). A recovery office at regional level is usually led by the local or regional council, but a standalone recovery agency may also be put in place where needed.

MPI's involvement in recovery depends on how much Government intervention is needed to support the recovery of the primary sector. While farmers and growers are responsible for managing and mitigating their own business risks, some coordination of recovery can support businesses to get back into production more quickly. Recovery support managed through AIS:

- is guided by Government's Primary Sector Recovery Policy ('Policy'), which makes defined recovery measures available from MPI, Inland Revenue and MSD depending on the classification of an event (Figure 10);
- is targeted firstly at farming families (those living behind the "farm gate");
- can consider early relief measures before all impacts on the food and fibre sector are known;
- can also consider financial measures to assist businesses outside the Policy framework, but consistent with the 12 underlying Policy principles, with the agreement of Ministers;
- builds on future sustainability and increased resilience of the primary sector to future events;
- considers other forms of support made available by other parties and supports consistency (e.g., rural proofing).

Figure 10: Primary Sector Recovery Policy



MPI's recovery activity is a shared responsibility led by the AIS Adverse Events Governance Group (AEGG), using the same governance arrangements as for the response.

AIS teams will collaborate under a defined structure (Figure 11) and approach appropriate to the roles of MPI to support recovery, in particular:

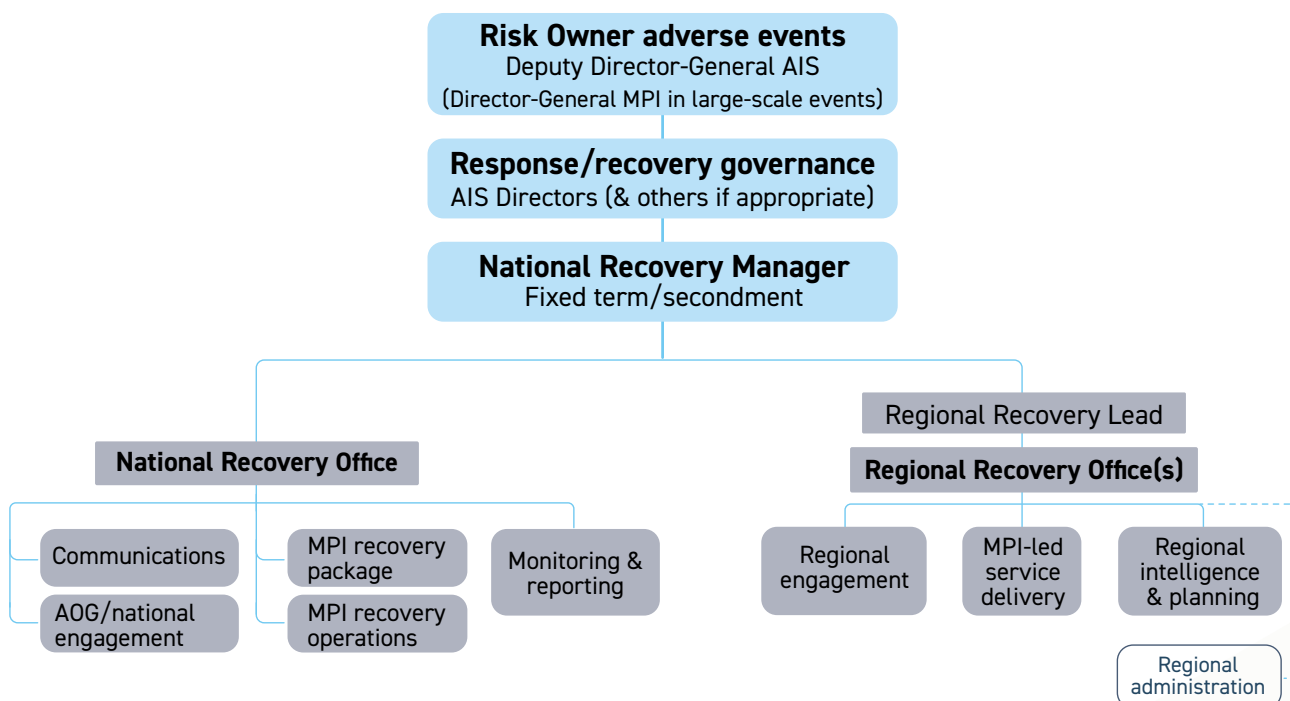
- AIS Response Team enables the recovery function in response phase, provides response leadership, gathers intelligence on impacts, and coordinates initial classification of the event.
- On Farm Support Directorate works with the AIS Controllers, and with other regional AIS Compliance and Response staff, to connect with affected communities, coordinate local intelligence and engagement in regions, provide input into regional recovery planning and support delivery of MPI recovery measures.
- Operations Directorate manages MPI's recovery support through funding, grants, service procurement and longer-term recovery actions.

The initial classification of an event uses information collected during and after the response, including requests for assistance from rural stakeholders (usually facilitated through the local rural advisory group and rural support trust).

In **local and medium-scale adverse events**, regional On Farm Support staff lead regional planning for primary sector recovery with support from the AIS Response Team's Planning Specialist and Controllers. Planning will involve working with the local rural advisory group and relevant local government (or recovery office) recovery team(s).

The Operations Directorate assists with confirming and implementing the proposed MPI recovery packages for medium-scale events. AIS Response Team supports engagement with national organisations and forums supporting recovery.

Figure 11: Default MPI recovery structure



**For large-scale adverse events** a significant recovery programme of work through the development of bespoke regional and national level arrangements is needed.

A **Regional MPI recovery office** is set up in affected regions by the MPI Recovery Lead (this could be either the On Farm Support Regional Manager or a seconded MPI manager), with support from MPI staff in the region and augmented by remote online support, short term placements or secondments as needed (e.g., where MPI has only a small regional presence). Each regional MPI recovery office:

- works with the CDEM Group Recovery Manager to rural proof broader recovery planning and activities;
- works with industry leaders, including rural advisory groups and others, to plan for coordinated efficient and effective recovery measures for the food and fibre sector;
- assesses long-term damage and economic impact for the food and fibre sector in their region;
- evaluates funding requests from industry and community groups and makes recommendations to the MPI National recovery office.

The Operations Directorate works with the AIS Response Team in setting up the national MPI recovery office, appointing a National Recovery Manager and bringing in AIS surge and seconded MPI staff as needed.

The National MPI recovery office:

- supports and coordinates across regional MPI recovery offices;
- liaises and plans with any bespoke all-of-government recovery organisation, which might be established for the event, and NEMA's National Recovery Coordination Group;
- reports to MPI senior leadership team and Ministers on MPI's recovery priorities and progress;
- recommends further MPI recovery measures, including those in addition to the Primary Sector Recovery Policy, and seeks any further funding via MPI and Cabinet;
- sets up and administers direct-to-farmer/grower recovery grant schemes;
- participates in the National Adverse Events Committee for the duration of recovery;

- supports AIS Deputy Director-General and MPI Director-General with their chief executive outreach/liaison, including ODESC and Ministers;
- connects longer-term recovery initiatives to other MPI programmes and funding where appropriate.

## What about funding and supporting rural communities in recovery?

The Primary Sector Recovery Policy covers support for the food and fibre sector.

MPI therefore does not fund support for wider rural communities, including those on lifestyle blocks, except on a case-by-case basis as below. MPI does support rural communities in several other ways:

- Quickly sharing any information on emerging needs and impacts from our knowledge and through local networks.
- Coordinating animal welfare support in response for all those with responsibilities for animals.
- Encouraging agencies to rural proof their support arrangements and helping them to link to communities in need.
- Funding appropriate organisations, including rural support trusts, to help support community events that all rural people can attend<sup>11</sup>.
- Assisting in longer term recovery for rural communities through other MPI funding mechanisms, such as community and catchment grants and resilience funding where appropriate.
- Considering additional bespoke support packages for rural communities, particularly for isolated communities, as agreed with Ministers for a specific event. This is by agreement when MPI is best placed to deliver the service and relies on separate funding being made available.

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<sup>11</sup> Any party can support their wider rural community outside of their MPI funding.

## Close out of response and recovery

AIS encourages continuous improvement during the response phases, changing approaches as needed and maintaining records of areas identified for future responses.

A hot debrief is conducted at the end of the response and at the end of the recovery (if there is a recovery phase). A more formal close-out report is completed including residual actions to be transferred to normal business activities and to lessons management.



# Appendices



# Appendix I: References

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MPI Adverse Events (hazards, Primary Sector Recovery Policy):

[www.mpi.govt.nz/funding-rural-support/adverse-events](http://www.mpi.govt.nz/funding-rural-support/adverse-events)

Animal Welfare in Emergency Management:

[www.mpi.govt.nz/funding-rural-support/adverse-events/animals-in-emergencies](http://www.mpi.govt.nz/funding-rural-support/adverse-events/animals-in-emergencies)

[www.mpi.govt.nz/animals/animal-welfare/animal-welfare-emergency-management](http://www.mpi.govt.nz/animals/animal-welfare/animal-welfare-emergency-management)

Coordinated Incident Management System, Third Edition:

[www.civildefence.govt.nz/resources/coordinated-incident-management-system-cims-third-edition](http://www.civildefence.govt.nz/resources/coordinated-incident-management-system-cims-third-edition)

Directors Guidelines for Welfare in an Emergency [DGL\_11/15]:

[www.civildefence.govt.nz/cdem-sector/guidelines/welfare-services-in-an-emergency](http://www.civildefence.govt.nz/cdem-sector/guidelines/welfare-services-in-an-emergency)

National Civil Defence Emergency Management Plan Order 2015 and Guide:

[www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-civil-defence-emergency-management-plan-and-guide](http://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-civil-defence-emergency-management-plan-and-guide)

National Disaster Resilience Strategy:

[www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-disaster-resilience-strategy](http://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-disaster-resilience-strategy)

National Risk Framework:

[www.dpmc.govt.nz/our-programmes/risk-and-resilience](http://www.dpmc.govt.nz/our-programmes/risk-and-resilience)

# Appendix II: Glossary

|                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>4Rs</b>                      | <p>Collective term for the four key parts of emergency management:</p> <ul style="list-style-type: none"> <li>• <b>Readiness</b> – operational systems and capability before an event.</li> <li>• <b>Response</b> – activities immediately before, during and after an event.</li> <li>• <b>Recovery</b> – coordinated effort after an event, can include “build back better” concepts.</li> <li>• <b>Risk reduction</b> – ways to reduce risk exposure, including identification and mitigations.</li> </ul> |
| <b>Adverse events</b>           | A particular subgroup of hazards (meteorological and geophysical) that can be called natural hazards, but also refers to events impacting on the food and fibre sector, animal welfare and rural communities.                                                                                                                                                                                                                                                                                                 |
| <b>All hazards</b>              | Usually refers to approaches that address multiple risks rather than a bespoke approach to each hazard.                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>CDEM</b>                     | <p>Civil Defence and Emergency Management, also referred to as “civil defence” or “emergency management”. Used to describe:</p> <ul style="list-style-type: none"> <li>• The system, e.g., the CDEM Act, CDEM arrangements, particularly for those hazards led by CDEM in regions.</li> <li>• Term for the resources that support emergencies at local CDEM (district level) and CDEM Group (regional level).</li> </ul>                                                                                      |
| <b>CIMS</b>                     | Coordinated Incident Management System – New Zealand’s operational doctrine of how people and organisations work together in responses, with common language, roles and approaches.                                                                                                                                                                                                                                                                                                                           |
| <b>Emergency</b>                | A happening of any source (hazard) could lead loss of life, injury, illness, or distress and cannot be dealt with by emergency services or requires a significant coordinated response.                                                                                                                                                                                                                                                                                                                       |
| <b>Event</b>                    | <p>A point in time when a hazard is realised e.g., a storm event. Also used are:</p> <ul style="list-style-type: none"> <li>• <b>Cumulative event</b> –series of events over time adding to overall impacts.</li> <li>• <b>Contiguous event</b> – where more than one hazard/event is in play.</li> <li>• <b>Catastrophic event</b> – extreme emergency that overwhelms the capability of the emergency management system delivering widespread devastating impacts.</li> </ul>                               |
| <b>Hazard</b>                   | Something that may cause or contribute substantially to the cause of an emergency.                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Impacts</b>                  | The consequences felt because of an event.                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Lead agency</b>              | Has the primary mandate for managing response to an emergency and at national level.                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Resilience</b>               | The ability to anticipate and resist the effects of a disruptive event, minimise adverse impacts, respond effectively post-event, maintain, or recover functionality, and adapt in a way that allows for learning and thriving.                                                                                                                                                                                                                                                                               |
| <b>Responsible agency</b>       | Defined in the National CDEM Plan as the agencies responsible for a particular welfare sub-function.                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Risk coordinating agency</b> | Agencies responsible for providing coordinated advice to the National Security Board (and/or the National Hazards Board) on risk management gaps or opportunities across the 4Rs – both proactively and if/when commissioned by the Boards. This can also include undertaking national risk assessments as required. The Risk coordinating agency role is not currently a formalised or statutory role, and is distinct from the legislated lead agency role under the National CDEM Plan Order 2015.         |
| <b>Support agency</b>           | <ul style="list-style-type: none"> <li>• Any agency other than the lead agency, that has a role or responsibilities during the response to an emergency; or</li> <li>• Identified agencies that are coordinated by a responsible agency within a welfare sub-function.</li> </ul>                                                                                                                                                                                                                             |

# Appendix III: Readiness activities

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**People** capacity and capability building through resource planning (surge plans, skills register), training (CIMS, drought, primary sector awareness, animal welfare, CDEM, response essentials, health and safety etc.) and exercises (system, hazard specific, MPI-led and support national and regional exercises, workshops, etc.), shadowing opportunities and secondments. This category is also about maintaining a latent capability and capacity in all regions, and in Wellington office, to be able to respond quickly, with key people identified to support particular functional roles, including response management/controller, intelligence, planning and animal welfare, and to support readiness for those functions to activate quickly.



**Relationship** management with stakeholders to promote readiness and collaborations including National Adverse Events Committee and rural advisory groups (or equivalent) to support primary sector readiness (including rural proofing) for various hazards, raise awareness and undertaken shared initiatives that increase readiness for adverse events. Includes relationship with emergency management organisations and community groups, animal welfare and human welfare and recovery forums (national, regional).



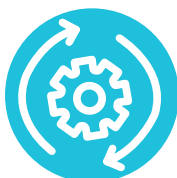
Ensuring necessary **Resources** (other than people) that are available in all regions and in Wellington, to be able to set up and sustain a response, including working from MPI offices or virtually (from home or offsite) as a response team, appropriate personal protective equipment (PPE) gear and vehicles, alternative communications, to having response kits, maps, etc on site. It also includes critical operating systems that MPI needs to continue to operate at some minimal level, even if critical infrastructure fails.



**Information** readiness covers knowledge (e.g., research needs) and access to information for monitoring (climate, weather, events impacting on primary sector, etc) to support insight/foresight of hazards, risks and emerging issues) and wider economy where this impacts on resilience; having tools to collect, aggregate, report, and share information internally and externally as part of CDEM; and good information to support others to better self-manage risks, including drought and animal welfare where MPI leads.



**Plans** range from a regional action plan on how AIS responds to a particular hazard in a single region, to input into wider cross-agency and national planning, supporting policies and legislation. It includes how AIS adopts frameworks such as Sendai, the National Disaster Resilience Strategy, and related government planning approaches into its preparedness. Priorities for AIS include drought, animal welfare, regional plans (often led by CDEM/councils), national MPI plans (all-hazard), catastrophic plans, etc. It includes action plans and recovery plan templates that can be used for specific events. For slow onset responses, such as drought, planning and coordination of readiness activities early (such as information to support self-management of risks) means that resources are in an ongoing state of readiness to go into response as needed.



**Processes** include AIS's own ways of working, which also support and engage with the wider CDEM system and core stakeholders, for adverse events, animal welfare, and other hazards. It includes key steps to carry out specific tasks, and links to procedures and guidance, including:

- National processes, e.g., National Security System, CIMS, NEMA guidelines including National CDEM Plan, Director's Guidelines, etc.
- AIS specific processes, e.g., this Guide, operational manual(s) and related standard operating procedures.
- Linked processes that support response (e.g. Ministerial servicing).



**Performance and assurance** readiness includes developing ways in which we can provide assurance to MPI, external stakeholders and decision makers, including Ministers, that we are preparing for and responding to adverse events, and other hazards where AIS involved, in an appropriate way to get the desired outcomes. It includes governance and quality of decision making, having risk registers, clear objectives and key performance indicators we can report against, and a culture of continuous improvement and lessons management.

# Appendix IV: Phases of response led by AIS

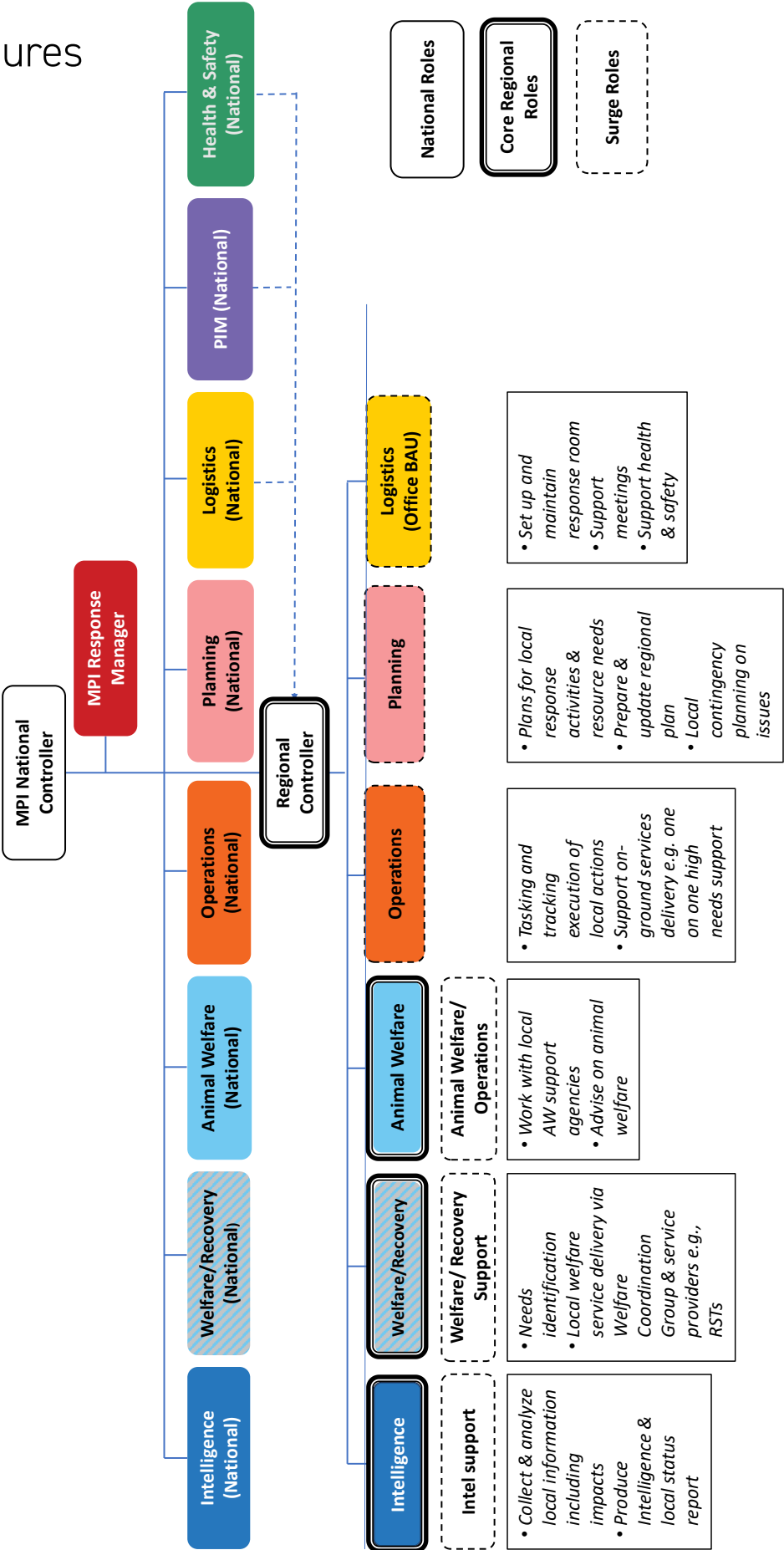
| Phase                                 | 1 General monitoring                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2 Enhanced monitoring                                                                                                                                                                                                                                                                                                                                                                                                                                     | 3 Activate response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Focus of effort</b>                | <ul style="list-style-type: none"> <li>Coordinating across MPI to maintain situational awareness at least once a day during normal work hours (8am to 5pm Monday to Friday) with duty officer available for weekends and statutory holidays.</li> <li>AIS emphasis is hazards and risks associated with climate/weather, or geology (land movement) and potential for impact on primary sectors, animals, supply chains and rural communities.</li> </ul> | <ul style="list-style-type: none"> <li>Share credible threat information for early warning within MPI and with at-risk stakeholders to support risk mitigation actions.</li> <li>Confirm where regional monitoring required, and the duty officer and standby arrangements needed.</li> <li>Consider pre-deployment to location including AWEM.</li> <li>Collate initial situation awareness threat report and recommendations for activation.</li> </ul> | <ul style="list-style-type: none"> <li>Designated controller appointed and other CIMS functions being activated confirmed.</li> <li>Confirm response objectives.</li> <li>Implement SOPs for activation including animal welfare support agencies, regional team(s) and national (to assist, or to coordinate where &gt;1 region impacted).</li> <li>Inform MPI of the activation, key points of contact, and response rhythms.</li> <li>First Controller briefing within 4 working hours.</li> <li>SitReps (daily by default) and governance updates.</li> </ul> |
| <b>Key participants</b>               | <ul style="list-style-type: none"> <li>Intelligence Specialist –reports on credible threats as identified to National Response Manager Compliance and Response (C&amp;R).</li> <li>AIS Response Team C&amp;R (ART) – coverage and intel support.</li> <li>AIS regional staff (ARS) – monitor local/regional threats/issues.</li> <li>Other MPI groups monitoring and sharing intelligence including NOC and TUR for wildfire.</li> </ul>                  | <ul style="list-style-type: none"> <li>National Response Manager C&amp;R/duty officer – confirms escalation.</li> <li>ART and ARS – gather intel; prepare initial SitRep.</li> <li>Planning Specialist confirms staff availability; circulates key documents.</li> <li>Director C&amp;R – approves travel; informs Adverse Events Governance Group (AEGG).</li> </ul>                                                                                     | <ul style="list-style-type: none"> <li>National Response Manager C&amp;R – confirms Controller, CIMS functions (national and regional) incident management teams (IMTs).</li> <li>Controller – designates IMT members; initiates response SOPs.</li> <li>AIS staff assist with information on impacts for AIS stakeholders.</li> <li>Non-AIS staff for intelligence, liaison or additional surge support where needed.</li> </ul>                                                                                                                                 |
| <b>Triggers to move to next phase</b> | <ul style="list-style-type: none"> <li>A specific credible threat identified requiring extended monitoring or activation of response.</li> <li>Phase escalation confirmed by National Response Manager C&amp;R.</li> </ul>                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>CDEM activates response or requests assistance.</li> <li>Likelihood for consequences for key stakeholders requiring regional or national coordination.</li> <li>Director C&amp;R confirms activation.</li> </ul>                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>The response teams are established as confirmed by Controller (usually within 4 hours).</li> <li>First SitRep completed.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Triggers to stand-down</b>         | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>No longer credible threat.</li> <li>Low or no impacts for key stakeholders likely.</li> <li>Return to general monitoring confirmed by National Response Manager C&amp;R/duty officer in consultation with others.</li> </ul>                                                                                                                                                                                       | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| 4 Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 5 Transition to recovery                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 6 Recovery                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Coordination of MPI's response activities.</li> <li>• Intelligence on immediate needs and regular SitReps.</li> <li>• Consider/implement urgent relief measures for life/safety, community led support and cleanup.</li> <li>• Support response governance, Ministers, and response forums.</li> <li>• Request MPI surge via AEGG if needed.</li> <li>• Engage with AIS stakeholders at national, regional and local levels including emergency management.</li> <li>• Classify the scale of event and begin planning for recovery.</li> </ul> | <ul style="list-style-type: none"> <li>• Identify ongoing recovery needs for stakeholders and support options, with focus on primary sector and working with Inland Revenue and MSD.</li> <li>• Implement transition to recovery plan/SOPs, appoint Recovery Manager and develop MPI recovery plan.</li> <li>• Staged exit of response actions no longer required and confirm handover arrangements for residual response activities.</li> <li>• Participate in regional and national recovery forums to coordinate actions.</li> <li>• Response debrief.</li> </ul> | <ul style="list-style-type: none"> <li>• Implement MPI Recovery Plan</li> <li>• Completion of any urgent relief measures.</li> <li>• Confirm and implement medium and long-term recovery measures.</li> <li>• Participate in ongoing recovery forums and joint initiatives.</li> <li>• Review recovery supports over time and areas covered by event.</li> <li>• Ongoing animal welfare advice and assistance where required.</li> <li>• Ongoing information and referral for impacted primary sector/rural communities.</li> <li>• Planned exit from recovery.</li> <li>• Recovery debrief and event review.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Controller(s) and IMT(s) (national, regional response teams).</li> <li>• AEGG - resources, support options.</li> <li>• Operations Rural Resilience team (RRT) – support options; funding agreements and grants administration.</li> </ul>                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>• Recovery function in the response team.</li> <li>• Nominated Recovery Manager.</li> <li>• National and Regional controllers.</li> <li>• ART in affected area.</li> <li>• AEGG.</li> </ul>                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• Recovery Manager.</li> <li>• Recovery Team.</li> <li>• ARS, particularly stakeholder facing to understand ongoing needs.</li> <li>• AEGG.</li> <li>• ART assist where required including lead for debrief.</li> <li>• RRT re further support options.</li> </ul>                                                                                                                                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>• Deactivation of CDEM following CDEM transition to recovery (MPI may stay longer in response phase if needed).</li> <li>• De-escalation of urgent/immediate issues with defined long term recovery needs identified.</li> </ul>                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• AEGG approves Transition to Recovery Plan and response exist date.</li> <li>• Recovery Plan prepared.</li> <li>• Deactivation of CDEM response may also trigger close out of AIS role for animal welfare and welfare and liaison in response.</li> </ul>                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• N/A</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <ul style="list-style-type: none"> <li>• Controller and AEGG may determine that the credible threat did not eventuate as expected and no further action is required.</li> <li>• Response objectives have been met.</li> </ul>                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• If no recovery actions proposed, then transition to recovery will focus on return to BAU and community activity led by OFS and Operations Rural Resilience team.</li> </ul>                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Confirm end of classification and recovery support.</li> <li>• Close out report approved.</li> <li>• Recovery debrief completed.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                     |

# Appendix V: Response structures

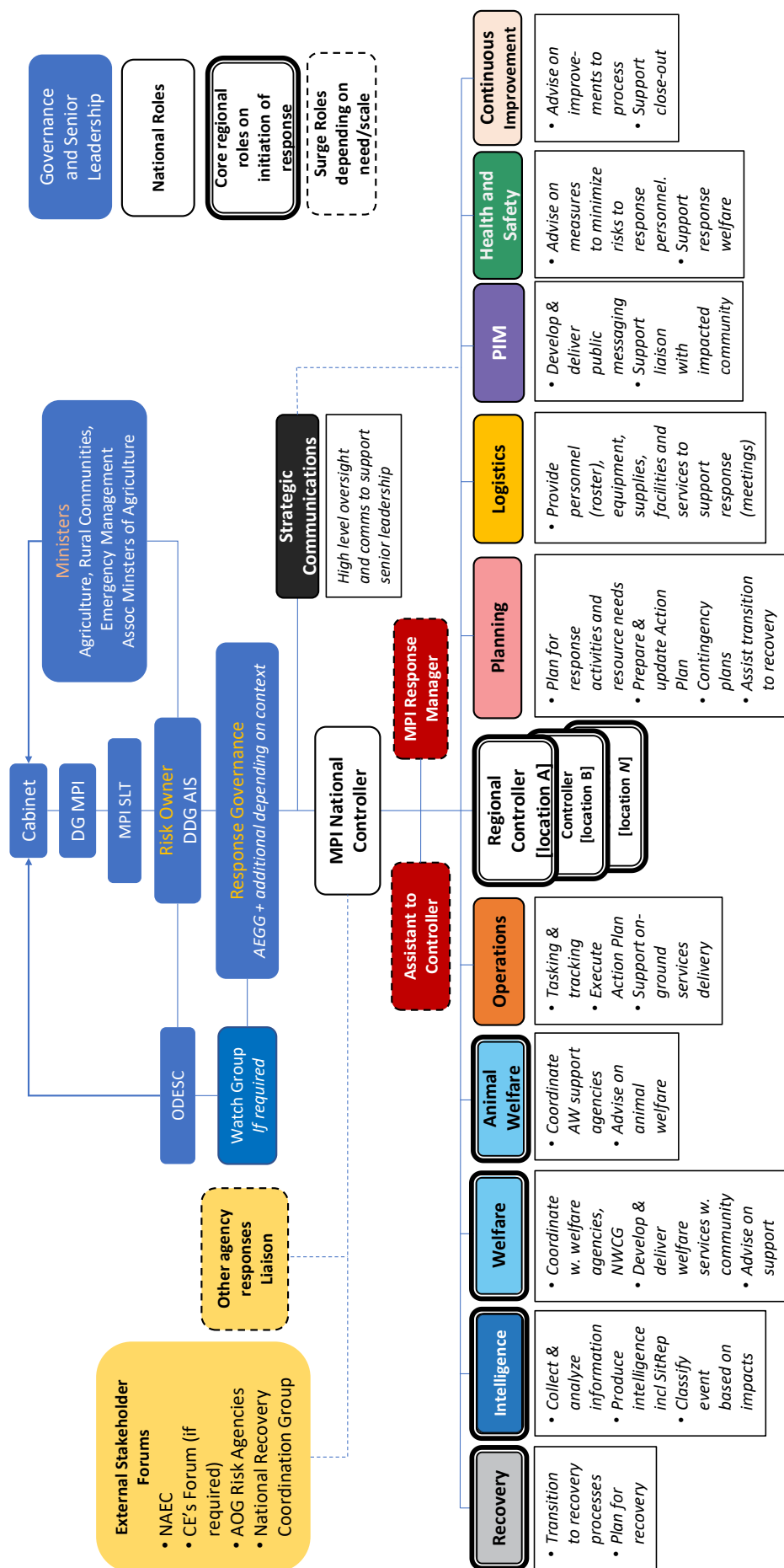
## A. Regionally-led, nationally supported

The response to most events that AIS leads begin in regions and are supported nationally as needed. As a minimum the Intelligence, Welfare/Recovery and Animal Welfare functions are activated. AIS will rely on its regional staff (such as On Farm Support and Compliance staff), deployment of AIS Response staff as needed, as well as linking in other MPI staff in locations to support intelligence gathering and stakeholder engagement.



## B. National Response structure (full activation)

The default national structure for events where MPI leads droughts affecting primary sector; two to three or more regional teams need overarching coordination and national support. All regional functions report to Regional Controller, and work with their equivalent national function. Some national functions provide the Regional Controller with direct support (rather than having a regional equivalent) or the role may be handled through normal BAU channels depending on scale. National Function Leads and Regional Controller(s) report to the National Controller and are members of the National Incident Management Team (IMT).





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