



# **AGENDA**

# Taranaki Civil Defence

Joint Committee Meeting  
Thursday 5 December 2024, 9.00am

# Civil Defence Emergency Management - Joint Committee Copy



05 December 2024 09:00 AM - 10:00 AM

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## Whakataka te hau

### *Karakia to open and close meetings*

Whakataka te hau ki te uru	Cease the winds from the west
Whakataka te hau ki te tonga	Cease the winds from the south
Kia mākinakina ki uta	Let the breeze blow over the land
Kia mātaratara ki tai	Let the breeze blow over the ocean
Kia hī ake ana te atakura	Let the red-tipped dawn come with a sharpened air
He tio, he huka, he hauhu	A touch of frost, a promise of glorious day
Tūturu o whiti whakamaua kia tina.	Let there be certainty
Tina!	Secure it!
Hui ē! Tāiki ē!	Draw together! Affirm!



**Date:** 5 December 2024

**Subject:** Confirmation of CDEM Joint Committee Minutes – 5 September 2024

**Author:** M Jones, Governance Administrator

**Approved by:** S J Ruru, Chief Executive – Taranaki Regional Council

**Document:** TRCID-1492626864-120

### Recommendations

That the Taranaki Civil Defence Emergency Management Joint Committee:

- a) takes as read and confirms the minutes and resolutions of the Taranaki Civil Defence Emergency Management Group Joint Committee held at the Stratford District Council, 63 Miranda Street, Stratford 5 September 2024
- b) notes that the unconfirmed minutes of the Taranaki Civil Defence Emergency Management Joint Committee held at the Stratford District Council, 63 Miranda Street, Stratford on 5 September 2024, have been circulated to the New Plymouth District Council, Stratford District Council and the South Taranaki District Council for their receipt and information.

### Appendices/Attachments

TRCID-1492626864-119: [Minutes Taranaki Civil Defence Emergency Management Group Joint Committee 5 September 2024.](#)





**Date:** 5 September 2024

**Venue:** Stratford District Council, 63 Miranda Street Stratford

**Document:** 3304716

**Present:**

M Cloke	Chairperson
P Nixon	South Taranaki District Council
N Volzke	Stratford District Council
N Holdom	New Plymouth District Council

**Attending:**

S Hanne	Stratford District Council
F Aiken	South Taranaki District Council
G Green	New Plymouth District Council
S Ruru	Taranaki Regional Council
T Velvin	TEMO
P Johnston	TEMO
P Waters	NEMA
M Jones	Governance Administrator

The meeting opened with a group Karakia at 9.00am

**Apologies:** Were received and sustained from N Walker - Taranaki Regional Council and Liana Poutu Holdom/Nixon

## 1. Confirmation of CDEM – Joint Committee Minutes – 6 June 2024

### Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- took as read and confirmed the minutes and resolutions of the Taranaki Civil Defence Emergency Management Group Joint Committee held at the Stratford District Council, 63 Miranda Street, Stratford 14 March 2024
- noted that the unconfirmed minutes of the Taranaki Civil Defence Emergency Management Joint Committee held at the Stratford District Council, 63 Miranda Street Stratford on 14 March 2024, have been circulated to the New Plymouth District Council, Stratford District Council and the South Taranaki District Council for their receipt and information.

Holdom/Volzke

## 2. Receipt of CDEM – CEG Minutes 19 August 2024

### Resolved

That the Taranaki Civil Defence Emergency Management Joint Committee:

- a) received the unconfirmed minutes of the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group Meeting held Taranaki Regional Council, 47 Cloten Road, Stratford on 19 August 2024
- b) adopted the recommendations therein.

Cloke/Nixon

## 3. National Emergency Management Agency Update

- 3.1 P Waters – National Emergency Management Agency (NEMA), provided an update on NEMA activities.

### Resolved

That the Taranaki Civil Defence Emergency Management Joint Committee:

- a) received the memorandum National Emergency Management Agency Update.

Nixon/Volzke

## 4. Appointment of Local Recovery Manager - STDC

- 4.1 T Velvin advised of the appointment of Mr Simon Walkinshaw to the role of local Recovery Manager to South Taranaki District.

### Resolved

That the Taranaki Civil Defence Emergency Management Joint Committee:

- c) received the memorandum Appointment of Mr Simon Walkinshaw as Local Recovery Manager – South Taranaki District Council
- d) noted the content of the memorandum
- e) approved the appointment of Mr Simon Walkinshaw as Local Recovery Manager.

Holdom/Cloke

## 5. Appointment of Sarah Downs as Lead Controller - NPDC

- 5.1 T Velvin advised of the appointment of Mrs Sarah Downs to the role of Local Controller, New Plymouth District Council.

### Resolved

That the Taranaki Civil Defence Emergency Management Joint Committee:

- a) received the memorandum Appointment of Local Controller
- b) noted the content of the memorandum
- c) approved the appointment of Mrs Sarah Downs, to the role of Local Controller.

Holdom/Nixon

## 6. Quarterly Performance Report Q4 – 2023/24

6.1 T Velvin provided an update on the Q4 Quarterly Performance Report 2023/24.

### **Resolved**

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the memorandum, Quarterly Performance Report Q4 2023/24.

Cloke/Nixon

There being no further business the Civil Defence Emergency Management – Joint Committee Chair, M J Cloke, declared the Civil Defence Emergency Management – Joint Committee meeting closed with a Karakia at 9.28 am.

**Civil Defence Emergency**

**Management – Joint Committee Chairperson:** \_\_\_\_\_

**M J Cloke**



**Date:** 5 December 2024

**Subject:** Receipt of CDEM CEG Minutes – 18 November 2024

**Author:** M Jones, Governance Administrator

**Approved by:** S J Ruru, Chief Executive

**Document:** TRCID-1492626864-121

### Recommendations

That the Taranaki Regional Council:

- a) receives the unconfirmed minutes and of the Taranaki Civil Defence Emergency Management Group Co-Ordinating Executive Group meeting held at the Taranaki Regional Council, 47 Cloten Road, Stratford on 18 November 2024
- b) adopts the recommendations within.

### Appendices/Attachments

TRCID-1492626867-106: [Unconfirmed Minutes CEDM – CEG 18 November 2024](#)



**Date:** 18 November 2024

**Venue:** Taranaki Regional Council, 47 Cloten Road, Stratford

**Document:** 3325351

**Present:**

S Hanne	Stratford District Council (Chair)
F Aiken	South Taranaki District Council
G Green	New Plymouth District Council (joined meeting at 10.36am)
S Ruru	Taranaki Regional Council (left meeting at 11.54am)
D Utumapu	Fire and Emergency NZ
C Grant-Fargie	Health New Zealand/Te Whatu Ora
G Campbell	Ministry of Social Development (zoom)

**Attending:**

T Velvin	Taranaki CDEM (Regional Manager)
M Jones	Governance Administrator
L Dagg	South Taranaki District Council
L Wansbrough	Brookfields Lawyers (representing South Taranaki District Council) (left meeting at 12.10pm)
B Scott	GNS (zoom)
E Malloy	TEMO
C Campbell-Smart	TEMO
S Corbett	TEMO
P Johnson	TEMO
P Waters	National Emergency Management Agency
J Price	National Emergency Management Agency
H McLeod-Nevin	New Plymouth District Council

The meeting opened with a group Karakia at 10.30am

**Apologies:** Were received and sustained from G Simmons- Health New Zealand/Te Whatu Ora  
Hanne/Aitken

## 1. Confirmation of CDEM – CEG Minutes 19 August 2024

### Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) took as read and confirmed the minutes of the Taranaki Civil Defence Emergency Management Co-ordinating Group meeting held Taranaki Regional Council, 47 Cloten Road, Stratford on 19 August 2024.

Hanne/Aitken

## 2. Receipt of Advisory Group Minutes

### Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the unconfirmed minutes of the Readiness and Response Advisory Group (RARAG) – 28 August 2024
- b) received the unconfirmed minutes of the Rural Coordination Group (RCG) – 3 September 2024
- c) received the unconfirmed minutes of the Taranaki Seismic and Volcanic Advisory Group (TSVAG) – 16 October 2024.

Ruru/Hanne

## 3. Review of Disclosure Obligations for Natural Hazard Date

- 3.1 L Dagg, Group Manager – Environmental Services, provided an update on the legal opinion that was sought following the completion of the joint research project, He Mounga Puia.

### Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) noted the contents of the memorandum
- b) received the report Letter re volcanic hazard layers

Aitken/Green

## 4. Quarterly Performance Report Q1 – 2024/25

- 4.1 T Velvin provided an update on the Q1 Quarterly Performance Report 2024/25.

### Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received memorandum, *Quarterly Performance Report Q1 2024/25*

Hanne/Aitken

- b) noted the contents of the memorandum
- c) recommended the report to the Taranaki CDEM Joint Committee.

Green/Ruru



## 5. End of Year Financial Report for 2023/24

5.1 T Velvin gave an overview of the End of Year Financial Report 2023/2024

### Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the Memorandum, End of Year Financial Report 2023/24

Hanne/Aitken

The following recommendations were left on the table

- b) notes the contents of the End of Year Financial Report 2023/24
- c) recommends the report to the Taranaki CDEM Joint Committee.

## 6. National Emergency Management Agency Update

6.1 J Price and P Waters – National Emergency Management Agency (NEMA), provided an update on NEMA activities.

### Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the memorandum National Emergency Management Agency Update.

Hanne/Utumapu

## 7. Establishment of the FENZ Local Recovery Committee (LAC) – Fire and Emergency New Zealand

7.1 D Utumapu – FENZ gave a PowerPoint presentation on the establishment of the FENZ Local Advisory Committee.

### Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the presentation given by David Utumapu, Fire and Emergency New Zealand.

Hanne/Green

## 8. Appointment of Mike Coronno as Alt Local Recovery Manager - NPDC

8.1 C Campbell-Smart advised of the appointment of Mike Coronno to the role of Local Recovery Manager to New Plymouth District Council.

### Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the memorandum Appointment of Mr Mike Coronno as Alt Local Recovery Manager – *New Plymouth District Council*
- b) noted the contents of the memorandum
- c) recommended the appointment of Mr Mike Coronno as Alt Local Recovery Manager – New Plymouth District Council to the Taranaki CDEM Joint Committee.

Green/Hanne

## 9. Annual Taranaki Volcano Monitoring Report July 2023-June 2024

9.1 B Scott – GNS, gave a PowerPoint update on volcanic monitoring.

### Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the memorandum and the report *Taranaki Volcano Monitoring July 2023 – June 2024*.

Hanne/Aiken

## 10. National Exercise Ru Whenua After Action Report

10.1 C Campbell- Smart provided an update of the Taranaki Regions involvement in the After Action Report.

### Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received the memorandum, National Exercise Ru Whenua After Action Report
- b) recommended the report to the Taranaki CDEM Joint Committee.

Hanne/Grant-Fargie

## 11. Working together to reduce the volcanic impacts of Taranaki Mouna on Taranaki – Investment Logic Map Process

11.1 C Campbell-Smart gave a PowerPoint presentation on the Taranaki Mouna/Eruption Investment Logic Map (ILM).

### Resolved

That the Taranaki Civil Defence Emergency Management Co-ordinating Executive Group:

- a) received memorandum, *Working together to reduce the volcanic impacts of Taranaki Mouna on Taranaki – Investment Logic Map Process*
- b) noted Investment Logic Map Option 2 as the preferred option
- c) recommended the report to the Taranaki Civil Defence Emergency Management Joint Committee.

Hanne/Grant-Fargie

There being no further business the Civil Defence Emergency Management – CEG Chair, S Hanne, declared the Civil Defence Emergency Management – Coordinating Executive Group meeting closed with a group Karakia at 12.34pm.

### Civil Defence Emergency

Management – CEG Chairperson: \_\_\_\_\_

S Hanne



**Date:** 5 December 2024

**Subject:** Appointment of Mike Coronno as Alt Local Recovery Manager – NPDC

**Author:** J Stokes, Emergency Management Lead - NPDC

**Approved by:** C Campbell-Smart, Group Recovery Manager – Taranaki Emergency Management Office

**Document:** TRCID-1492626864-156

### **Purpose**

1. The purpose of this memorandum is to endorse the appointment of Mr Mike Coronno to the role of Local Recovery Manager to New Plymouth District Council.

### **Executive summary**

2. The Group has previously made appointments to the position of Local Recovery Manager under Section 30, of the Civil Defence Emergency Management Act 2002.
3. This memorandum is to receive and endorse the appointment of:  
Alt Local Recovery Manager
  - 3.1. Mr Mike Coronno, to the position of Local Recovery Manager for New Plymouth District Council.

### **Recommendations**

That Taranaki Emergency Management Joint Committee:

- a) receives the memorandum Appointment of Mr Mike Coronno as Alt Local Recovery Manager – New Plymouth District Council
- b) notes the contents of the memorandum
- c) approves the appointment of Mr Mike Coronno as Alt Local Recovery Manager – New Plymouth District Council.

### **Background**

4. A Recovery Manager coordinates and facilitates immediate, medium and long-term recovery activities. Recovery Managers can be appointed at the National, Group and Local level.
5. CDEM Groups must appoint a suitably qualified and experienced person to be a Group Recovery Manager and may also appoint one or more Local Recovery Managers. Recovery Managers are responsible for directing and coordinating the use of personnel, material, information, services and other resources during a local transition period.

6. Recovery Managers have access to powers under the CDEM Act 2002 during transition periods. Exercising these powers may be required to aid recovery and include powers to require information and carry out works to make structures safe.
7. The CDEM Act 2002 states that the Taranaki CDEM Group may appoint one or more Local Recovery Managers:  
*30 Appointment of Local Recovery Managers*
  - (1) A Civil Defence Emergency Management Group may appoint, either by name or by reference to the holder of an office, 1 or more suitably qualified and experienced persons to be a Local Recovery Manager, and direct that person or those persons to perform any of the functions and duties of, or delegated to, the Group Recovery Manager of the Group and to exercise the powers of the Group Recovery Manager in the area for which the Group Recovery Manager is appointed, including, but not limited to, the powers in sections 94H, 94I, and 94K to 94N.
  - (2) Despite anything in subsection (1), a Local Recovery Manager must follow any directions given by the Group Recovery Manager during a transition period.

## **Discussion**

8. Nomination for Alt Local Recovery Manager  
The following person has been nominated for the position of Alt Local Recovery Manager for New Plymouth District Council:  
8.1. Mr Mike Coronno.

## **Financial considerations - LTP/Annual Plan**

9. Any financial impacts for Local Recovery Managers are the responsibility of the appointing District Council.
10. This memorandum and the associated recommendations are consistent with the CDEM Group's financial policies, and its members adopted Long-Term Plans and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.

## **Policy considerations**

11. These appointments are consistent with Taranaki CDEM Group Plan and the Coordinated Incident Management System (CIMS) v3.
12. This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the Local Government Act 2002, the Resource Management Act 1991, Local Government Official Information and Meetings Act 1987 and the Civil Defence Emergency Management Act 2002.

## **Iwi considerations**

13. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the Local Government Act 2002) as outlined in the adopted Long-Term Plan and/or Annual Plan.

## **Legal considerations**

14. The Appointment of Local Recovery Manager is made in accordance with Section 30 of the Civil Defence Emergency Management Act 2002.
15. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the CDEM Group listed in Section 17(3) of the Civil Defence Emergency

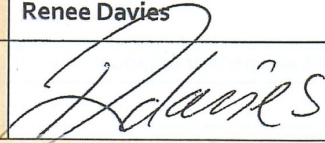
Management Act 2002 and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.



### **Appendices/Attachments**

TRCID-1492626864-154: [Taranaki CDEM Group Statutory Role Application Form and Checklist](#)

## Taranaki CDEM Group Statutory Role Application Form

<b>Applicant Name:</b>	Mike Coronno
<b>Role Applied for:</b>	Alt Local Recovery Manager

Employer Approval			
<b>Manager Name</b>	Renee Davies		
<b>Signature</b>		<b>Date</b>	23/10/2024
<p>I endorse the application of [name of applicant] to the role of [Local/Group Controller/Recovery Manager]                      We note that this person will have a role in a response and/or recovery as a Controller/Recovery Manager and have ensured that that they can be made available to the EOC/ECC during these times.                      We note the ongoing requirement for professional development for controllers/recovery managers.</p>			

Group Controller / Group Recovery Manager Endorsement			
<b>Group Controller / Recovery Manager Name</b>			
<b>Group Controller / Recovery Manager Signature</b>		<b>Date</b>	24/10/2024
<p>In conjunction with [name of applicant], I have reviewed their appointment as [Local/Group Controller/Recovery Manager] for the [Area] by completing the Statutory Appointment Checklist.                      I endorse their application for this role.</p>			

CEG Endorsement	
<b>Date of Meeting</b>	18th November 2024

Joint Committee Approval	
<b>Date of Meeting</b>	5th December 2024



## Taranaki CDEM Group Statutory Appointment Checklist

<b>Applicant Name:</b>	<b>Mike Coronno</b>
------------------------	---------------------

Skills and Attributes	Yes	Partial	No
<b>1. Relationship Management</b>			
Develops relationships easily with key individuals and partner organisations	X		
Able to effectively resolve conflict	X		
Credible influencer and negotiator	X		
<b>2. Information Management</b>			
Able to identify information needs, the systems functionality and capability to source the information required.	X		
Able to analyse wide ranging information to inform situational awareness and strategy	X		
Absorbs and synthesises information but is not distracted by the detail	X		
<b>3. Risk Management</b>			
Able to understand the hazards and risks and determine community impact	X		
Applies the principles of risk management	X		
<b>4. Planning</b>			
Ensures plans are coordinated, integrated and implemented across all levels and partners	X		
Able to forward plan and assess consequential risk	X		
Ensures plans are evaluated and updated	X		
<b>5. Communication</b>			
Communicates with clarity with partners and communities	X		
Leads and owns public information messaging and engagement with communities	X		
Engenders confidence with the media	X		
<b>6. Capability Development</b>			
Able to proactively engage in professional development <sup>2</sup> for self and response staff	X		
Understands the strategic risk of weak capability and monitors levels of collective capability	X		

<sup>2</sup> Professional development includes courses, workshops, peer learning and exercises

Skills and Attributes	Yes	Partial	No
<b>7. Leadership</b>			
Able to maintain strategic overview	X		
Creates an environment where others are able to succeed	X		
Able to provide firm but participative leadership in an emergency that influences others towards the achievement of objectives	X		
Able to create strategic vision, motivate staff and delegate direction	X		
<b>8. Response</b>			
Able to work within legislative parameters	X		
Able to quickly analyse information and risk and define credible planning objectives and information needs	X		
Can work in multi-agency teams and is cognisant of differing roles / functions	X		
Can effectively manage emergency events from initial stages through to transition to recovery	X		
<b>9. Personal</b>			
Addresses impact of the role on own family	X		
Medically fit to work in a high stress environment	X		
Self-confident, unflappable and remains calm under pressure	X		
Has confidence of CEO and senior partners	X		
Is politically astute	X		
Has good knowledge of local area and communities	X		
Has high professional ethics	X		
Manages their own well-being in a pressured environment	X		
<b>10. Experience, Knowledge and Qualifications</b>			
Understands the Taranaki EOC/ECC procedures	X		
Completed CIMS 4 or ITF Intermediate	X		
Completion of Tier 1 Response and Recovery Leadership Development Programme			X
Understands the financial delegations for the Controllers	X		
Has a good knowledge of the CDEM Act, Plan and Directors Guidelines	X		



**Date:** 5 December 2024

**Subject:** National Emergency Management Agency Update

**Author:** P Waters - NEMA

**Approved by** T Velvin, Group Manager/Controller – Taranaki Emergency Management Office

**Document:** TRCID-1492626864-145

### **Purpose**

1. The purpose of this memorandum is to provide an update from the National Emergency Management Agency.

### **Recommendations**

That Taranaki Emergency Management Joint Committee

- a) receives the memorandum National Emergency Management Agency Update
- b) notes the contents of the report National Emergency Management Agency Update.

### **Appendices/Attachments**

TRCID-1492626864-152: [National Emergency Management Agency Update.](#)



## National Emergency Management Update

Taranaki Emergency Management Joint Committee Meeting  
5 December 2024

### Government's Response to the Recommendations in the NISWE Inquiry

On the 10<sup>th</sup> October the Government released its [long-term vision to strengthen New Zealand's emergency management system](#), in response to the recommendations in the Government Inquiry into the Response to the North Island Severe Weather Events (NISWE). Key points to note are:

- Early next year, the Government will make further decisions on how it will give effect to its long-term vision. Many teams across NEMA will be working to provide advice, particularly on scoping for these decisions.
- This is an ongoing work programme, and a lot of detail is yet to come out.
- NEMA has already made progress in many areas, including starting work on a new Bill, increasing our response capability and broadening our National Controller cohort.
- NEMA looks forward to supporting the Government as it implements its changes to the system. After many reviews and inquiries, we now have an overall direction of travel.

### Consultation on the updated Tsunami Evacuation Zones Director's Guideline

NEMA has invited external stakeholders to review and provide feedback on the draft Tsunami Evacuation Zones Director's Guideline (DGL). This Director's Guideline outlines the new national approach for tsunami evacuation zones – this is using one blue tsunami evacuation zone for public facing maps. This direction was previously communicated by the Director of Civil Defence Emergency Management and is available on NEMA's [website](#).

The guideline covers a range of issues including:

- how to develop one tsunami evacuation zone and how to use it during an event.
- what tsunami evacuation routes are and how to create them.
- what to include on maps to communicate tsunami evacuation zones effectively.
- and how to undertake community engagement for tsunami evacuation.

Feedback is required by 20 December 2024.

### Review of Reviews

- NEMA has published [NEMA's Review of Reviews: 2023 North Island Severe Weather Events Report](#). The Review of Reviews identifies common themes based on a range of reports on the emergency management response to the January 2023 Auckland Flooding Event and/or Cyclone Gabrielle.
- NEMA undertook this work to identify common themes from the various reviews into these events and inform the Government response to the Government Inquiry into the Response to the North Island Severe Weather Events. This work also provided an opportunity to pilot the processes used to conduct any future review of reviews projects, and identify a common theme set that could be considered as a national theme set.
- The main findings are:
  - There were no surprises that emerged as the reports were analysed. The findings reflect those of the Report of the Government Inquiry into the Response to the North Island Severe Weather Events.





- There were six main themes identified. These are: Communities; command, control and coordination; operations; resources; capability development; and corporate governance.
- Without a mechanism to share lessons and consistent application of themes the process for drawing out a common set of themes from such a varied set of reports was challenging.
- NEMA will work with stakeholders to develop lessons management guidance, a set of national themes and develop a process to share and collate lessons from across agencies.

### National Fuel Plan

- The recently updated (August 2024) National Fuel Plan has been published on the NEMA website [National Fuel Plan » National Emergency Management Agency \(civildefence.govt.nz\)](https://www.civildefence.govt.nz/national-fuel-plan)
- Some major updates include the introduction of Minimum Stockholding Obligations in the fuel industry (Improving Fuel Resilience) Amendment Act 2023 and, an aviation specific section has also been added.

### Directors Guidelines for Emergency Management Sector Deployments

- The new Director's Guideline for Emergency Management Sector Deployments has been released and published on the NEMA website [EM Sector Deployments DGL](#)
- This guideline provides a consistent approach to the deployment of CDEM Sector Surge staff from local and regional councils, NEMA, and other agencies to CDEM coordination centres. It provides best practice guidance around deployments, taking into account the health, wellbeing, and fatigue management of deployed staff.

### Space Weather

- The NEMA Space Weather Programme Team is currently working on the delivery of a National Space Weather Response Plan which will replace the [Interim Response Plan](#).
- The Plan is a national level hazard-specific planning product which coordinates the actions of response agencies and key stakeholders immediately after receiving an alert of a space weather event, specifically if it is earth-directed and there is a realistic expectation there will be disruptions to critical infrastructure. It does this by:
  - clarifying roles and responsibilities of key agencies and stakeholders,
  - presenting operational phases for immediate response,
  - providing a structure for information sharing, and
  - providing content for public information management.
- The team is also supporting the concurrent system wide activities, including the meetings of the National Hazards Board.

### Starlink

- NEMA is currently finalising an agreement to offer high-speed satellite communication services powered by Starlink. This service will enable NEMA to operate as authorised users of Starlink services, with plans to extend access to various central and local government agencies across New Zealand.
- NEMA recognises the critical need for resilient and reliable communication during emergency situations. The new Starlink service will significantly enhance New Zealand's emergency communications capabilities.



- NEMA is taking a phased approach to ensure all legal and operational requirements are met, allowing for a smooth rollout of Starlink services to government partners.
  - **Phase 1:** NEMA are collaborating with FENZ, NZTA, and Canterbury CDEM to conduct thorough testing of the service platform before wider deployment (October / November 2024).
  - **Phase 2:** Upon successful completion of Phase 1, NEMA will extend the service to all CDEM groups, aiming for a rollout by the end of November 2024 and continue over the course of 12 months. As this progresses the time required for each group may reduce significantly.
  - **Phase 3:** By the end of 2024, and based on the success of earlier phases, NEMA plan to extend the service to select central government partners, offering early testing and onboarding opportunities to those involved. This is likely to proceed concurrently with the CDEM roll out however, dependant on the success of Phase 1 and the early stages of Phase 2.

#### NEMA Staffing Changes

- Wendy Wright, National Controller has been appointed to the role of Manager, National Operations as a secondment for 18 months. She will continue the role of National Controller.
- Magnus Latta has been appointed to the role Manager, Regional Partnerships and commenced work on 26 August. Replacing Kathrine Biggs who has been in an acting role for the last 12 months. Magnus joins NEMA from the Ministry of Business Innovation and Employment where he was the programme lead for the Mass Arrivals Response Plan Review.
- Dwain Hindriksen has been appointed as Manager, Planning & Sector Partnerships. Dwain joins us from Ministry for Primary Industries. In addition to his day job, he has been appointed the lead for the Space Weather Programme at NEMA.

**Pat Waters** | Senior Regional Engagement Advisor  
National Emergency Management Agency Te Rākau Whakamarumaru





**Date:** 5 December 2024

**Subject:** Annual Taranaki Volcano Monitoring Report July 2023 – June 2024

**Author:** B Scott, GNS

**Approved by** T Velvin, Group Manager/Controller – Taranaki Emergency Management Office

**Document:** TRCID-1492626864-146

### **Purpose**

1. The purpose of this memorandum is for the Taranaki Joint Committee to receive the annual Taranaki Volcano Monitoring report for July 2023 – June 2024.

### **Executive summary**

2. The number of earthquakes reported in 2023/2024 are similar to previous years and no substantial technical problems have occurred throughout the year.

### **Recommendations**

That the Taranaki Emergency Management Joint Committee

- a) receives the memorandum and the report Taranaki Volcano Monitoring July 2023 – June 2024
- b) notes the contents of the memorandum and the report.

### **Background**

3. This is an annual report provided to Taranaki Civil Defence Emergency Management Group by GNS Science Ltd was also discussed at the Taranaki Seismic Volcanic Advisory Group meeting held on 16<sup>th</sup> October 2024.

### **Appendices/Attachments**

TRCID-1492626864-149: [Annual report Taranaki Volcano Monitoring July 2023 – June 2024](#)

# Taranaki Volcano Monitoring July 2023 – June 2024

CEG 18 November 2024

Point of Contact  
Brad Scott



Volcanology Monitoring Group

## Introduction

Seismic data since 1994, reported annually to TRC

GNSS\* data since late-2014

Envirosensor\*\* data since late-2022

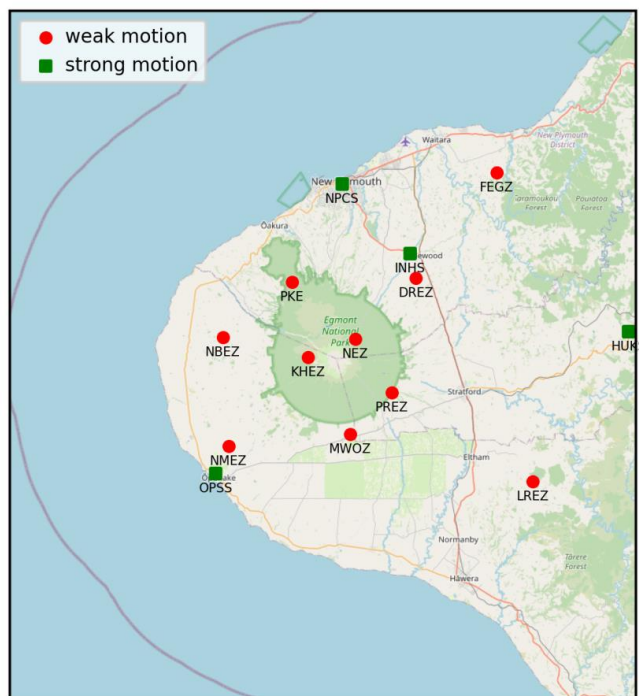
\*GNSS = Global Navigation Satellite System this includes GPS (the US Global Positioning System)

\*\*Envirosensor = parameters such as temperature, water-level, gas concentration

# Local Seismographs Single Change in 2023-24

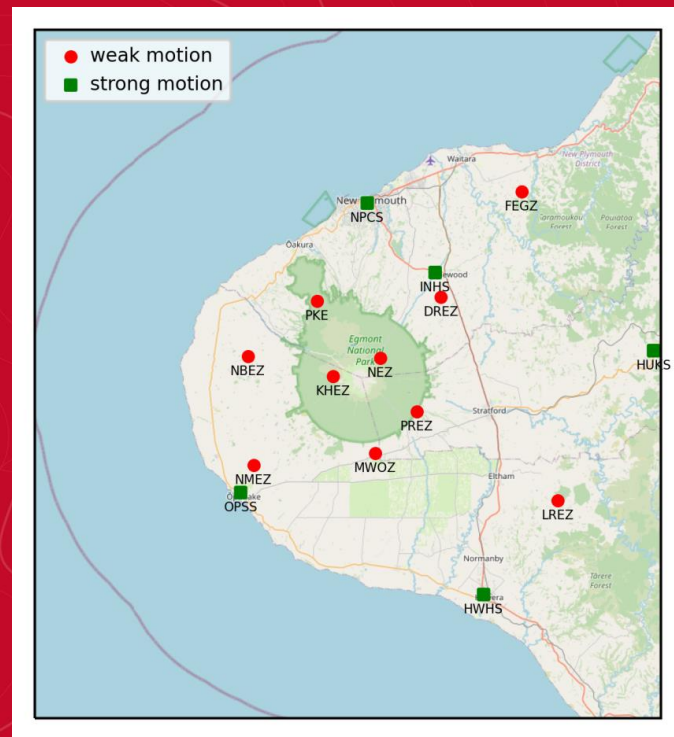
Full network details

<https://www.geonet.org.nz/data/network/sensor/search>



2023-07-01

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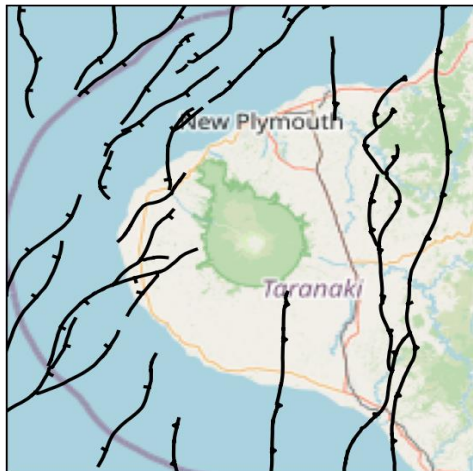
2024-06-30



## Eq Locations Little Changed, Little Change in Numbers

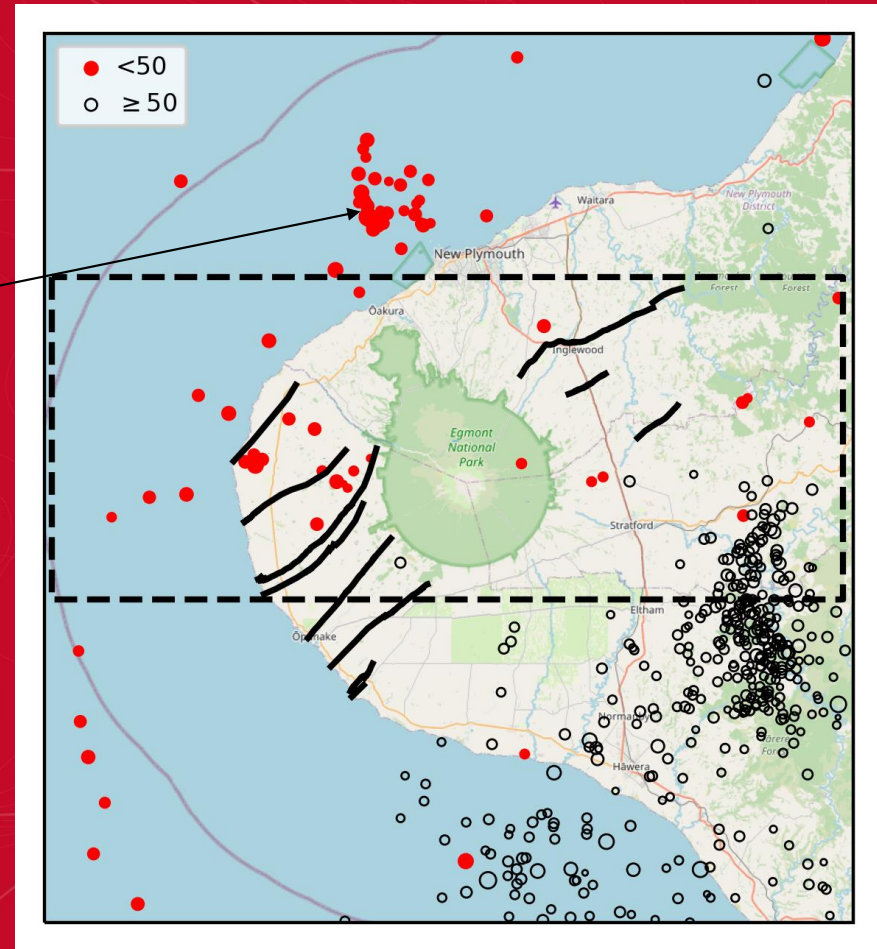
447 events (385 previous year)

Largest shallow  
M3.6, M3.7, 2024-02-12  
9 km deep



Basement faults  
Many more than  
'active'

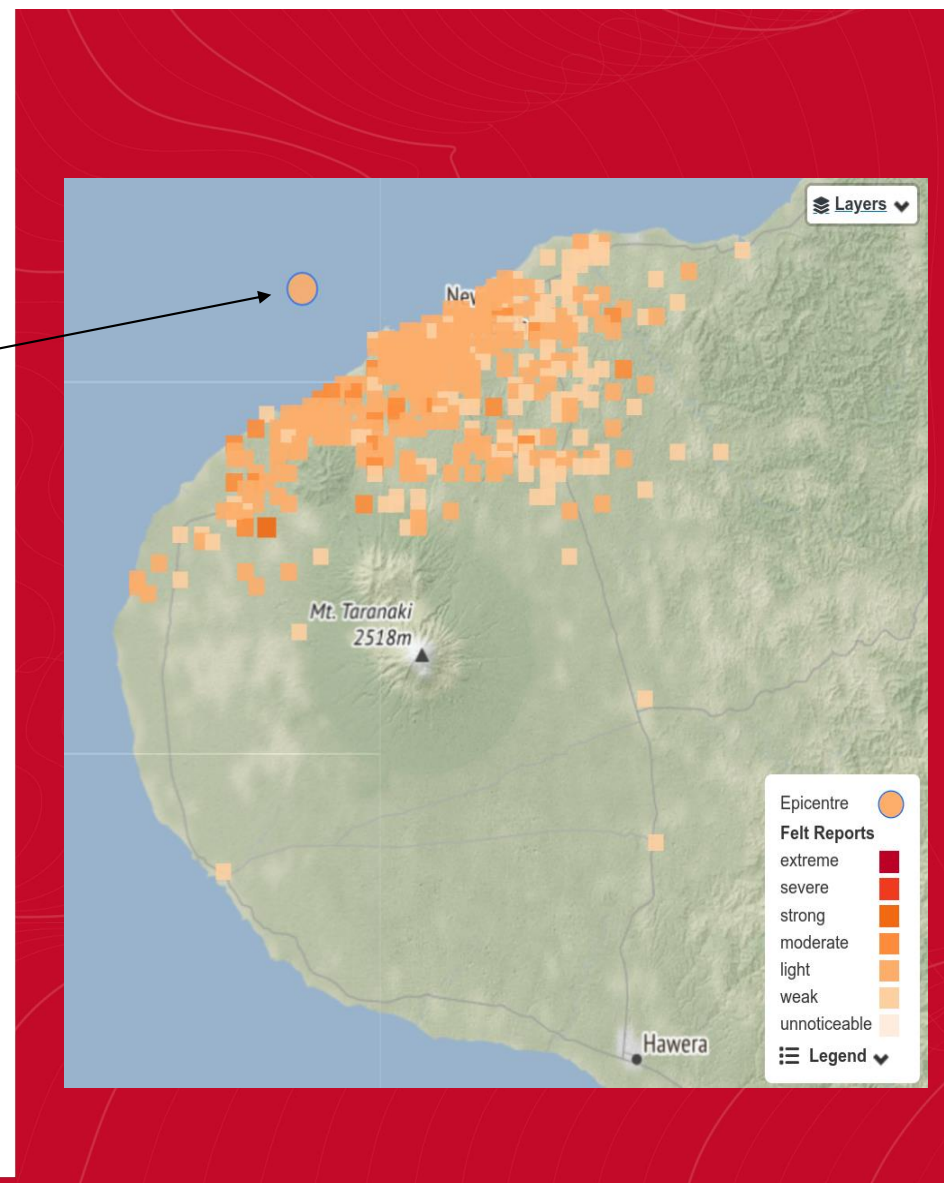
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## Large Event Example (well felt)

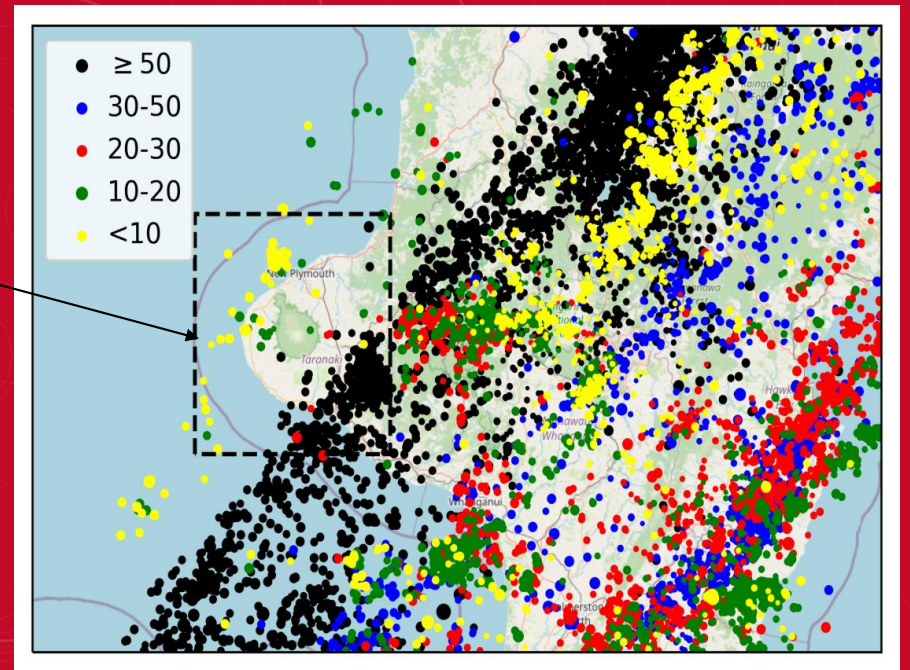
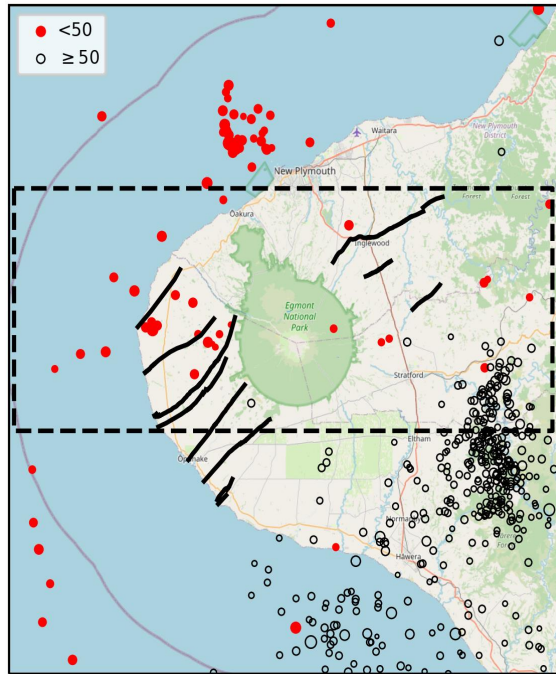
2024-02-12 M3.6  
9:35 PM  
9 km deep  
3300 felt reports

M3.7 at 5:05 PM  
2300 felt reports





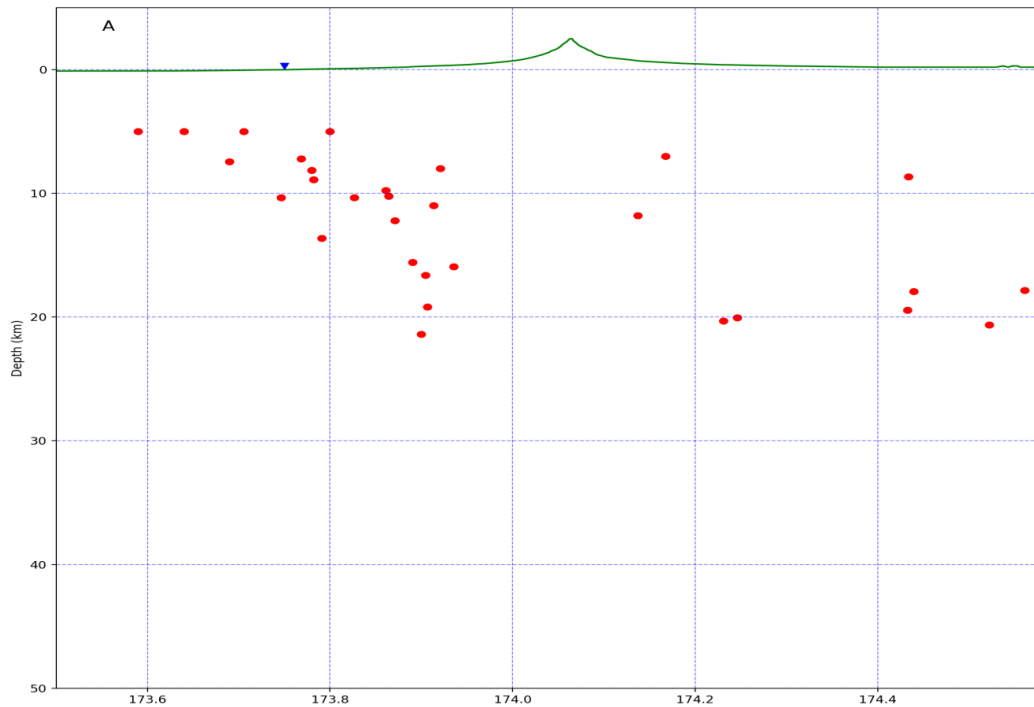
# Taranaki Seismicity Small Part of the Total



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# Earthquake depths

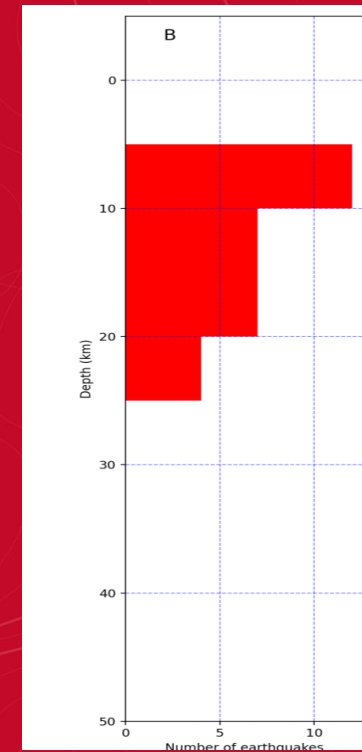
## Mostly Shallower than 20 km



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E-W section

## Numbers per depth slice

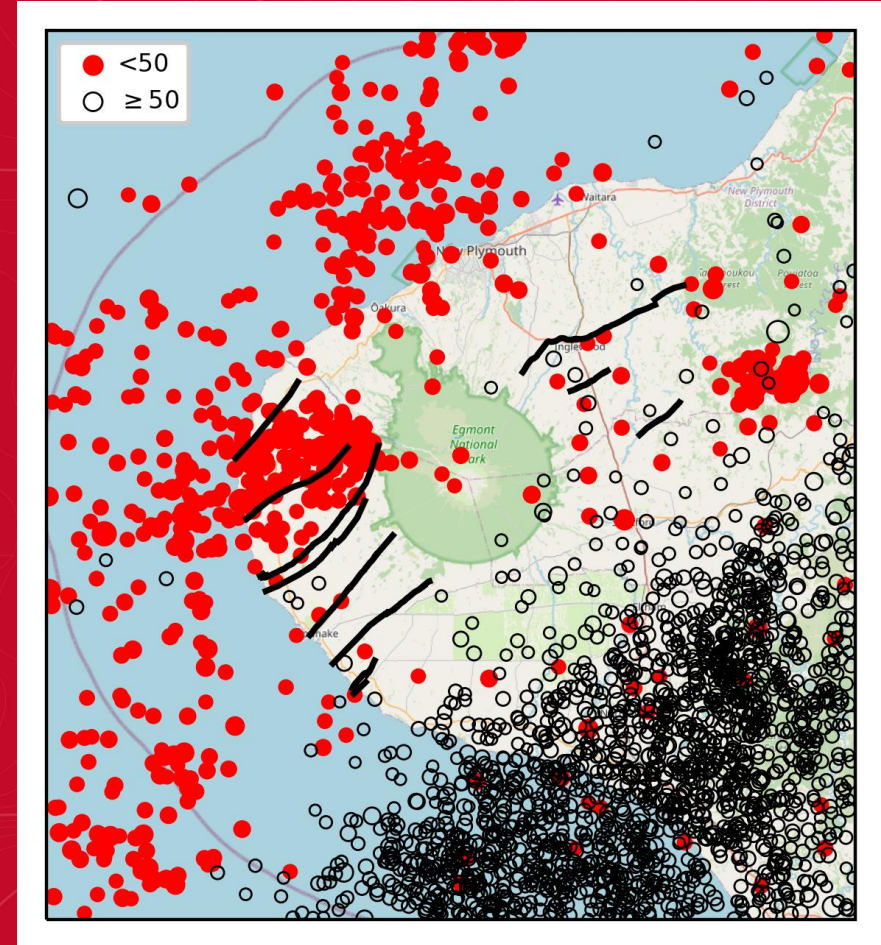


Filtering data since 1994  
 $M \geq 2.7$

## Larger Events are Not So Clustered

Close to uniform detectability

Long-term pattern does not change,  
implies seismicity causes do not change



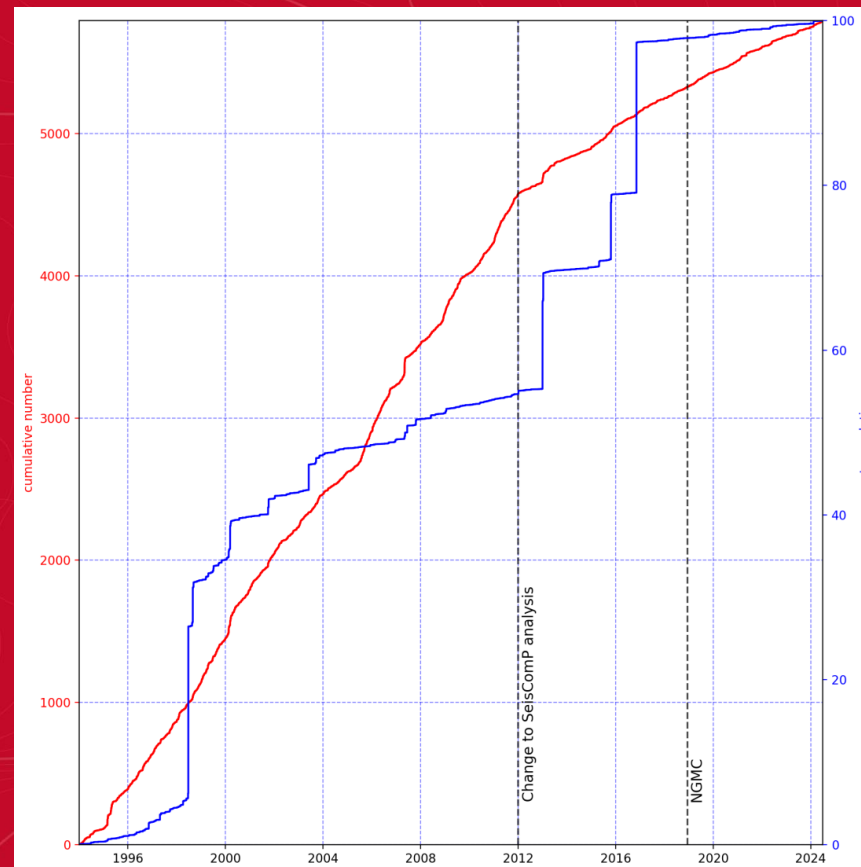
## Rate of Activity

### Numbers drop off since 2012 Energy Jumps

Rate relatively uniform, except for post-2012 drop (due to analysis change- post Chch)

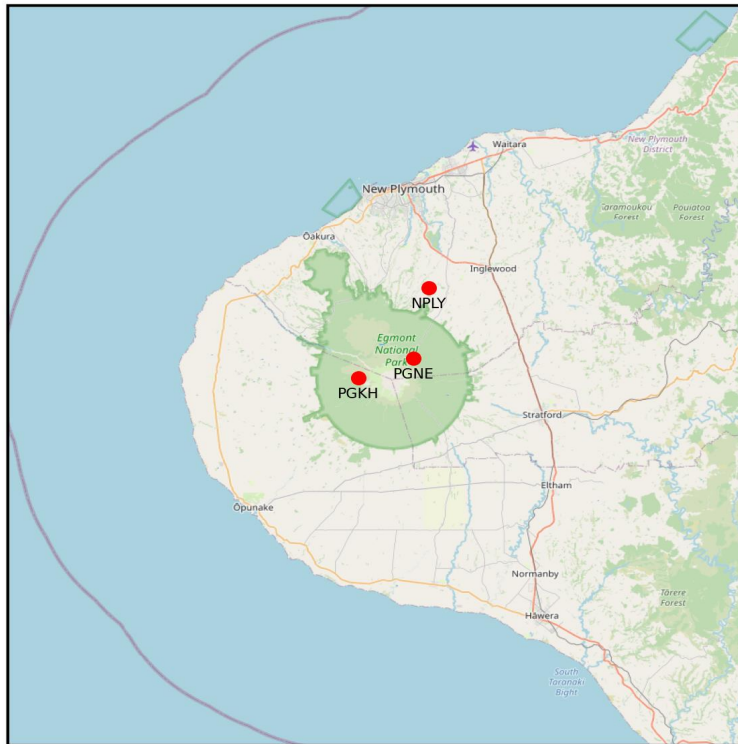
Energy depends largely on highest magnitude earthquakes (M>~5)

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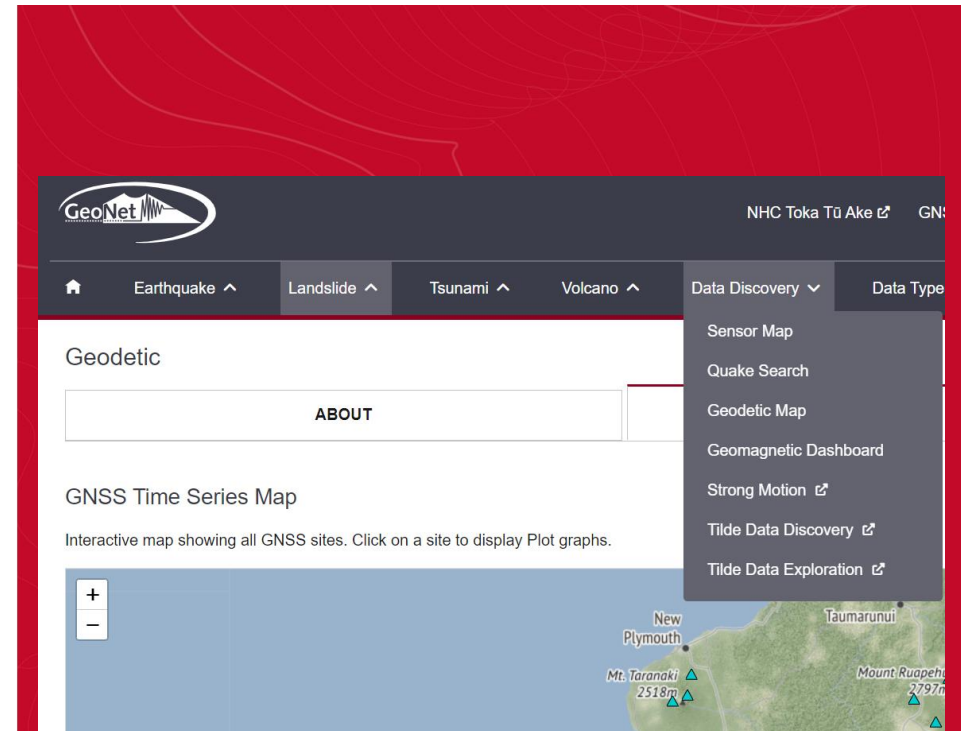




# Deformation Network Unchanged 2023-24

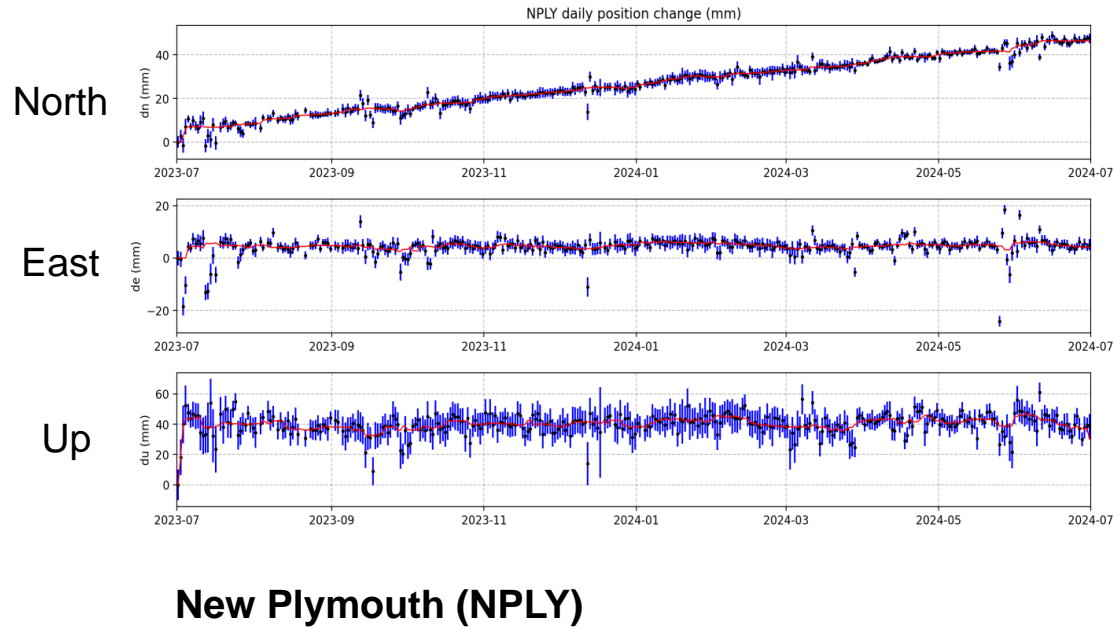


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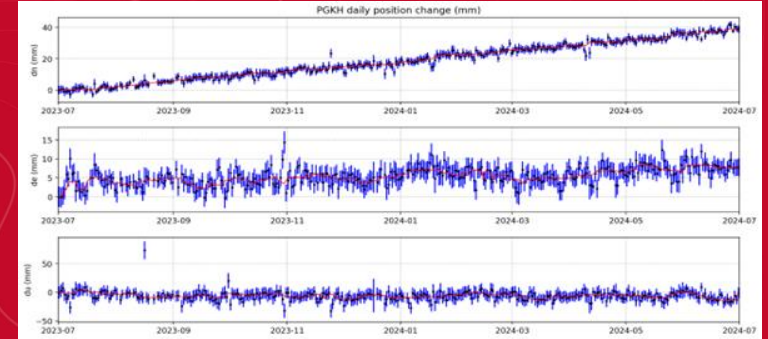
Full network details  
<https://www.geonet.org.nz/data/network/sensor/search>

# Existing Deformation Trends For The Year



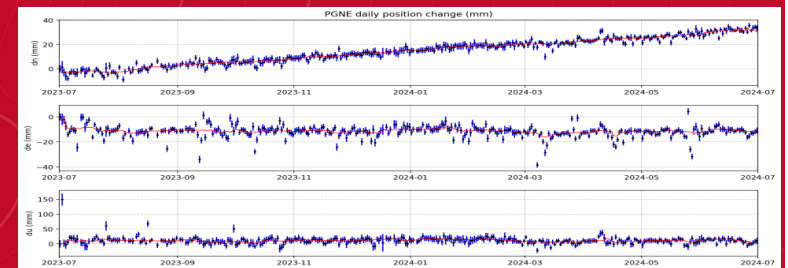
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North  
East  
Up



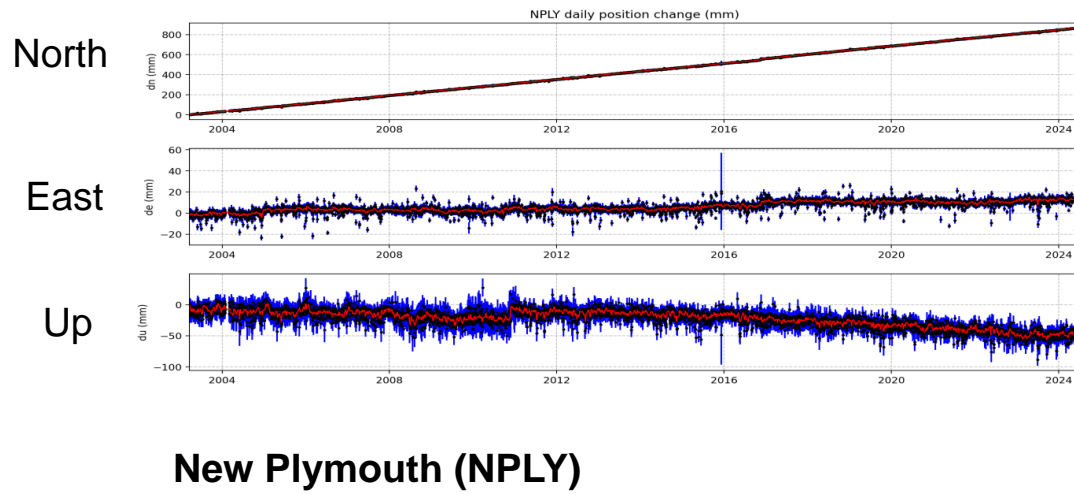
**Kahui Hut (PGKH)**

North  
East  
Up

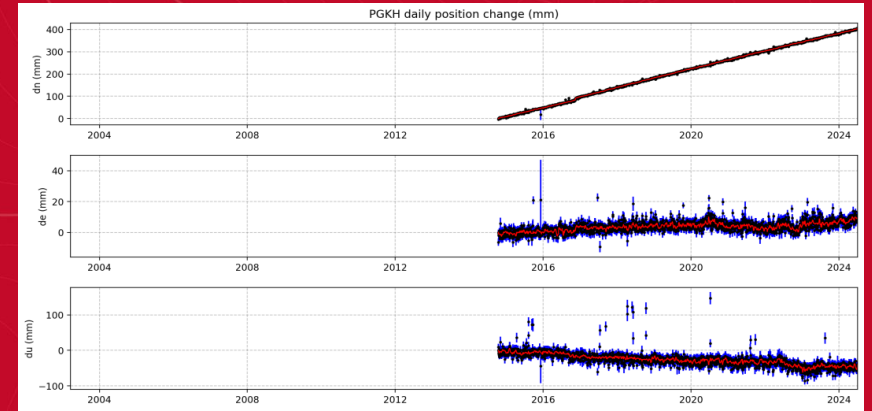


**North Egmont (PGNE)**

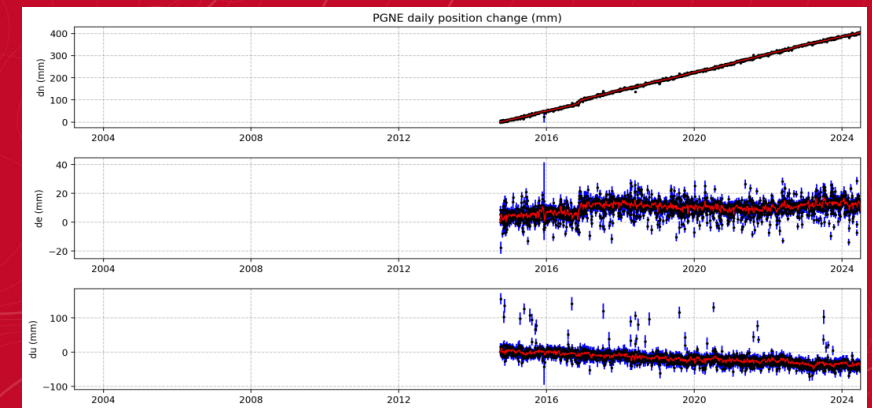
# Long-Term Stability



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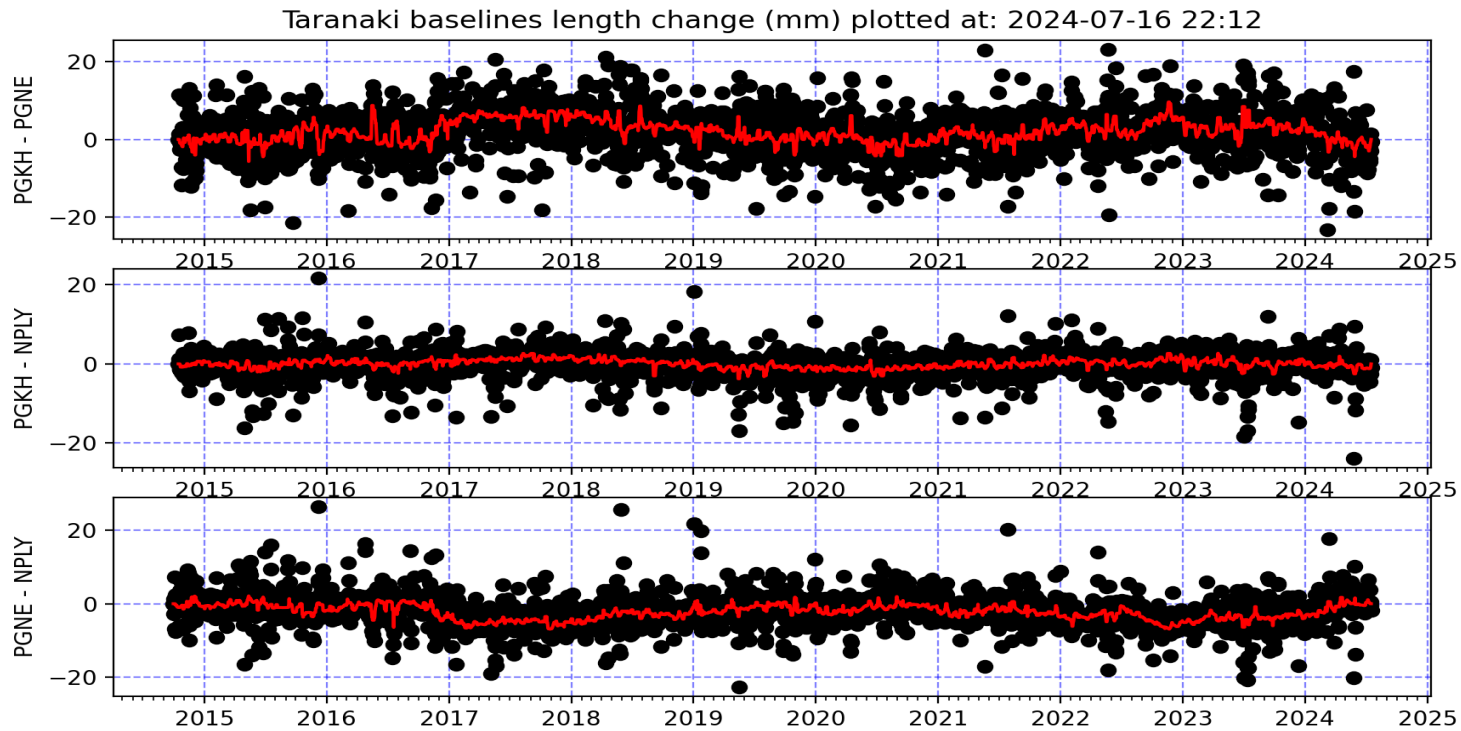


**Kahui Hut (PGKH)**



**North Egmont (PGNE)**

# Inter-Station Distances (Baselines) Stable

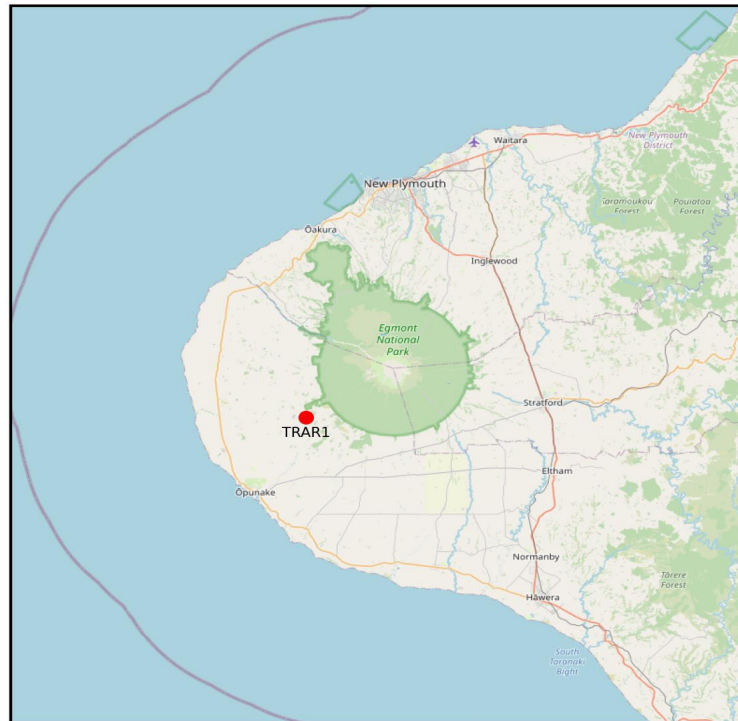


Late-2016 change due to different response to 2016 Kaikoura earthquake!



# Envirosensor Network

Established 2022



Full network details  
<https://www.geonet.org.nz/data/network/sensor/search>

Volcano Monitoring Group

Utilises new Low Rate Data Collection Platform (LRDCP)

## Envirosensors

- Temperature
- Water level
- Rainfall
- Gas concentration
- etc

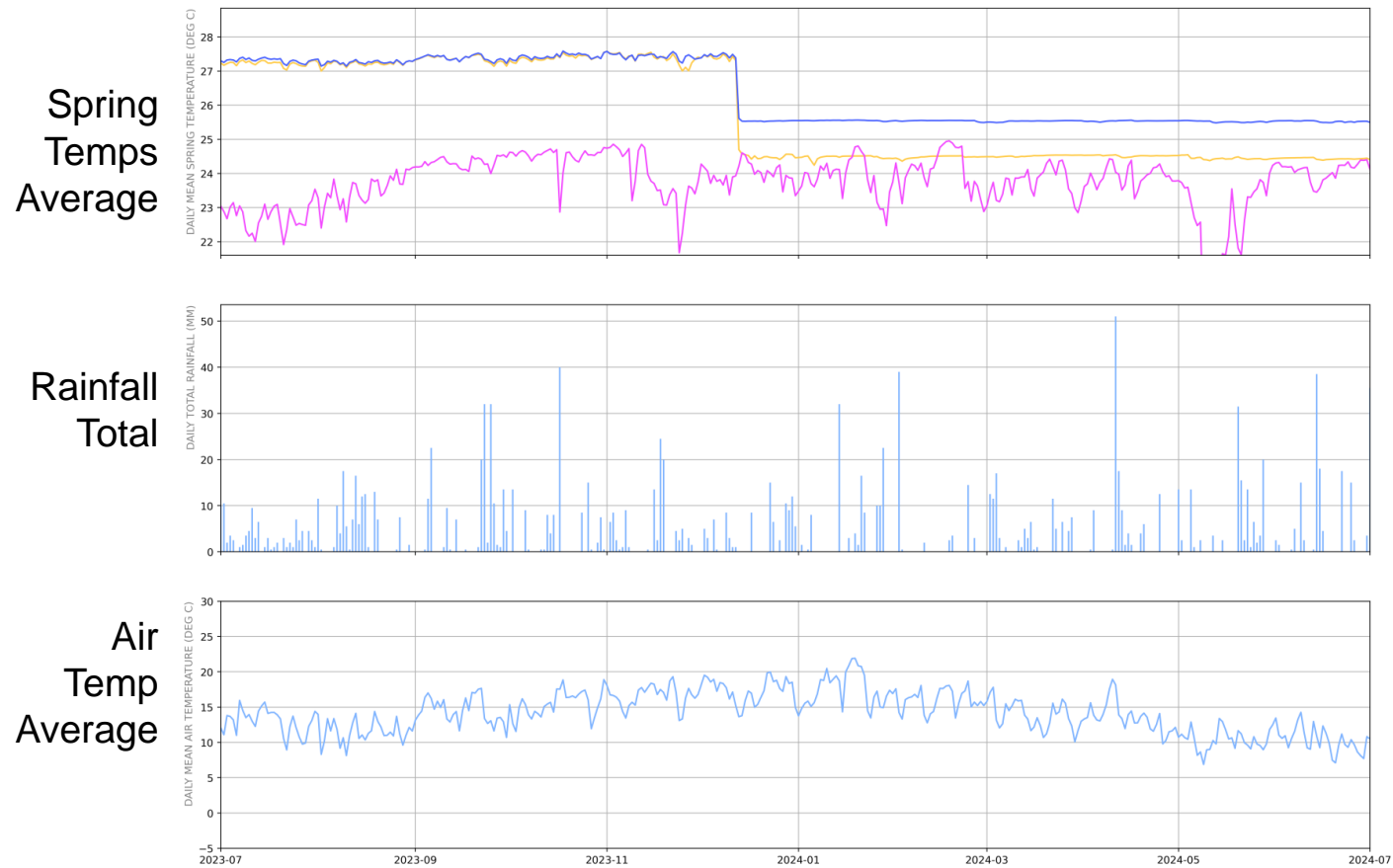
## Platform

- 10-minute sampling
- Hourly retrieval
- Data available through Tilde

<https://tilde.geonet.org.nz/ui/data-discovery#/>

# Arawhata Road Spring

## Temperatures – Sensor Change; Daily Values



## Summary

### **Seismic activity monitoring**

Typical earthquake activity  
Minor network changes

### **Ground deformation monitoring**

No local ground deformation  
No network changes

### **Spring temperature monitoring** (south-west of volcano)

No significant temperature changes  
Minor sensor changes

### **No volcanologically significant activity**

World  
Leading  
Science



[gns.cri.nz](http://gns.cri.nz)



[geonet.org.nz](http://geonet.org.nz)



[eqc.govt.nz](http://eqc.govt.nz)



**Date:** 5 December 2024

**Subject:** National Exercise Ru Whenua After Action Report

**Author:** C Campbell-Smart, Senior Projects Advisor – Taranaki Emergency Management Office

**Approved by** T Velvin, Group Manager/Controller – Taranaki Emergency Management Office

**Document:** TRCID-1492626864-144

### Purpose

1. The purpose of this memorandum is to present the After-Action Report on the Taranaki region's involvement in the nationally lead Ru Whenua exercise.

### Executive summary

2. Taranaki CDEM Group has participated in the National Exercise Ru Whenua exercise series to contribute to national readiness and to test regional arrangements.
3. Ru Whenua After Action Report is included as an attachment to this memorandum.

### Recommendations

That the Taranaki Emergency Management Joint Committee:

- a) receives memorandum, National Exercise Ru Whenua After Action Report
- b) notes the contents of the After-Action Report on the Taranaki region's involvement in the nationally lead Ru Whenua exercise.

### Background

4. The National Emergency Management Agency (NEMA) has conducted national exercise Ru Whenua during 2024, to fulfil national security requirements to test readiness and response arrangements, as per the national exercise plan.

### Discussion

5. The scenario was a largescale earthquake caused by the rupture of the Alpine Fault in the South Island. Most of the direct damage was constrained to the South Island, however North Island impacts included support for national supply chain, receiving environment for mass evacuations and sustained response and recovery resourcing.
6. Taranaki CDEM Group members were active participants over the course of the three exercise days. The feedback received indicated that the regional exercise was an excellent simulation of an actual event of

this scale. Many positives and strengths were highlighted as successes, which supports the good progress made in progressing emergency management capabilities in the region over the past 5 years.

7. More room for improvement is noted, and clear priority actions for improvement have been listed. No major failings are noted and the CDEM Group members should have confidence in the current arrangements and capability.

### **Significance**

8. The matter is consistent with the operative Taranaki CDEM Group Plan and continuous improvement of Emergency Management capability and is therefore considered to be insignificant.

### **Financial considerations—LTP/Annual Plan**

9. This memorandum and the associated recommendations are consistent with the CDEM Group's financial policies, and its members adopted Long-Term Plans and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.

### **Policy considerations**

10. The memorandum is consistent with the *Taranaki CDEM Group Plan* and the *Group Financial Policy*.
11. This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the *Local Government Act 2002*, the *Resource Management Act 1991*, *Local Government Official Information and Meetings Act 1987* and the *Civil Defence Emergency Management Act 2002*.

### **Iwi considerations**

12. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the *Local Government Act 2002*) as outlined in the adopted Long-Term Plan and/or Annual Plan. Similarly, iwi involvement in adopted work programmes has been recognised in the preparation of this memorandum.

### **Community considerations**

13. This memorandum and the associated recommendations have considered the views of the community, interested and affected parties and those views have been recognised in the preparation of this memorandum.

### **Legal considerations**

14. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the CDEM Group listed in Section 17(3) of the *Civil Defence Emergency Management Act 2002* and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

### **Appendices/Attachments**

TRCID-1492626864-153: [Ru Whenua After Action Report - August 2024](#).





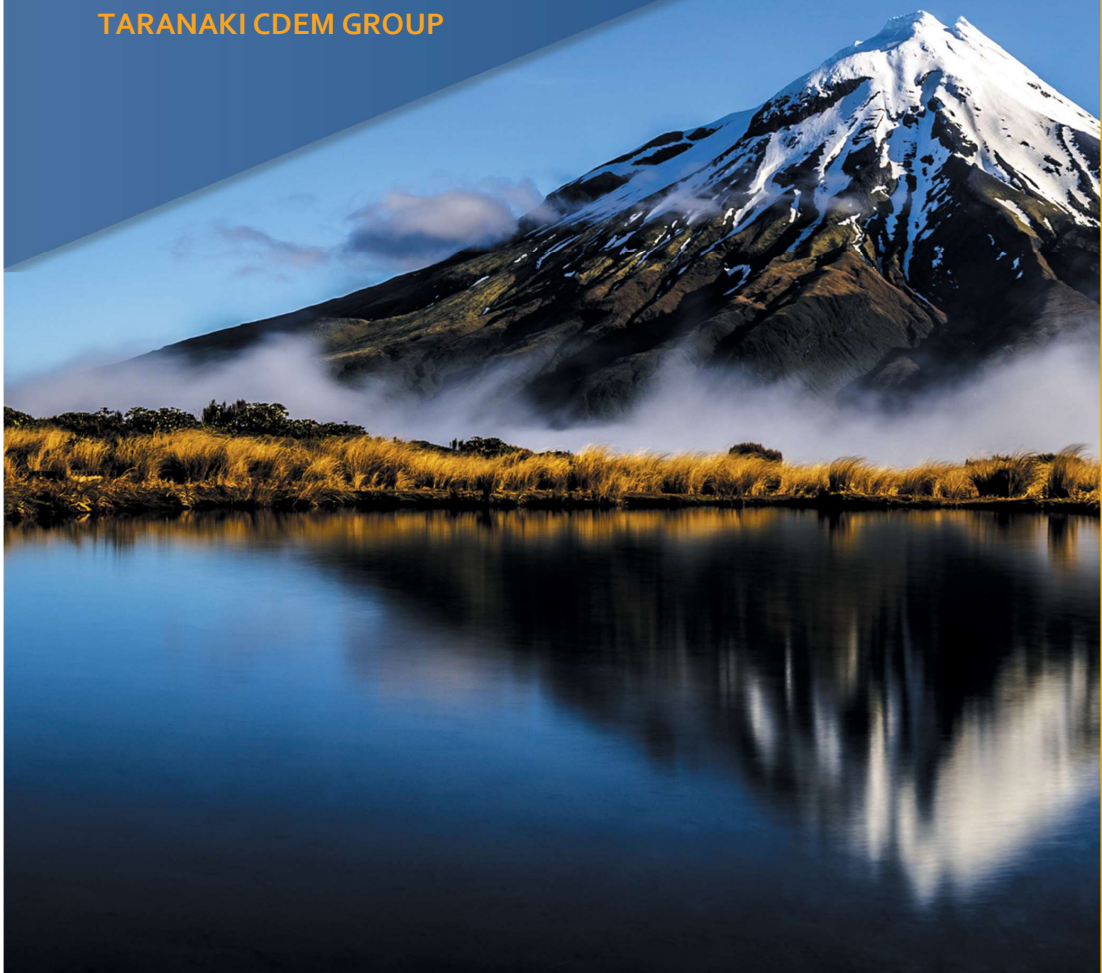
**TARANAKI**  
EMERGENCY MANAGEMENT

# National Exercise Ru Whenua

After Action Report

August 2024

TARANAKI CDEM GROUP



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## Executive summary

The National Emergency Management Agency (NEMA) has conducted national exercise Ru Whenua during 2024, to fulfil national security requirements to test readiness and response arrangements, as per the national exercise plan. Taranaki CDEM Group has participated in this exercise series to contribute to national readiness and to test regional arrangements. The scenario was a largescale earthquake caused by rupture of the Alpine Fault in the South Island. The majority of direct damage was constrained to the South Island, however North Island impacts included support for national supply chain, receiving environment for mass evacuations and sustained response and recovery resourcing.

The exercise format was managed by a national and regional exercise control team, which involved developing exercise parameters and local injects, to drive content and participation throughout the exercise days. Exercise involvement took place over three days and involved participation from the three Emergency Operations Centres and the regional Coordination Centre, and stakeholder agencies.

Regional participation and performance was monitored through an evaluation and monitoring framework, to ensure that lessons were identified and able to be captured into future work priorities. Any major deficiencies would then be incorporated into the current Taranaki CDEM Group Plan review for continued quality improvements.

Taranaki CDEM Group members were active participants over the course of the three exercise days. Feedback received indicated that the regional exercise was an excellent simulation of an actual event of this scale. Many positives and strengths were highlighted as successes, which supports the good progress made in progressing emergency management capabilities in the region over the past 5 years. More room for improvement is noted, and clear priority actions for improvement have been listed. No major failings are noted and the CDEM Group members should feel confidence in the current arrangements and capability.

# Section 1 | Background and Purpose

## 1.1 Background

---

The Alpine Fault, located in the South Island spanning north to south, is one of Aotearoa New Zealand's major fault lines and has the capacity to generate a severe magnitude 8 earthquake, causing loss of life, major devastation, and disruption to the country.

The National Emergency Management Agency (NEMA) issued an Exercise Warning Order for Exercise Rū Whenua 2024, a Tier 4 (national) exercise under the National Civil Defence Emergency Management (CDEM) Exercise Programme and a national exercise on the Interagency National Exercise Programme (NEP). The exercise was led by NEMA and was conducted over three dates in 2024 (June through July 2024), with accompanying lead-up activities taking place prior to the main exercise days.

## 1.2 Aim

---

The national exercise aim was to improve New Zealand's ability to respond to and recover from a significant destructive event.

The Taranaki CDEM aim within Ex Ru Whenua was to test readiness and the ability to provide response and recovery capability to support the national response, whilst maintaining capacity to respond to local and regional emergency events.

## 1.3 Objectives

---

### 1.3.1 National Objectives

There were seven key national objectives as listed below:

1. Lead a coordinated interagency response to significant Alpine Fault earthquake event (NEMA).

2. Support a coordinated interagency response to a significant Alpine Fault earthquake event. Note: This objective is only applicable to the Support Agencies for this exercise.
3. Enable high level all-of-government decision making through the ODESC System.
4. Integrate recovery planning and arrangements into the response.
5. Situational awareness is established and maintained during the exercise.
6. Manage and deliver public information management to establish and maintain public assistance and confidence in the response.
7. Previous lessons identified from interagency activities to engender a culture of continuous improvement. Note: This applies to the exercise process.

### 1.3.2 Regional Objectives.

The Taranaki CDEM Group exercise objectives were aligned to the National objectives, and the consideration for concurrent events was included. There were seven Regional Exercise objectives as listed below:

1. Lead a coordinated regional multiagency response to support the national exercise.
2. Identify opportunities to provide support to EM sector.
3. Maintain situational overview and potential recovery support opportunities.
4. Situational awareness is established and maintained during and post exercise.
5. Monitor and share information across all levels.
6. Provide a space to capture opportunities for improvement throughout the exercise.
7. Provide and maintain capability and capacity to manage concurrent event(s) across Taranaki.

## Section 2 | Exercise Format

### 2.1 Overview

---

The exercise ran over three full days and was conducted in real time and the weather conditions, forecasts and personnel availability on the day applied. Day one of the exercise commenced with a National Warning System notification on or about 0600 hours 12 June. This resulted in the activation of the ECC as well as the three EOC's. Day one was a functional exercise with messages and injects provided by exercise control.

Days two (26 June) and three (10 July) were both tabletop discussions (aka discussion exercises or DISCEX).

#### 2.1.1 Exercise Scenario

The scenario for Ex Rū Whenua was an earthquake of magnitude 8.1 at 5km depth ruptured 400km along the Alpine Fault, in effect "unzipping" the South Island from Fiordland to beyond Lewis Pass. The occurrence of major earthquakes on the Alpine Fault over the last 8000 years was tracked to allow an evidence-based scenario to be run. Research tells us the Alpine Fault produces large earthquakes roughly every 300 years, with the last major event in 1717. This is why we can say that there is a 75 percent probability of an Alpine Fault earthquake greater than magnitude 7 in the next 50 years. The record tells us there is an 80 percent chance that such an event will be greater than a magnitude 8.

For the exercise planning and play, assumptions were made to confine exercise parameters, including:

##### **National**

- There would be no coastal tsunami generated by the earthquake.
- Connectivity and communications may be more reliable than in a real event of this nature.
- The National Crisis Management Centre (NCCMC) in Wellington will be available for the coordination of the national response (an alternative location will not be required).
- Communications with broadcaster/other media will be simulated.

##### **Taranaki**

- Little direct impacts forecast from shaking intensity (Modified Mercalli Index MMI<sub>5</sub>) for region.
- Felt widely, non-structural damage widespread and some cosmetic damage to dwellings.

- National expectation to support the national response through:
  - National supply chain logistics, staging and shipping, to west coast of South Island via Port Taranaki.
  - Emergency shelter of inbound displaced persons from the South Island, caused by mass evacuations.
  - Deployment of emergency management staff, including responding agencies, to support the sustained response and recovery.

Appendix A outlines the AF8 Scenario & Regional Impacts for Taranaki.

## 2.1.2 Participating Agencies

The exercise involved and was led by National Emergency Management Agency (NEMA) with Groups and national agencies participation.

Taranaki CDEM participated and reached out to key stakeholders, partners and agencies through the Emergency Coordination Centre (ECC) once timings for day one (12 June) were confirmed. Taranaki CDEM also activated District Councils EOCs and participated with a focus on local operations and regional coordination requirements.

Taranaki CDEM requested participation of the following external agencies at the ECC:

- Port Taranaki
- New Plymouth Airport.

## 2.1.3 Timings

Day one:

- Wednesday 12 June: Will commence on or about 0830 hours and be completed no later than 1600 hours.

Day two:

- Friday 21 June: Taranaki in-person workshop, 1000 to 1500, 45 Robe Street, New Plymouth.
- Wednesday 26 June: National in-person workshop, business hours, Wellington.

Day three:

- Friday 5 July: Taranaki in-person workshop, 1000 to 1500, 45 Robe Street, New Plymouth
- Wednesday 10 July: National in-person workshop, business hours, Wellington.

### 2.1.4 Exercise Control

Exercise Control was located in the Taranaki ECC (45 Robe Street, New Plymouth) and provided the following roles:

- Provide injects.
- Provide direction for the exercise if required.
- Simulate agency response.
- Liaise with NEMA Exercise Control as and when required.

Exercise Control support will also be represented in the District Council EOCs to receive / disseminate injects, provide troubleshooting and request regional support.

### 2.1.5 Injects

Taranaki Emergency Management developed pre-defined injects based on forecast regional impacts from the macro scenario prepared by NEMA to support preparation.

Development of the overall exercise 'story' is being coordinated through the NEMA-led exercise planning team, working with the exercise leads from each CDEM Group. This will result in a master schedule of events (i.e., the key events that will occur during the exercise).

### 2.1.6 KPIs

Specific KPI's were utilized to evaluate the performance of the Taranaki CDEM Group during the exercise.

*Table 1: Taranaki CDEM KPIs*

<b>Taranaki CDEM Group Objectives</b>	<b>KPI</b>	<b>Evaluation Criteria</b>
Lead a coordinated regional multiagency response to support the national exercise.	NWS notification received.	CDEM team receive NWS notification.
	Provide early engagement and information across networks.	Key stakeholders, partners and agencies are informed.
	Multiagency teleconferences / meetings held.	Key stakeholders are included in / have opportunity to participate in daily teleconference.
	EOCs feed information into ECC.	Status reports received from Emergency Operations Centers (EOCs).



		Restricted information is clearly identified.
	Intel is continually sought, gathered and shared.	SITREPS are provided to NEMA within exercise timeframes. Controller and Function leads are kept updated.
	Action plan is developed and signed by controller for distribution.	Initial Action Plan (IAP) is completed within first hour of ECC activating. Action plan includes provision for concurrent events. Planning process is as per CIMS, 3rd edition.
Test response operating systems.	D4H Operations platform is set up and used for information sharing and storage. Response communication tools used: <ul style="list-style-type: none"> <li>Office 365 and response emails</li> <li>Response Cell phones</li> <li>Arc GIS – common operating picture</li> <li>TEMO Website Response mode</li> </ul>	Platform used (D4H Operations) is operable and accessible. D4H Operations ECC / EOC liaison account access established. Response communication tools used to direct, coordinate and support situational awareness. Visible system and tools displayed within the ECC.
Identify opportunities to provide support to EM sector.	Identify deployable capability from region.	Deployable capability received from TA's, TRC, TEMO and agencies. Deployable capability collated and forwarded to NEMA.
	Reception Departure Centre (RDC) established.	Process for establishment of RDC identified. Locations for RDC's identified.
Maintain situational overview and potential recovery support opportunities.	Recovery to be considered in all decision making. Record of offers of support maintained.	Recovery considerations included in planning and recorded in meeting and decision notes. Offers of support recorded to included availability for future response and recovery support.
Situational awareness is established and maintained during and post exercise.	NCMC to provide regular updates to assist in maintaining situational overview. Access to NEMA teleconferences.	Regular information flow from NEMA / NCMC. Attend NEMA teleconferences.
Monitor and share information across all levels.	Develop a regional communication plan.	Regional communication plan developed.

	Ensure information is accessible across all levels incl. stratcomm, regional, local, community, whanau.	Multiple channels identified to share information.
Provide a space to capture opportunities for improvement throughout the exercise.	ECC staff supported to learn new roles. Opportunity for discussions and idea sharing. Ensure learnings can be captured for sharing and future learning.	ECC staff have positive learning opportunity. Opportunity to break exercise for discussions / learnings if needed. Provide feedback forms throughout exercise.
Provide and maintain capability and capacity to manage concurrent event(s) across Taranaki.	Plans developed for managing a concurrent event in Taranaki. TA's plan for operating at lower staffing capacity due to deployed staff.	Concurrent event planning completed, with scenario planning. Staff liaise with councils to plan for reduced staff capacity.

## 2.2 Day One – Activation Exercise

Day One commenced with 0600 national warning being issued to recipients on the national register, including Taranaki CDEM Group Duty Officer and Duty Controller. Decision to activate the ECC and EOCs were then determined by the respective Group and Local Controllers, with response facilities undertaking respective activation arrangements.

Command and Control of the regional response was established through Initial Action Plans and Situational Reporting, supported by the regional response operating system D4H.

### Staff numbers participating

A total of 154 CDEM personnel participated in Day 1 exercise activation across the following facilities:

*Table 2: Taranaki participation per emergency management facility*

Facility	Staff numbers
ECC	40
New Plymouth EOC	50
South Taranaki EOC	33
Stratford EOC	31

### Activities

Each emergency facility responded to exercise control injects in real time using a CIMS structure. Injects focus attention onto responding to information related to direct impacts, assessed as feasible by exercise control for regional impacts from the scenario. Injects were inputted into different functional team to simulate the variety of pathways response information takes.

Response management practices were used to build situational awareness and direct the response through Action Planning and Situational Reports. This included participation in national Control teleconferences.

## 2.3 Day Two – Sustained Response

The Day Two workshop was a facilitated tabletop discussion regarding what a an AF8 event sustained response in support of the South Island might look like and mean for Taranaki.

The workshop commenced with a discussion regarding Taranaki’s ability to manage regional impacts from an AF8 event and the risk of managing a potential subsequent local event during a sustained response in support of the South Island. A break-out discovery session followed – this session focussed on Taranaki’s ability to support the South Island in a sustained response. This session was broken into two parts – a problems definition workshop and a solutions definition workshop. Each workshop concluded with a room harvest of feedback from participants.

Focus areas within these workshops were how do we manage displaced people coming into the region from the South Island, how do we supply and manage resources to aid in supporting the South Island’s needs, how do we manage surge staff being deployed to aid in the South Island response and what might the Taranaki ECC staffing requirements be during the sustained response phase.

### How do we manage displaced people coming into the region from the South Island?

- What is Taranaki’s capacity and capability to accommodate and care for out of region displaced people
- How will displaced people be transported into the region as well as what will their transport needs be within the region.

Discovery Questions	Discussion Outcomes
Define all ASPECTS of the problem	<ul style="list-style-type: none"> <li>• A receiving environment will need to be set-up (needs assessment, identification, wellbeing, welfare needs, duration)</li> <li>• GP availability within the region to help with health care needs will need to be defined</li> <li>• Mental health professional availability within the region will need to be defined</li> <li>• Interim housing – where and what is our capacity?</li> <li>• Long term house – where and what is our capacity?</li> <li>• Key agencies such as insurers/banks/lawyers</li> <li>• Hospitalisation requirements – capacity and capability</li> <li>• Schooling – capability and capacity</li> <li>• Tracking of who goes where is critical</li> </ul>

	<ul style="list-style-type: none"> <li>Tracking of financials is also critical</li> </ul>
<p>What is the SCALE of the problem?</p>	<ul style="list-style-type: none"> <li>What number of displaced people can we accommodate and care for over a short-term timeframe? What number of displaced people can we care for over a longer-term?</li> <li>Basic needs such as food, warmth, water, shelter are critical in the initial phase of the response.</li> <li>Hygiene facilities at welfare hubs are critical (could potentially utilize stadiums as these have large shower facilities).</li> <li>Welfare and health needs critical and may be an issue</li> <li>How many and how do we manage companion animals that accompany displaced people?</li> </ul>
<p>What is the IMPACT of the problem?</p>	<ul style="list-style-type: none"> <li>Initial temporary housing challenges</li> <li>Initial economic disruptions possible</li> <li>Goods and services likely disrupted as resources are diverted to those most in need</li> <li>Airport and Port disruptions likely as services and resources are prioritised to those most in need.</li> <li>Social impacts</li> <li>Initial infrastructure challenges (increased waste) which would require longer term mitigation strategies put in place</li> <li>Increased winter seasonal illness is possible</li> <li>Initial logistics of the response are setup i.e. FIFO</li> <li>Potential increased impacts be on accommodation facilities</li> <li>Impacts on tourism and planned events such as Womad, Te Matatini National Kapa Haka Festival regarding accommodation capacity and facilities are likely.</li> <li>Impacts to the region's own resources are likely such as increased impacts to roading network, infrastructure, power, water, food sources</li> <li>Health resources are likely to be strained</li> <li>Port and airport facilities likely to be under strain</li> <li>Personnel (such as engineers, response staff, builders, caterers, electricians etc) pressures – will we have enough remaining within the region to operate BAU</li> <li>Mental health impacts</li> <li>Exhaustion factors</li> </ul>

	<ul style="list-style-type: none"> <li>• Trauma and grief factors</li> </ul>
<p>What is our CAPACITY to solve the problem ourselves?</p>	<p>Within the workshops, sources to help resolve the question of capability were defined. However, an audit to help with the question of capacity within these sources was not undertaken during the tabletop workshops.</p> <p>Accommodation Resources within the region include:</p> <ul style="list-style-type: none"> <li>• Hotels</li> <li>• Motels</li> <li>• Marae</li> <li>• Community hubs</li> <li>• Private homes</li> <li>• Book-a-Bach</li> <li>• Tent City (such as WOMAD)</li> <li>• Stadiums</li> <li>• Longer term schooling options need to be explored and defined</li> <li>• Longer term healthcare options need to be explored and defined</li> </ul>
<p>What are the enduring potential IMPACTS to the region?</p>	<ul style="list-style-type: none"> <li>• Knowledge of what is needed and what we have as a region is well understood and operating relatively smoothly</li> <li>• Supply chain logistics considerations better understood</li> <li>• Planning for recovery</li> <li>• Role secondments challenge BAU in organisations</li> <li>• Structures and plans put in place for deployment of staff, goods and resources as well as port and airport plans</li> <li>• Contractors and skilled workforce may temporarily relocate to the South Island as work opportunities open up.</li> <li>• Ultimately, population growth is expected</li> <li>• Increased animal and pet considerations – how can displaced people with pets be managed on a more permanent basis.</li> <li>• Trauma and grief management can be expected to increase after an event such as this</li> <li>• Rise in welfare requirements in general</li> <li>• Addictions management can be expected to rise</li> <li>• Learning and collaboration with new people within the region</li> </ul>



	<ul style="list-style-type: none"> <li>• An increase in the workforce within Taranaki is expected as people decide to permanently relocate</li> <li>• Infrastructure impacts likely</li> </ul>
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### How do we supply and manage resources to aid in supporting the South Island's needs?

- Two key centres were identified within Taranaki to aid in supplying and managing resources to South Island. These are the New Plymouth Airport and Port Taranaki.

Discovery Questions	Discussion Outcomes
Define all ASPECTS of the problem	<ul style="list-style-type: none"> <li>• How do we manage donated goods from around the region</li> <li>• Status of receiving areas in the South Island</li> <li>• How do we manage unloading/dispersion of goods within the South Island – if infrastructure (port/runway/roading) is damaged how to we get goods/resources/people to the right places.</li> <li>• Financial tracking and who pays?</li> <li>• Tracking of goods</li> <li>• Security (none identified)</li> <li>• Receiving locations</li> <li>• Forwarding locations</li> <li>• Limitations of resources (planes, pilots, crews, fuel)</li> <li>• Infrastructure damage (damage to the runway/aircraft)</li> <li>• Flow on/knock on effects</li> <li>• Security (No issue under an emergency (supported by employers)</li> <li>• Define a 'laydown area' for distribution of goods (receiving and forwarding hub)</li> <li>• Limitations of resources (crews, boats, fuel, cranes)</li> <li>• No roll on, roll off capability – crane loading only</li> <li>• Damage to infrastructure/port/vessels</li> <li>• Flow on/knock on effects</li> </ul>
What is the SCALE of the problem?	<ul style="list-style-type: none"> <li>• Regarding the New Plymouth Airport and Port Taranaki, the following aspects were highlighted as considerations within the scale of the problem:</li> </ul>

	<ul style="list-style-type: none"> <li>• Defining receiving and forwarding locations – comms and intel dependant – more an information requirement and less of a scale issue but it could potentially be an issue if clear communication is lacking</li> <li>• Security – nationally controlled but managed on-site</li> <li>• Resources – initial logistics and communications to bring resources into the region to then be distributed via the port or airport</li> <li>• Flow on effects to regular industries such as forestry export halted due to port priorities being redirected.</li> <li>• Tracking of goods being received and forwarded is critical and staff requirements to undertake this</li> <li>• Procurement of goods and staff requirements to undertake this</li> </ul>
<p>What is the IMPACT of the problem?</p>	<ul style="list-style-type: none"> <li>• How do we maintain the regions BAU</li> <li>• Increased traffic and heavy vehicles may increase impacts to roading</li> <li>• Increased traffic and heavy vehicles may disrupt transport routes</li> </ul>
<p>What is our CAPACITY to solve the problem ourselves?</p>	<ul style="list-style-type: none"> <li>• New Plymouth Airport</li> <li>• Hangar storage opportunity – receiving and forwarding hub</li> <li>• Fuel capacity – would require support</li> <li>• Length of runway versus large aircraft – potential issue with the ability for some large aircraft to land but not take off</li> <li>• Operational hours</li> <li>• Aviation restrictions</li> <li>• Staffing capacity</li> <li>• Use of local rotary wing aircraft – Beck Helicopters</li> <li>• Aviation maintenance schedules</li> <li>• Potential to utilise recreational aerodromes (Stratford and Hawera)</li> <li>• People movement opportunity (fly resources into South Island and fly displaced people out).</li> <li>• Port Taranaki</li> <li>• 2 x petrochemical berths</li> <li>• 3 x 'other' berths</li> <li>• Ability to carry bulk and containerised goods only</li> <li>• Crane loading/no roll on, roll off capability</li> <li>• Deep water port</li> </ul>

	<ul style="list-style-type: none"> <li>• Long term storage limitations</li> <li>• 24-hour operations</li> <li>• Available labour to load/unload – Pilots/stevedores</li> <li>• 2 hours to berth a vessel/1 hour to let a vessel go from port</li> <li>• Offloading/onloading timeframe is dependent on nature of the cargo</li> <li>• Offshore support vessel – chartered by external agency which would require increased capacity</li> <li>• Reliance on a third-party component – an agent and charter party agreement</li> </ul>
What are the enduring potential IMPACTS to the region?	<ul style="list-style-type: none"> <li>• Nil</li> </ul>

### How do we manage surge staff being deployed to aid in the South Island response?

Discovery Questions	Discussion Outcomes
Define all ASPECTS of the problem	<ul style="list-style-type: none"> <li>• Identify the regions surge staff capacity</li> <li>• Identify what expertise the regions surge staff have</li> <li>• Wellbeing of staff that have mobilised is critical</li> <li>• H &amp; S</li> <li>• Logistics (travel, accommodation, food, healthcare)</li> <li>• Working environment (work hours)</li> <li>• Demobilisation of staff</li> <li>• Stand down period</li> <li>• Welfare checks</li> </ul>
What is the SCALE of the problem?	<ul style="list-style-type: none"> <li>• Identify what the South Island requires regarding surge staff – do we have what they need?</li> <li>• Ongoing/prolonged support requirements – dependant on regional status of response and staff availability</li> <li>• Duration of response</li> </ul>
What is the IMPACT of the problem?	<ul style="list-style-type: none"> <li>• BAU impacts</li> <li>• Welfare of staff</li> </ul>

What is our CAPACITY to solve the problem ourselves?	<ul style="list-style-type: none"> <li>Liaison with partner agencies – FENZ/Police/Building assessors/EOC staff/Search and Rescue/LANDSAR)</li> </ul>
What are the enduring potential IMPACTS to the region?	<ul style="list-style-type: none"> <li>Length of response may impact BAU responsibilities within organisations.</li> <li>Mental health and wellbeing impacts if staff are deployed for a prolonged period.</li> </ul>

What might the Taranaki ECC staffing requirements be during the sustained response phase?

Discovery Questions	Discussion Outcomes
Define all ASPECTS of the problem	<ul style="list-style-type: none"> <li>Increased workload for staff remaining in ECC due to sustained response requirements</li> <li>Management of any concurrent events</li> <li>Tracking of deployed staff – who is where and how do we manage them remotely</li> <li>Increased requirement for the welfare function to coordinate</li> <li>Port and Airport liaison roles critical</li> <li>Iwi representative critical</li> <li>Awareness of impacts to deployed experts and the impacts to their BAU (this may be on their mind)</li> <li>Leadership</li> <li>Internal welfare of staff</li> <li>Awareness of others within Taranaki that understand CIMS – support options to call upon</li> <li>Increased workload due to care of displaced people</li> </ul>
What is the SCALE of the problem?	<ul style="list-style-type: none"> <li>Increased needs within:                             <ul style="list-style-type: none"> <li>Welfare function</li> <li>Logistics function</li> <li>Operations function</li> <li>Liaisons</li> </ul> </li> </ul>

What is the IMPACT of the problem?	<ul style="list-style-type: none"> <li>• Potential staff burnout if not managed adequately</li> <li>• Potential for needs of the ECC/region to not be met if a concurrent event occurs</li> <li>• Potential for needs of the ECC/region to not be adequately met if too many staff deployed to the South Island</li> </ul>
What is our CAPACITY to solve the problem ourselves?	<ul style="list-style-type: none"> <li>• Maintaining an adequate level of staff numbers within critical functions is critical to mitigate burnout</li> <li>• Regular roster rotations to mitigate burnout</li> </ul>
What are the enduring potential IMPACTS to the region?	<ul style="list-style-type: none"> <li>• Not defined</li> </ul>

### Sources of Support

Sources of support that the Taranaki region may turn to during the sustained response phase were also discussed. The following is a summary of these sources:

Sources of Support	Key Considerations
Volunteers	<ul style="list-style-type: none"> <li>• Volunteer coordination – who will, and how will this be managed</li> </ul>
Fast Moving Consumer Goods	<ul style="list-style-type: none"> <li>• Via 'inland port' at Palmerston North</li> </ul>
Regional Public Service	<ul style="list-style-type: none"> <li>• Central Government integration</li> <li>• TEMO accommodation</li> <li>• Psychosocial</li> </ul>
Defence/Army	<ul style="list-style-type: none"> <li>• Supply Chain</li> <li>• Planners</li> <li>• Catering</li> <li>• Accommodation</li> <li>• Emergency water sanitation capabilities</li> <li>• CIMS Staff</li> <li>• Warehousing</li> <li>• Helicopter supply</li> <li>• Logistics</li> </ul>

Oil and Gas Sector	<ul style="list-style-type: none"> <li>• CIMS Staff</li> <li>• Warehousing</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>• Warehousing</li> <li>• Helicopter Supply</li> <li>• Logistics</li> </ul>
Community Partner Agencies	<ul style="list-style-type: none"> <li>• Red Cross</li> <li>• LANDSAR</li> <li>• St Johns</li> <li>• Surf Lifesaving</li> </ul>
Council Subject Experts	<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Event Managers</li> <li>• Planners</li> <li>• Resource Recovery</li> <li>• Legal</li> <li>• Governance</li> <li>• Facilities</li> <li>• Contracts</li> <li>• IT</li> <li>• Finance</li> <li>• Urban Design</li> <li>• Engineers</li> <li>• Communications</li> </ul>

## 2.4 Day Three – Transition to Recovery

The Day Three workshop was a facilitated tabletop discussion regarding what an AF8 event recovery in support of the South Island might look like and mean for Taranaki.

The workshop commenced with a discussion to enhance understand and readiness for recovery. Break-out discovery sessions followed – focussed holistic consequence assessment following on from the defined sustained response impacts (day #2), recovery stakeholders, recovery scorecard to consider coordination requirements to manage to medium to long-term regional recovery impacts, and transition between response and recovery.

Each workshop concluded with a room harvest of feedback from participants. The following is a collation of this information:

### Holistic Consequence Assessment

Understanding recovery impacts to be managed was aided by forecasting consequences and impacts from emergencies across the short, medium and long term timescale for the four recovery environments (built, natural, economic and social).

Discovery Questions	Discussion Outcomes
Built Environment Impacts	<p>Short-term direct considerations include</p> <ul style="list-style-type: none"> <li>• Essential services</li> <li>• Infrastructure assessments</li> <li>• Roothing</li> <li>• Residential and commercial dwelling (repairs and construction)</li> <li>• Impacts to speed of data (due to loading)</li> </ul> <p>Short-term indirect considerations include</p> <ul style="list-style-type: none"> <li>• Loading on services</li> <li>• Diminished assets, skills, resources (relocated to South Island).</li> <li>• Impacts to BAU commercial operations at Port Taranaki and Taranaki Airport.</li> <li>• Addition demand on water supplies.</li> </ul> <p>Medium-term direct considerations include</p> <ul style="list-style-type: none"> <li>• Resourcing requirements and planning of remedial work from infrastructure assessments (residential, commercial, roading/infrastructure).</li> </ul>



	<ul style="list-style-type: none"> <li>• Management of comms demand</li> <li>• Key transport hubs for Ops (Port Taranaki, Taranaki Airport)</li> <li>• Ongoing demand for key logistical items (heavy machinery, skilled people and resources, rural needs – hay, food/water/essential items such as toilet paper).</li> </ul> <p>Key considerations within the built environment include</p> <ul style="list-style-type: none"> <li>• Infrastructure (when with this be back to BAU?)</li> <li>• Loading on critical infrastructure (from displaced South Islanders)</li> <li>• Wastewater (planning – new dwellings, increased demand, more risk)</li> <li>• More cars in the region (air pollution, public transport – re planning and more routes, more strain on roading network)</li> <li>• Access to safe drinking water (consenting for water demands), budgets, overall project to look at impacts (Councils, DoC, Stakeholders – MPI, MSD etc).</li> </ul>
<p>Natural Environment Impacts</p>	<ul style="list-style-type: none"> <li>• Increased rubbish (what will happen to the South Islands rubbish if they have lost dumps/sorting depos, locally – increased waste collections – Council waste management)</li> <li>• Impacts from potential freedom camping</li> <li>• Infrastructure failure due to overload (environmental impacts e.g. waste water spill – not prepared for extra volume)</li> <li>• Increased traffic into Port Taranaki increases the risk of oil spill incidents.</li> <li>• Tourist spots may also be impacted (more people using hiking tracks and DoC huts, more people fishing).</li> </ul>
<p>Economic Environment Impacts</p>	<p>Short-term considerations to the economy may include</p> <ul style="list-style-type: none"> <li>• Supply chain (in and out)</li> <li>• Influx of people (accommodation and food – economic spread)</li> <li>• Gas (production pause, increased demand)</li> <li>• Increased LPG demand unable to be supplied from NZ extraction, resulting in increased importation</li> <li>• Demand for specialist services such as agriculture, building assessments and consenting, geotechnical and engineering.</li> <li>• Outreach including key industry and business associations.</li> </ul> <p>Medium-term considerations to the economy may include</p>

<p>Social Environment Impacts</p>	<ul style="list-style-type: none"> <li>• Regulatory functions (less expertise in the region, BAU more difficult, rapid assessments completed)</li> <li>• Contractors such as Fulton Hogan and Downer (significantly engaged in the South Island recovery – capital works programme, infrastructure maintenance which means less capacity in Taranaki region).</li> <li>• Supply and demand (wages in the South Island versus locally – potential for increased relocation to 'where the money is'), influx of people.</li> </ul> <p>Short-term considerations include:</p> <ul style="list-style-type: none"> <li>• Housing and food demands</li> <li>• Mental/psychological support requirements likely to increase</li> <li>• Structured engagement of children (progressive e.g. schooling)</li> <li>• Healthcare (GP's, pharmacy, specialists, mortalities all have the potential to increase demand for resources in this sector)</li> <li>• MSD financial needs likely to increase in demand</li> <li>• Digital/IT accessibility and telecommunications increased demand</li> <li>• Welfare needs likely to increase in the region</li> <li>• Distribution of resources considerations and the knock on effects of this</li> <li>• Increased anxiety</li> <li>• Pet and animal welfare</li> <li>• Iwi/cultural needs in a social aspect – be inclusive (we're all in this together attitude).</li> <li>• Local considerations include – welfare of deployed staff, local media.</li> </ul> <p>Medium-term considerations include:</p> <ul style="list-style-type: none"> <li>• Addictions management</li> <li>• Increased domestic family concerns</li> <li>• Social saturation regionally needs consideration</li> <li>• Permanent relocation – integration into the new, supporting agencies up and running (insurance companies, rebuilding of homes, transportation to and within in the South Island</li> <li>• Major infrastructure repairs such as water and power underway),</li> <li>• Children's needs</li> <li>• Geographic isolation</li> </ul>
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	<ul style="list-style-type: none"> <li>• Weather impacts – is it safe to return to the South Island during winter,</li> <li>• Generational impacts, aged community needs, vulnerable community needs, people drawn to going back to their new normal – numbers coming in decrease versus those that do not want to return.</li> </ul>
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### Recovery Stakeholders

The following key delivery stakeholders who would likely be involved in the recovery phase were identified.

Discovery Questions	Discussion Outcomes
<p>Who are the agencies/organisations and stakeholders likely to be involved in support of the recovery phase.</p>	<ul style="list-style-type: none"> <li>• Contractors – roading, building assessors, 3 waters, waste, builders, engineers, CityCare, Veolia</li> <li>• Police – initial response contact and continued public order during recovery phase</li> <li>• FENZ – evacuation, rural access, helicopter</li> <li>• Volunteer Groups such as:                         <ul style="list-style-type: none"> <li>○ SLS – help in evacuations, more in recovery phase</li> <li>○ Student Army – recovery phase</li> <li>○ Public – recovery phase</li> <li>○ Rapid Response Team – welfare, food delivery</li> <li>○ Marae – welfare, food delivery</li> </ul> </li> <li>• St Johns – medical emergencies</li> <li>• Coast Guard</li> <li>• Council Units – animal control, health team (contaminated sewage, food safety), environmental (response – debris removal), building assessments, 3 waters team (contamination, stormwater, drinking water)</li> <li>• Neighbouring Councils – coordination of resources, national response</li> <li>• Power companies – continuity of services</li> <li>• Telecommunications companies – continuity of services</li> <li>• Energy Utilities – continuity of services</li> <li>• Immigration – MBIE, MSD</li> <li>• Councils</li> <li>• Business sector – major industry, motels, projects managers</li> </ul>

- VT, TCoC, Bizlink, hospitality association
- NEMA
- Rural Advisory Group
- Defence
- NZTA
- Rescue Helicopter

### Recovery Scorecard

A recovery scorecard exercise was undertaken to assess the scale of impacts that the Taranaki region will need to manage from the national disruption from the scenario, using a sector development nationally consistent process (see Figure 1: Taranaki region recovery scorecard for national exercise Ru Whenua below).

The exercise canvassed the views of attendees of how complex and difficult the management of recovery within the region will be.

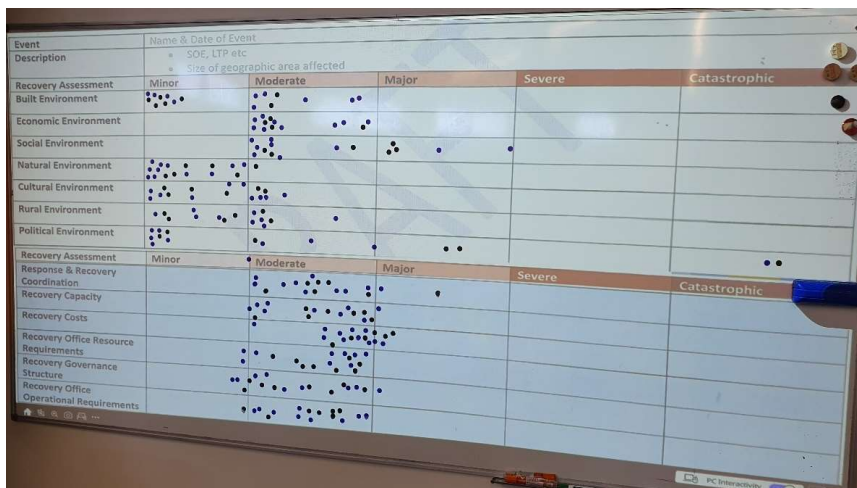


Figure 1: Taranaki region recovery scorecard for national exercise Ru Whenua

### Recovery Transition

A final discussion workshop session was held to test alignment between Controllers / senior response staff and Recovery Managers around the timeframes and handover process (essentially the transfer of power). The discussion highlighted the close alignment of views from both workshop groups, indicating a shared common understanding of regional impacts and implications to be

managed. This alignment reinforces the strong coordination and alignment for both response and recovery capabilities.

## Section 3 | Debrief & Evaluation

### 3.1 Debrief Plan

Each Emergency Management facility requested staff to note learnings and improvement opportunities throughout the exercise. Feedback was to be solution focused, looking at opportunities for improvements and where KPI's have met, or further work is needed.

Feedback was collated via:

- Post event via a hot debriefs at the conclusion of Day One (all facilities).
- Cold debriefs held by each respective response facility, approximately one week following the exercise.
- A regional lessons identification session held at the conclusion of Ru Whenua day 3 exercise to share notes and debrief. This focussed on regional opportunities for improvement.

### 3.2 Evaluation of KPIs

KPI's were reviewed by the exercise control team post debrief processes. The focus was on regional emergency management performance and identifying corrective actions to progress our collective capability.

Summary of performance and corrective actions and identified below in Table 3: Taranaki KPI's and Corrective Actions.

Table 3: Taranaki KPI's and Corrective Actions

Taranaki CDEM Group Objectives	KPI	Evaluation Criteria	Performance	Corrective Actions
Lead a coordinated regional multiagency response to support the national exercise.	NWS notification received.	CDEM team receive NWS notification.	<ul style="list-style-type: none"> <li>• NWS not disseminated within a timely manner to TA contacts.</li> <li>• Not consistent with Duty Officer processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Review NWS regional contacts.</li> <li>• Strengthen coordination and NWS message dissemination – within Duty Officer Manual.</li> </ul>

	Provide early engagement and information across networks.	Key stakeholders, partners and agencies are informed.	<ul style="list-style-type: none"> <li>No proactive reach out from ECC.</li> <li>Very difficult to contact ECC. Systems issues resulted in ECC slow to establish response rhythm.</li> <li>Single Control teleconference held at 1130.</li> </ul>	<ul style="list-style-type: none"> <li>Reinforce early establishment of response rhythm at Control Function Meeting.</li> <li>Establish more regular Control touchpoints.</li> <li>Initial Action Plan early dissemination</li> <li>EA Control roles strengthened to reinforce coordination between ECC and EOC facilities.</li> <li>Activation protocol created within Response Manual.</li> </ul>
	Multiagency teleconferences / meetings held.	Key stakeholders are included in / have opportunity to participate in daily teleconference.	<ul style="list-style-type: none"> <li>National teleconference held 1100, but poorly coordinated.</li> <li>National declaration not formalised to ECCs in timely manner and picked up PIM function.</li> <li>Information not proactively sought by ECC.</li> </ul>	<ul style="list-style-type: none"> <li>Response rhythm established by ECC to incorporate more frequent touchpoints.</li> <li>Include Response Mgr., Control EA, in addition to Controller.</li> <li>Need to deconflict with regional schedule and response rhythm.</li> </ul>
	EOCs feed information into ECC.	Status reports received from Emergency Operations Centres (EOCs). Restricted information is clearly identified.	<ul style="list-style-type: none"> <li>Sit Reps sent per time request.</li> </ul>	<ul style="list-style-type: none"> <li>Clarify Intel expectations in advance.</li> <li>Response schedule would reinforce this.</li> </ul>
	Intel is continually	SITREPS are provided to NEMA within	<ul style="list-style-type: none"> <li>Shared via email addresses.</li> </ul>	<ul style="list-style-type: none"> <li>Review email addresses and confirm</li> </ul>



	sought, gathered and shared.	exercise timeframes. Controller and Function leads are kept updated.	<ul style="list-style-type: none"> <li>Email addresses confusing.</li> <li>Duplication of Sit Rep dissemination and availability in D4H Operations.</li> <li>Intel teleconference to set expectations on information flow and sharing EOC to ECCs effective.</li> </ul>	<p>communication channels early.</p> <ul style="list-style-type: none"> <li>Business rules around communication channels and methods.</li> <li>Review sharing and access within D4H Operations – negates the need to email Sit Reps.</li> </ul>
	Action plan is developed and signed by controller for distribution.	Initial Action Plan (IAP) is completed within first hour of ECC activating. Action plan includes provision for concurrent events. Planning process is as per CIMS, 3rd edition.	<ul style="list-style-type: none"> <li>Timing of Initial Action Plan (IAP) too late.</li> <li>Need #1 at early, i.e. 0930</li> <li>#2 at 1200</li> </ul>	<ul style="list-style-type: none"> <li>Reinforce early establishment of response rhythm at Control Function Meeting.</li> <li>Initial Action Plan early dissemination.</li> <li>Teams control call frequency established.</li> </ul>
Test response operating systems.	D4H Operations platform is set up and used for information sharing and storage. Response communication tools used: Office 365 and response emails Response Cell phones Arc GIS – common operating picture TEMO Website Response mode	Platform used (D4H Operations) is operable and accessible. D4H Operations ECC / EOC liaison account access established. Response communication tools used to direct, coordinate and support situational awareness.	<ul style="list-style-type: none"> <li>D4H Operations used as intended.</li> <li>Training held up well.</li> <li>New staff to the system managed to use it.</li> <li>Champions available to trouble shoot.</li> <li>Some delete information issues – due to over typing in</li> </ul>	<ul style="list-style-type: none"> <li>D4H Operations logging a bit complicated. Need better guidance.</li> <li>Continue to deliver CIMS function training and D4H system sessions.</li> <li>More clarity of who is responsible for completing – in the suggestion text.</li> <li>Response SharePoint</li> </ul>

		<p>Visible system and tools displayed within the ECC.</p>	<p>the form capture.</p> <ul style="list-style-type: none"> <li>IT issues with Function Laptops struggled to load and get access to office 365.</li> <li>Old device credentials (not updating) caused log in issues.</li> <li>Discrepancy between function laptops and account credentials.</li> <li>Cell phone not supplied for Iwi Representative.</li> <li>Older cell phones not easy to use (non-touch screens).</li> <li>Old phones not fit for purpose, some replaced with touchscreen.</li> <li>GIS established at ECC.</li> <li>Minor operational details to be actioned.</li> <li>Website was established and content loaded</li> </ul>	<p>project needs to solve the issue with remote office 365 access – emails, response documents etc.</p> <ul style="list-style-type: none"> <li>Long-term move towards a BYO device approach.</li> <li>Audit of IT accounts and devices, include updating requirements (frequency).</li> <li>Response Cell phone review.</li> <li>Pre-load communication channels and methods within IAP templates.</li> <li>GIS functioned well – more operational clarity required.</li> <li>PIM clarity of roles and responsibilities required.</li> </ul>
<p>Identify opportunities to provide support to EM sector.</p>	<p>Identify deployable capability from region.</p>	<p>Deployable capability received from TA's, TRC, TEMO and agencies.</p>	<ul style="list-style-type: none"> <li>Exercise did not push strongly into quantifying deployable capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure past process is captured in Response Manual.</li> </ul>

		Deployable capability collated and forwarded to NEMA.	<ul style="list-style-type: none"> <li>Past processes ran well within central coordination.</li> </ul>	
	Reception Departure Centre (RDC) established.	Process for establishment of RDC identified. Locations for RDC's identified.	<ul style="list-style-type: none"> <li>Thought of at both EOC and ECC level.</li> </ul>	<ul style="list-style-type: none"> <li>Capture process for care of people in Response Manual.</li> </ul>
Maintain situational overview and potential recovery support opportunities.	Recovery to be considered in all decision making. Record of offers of support maintained.	Recovery considerations included in planning and recorded in meeting and decision notes. Offers of support recorded to included availability for future response and recovery support.	<ul style="list-style-type: none"> <li>Recovery Manager present at EOC and ECC (bar SDC).</li> <li>Recovery considered within each exercise day.</li> </ul>	<ul style="list-style-type: none"> <li>2IC recovery manager at Stratford needed.</li> </ul>
Situational awareness is established and maintained during and post exercise.	NCMC to provide regular updates to assist in maintaining situational overview. Access to NEMA teleconferences.	Regular information flow from NEMA / NCMC. Attend NEMA teleconferences.	<ul style="list-style-type: none"> <li>Poor distribution of national sit rep or key event information (i.e. Declaration of National Emergency).</li> </ul>	<ul style="list-style-type: none"> <li>Provide feedback to NEMA representatives.</li> </ul>
Monitor and share information across all levels.	Develop a regional communication plan. Ensure information is accessible across all levels incl. stratcomm, regional, local, community, whanau.	Regional communication plan developed. Multiple channels identified to share information.	<ul style="list-style-type: none"> <li>Occurred on the fly and need to formalise via a PIM role and responsibilities work.</li> </ul>	<ul style="list-style-type: none"> <li>Formalize via a PIM role and responsibilities work.</li> </ul>
Provide a space to capture	ECC staff supported to learn new roles.	ECC staff have positive learning opportunity.	<ul style="list-style-type: none"> <li>Debrief and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Formalise outcomes and improvements in</li> </ul>

opportunities for improvement throughout the exercise.	Opportunity for discussions and idea sharing. Ensure learnings can be captured for sharing and future learning.	Opportunity to break exercise for discussions / learnings if needed. Provide feedback forms throughout exercise.	held as specified. <ul style="list-style-type: none"> <li>Open sharing of information and improvement conversations from all participants.</li> </ul>	After Action Report (this document).
Provide and maintain capability and capacity to manage concurrent event(s) across Taranaki.	Plans developed for managing a concurrent event in Taranaki. TA's plan for operating at lower staffing capacity due to deployed staff.	Concurrent event planning completed, with scenario planning. Staff liaise with councils to plan for reduced staff capacity.	<ul style="list-style-type: none"> <li>Planning in place but not required.</li> </ul>	<ul style="list-style-type: none"> <li>No further actions.</li> </ul>

### 3.3 Hot and Cold Debrief Summary

Debriefing was an essential part of the exercise process. It allows for reflection and discussion to identify key lessons. These sessions helped to inform future work action and priorities moving forward. Participants conducted respective facility debriefs and brought these views to share at the combined ECC and EOC cold debrief.

The combined EOC and ECC debrief focussed on three key feedback areas; what went well, what didn't go so well and what are our actions and priorities for improvement? The following is a collation of the debrief feedback received:

#### 3.3.1 What went well?

This was the first time the Taranaki CDEM Group has stood up their full suite of three EOC's as well as the ECC – all participants should feel proud of the part they played in this exercise and of their outstanding achievement. The exercise was a real success in working as a cohesive region and has provided significant learning and work-on actions. There is a unanimous feeling of excitement about where we are heading as a region in the emergency management sector.

Participation levels were high for this exercise and is a real credit to the region. This is evidence of the level of dedication and enthusiasm of participants, the support shown by senior leaders to allow

time for staff to participate and the acknowledgement of the sector that emergency management training and exercising is a crucial activity in readiness for an event.

All four participating facilities successfully activated. Participants felt that there was appropriate preparation undertaken prior to the exercise. The timings of the training sessions (in particular, D4H training) prior to Exercise Ru Whenua meant that many participants were prepared, and the response process was fresh. Many participants had not been in an activation scenario before (as either an exercise or real event) but were able to actively and successfully participate. The pre-event trainings also meant that we had pre-formed relationships across the EOC's/ECC and we were familiar with staff at each facility.

The bridge between response and recovery was highlighted as a strength and an important key theme to continue.

#### Exercise Control:

- Good preparation in EOC leads, weeks prior to exercises – coming well prepared and taking exercise seriously.
- Project design group preparation – local flavour well presented.
- Great to exercise EOC/ECC activation and participation.
- Exercise design highlighted where some of the communication gaps and systems gaps are.
- Early planning and engagement within councils and long lead in dates ensured committed participation.

#### Response Activation

- Response collaboration across the region.
- Timing of the event was excellent – D4H workshop learnings were put to good use.
- Added recent Intermediate training was well received following Ru Whenua exercising.
- Turn out of EOC/ECC staff was outstanding – we were 1 of 2 CDEM groups to stand up our EOC's.
- Information flow throughout the EOC and information was well received and used well.
- IMT and function meetings ran really well after the settling in period.
- Relationships across the EOC/ECC's has been really positive – professional relationships.

### 3.3.2 What didn't go so well?

- Nationally – minimal national EOC activations. Each CDEM group make these decisions.
- Differing expectations for strength of regional coordination between EOC/ECC.
- NEMA briefings were slow and chaotic.

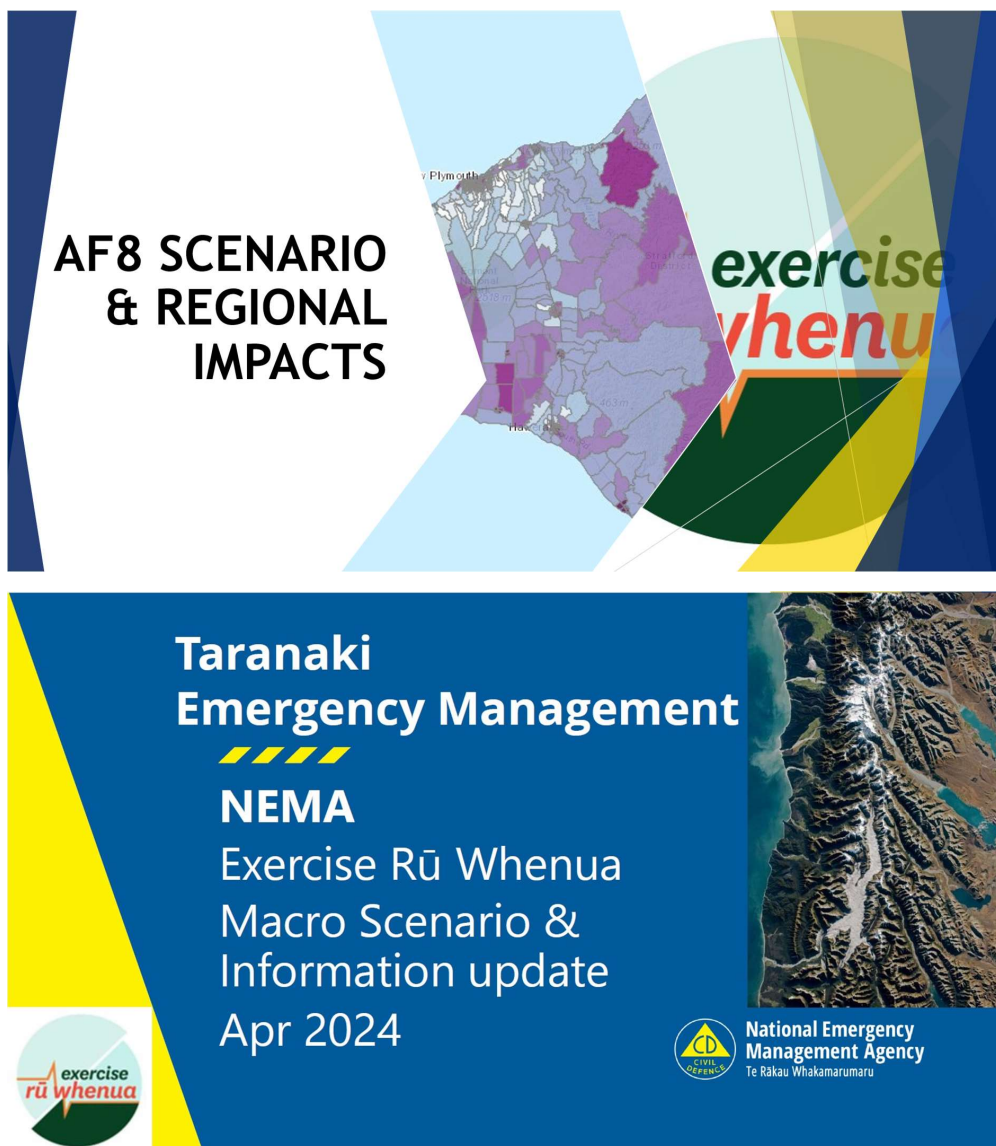
- PIM communication was slow with some challenges of inconsistent messaging across EOC/ECC's.
- Missed opportunity with liaison roles. These need to be strengthened.
- Issues with use of response equipment, combined with IT issues, resulted in reverting to personal emails.
- Some system incapacibilities across the EOC users.
- GIS was a struggle on the day but functioned.
- D4H curation of action plans, keeping information in D4H and current doc's need to be perfected. Reinforces the current work underway.
- Clarification of comm's channels. Overwhelming systems of communication and disconnect between comm's e.g. Response Manager email didn't receive.
- Communication channels across EOC IT systems were problematic and some systems are not working well.
- Functions working across 2 channels of comm's – IT/system issues e.g. personal emails vs function emails.
- Admin duties overload – time taken to input information into D4H. Administration support needs strengthening across all response facilities.

### 3.3.3 Actions for Improvement

- Keep up engagement within Council EOC/ECC staff and key players.
- Reviewing of initial action plans.
- Clarification of comm's channels.
- Clean "BAU" duty responsibilities and "Activation" process – make sure there is clear communications given.
- Initial Action Plans and the content to be included.
- Drilling of scenarios and what is a priority.
- Outlining an initial "rhythm" clearly – local, regional, national.
- Address problematic info flows between function managers and IMT etc – Planning/Intel.
- Widen the participation from other stakeholders/players from the region.
- Smaller exercises more frequently than a large one irregularly.
- EOC ownership and keep smaller localised exercising happening.
- Identifying "alternate" delegates for roles in EOC/ECC's during a response.
- Define the "target" for future exercising.

## Section 4 | Appendices

### 4.1 Appendix A: AF8 Scenario & Regional Impacts





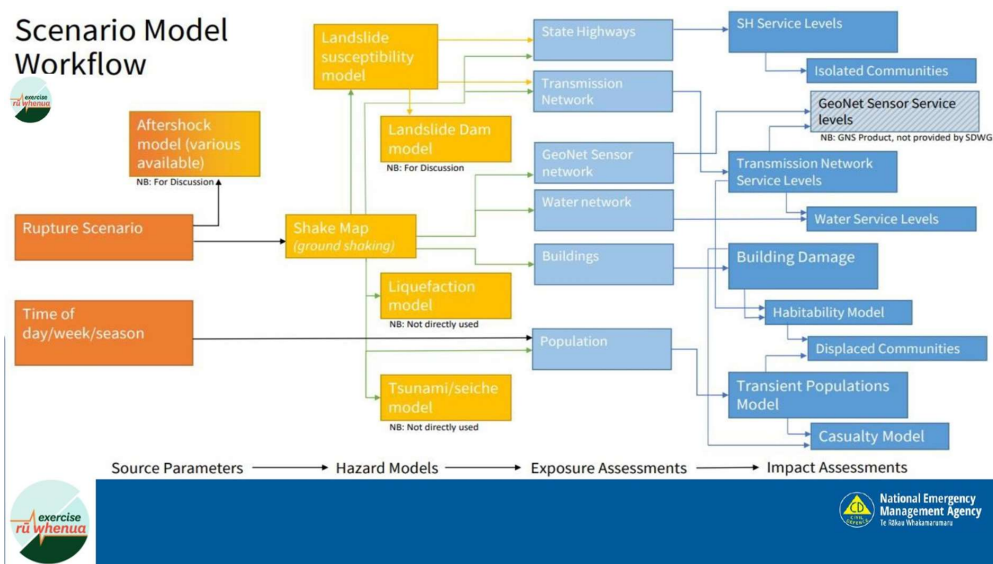
## Scenario Development Methodology

**Four tiers of output confidence**

1. Modelled by reputable scientific individual/group
  - a. SAFER Framework
  - b. Bespoke Work Products for Rū Whenua
2. Expert judgement by reputable scientific/sector individual/group  
*Reviewed and approved by AF8 Scenario Development Working Group*
3. Expert judgement by NEMA Exercises
4. Generated by other entity

Scenario Development by Alice Lake-Hammond, Tom Wilson and Tom Robinson + wider Scenario Development Working Group  
Assistance, input and support from wide range of science and EM sector agencies and individuals

National Emergency Management Agency  
Te Kaitiaki Whakaiti



## Rupture Model

1a
2

- Mw 8.2 Earthquake
- c. 411 km rupture of Alpine F2K segment
- Charles Sound to Kanieri
- Epicentre near Charles Sound w/ rupture to NE
- ‘Shallow’ depth (<15km)

SI Isoseismals from Bradley et al (2017) – confidence = 1a  
 NI Isoseismals estimated by AF8 SDWG – confidence = 2

Modified Mercalli Intensity Scale

## Aftershocks

1a
2

Magnitude	0 – 7 Days
5.0 – 5.9	215
6.0 – 6.9	20
7+	2

**One possible** aftershock scenario for first 7 days

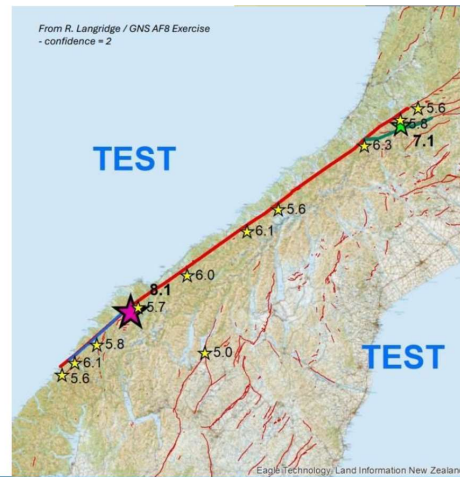
- Table shows **likely** aftershock rates
- Map shows max PGA per pixel from all aftershocks

From Van Houtte & Gersternberger (2015) – confidence = 1a

PGA (g)

## Aftershocks 1a 2

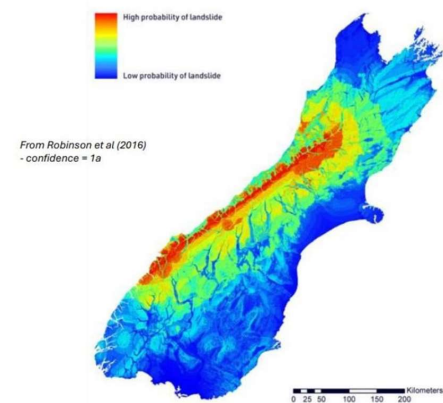
- Map shows **an example** of a Day 1 Aftershock Scenario recently used by GNS in their AF8 Simulation Exercise



## Landslide Susceptibility Model 1a 2

- Landslide Susceptibility model showing relative likelihood of coseismic landslides
- Densest landslide occurrences in yellow-orange-red
- Up to 50,000 landslides triggered
- Consider impacts from landslides incorporated into scenario injects
- Landslide dam(s) scenarios could be developed as another way to scale up scenario

South Island state highway network exposure to Alpine Fault co-seismic landslide scenario



## Casualties / Injuries

1b

- Updated (2024) casualty model
- Casualties resulting from shaking-triggered **building damage only**
- Includes people inside & outside URM buildings + effect of people using 'Drop, Cover, Hold'
- These numbers include **Usually Resident Population**
- Injury Descriptions:
  - *Critical - Hospital required; life threatening*
  - *Serious - Hospital required; non-life threatening*
  - *Moderate - Community clinic required*

### Est Casualties per TA - Local Pop Only

TA	Moderate Injuries	Serious Injuries	Critical Injuries	Deaths	Region
Ashburton District	360	44	6	19	Canterbury
Buller District	250	33	3	10	West Coast
Central Otago District	10	0	0	0	Otago
Christchurch City	1020	47	3	5	Canterbury
Clutha District	0	0	0	0	Otago
Dunedin City	20	1	0	0	Otago
Gore District	0	0	0	0	Southland
Grey District	700	136	14	58	West Coast
Hurunui District	70	4	0	1	Canterbury
Invercargill City	0	0	0	0	Southland
Kaikoura District	30	3	0	1	Canterbury
Mackenzie District	10	1	0	0	Canterbury
Marlborough District	240	27	3	8	Marlborough
Nelson District	350	23	2	2	Nelson
Queenstown-Lakes District	40	2	0	0	Otago
Selwyn District	320	35	4	9	Canterbury
Southland District	10	0	0	0	Southland
Tasman District	390	24	2	4	Tasman
Timaru District	720	113	27	93	Canterbury
Waimakariri District	600	57	7	18	Canterbury
Waimate District	20	1	0	0	Canterbury
Waikato District	10	1	0	0	Canterbury and Otago
Westland District	430	75	7	19	West Coast



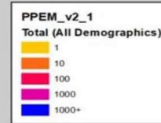
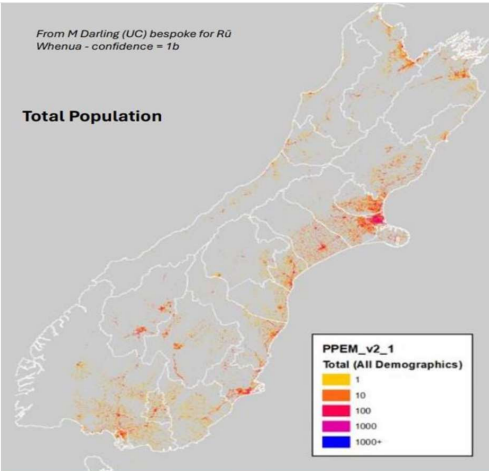
## Transient Communities

1b

- Location of Usually Resident Domestic non-locals, and International visitors per 300m x 300m cells
- Based on anonymized mobile phone data records for June 2023, Google Analytics & expert elicitation
- Map shows total (all demographics)

From M Darling (UC) bespoke for Ru Whenua - confidence = 1b

### Total Population



## Modified Casualties / Injuries

1a 2

TA	Moderate Injuries			Serious Injuries			Critical Injuries			Fatalities		
	Locals	Domestic	Internationals	Locals	Domestic	Internationals	Locals	Domestic	Internationals	Locals	Domestic	Internationals
Ashburton District	396	18	3	48	2	0	7	0	0	21	1	0
Buller District	275	59	2	36	8	0	3	1	0	11	2	0
Central Otago District	11	2	0	0	0	0	0	0	0	0	0	0
Christchurch City	1122	94	14	52	4	1	3	0	0	6	0	0
Clutha District	0	0	0	0	0	0	0	0	0	0	0	0
Dunedin City	22	2	0	1	0	0	0	0	0	0	0	0
Gore District	0	0	0	0	0	0	0	0	0	0	0	0
Grey District	770	156	14	150	31	3	15	3	0	64	13	1
Hurunui District	77	3	1	4	0	0	0	0	0	1	0	0
Invercargill City	0	0	0	0	0	0	0	0	0	0	0	0
Kaikoura District	39	52	1	3	6	0	0	0	0	1	2	0
Lower Hutt City	500	40	5	20	2	0	0	0	0	0	0	0
Mackenzie District	11	8	1	1	1	0	0	0	0	0	0	0
Marlborough District	264	48	3	30	6	0	3	1	0	9	1	0
Nelson District	385	41	4	25	2	0	2	0	0	2	0	0
Queenstown-Lakes District	44	11	1	2	1	0	0	0	0	0	0	0
Selwyn District	352	14	2	39	1	0	4	0	0	10	0	0
Southland District	11	1	0	0	0	0	0	0	0	0	0	0
Tasman District	429	25	2	26	1	0	2	0	0	4	0	0
Timaru District	792	178	8	114	28	1	30	7	0	102	23	1
Waimakariri District	660	24	4	68	2	0	8	0	0	20	1	0
Wairarapa District	22	10	0	1	0	0	0	0	0	0	0	0
Waikato District	11	3	0	1	0	0	0	0	0	0	0	0
Wellington City	1000	100	15	50	5	0	0	0	0	0	0	0
Westland District	473	84	3	83	14	1	8	1	0	21	3	0
<b>Demographic Total</b>	<b>7660</b>	<b>973</b>	<b>83</b>	<b>759</b>	<b>114</b>	<b>6</b>	<b>85</b>	<b>13</b>	<b>0</b>	<b>272</b>	<b>46</b>	<b>2</b>
<b>Total</b>		<b>8716</b>			<b>879</b>			<b>98</b>			<b>320</b>	

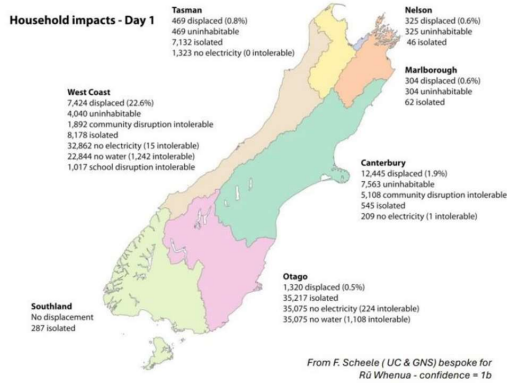
Base model from N. Horspool (GNS) bespoke for Ru Whenua, adapted by AF3 SDWG - confidence = 2



## Displaced Communities

### 1b Est Displaced/Isolated – Local Pop Only

- Loss of habitability based on building damage, SH and Power LoS
- These numbers include only usually resident population
- Consider the isolation and displacement of domestic & international tourists
- Displacement tolerances are likely lower than for locals



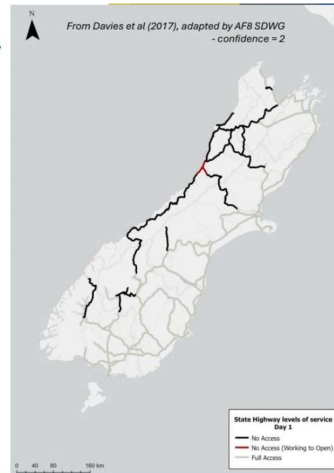
From F. Scheele (UC & GNS) bespoke for Ru Whenua - confidence = 1b



## State Highways: Level of Service

1a 2

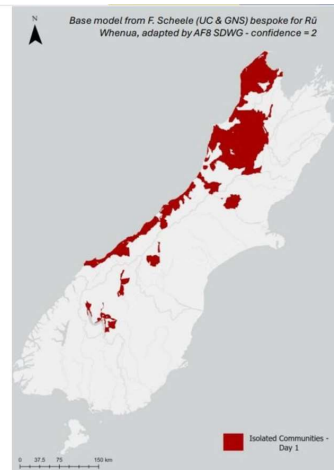
- Assumed service levels on Day 1
- Based on initial model focused exclusively on West Coast Region
- Extended by AF8 SDWG to include LoS on SH6A (Nevis Bluff), SH80, SH60 (Takaka Hill), & Crown Range



## Isolated Communities

1b 2

- Defined as whether each household **is able to access any one of: Hokitika, Greymouth, Westport or Christchurch**
- Derived from SH network disruption
- Extended to include Queenstown Lakes and Golden Bay by AF8 SDWG
- Shows only isolated SA1 units with non-zero usually resident population

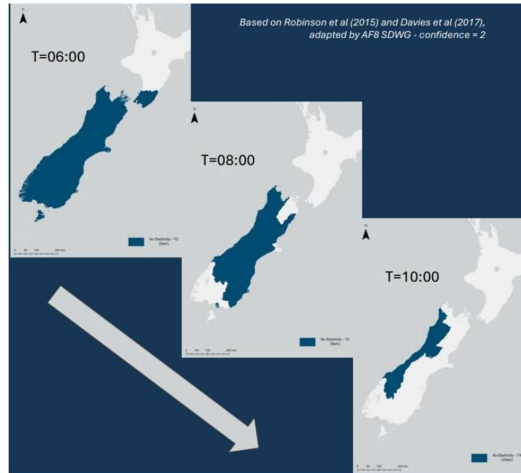




### Power: level of service (LoS)



- LoS resulting from disruption of transmission – generation and distribution networks outside West Coast Region considered robust
- Map Timeline shows Day 1 network rebuild

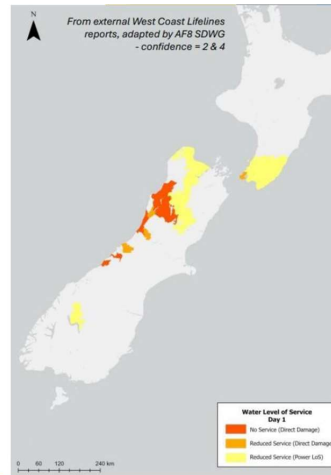


### Water: level of service (LoS)



- Based on data from reports by West Coast Lifelines and Taumata Arowai
- Results from direct damage to pipes and/or Power LoS
  - Those due to Power LoS return to full service when power restored

Location	LoS	Reason
Westport	No service	Direct Damage
Reefton	No service	Direct Damage
Greymouth	No service	Direct Damage
Runanga/Rapahoe	No service	Direct Damage
Hokitika	No service	Direct Damage
Fox Glacier	No service	Direct Damage
Franz Josef	No service	Direct Damage
Blackball	Reduced service	Direct Damage
Hari Hari	Reduced service	Direct Damage
Kumara	Reduced service	Direct Damage
Murchison	Reduced service	Direct Damage
Wellington City	Reduced service	Direct Damage
Hammer Springs	Reduced service	Power LoS
Tasman District	Reduced service	Power LoS
Queenstown	Reduced service	Power LoS
Wellington Region	Reduced service	Power LoS





**Date:** 5 December 2024

**Subject:** Working together to reduce Taranaki Mounga's volcanic impacts on Taranaki – Investment Logic Map Process Outcomes

**Author:** E Malloy, Senior Planning Advisor – Taranaki Emergency Management

**Approved by:** T Velvin, Group Manager/Controller – Taranaki Emergency Management Office

**Document:** TRCID-1492626864-145

## Purpose

1. The purpose of this memorandum is to present the Taranaki Mounga Unrest/Eruption Investment Logic Map (ILM) Process Outcomes.

## Executive summary

2. The Taranaki Emergency Management Office coordinated a series of ILM workshops in August 2024 looking at how we achieve an outcome of *working together to reduce Taranaki Mounga's volcanic impacts on Taranaki*.
3. Now is the ideal time to invest (time and resources) in enhancing regional coordination in Taranaki, as the likelihood of a volcanic eruption is 30-50% in the next fifty years, making it crucial to act proactively rather than reactively. Building on the momentum from the He Mounga Puia research program, which has already provided valuable scientific insights, this is a realistic starting point to further strengthen the region's preparedness. Preparedness for volcanic unrest or eruption advances the regions planning for a maximum creditable emergency and significantly increases catastrophic planning across all hazards.
4. The Coordinating Executive Group considered this paper at its recent meeting and recommends Option 2 to the Joint Committee.

## Recommendations

That the Taranaki Emergency Management Joint Committee:

- a) receives memorandum, *Investment Logic Map Taranaki Volcano*
- b) approves ILM Option 2 as the preferred option

## Background

5. Investment Logic Mapping (ILM) is a very structured process and is mostly utilised in infrastructure (Waka Ko Tahī) and financial (Treasury) projects where there is a singular investor. ILM creates a clear



investment story in plain English on a single page and depicts the logic that underpins the investment. It defines:

- What is the problem?
  - What benefits will be delivered?
  - What is the preferred response?
  - What is the recommended solution?
6. A contractor was engaged to facilitate four workshops based upon the above questions. No costs were incurred by TEMO for this contractor.

## Issues

7. The likelihood of a volcanic eruption has a probability of 30-50% in the next fifty years (He Mounga Puia research program).
8. In addition, through the hazard risk assessment process, a Taranaki Mounga eruption has been assessed as having a very high-risk rating based upon the likelihood of occurrence and the overall level of consequence following a risk assessment.
9. Volcanic eruption risk is included as a national level risk for both Auckland volcanic field and Taranaki volcano eruptions.
10. He Mounga Puia Transitioning Taranaki to a Volcanic Future project highlights the significant impacts a period of unrest and/or eruption sequence will have on people, economy and the environment. The complexity and level of impacts forecast by the research program are significant and problematic requiring time and effort into development of unrest, response and recovery plans.
11. Planning and mitigation activities need to be undertaken now to ensure a resilient future in Taranaki, with the investment logic mapping process used to explore a range of risk mitigations approaches and potential next steps.

## Discussion

12. TEMO worked with the ILM contractor to scope the process stages and invitations to stakeholder participants.
13. During the first workshop, attendees identified what problems/barriers exist to achieving the outcome of *working together to reduce Taranaki Mounga's volcanic impacts on Taranaki*. Problems to be resolved include:
  - People are not clear on what they and others should be doing to reduce the impacts, so the risk is not being well-managed.
  - People do not understand the scale of the impacts or the possible solutions resulting in slow progress towards reducing the impacts.
  - There is no clear collective plan to reduce the impacts, resulting in limited action being taken to reduce the impacts.
14. Attendees then went on to identify the strategic interventions and solutions that will best respond to the problems identified, and the benefits that the investment will be required to deliver.
15. Four response options were identified through the ILM process:
  - ILM 1: Business as usual – this involves no change to existing practice.
  - ILM 2: Enhancing regional coordination – this focuses on developing a new and up-to-date Plan that details agreed roles and responsibilities, conducting a regional exercise and compiling a risk and management stock take or assessment.
  - ILM 3: Coordinating significant regional actions – which would be driven by a reference group/project team from key regional agencies dedicated to coordinating regional actions.

- ILM 4: Substantive multi-regional actions
16. The above options are contained within the Response Options Analysis Report attached to this document.
  17. TEMO has considered all ILM options in light of Taranaki CDEM Group statutory responsibilities under the National Disaster Resilience Strategy 2019 and the Civil Defence Emergency Management Act 2002, as well as the direction of travel with regards to national level review of reviews and pending legislative reform.
  18. A Taranaki Mounga eruption/period of unrest has been assessed as being Taranaki's number one hazard and is projected to have wide reaching impacts for not only this region, but the entire country (potential economic impact to the New Zealand Economy of \$1 billion per annum as a result of a Taranaki Mounga eruptive period).
  19. Through the ILM process, workshop attendees concluded that ILM 2 represents the current best response option to achieve the outcome of Working together to reduce Taranaki Mounga's volcanic impacts on Taranaki.
  20. ILM 2 is the preferred option that TEMO intends to undertake within the operational budget. This project is intended to be undertaken as part of TEMO's responsibility to continuously improve, maintain and update planning for events and will be incorporated into current operational budget. Recent research has provided a concise distillation of likely impacts of various types of eruption scenarios, including an understanding of interdependencies between lifelines. Identification and planning for community and business resilience in areas likely to be heavily impacted is needed to build resilience within the Taranaki community. An updated response and recovery plan incorporating a decision-making framework for controllers and mayors to assist with initial response plan priorities and coordination requirements that uses the best available volcanic hazard forecasting tools and research being developed in other scientific streams of research is critical in building resilience to nature's challenges within the Taranaki region. The Mt Taranaki Volcanic Unrest Response Plan is now 9 years old and is overdue for an update. Undertaking ILM 2 will rectify this.
  21. By investing now (time and money), the Taranaki CDEM Group can ensure that we are well-positioned to leverage national initiatives like the National Emergency Management Agencies Catastrophic Planning Program, aligning local efforts with broader national strategies. This approach sustains progress and sets a foundation for long-term resilience by integrating science, planning, and coordination across the region.
  22. It should be noted that planning for a resilient future from a volcanic unrest/eruption lens also applies to growing resilience against other hazards such as cyclones, severe weather events and flooding which have the potential to significantly impact upon social, economic, built and natural environments.

## Options

23. Five options are available to the Joint Committee and match the four options considered within the ILM process, with the addition of Option 5, which would delay Option 2 for 2 years. They are:
24. Option 1 – "Joint Committee receives memorandum, notes the contents of the report, and approves ILM Option 1 – Business as Usual" as the course of action for TEMO to take at this time. The benefit of this option is that no change to CDEM Group emergency management priorities will occur. The disadvantages are that ILM Option 1 – Business as Usual (no change to existing practice) is considered untenable within the current legislative and national level review climate.
25. Option 2 – "Joint Committee receives memorandum, notes the contents of the paper, and approves ILM Option 2 – Enhancing Regional Coordination" as the course of action for TEMO to take. Investment benefits for this option are contained within the attached Investment Concept Brief and the Response Options Analysis. The benefit of this option is that ILM 2 will be undertaken within the current TEMO budget as a priority work program and will align with catastrophic planning work for 2025-2027

timeframe. This will use a Taranaki eruption as the maximum credible event scenario (required for catastrophic planning) and apply additional plan benefits addressing the range of bespoke volcanic challenges. A negative to this option is that the range of CDEM stakeholder partners (including Emergency Services and Councils) may not be well positioned to engage to a significant degree in this plan process.

26. Option 3 – Joint Committee agree and approve to allocate funding to progress with ILM 3 – Coordinating significant regional actions. Investment benefits for this option are contained within the attached Response Options Analysis. This option requires a budget increase of \$200,000 per annum over a three-year term (internal base funded with potential to augment with externally sourced funding) to be approved by the Joint Committee. The advantage of this option is that it will significantly elevate the pace of volcanic response planning within the Taranaki region by resourcing a programme manager and operational budget, in addition to the TEMO team. The consequences are financial costs that are unbudgeted, requiring Joint Committee approval.
27. Option 4 – Joint Committee agree and approve to allocate funding to progress with ILM 4 - substantive multi-regional actions. Investment benefits for this option are contained within the attached Response Options Analysis. This option requires a budget increase of \$100,000 per annum over an extended period of time (potentially up to 10 years). This option would involve aggressively pursuing national funding to supplement costs. The disadvantages that this option may entail include an all-consuming work program, the requirement of national funding and limitations of funding timeframes and by encompassing a national scope there is the potential to take away our regional focus. Furthermore, this option may be 'to big, too fast' - rather, a solid regional scope on which to grow is advised.
28. Option 5 – Joint Committee receives the memorandum and agree the recommended course of action is for TEMO to delay progressing ILM 2 for two years. This option takes into account the TEMO deficit and the pressure that all councils are under in their annual plans therefore there is benefit in this option to take the pressure off councils and TEMO's deficit. The disadvantages of this option include delayed progress towards leveraging recent volcanic research and national planning arrangements as well as delaying updates that are due within volcanic event planning.
29. Notes to options:
  - Option 1 TEMO will continue to progress catastrophic response planning as per existing work plans and to meet the obligations of the CDEM Group responsibilities.
  - Option 2 is the preferred option and is intended to be undertaken by TEMO with resources and budget being incorporated within the current TEMO operating budget. This option is projected to begin in 2025 and will include project scoping for ILM Option 3 with external investment.
  - Option 3 involves a considerable funding increase, which is unbudgeted. If approved, costs will be apportioned to member Councils on the current funding split.
  - Option 4 - if national funding ensues and there is dedicated investment in science and infrastructure to allow for a multi-region plan to be implemented then option 4 can be considered with due diligence. Currently this is not the case, so it is not considered an option as this time.

## Significance

30. The recommendations of Option One and Two above are considered to be insignificant and will be undertaken within current TEMO budget arrangements. The matter is consistent with the operative Taranaki CDEM Group Plan, including but not limited to the accuracy and currency of all response plans, the CDEM Group will seek out and encourage applied hazard science research to benefit risk reduction planning, continuous improvement of Emergency Management capability and is therefore considered to be insignificant.

31. Option Three and Four introduce a budgetary requirement of \$200,000 per annum over the next 3 years, which is not currently budgeted for within member councils LTP and Annual Plans and is therefore considered significant.

### **Financial considerations—LTP/Annual Plan**

32. This memorandum and the associated recommendations are consistent with the CDEM Group's financial policies, and its members adopted Long-Term Plans and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.
33. Options 3 and 4 equate to the increase in annual TEMO operational budget apportioned to per annum costs of per member Council per year:
  - Taranaki Regional Council - \$68,000
  - New Plymouth District Council - \$80,000
  - South Taranaki District Council - \$36,000
  - Stratford District Council - \$16,000.

### **Policy considerations**

34. The memorandum is consistent with the *Taranaki CDEM Group Plan* and the *Group Financial Policy*.
35. This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the *Local Government Act 2002*, the *Resource Management Act 1991*, *Local Government Official Information and Meetings Act 1987*, the *Civil Defence Emergency Management Act 2002* and the *National Disaster Resilience Strategy 2019*.
36. This memorandum utilises and aligns with the *Taranaki Emergency Management Hazard Risk Assessment Report 2023* which highlights Taranaki Mounga – Large volcanic eruption as having a very high-risk rating.

### **Iwi considerations**

37. The He Mounga Puia Transitioning Taranaki to a Volcanic Futures project is engaging strongly with iwi and hapu, as well as Ngā Iwi O Taranaki and TEMO is involved in this process. Related to volcanic iwi engagement, the He Mounga Puia project team have been leading a Marae Roadshow – a suite of knowledge sharing hui to support preparedness within the Taranaki rohe.
38. A member of the 3 Waka was invited to participate in the ILM process.

### **Community considerations**

39. Volcanic hazards and risks, and the management thereof, are considered relevant to all people and communities of Taranaki.
40. Consequence levels to the economic, social, built and natural environments are projected to be significant.
41. Communities bordering Te Papakura o Taranaki, rural communities as well as those situated within the ring plain are considered most at risk. Infrastructure assets such as power and water supplies which directly and significantly affect the health and wellbeing of the Taranaki community, are vulnerable to volcanic phenomena.

42. Volcanic impacts on the community have been considered, however at this early stage in the planning process, direct community engagement is out of scope. We will be pursuing community engagement in the future.

### **Legal considerations**

43. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the CDEM Group listed in Section 17(3) of the *Civil Defence Emergency Management Act 2002* and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

### **Appendices/Attachments**

TRCID-1492626864-150: [Investment Logic Map](#)

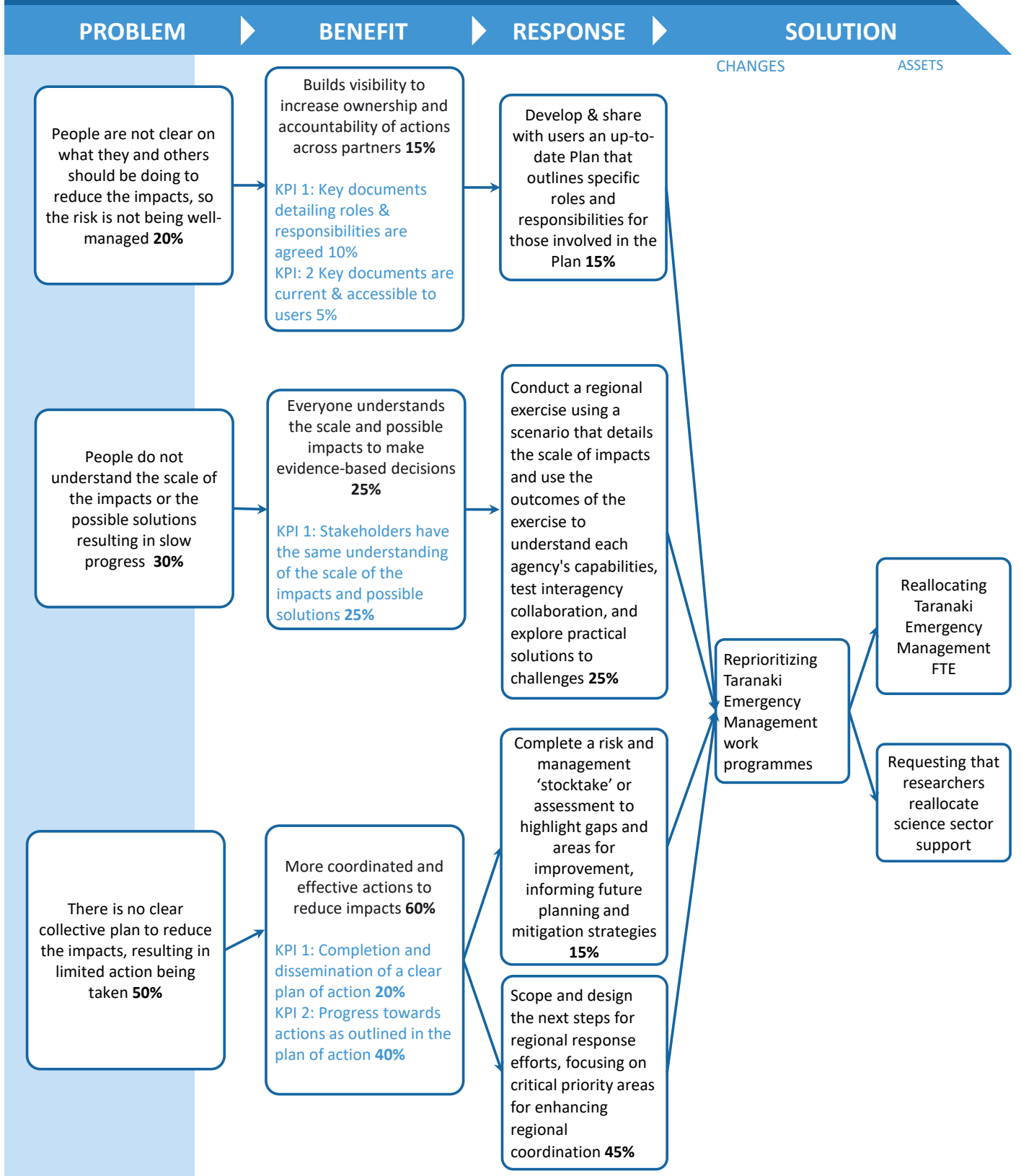
TRCID-1492626864-151: [Response Options Analysis Report](#)

TRCID-1492626864-148: [Investment Concept Brief - Preferred ILM Option 2](#)

## Taranaki Civil Defence Emergency Management

### Working together to reduce Taranaki Mounga's volcanic impacts on Taranaki

#### INVESTMENT LOGIC MAP



Investor: Taranaki Civil Defence Emergency Management  
 Facilitator: Kate Boersen  
 Accredited Facilitator: No

Version no: 0.2  
 Initial Workshop: 30/07/1992  
 Last modified by: Kate Boersen 14/08/2024  
 Template version: 6.0

Taranaki Civil Defence Emergency Management

Working together to reduce Taranaki Mouna’s volcanic impacts on Taranaki

RESPONSE OPTIONS ANALYSIS

Option 1: Business as usual

This option involves no change to existing practice, which would see the Taranaki Civil Defence Emergency Management continue using the *Mt Taranaki Volcanic Unrest Response Plan (2015)* with minor updates. Taranaki Civil Defence Emergency Management would rely on the national catastrophic work programme to address large-scale volcanic impacts and existing national arrangements for response actions. Science investment by crown research institutes and universities would continue ad hoc based on funding and the capacity of researchers to deliver.

Interventions		%
1	Make minor updates to the <i>Mt Taranaki Volcanic Unrest Response Plan (2015)</i> and continue using this plan.	50
2	Continue to support the Taranaki Seismic and Volcanic Advisory Group (TSVAG) & ad hoc research projects.	30
3	Large-scale volcanic impacts addressed by the national catastrophic work programme.	20

Benefit score	Capital	Time Range	Ranking	Options workshop required?
70%	\$20,000 (internal)	0-3 months	4	No

Risks and Uncertainty	
1	The <i>Mt Taranaki Volcanic Unrest Response Plan (2015)</i> is not fit for purpose — HIGH.
2	Reliance on national arrangements for response actions at a regional level — HIGH.
3	Limited and ad hoc actions towards reducing Taranaki’s volcanic impacts result in slow progress — HIGH.

Disbenefits	
1	The perception that progress is slow - LOW

Interdependencies	
1	Reliant on national arrangement for catastrophic work programme
2	Reliant on partners' progressing their work programme towards reducing Taranaki’s volcanic
3	Reliant on complex national regulatory arrangements for response coordination
4	Reliant of support of the research community

## Option 2: Enhancing regional coordination

This option focuses on developing a new, up-to-date Plan that details agreed roles and responsibilities and is shared with users. It includes conducting a regional exercise using a scenario that details the scale of the impacts. Use the outcomes of the exercise to understand each agency's current capabilities, test interagency collaboration, and explore practical solutions to challenges. A risk and management 'stocktake' or assessment would occur to inform future planning and mitigation strategies.

Interventions		%
1	Develop & share with users an up-to-date Plan that outlines specific roles and responsibilities for those involved in the Plan.	15
2	Conduct a regional exercise using a scenario that details the scale of impacts and use the outcomes of the exercise to understand each agency's capabilities, test interagency collaboration, and explore practical solutions to challenges.	25
3	Complete a risk and management 'stocktake' or assessment to highlight gaps and areas for improvement, informing future planning and mitigation strategies.	15
4	Scope and design the next steps for regional response efforts, focusing on critical priority areas for enhancing regional coordination	45

Benefit score	Capital	Time Range	Ranking	Options workshop required?
175%	\$150,000	0-24 months	1	No

Risks and Uncertainty	
1	Another event occurs, and the work programme is postponed to manage the event — HIGH.
2	Governance is unsupportive of the interventions — HIGH.
3	Loss of institutional knowledge through resignation or redundancy — HIGH
4	Scope creep — HIGH

Disbenefits	
1	Less time on other aspects of emergency management delivery - Medium
2	The perception that progress is slow - LOW

Interdependencies	
1	Reliant on support from the research community to continue to provide capacity
2	Reliant on partner's work programmes & their priorities



### Option 3: Coordinating significant regional actions

This option focuses on coordinating significant regional actions. This would be driven by a reference group/project team from key regional agencies dedicated to coordinating regional actions. A dedicated specialist would manage these regional agencies to ensure the monitoring of actions. An engagement and communications strategy and plan would be developed and implemented to engage with agencies and the public to raise their awareness of the scale of impacts and possible solutions to manage impacts.

Interventions		%
1	Employ a specialist dedicated to the coordination of actions across the region.	50
2	Develop and implement an engagement and communications strategy and plan to engage with agencies and the public to raise their awareness of the scale of impacts and possible solutions to manage impacts.	20
3	Establishment of a reference group/project team from key regional agencies dedicated to the coordination of regional actions.	30

Benefit score	Capital TEI	Time Range	Ranking	Options workshop required?
205%	\$600,000 (internal & external)	0-3 years	2	Yes

Risks and Uncertainty		
1	Lack of stakeholder engagement could result in poorly coordinated efforts, misaligned objectives, or resistance to changes - HIGH.	
2	A confined timeframe may limit the depth and thoroughness of changes – MEDIUM.	
3	Failing to meet the conditions and expectations of external funders - LOW	

Disbenefits		
1	Increasing public awareness of resilience gaps of agencies – public confidence lowers - HIGH.	

Interdependencies	
1	Reliant on receiving external funding
2	Reliant on partner's work programmes & their priorities
3	Integration with existing work programmes at all levels

### Option 4: Substantive multi-regional actions

This option involves scaling up to a multi-regional plan with increased investment in science and infrastructure to ensure that decision-making is grounded in the most up-to-date and accurate knowledge about risks. It also focuses on raising awareness among partner agencies and the public about the risks they face and the solutions available to mitigate impacts. This option would also see possible infrastructure mitigation solutions scoped.

Interventions		%
1	Increased investment in scientific research and its integration and application to planning.	15
2	Employ a specialist dedicated to the coordination of actions across the region.	45
3	Develop and implement an engagement and communications strategy and plan to engage with agencies and the public to raise their awareness of the scale of impacts and possible solutions to manage impacts.	25
4	Scope infrastructure mitigation solutions by assessing the vulnerabilities of key infrastructure and developing strategies to protect or enhance their resilience.	15

Benefit score	Capital TEI	Time Range	Ranking	Options workshop required?
340%	\$1,000,000	0 – 10 years	3	Yes

Risks and Uncertainty	
1	Lack of funding available for scientific research – HIGH
2	Complex & large range of stakeholders to manage/coordinate with competing interests - HIGH
3	Failing to meet the conditions and expectations of external funders, partners and the public – MEDIUM

Disbenefits	
1	Increasing public awareness of resilience gaps of agencies – public confidence lowers - HIGH.
2	Generation infrastructure solutions are not delivered during the programme timeframe - MEDIUM.

Interdependencies	
1	Reliant on science partners to provide an evidence base
2	Reliant on receiving external funding
3	Reliant on partner's work programmes & their priorities

## Overall assessment

Option 1 represents a 'business as usual' approach, continuing with the existing *Mt Taranaki Volcanic Unrest Response Plan (2015)* with minor updates. While this option has minimal cost and can be implemented quickly, it fails to address critical gaps in the region's preparedness for volcanic events. The plan remains outdated, relying heavily on national arrangements and ad hoc progress. Risks such as the plan not being fit for purpose and reliance on other agencies are high, making this option less feasible in the long term.

Option 2 focuses on enhancing the regional status quo and building evidence by creating a comprehensive Plan, engaging regional partners in exercises, and leveraging advisory groups. This option offers a realistic starting point for building momentum and provides the region with a clear plan to improve readiness. Although more costly and resource-intensive than Option 1, it provides a higher benefit by addressing current coordination and preparedness gaps. The risks, while significant, are manageable with proper governance and resourcing. Therefore, this option has the most potential to strengthen local capabilities and is the preferred option.

Option 3 involves dedicating significant resources to coordinating regional actions, educational programmes, and partner collaboration. While this option promises strong results in public engagement and resilience-building, it is heavily reliant on external funding and partner agencies' work programmes. The short implementation timeframe may limit the longevity of its benefits. Increased public awareness of resilience gaps may also reduce public confidence in emergency management efforts. The high costs and reliance on multiple stakeholders add complexity, making this option less feasible without strong commitment and resources from external parties.

Option 4 takes a broader multi-regional approach, focusing on building long-term resilience by increasing scientific knowledge and infrastructure mitigation solutions. While this option has the potential for the greatest long-term impact, it requires significant investment and coordination across multiple stakeholders. The complexity of this approach, combined with the high financial cost and long timeline, raises concerns about feasibility. Although it offers strong benefits, these are counterbalanced by the challenges in managing such a large-scale initiative and the risks associated with stakeholder expectations and funding dependencies.

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## Recommendation

Option 2 is the preferred choice. It offers the best balance between cost, benefit, and feasibility. It builds regional capacity and readiness without the high financial burden or complexity of Options 3 and 4. Although there are risks, such as governance and institutional knowledge loss, these can be mitigated. Option 2 provides a clear, structured path for improving Taranaki's volcanic response capabilities while maintaining flexibility for future developments.

## Taranaki Civil Defence Emergency Management

### Working together to reduce Taranaki Mouna's volcanic impacts on Taranaki

#### INVESTMENT CONCEPT BRIEF

Context	<b>What is the compelling reason this investment should be considered further?</b> Now is the ideal time to invest in enhancing regional coordination in Taranaki, as the likelihood of a volcanic eruption is 30-50% in the next fifty years, making it crucial to act proactively rather than reactively. Building on the momentum from the He Mouna Puia research programme, which has already provided valuable scientific insights, this is a realistic starting point to further strengthen the region's preparedness. By investing now, we can ensure that we are well-positioned to leverage national initiatives like the catastrophic planning programme, aligning local efforts with broader national strategies. This approach sustains progress and sets a foundation for long-term resilience by integrating science, planning, and coordination across the region.	
Cost	<b>What are the likely costs of this investment?</b> Operational costs, if significant Operational costs	<b>Cost (range)</b> \$80,000-150,000
Time	<b>What are the expected timeframes for the key deliverables?</b> Update the Plan Exercise scenario developed Exercise held Exercise report shared Next steps approved	<b>Time from funding</b> 0-12m 0-15m 0-18m 18-24m 20-24m
Risks	<b>What are the primary risks to the success of this investment in delivering the benefits?</b> H: High Another event occurs, and the work programme is postponed to manage the event M: Medium Governance is unsupportive of the interventions L: Low Loss of institutional knowledge through resignation or redundancy Scope creep	<b>Risk</b> H H H H
Dis-benefits	<b>What negative impacts are likely to occur by successfully implementing this solution?</b> H: High Less time on other aspects of emergency management delivery M: Medium The perception that progress is slow	<b>Impact</b> M L
Inter Dependencies	<b>What external conditions are critical to the success of this investment?</b> Reliant on support from the research community to continue to provide capacity Reliant on partner's work programmes & their priorities	<b>Criticality</b> M L
Policy Alignment	<b>What is the primary policy to which this investment will contribute?</b> This option aligns with the following: <ul style="list-style-type: none"> <li>Taranaki Emergency Management Group Plan</li> <li>National Disaster Resilience Strategy</li> <li>National Plan</li> <li>Local Councils Long Term Plans</li> <li>Resource Management Act</li> <li>Natural Hazards Commission Toka Tū Ake Strategy</li> </ul>	
Managing Uncertainty	<b>What are the main uncertainties in the external operating environment that may affect the investment's future benefit delivery?</b> The main uncertainties are that an eruption will occur, problems will deepen and increase in complexity, and role clarity will remain unclear given the current systems and legal framework. <b>Is a real options workshop required during business case development?</b> No – this is the most feasible option within the current resourcing.	
Investor	<b>Who is the senior person who will ultimately be responsible for delivering the identified benefits?</b> Todd Velvin Group Manager	Signature  01/11/2024

Investor: Taranaki Civil Defence Emergency Management  
Facilitator: Kate Boersen  
Accredited Facilitator: No

Version no: 0.1  
Initial Workshop: 30/07/2024  
Last modified by: Kate Boersen  
Template version: 6.0



**Date** 5 December 2024

**Subject:** Quarterly Performance Report Q1 - 2024/25

**Author:** T Velvin, Group Controller/Regional Manager

**Approved by:** T Velvin, Group Controller/Regional Manager – Taranaki Emergency Management Office

**Document:** TRCID-1492626864-167

### Purpose

1. The purpose of this memorandum is to present the 2024/25 Quarterly Performance Report Q1 for the Taranaki Civil Defence Emergency Management Group.

### Executive summary

2. Performance reporting for the Taranaki Civil Defence Emergency Management Group considers the statutory responsibilities under the Civil Defence Emergency Management Act (2002), the Taranaki CDEM Group Plan, strategic priorities, and available resources.
3. The Quarterly Performance Report Q1 for financial year 2024/25 has been prepared for the Taranaki Civil Defence Emergency Management Group and is presented for information to the Taranaki Joint Committee.

### Recommendations

That the Taranaki Emergency Management Joint Committee:

- a) receives the memorandum, *Quarterly Performance Report Q1 2024/25*.

### Discussion

4. This is the first instalment of performance reporting for the 2024/25 financial year for the Taranaki Civil Defence Emergency Management Group (the Group).
5. Alignment to the TEMO Business Plan 2024/25.
6. Currently, TEMO has a variance of \$5,446.00 at the end of this first quarter.

### Decision-making considerations

7. Part 6 (Planning, decision-making and accountability) of the *Local Government Act 2002* has been considered and documented in the preparation of this agenda item. The recommendations made in this item comply with the decision-making obligations of the *Act*.

### **Iwi considerations**

8. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the Local Government Act 2002) as outlined in the adopted Long-Term Plan and/or Annual Plan.

### **Financial considerations**

9. The annual budget is included in the JC paper. Reporting against this budget is included in the quarterly report.
10. This memorandum and the associated recommendations are consistent with the CDEM Group's financial policies, and its members adopted Long-Term Plans and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.
11. A variance of \$5,446.00 is recorded at the end of this first quarter for FY24/25.

### **Policy considerations**

12. The Performance Report has been prepared against existing work plan activities and measures in the Taranaki CDEM Group Plan, adopted under the Civil Defence Emergency Management Act 2002.
13. This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by Taranaki CDEM under various legislative frameworks including, but not restricted to, the *Local Government Act 2002*, the *Resource Management Act 1991*, *Local Government Official Information and Meetings Act 1987* and the *Civil Defence Emergency Management Act 2002*.

### **Legal considerations**

14. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the CDEM Group listed in Section 17(3) of the *Civil Defence Emergency Management Act 2002*.

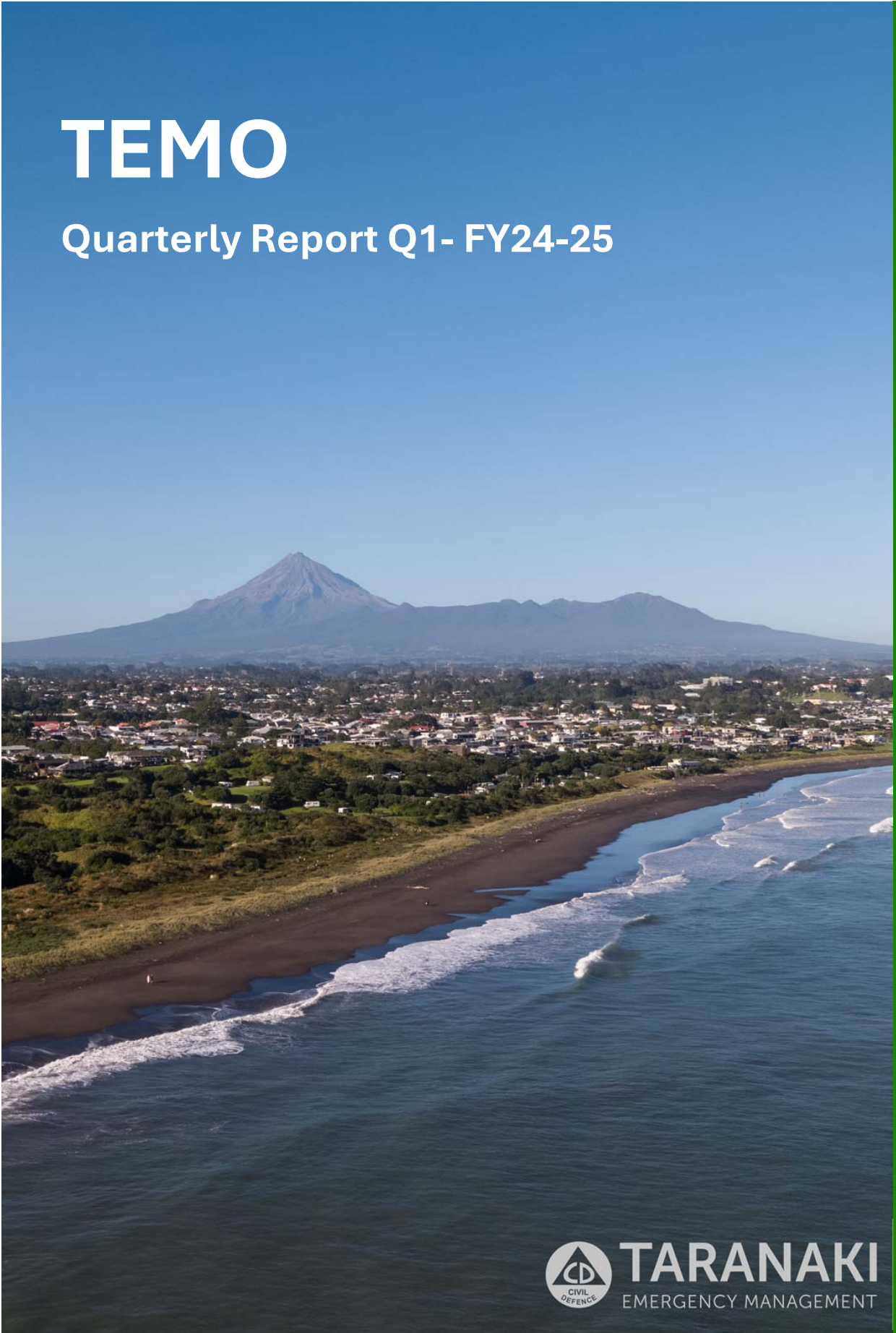
### **Appendices/Attachments**

TRCID-1492626864-168: [TEMO Q1 Performance Report 2024/25](#)



# TEMO

## Quarterly Report Q1- FY24-25



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# Document Management

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Author	Todd Velvin – Group Manager
Date	18 November 2024
Reviewer	Steve Corbitt – Team Lead
Date	18 November 2024
Endorsed by	Taranaki Co-ordinating Executive Group
Date	18 November 2024
Authoriser	Taranaki Emergency Management Joint Committee
Date:	5 December 2024

# Executive Summary

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This performance report is for Quarter One of FY24/25 and demonstrates that the Taranaki Emergency Management Office (TEMO) is committed to delivering the objectives detailed in the Taranaki CDEM Group Plan and our progress against our Annual Business Plan.

## Financial Overview

- Currently, TEMO has a variance of \$5,446.00 at the end of this first quarter.
- NEMA Training Fund – we secured an additional \$10,000 from the national underspend from other CDEM groups across the country.
- Employee salaries, building utilities, maintenance and fleet management continue to consume our high-end expenses for TEMO.
- First Quarterly P&L sheet is provided in Appendix A.

## Highlights from Quarter One

- Community Engagements across the region preparing our communities for emergency events.
- The rewrite of our CDEM Group Plan is progressing well with a completion date of mid-2025.
- ILM Project work, presenting to CEG for noting.
- RRANZ Course, five emergency management staff across all councils have completed the Emergency Leadership course with a top percentage pass rate.
- Ian MacDonald visited TEMO, sharing his knowledge and experience as Hawkes Bay CDEM Controller during Cyclone Gabrielle to all CDEM council staff.
- NEMA releasing national Starlink purchasing plans for all CDEM groups.
- NPDC and Waitara East Coastal Inundation evacuation successful, with residents now in safe housing.
- Taranaki Chamber Business Awards for Business Continuity.
- He Mouna Puia Oil and Gas workshop.
- Controlled Document Policy for TEMO completed.
- Share Point Agency onboarded to start our file structure security environment.

## Priorities for Quarter Two

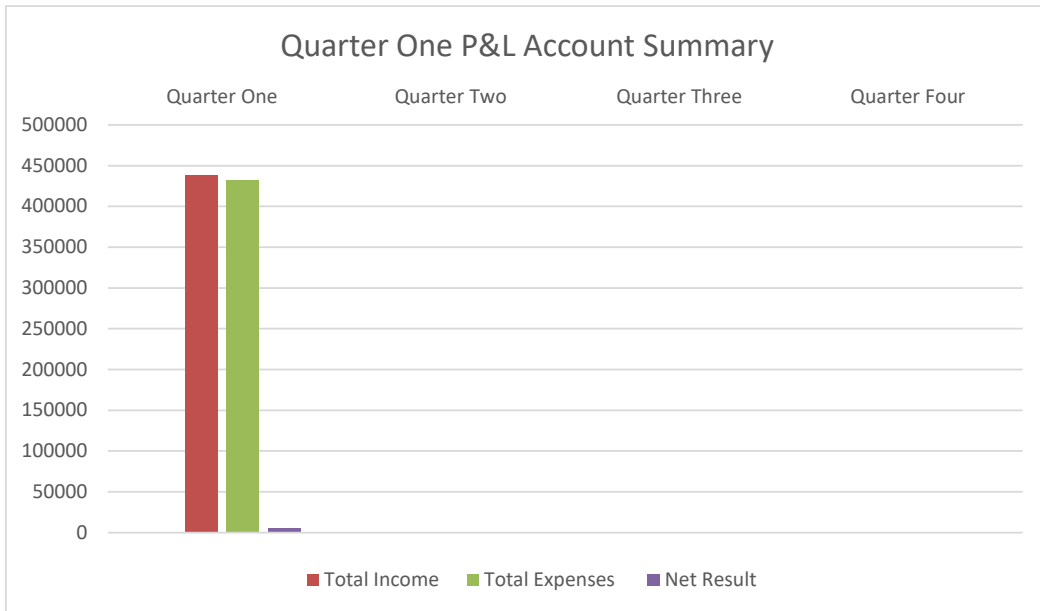
These projects sit across several workstreams outlined in the TEMO Annual Business Plan.

- Confirming our Regional Capability, Training and Exercising Program for 2025.
- Ministers visit 8 November 2024 to showcase Taranaki CDEM and to raise our Groups concerns.
- Guidance from MPI on Avian Influenza and supporting them as the lead agency.
- Lifelines Advisory Group meeting with Dave Gawn.

- Finalisation of 5-year Group Plan
- Community Engagements, connecting with Community Hubs, Regional Communication Networks and Stakeholders.
- Developing an MoU with Nga Iwi O Taranaki this will be about how we support each other in response and BAU
- St John Nationally are looking to connect closer with us around catastrophic planning for an eruption.

# Section 1 | Financial Report

Taranaki Council	Percentage
Taranaki Regional Council	34%
New Plymouth District Council	40%
South Taranaki District Council	18%
Stratford District Council	8%



### Total Quarterly Expenses breakdown

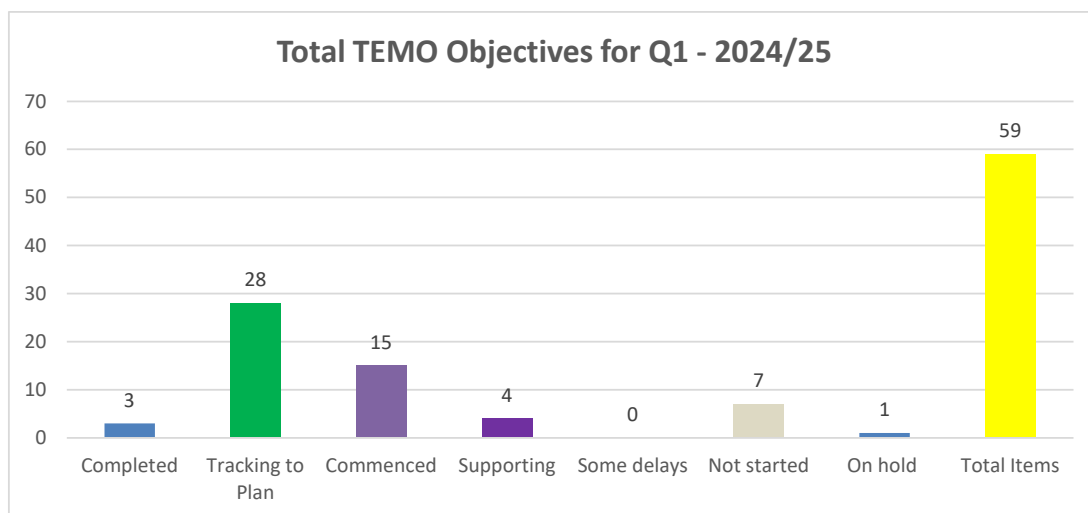
Total Personnel Costs	\$319,135.00	Salaries, Contract and Agency Payments
Total General Operational	\$40,384.00	Building, Utilities, Licenses, Travel Expenses
Total Direct Costs	\$11,925.00	Maintenance Contracts, Fleet Charges
Total Internal Costs	\$61,157.00	Depreciation, Internal Fixed Charges
<b>Grand Total Expense</b>	<b>\$432,601.00</b>	

### Total Income breakdown

Total Council Income	\$413,524.00	Combined Council Payments
Other Income	\$24,523.00	NEMA Training Fund breakdown
<b>Grand Total Income</b>	<b>\$438,047.00</b>	
<b>Q1 Net Result</b>	<b>\$5,446.00</b>	

## Section 2 | Business Plan

This section documents the progress of the Taranaki Emergency Management Office against the annual business plan and work programs.



### Partnership

Strong partnership and clear expectations from Emergency Management (EM) partners is met through management processes with accountability for delivery

- IWI Engagement Plan, with positive engagement with Nga IWI O Taranaki.
- Working across stakeholders and partners to foster business continuity planning building resilience.
- Group Plan update well underway
- Working alongside other CDEM groups and national advisory groups to develop alignment for better community outcomes.

### Risk

Risks from hazards and their impacts are understood, managed, and reduction activities explored to minimise the exposure to communities.

- Supporting TSVAG with regional hazard science exploration.
- Continuing to work with scientific partners around He Mounga Puia project and outcomes.
- Developing community risk assessments across the region

### Operational Excellence

Effective management of response and recovery of adverse events supporting the communities, partners, and stakeholders' journey through disasters.

- Building on current tools and systems for response and recovery
- Increase capacity and capability within the Taranaki Region
- Continuous improvement of resources for response and recovery
- Engaging with stakeholders and partners to develop key relationships.

### Community

Community resilience is strengthened so that adverse event impacts are reduced, empowering all communities to be equipped and adaptive to change.

- Connecting with key agencies and partners to strengthen community groups
- Develop resources for community education and support

### **Community Engagement**

TEMO have had a busy quarter with community engagements and meetings with key stakeholders across the region. The main purpose to provide our partners and communities with tools and information on emergency preparedness across the four R's.

To showcase some the diversity of our engagements for this quarter, our highlights are;

#### July

- The He Mounga Puia Scientists held a Community Facebook live event.
- The Red Cross Disaster Welfare Team visited TEMO to share their knowledge.
- Joint Rural Community Catchment group workshop to assist emergency planning.

#### August

- Probus Oakura presentation to inform elderly community on hazard awareness and preparedness.
- Co-development of resources for the Disability sector to implement a “train the trainer” program for emergency preparedness.
- Presentation to Fitzroy Rotary Club to inform the members on hazard awareness and preparedness.
- Specialists Foundation Training to specific Tui Ora group.

#### September

- Explanation of GIS platforms, showcasing the GIS software to Inglewood Highwood students, through an emergency preparedness lens.
- Community Scout Group visited the ECC at TEMO and demonstrated emergency preparedness for completion of their Scout badges.
- Presentation on hazard awareness and preparedness given to the Waitara Community IWI group - Ngaiti Rahiri hapu o te Awiawa (Taranaki).

## Section 3 | Successes for Q1

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- Feedback from NEMA that Taranaki CDEM is one of the top Groups across NZ for its community relationships, stakeholder engagement and our partnerships with local IWI groups.
- The CDEM Group Plan rewrite is well underway. The Regional Risk Assessment has been completed, and we anticipate completing this plan by mid-2025.
- NEMA releasing a national purchasing plan for CDEM groups to purchase a Starlink communication network. National details and pricing to come.
- Updated MOU with Waikato CDEM Group for shared services to the Mokau community in an adverse event.
- He Mounga Puia Oil and Gas workshop. Some high profile stakeholders in the room, considering volcanic activity leading to evacuations and infrastructure outages, potentially extending to decadal periods.
- Productive meetings with Nga IWI O Taranaki across the quarter. Group Welfare Manger and Alternate Group Welfare Manager appointments presented to CEG and JC for approval in Q1.
- Show casing RANA to NEMA and other CDEM groups across the country. Auckland and Hawkes Bay have this system installed and Whanganui/Horizons are installing in 2025. Other CDEM groups showing interest in this Welfare needs assessment tool.
- Document Control process for TEMO has commenced for managing version control and confidence that our staff and community receive the latest version of CDEM information.

### Website

- 97% of our total website users were new visitors to our TEMO website, thus meaning they had not viewed our website before.
- 54.2% of our total website visitors were 'organic visitors'. This term refers to people who search our website directly for and did not link from other sites to get here.
- Over the period of June when we were running the volcanic campaign, we had an 88% increase in active users compared to the same period in the calendar last year.
- The average time users spend on the site and engagement per session has increased 119% this quarter compared to this time last year with the outdated site.

### Social Media Digital Statistics

#### Volcanic campaign

- During this campaign we received 158.2% more engagement on Facebook resulting in 103.6k people engaging with our content. This campaign generated 141 new Facebook followers.

#### Best performing social media posts

- Our best performing social media post was "Earthquake awareness", reaching 45k people.

- Our post with the most community interest was about a severe thunderstorm warning with 594 interactions.

### **Future Focus**

#### Response and Recovery

- Developing capability across the region with our training and exercising program for 2025. This is a very exciting space for our Taranaki CDEM staff and volunteers.
- Finalisation of our Community, Volunteer and Comm's and Marketing Strategies. These will be completed early 2025.
- Completion of our Group Plan for 2025-2030

#### Readiness and Reduction

- D4H workshops and exercising across the region
- Development of a SharePoint File Structure, Security and Document Control system for TEMO.
- Developing an MoU with Nga Iwi O Taranaki this will be about how we support each other in response and BAU.
- St John nationally are looking to connect closer with us around catastrophic planning for a Taranaki eruption.



## Section 4 | Personnel

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TEMO has completed the NPDC staff survey for the year. All staff participated, and the feedback received is more positive compared to our 2023.

### Key highlights

- The team feel the culture is the best it has been in a long time
- They feel supported to achieve their work programs
- They are proud of the work they do for the community.

The team has enjoyed team-building activities and HR workshops that have created a productive, high-performing team, ready to respond to our community needs in the event of any emergencies.

We are currently holding one vacancy, our Community Resilience role. Rakai Ngaia left this position to transfer internally to join the NPDC IWI Treaty Partnerships team. We have interviewed two very experienced candidates for this role and will be conducting a second interview stage. Once an appointment is made, this new staff member will start with TEMO in January 2025.

# Appendix A P & L Account

## Appendix A : P & L Account – Q1 report

### Profit and Loss Summary Report for September 2024 for TEMO

	TEMO			Note	Total Full Year	
	25GENA	25GENR			Full Year Budget	% of Full Yr Budget Used September
	Actual YTD September	Budget YTD September	Variance YTD September			
<b>Revenue</b>						
<b>Other revenue</b>						
<b>Other Operating incl Rebates &amp; Recoveries</b>						
1691 - Expenses Recovered	(24,523)	(15,625)	8,898		(62,500)	39%
<b>Total Other Operating incl Rebates &amp; Recoveries</b>	<b>(24,523)</b>	<b>(15,625)</b>	<b>8,898</b>		<b>(62,500)</b>	<b>0%</b>
<b>Total Other revenue</b>	<b>(24,523)</b>	<b>(15,625)</b>	<b>8,898</b>		<b>(62,500)</b>	<b>39%</b>
<b>Subsidies and grants</b>						
<b>Operating Grants &amp; Subsidies</b>						
1801 - Grants - operating	(413,524)	(413,524)	0		(1,654,094)	25%
<b>Total Operating Grants &amp; Subsidies</b>	<b>(413,524)</b>	<b>(413,524)</b>	<b>0</b>		<b>(1,654,094)</b>	<b>0%</b>
<b>Total Subsidies and grants</b>	<b>(413,524)</b>	<b>(413,524)</b>	<b>0</b>		<b>(1,654,094)</b>	<b>25%</b>
<b>Total Revenue</b>	<b>(438,047)</b>	<b>(429,149)</b>	<b>8,898</b>		<b>(1,716,594)</b>	<b>26%</b>
<b>Expenses</b>						
<b>Personnel costs</b>						
<b>Salaries and wages - Payroll Only</b>						
2200 - Salaries and wages - permanent	232,226	226,687	(5,539)		846,470	27%
2203 - Salaries and wages - Training Time	0	1,199	1,199		4,476	0%
2220 - Salaries and wages - Annual leave	27,416	24,458	(2,958)		91,327	30%
2222 - Salaries and wages - Sick leave	14,828	0	(14,828)		0	0%
2229 - Salaries and wages - Other Leave	904	0	(904)		0	0%
<b>Total Salaries and wages - Payroll Only</b>	<b>275,374</b>	<b>252,344</b>	<b>(23,030)</b>		<b>942,274</b>	<b>0%</b>
<b>Other employee benefits - Payroll Only</b>						
2235 - Allowances	4,170	9,020	4,850		35,670	12%
2239 - FBT	1,779	0	(1,779)		0	0%
<b>Total Other employee benefits - Payroll Only</b>	<b>5,949</b>	<b>9,020</b>	<b>3,071</b>		<b>35,670</b>	<b>0%</b>
<b>Employee Development &amp; Education</b>						

## Appendix A : P & L Account – Q1 report

2240 - Training Travel & Expenses	575	5,704	5,128	22,814	3%
2242 - Professional Body Membership & Subscriptions	0	273	273	1,092	0%
2243 - Course & Conference Fees	8,016	5,462	(2,554)	21,848	37%
2244 - Corporate Training Allocation HR	1,628	0	(1,628)	0	0%
<b>Total Employee Development &amp; Education</b>	<b>10,219</b>	<b>11,439</b>	<b>1,220</b>	<b>45,755</b>	<b>0%</b>
<b>Employer contributions - Payroll Only</b>					
2250 - Kiwisaver	8,080	7,570	(510)	28,268	29%
<b>Total Employer contributions - Payroll Only</b>	<b>8,080</b>	<b>7,570</b>	<b>(510)</b>	<b>28,268</b>	<b>0%</b>
<b>Other personnel costs</b>					
2291 - Uniforms	364	1,250	886	5,000	7%
2293 - Agency & Contract Personnel	18,711	0	(18,711)	0	0%
2294 - Health & Safety Equipment	438	0	(438)	0	0%
<b>Total Other personnel costs</b>	<b>19,513</b>	<b>1,250</b>	<b>(18,263)</b>	<b>5,000</b>	<b>0%</b>
<b>Total Personnel costs</b>	<b>319,135</b>	<b>281,623</b>	<b>(37,513)</b>	<b>1,056,967</b>	<b>30%</b>
<b>General operating expenditure</b>					
<b>Insurances</b>					
2315 - Material Damage Insurance	6,081	6,081	0	6,081	100%
<b>Total Insurances</b>	<b>6,081</b>	<b>6,081</b>	<b>0</b>	<b>6,081</b>	<b>0%</b>
<b>Legal and professional fees</b>					
2323 - Commission Paid	611	0	(611)	0	0%
2325 - Licences & Professional Body Fees	(345)	0	345	0	0%
2327 - Professional & Technical Services	10,582	21,812	11,230	87,247	12%
<b>Total Legal and professional fees</b>	<b>10,847</b>	<b>21,812</b>	<b>10,964</b>	<b>87,247</b>	<b>0%</b>
<b>Occupancy and utilities</b>					
2330 - Electricity	2,553	2,318	(236)	9,270	28%
2331 - Natural gas	0	77	77	309	0%
2333 - Security	1,131	644	(487)	2,574	44%
2334 - Cleaning	961	2,500	1,540	10,000	10%
2335 - Rates - council owned properties	1,583	1,182	(401)	4,728	33%
<b>Total Occupancy and utilities</b>	<b>6,227</b>	<b>6,720</b>	<b>493</b>	<b>26,881</b>	<b>0%</b>
<b>Property Maintenance and Maintenance</b>					
2340 - Maintenance - Building Repairs	3,093	875	(2,218)	3,500	88%
2341 - Maintenance - Buildings HVAC	569	0	(569)	0	0%
2344 - Maintenance - Buildings Other	367	2,500	2,133	10,000	4%
<b>Total Property Maintenance</b>	<b>4,029</b>	<b>3,375</b>	<b>(654)</b>	<b>13,500</b>	<b>0%</b>
<b>Communications</b>					

## Appendix A : P & L Account – Q1 report

2352 - Cellphones and accessories	(990)	0	990	0	0%
2354 - Internet	129	0	(129)	0	0%
2355 - Radio Telephones	2,296	2,500	204	10,000	23%
<b>Total Communications</b>	<b>1,435</b>	<b>2,500</b>	<b>1,065</b>	<b>10,000</b>	<b>0%</b>
<b>Advertising and Marketing</b>					
2360 - Advertising	0	3,000	3,000	12,000	0%
2361 - Marketing	150	5,000	4,850	20,000	1%
<b>Total Advertising and Marketing</b>	<b>150</b>	<b>8,000</b>	<b>7,850</b>	<b>32,000</b>	<b>0%</b>
<b>Hardware &amp; Software</b>					
2370 - Software Licences & Maintenance	30	150	120	600	5%
2375 - ICT Consumables	1,137	0	(1,137)	0	0%
<b>Total Hardware &amp; Software</b>	<b>1,167</b>	<b>150</b>	<b>(1,017)</b>	<b>600</b>	<b>0%</b>
<b>Travel and accommodation</b>					
2380 - Airfares	2,338	1,000	(1,338)	4,000	58%
2381 - Accommodation	1,930	750	(1,180)	3,000	64%
2382 - Taxis, transfers and rental cars	0	125	125	500	0%
2383 - Travel incidentals - meals, chargebacks etc.	188	125	(63)	500	38%
2384 - Motor Vehicle Mileage Allowance	73	0	(73)	0	0%
<b>Total Travel and accommodation</b>	<b>4,528</b>	<b>2,000</b>	<b>(2,528)</b>	<b>8,000</b>	<b>0%</b>
<b>Other general costs</b>					
2450 - Koha/donations	0	125	125	500	0%
2452 - Cafeteria Supplies	223	0	(223)	0	0%
2453 - Stationery	1,158	4,190	3,032	16,761	7%
2454 - Postage	0	13	13	50	0%
2456 - Minor equipment purchases - under \$1,000	151	250	99	1,000	15%
2458 - Catering	3,273	5,906	2,633	23,623	14%
2462 - Venue Hire	1,113	250	(863)	1,000	111%
<b>Total Other general costs</b>	<b>5,919</b>	<b>10,734</b>	<b>4,814</b>	<b>42,935</b>	<b>0%</b>
<b>Total General operating expenditure</b>	<b>40,384</b>	<b>61,372</b>	<b>20,988</b>	<b>227,244</b>	<b>18%</b>
<b>Direct costs of activities</b>					
<b>Contracts</b>					
2500 - Maintenance contracts	499	5,026	4,527	20,104	2%
2502 - Goods & Services Contracts	0	4,094	4,094	16,377	0%
<b>Total Contracts</b>	<b>499</b>	<b>9,120</b>	<b>8,622</b>	<b>36,482</b>	<b>0%</b>
<b>Services</b>					
2533 - Rubbish & Waste Removal	270	0	(270)	0	0%
2534 - Levies & Fees Paid	38	0	(38)	0	0%
<b>Total Services</b>	<b>308</b>	<b>0</b>	<b>(308)</b>	<b>0</b>	<b>0%</b>

## Appendix A : P & L Account – Q1 report

<b>Materials</b>					
2542 - Signage	4,123	0	(4,123)	0	0%
2547 - Consumables - Cleaning	(250)	0	250	0	0%
<b>Total Materials</b>	<b>3,873</b>	<b>0</b>	<b>(3,873)</b>	<b>0</b>	<b>0%</b>
<b>Fleet &amp; Plant Consumables &amp; Maintenance</b>					
2550 - Petrol	0	125	125	500	0%
2551 - Diesel	1,030	1,250	220	5,000	21%
2553 - Road user charges	0	395	395	1,581	0%
2554 - Registration & Licences	1,333	290	(1,043)	1,159	115%
2555 - Plant Repairs & Maintenance	882	790	(92)	3,161	28%
<b>Total Fleet &amp; Plant Consumables &amp; Maintenance</b>	<b>3,245</b>	<b>2,850</b>	<b>(395)</b>	<b>11,401</b>	<b>0%</b>
<b>Grants &amp; Funding Expenditure</b>					
2612 - Sponsorship	4,000	0	(4,000)	0	0%
<b>Total Grants &amp; Funding Expenditure</b>	<b>4,000</b>	<b>0</b>	<b>(4,000)</b>	<b>0</b>	<b>0%</b>
<b>Total Direct costs of activities</b>	<b>11,925</b>	<b>11,971</b>	<b>46</b>	<b>47,882</b>	<b>25%</b>
<b>10 - Depreciation - operational assets</b>	<b>37,186</b>	<b>(873)</b>	<b>(38,059)</b>	<b>(3,491)</b>	<b>-1065%</b>
<b>Total Expenses</b>	<b>408,630</b>	<b>354,092</b>	<b>(54,538)</b>	<b>1,328,602</b>	<b>31%</b>
<b>EXTERNAL OPERATING (PROFIT)/LOSS</b>	<b>(29,416)</b>	<b>(75,056)</b>	<b>(45,640)</b>	<b>(387,992)</b>	<b>8%</b>
<b>INTERNAL CHARGES</b>					
310 - Labour allocation expense	0	1,417	1,417	5,667	0%
315 - Fixed Amount Charge of Shared Services	54,520	54,520	0	218,080	25%
320 - On-charges expense	602	1,399	796	5,594	11%
330 - Interest allocation expense	6,035	6,035	0	24,140	25%
<b>INTERNAL RECOVERIES</b>					
<b>APPROPRIATIONS</b>					
391 - Depreciation funding/ (unfunded)	(37,186)	873	38,059	3,491	-1065%
395 - Capital Appropriations	0	0	0	23,135	0%
<b>TOTAL NET RESULT</b>	<b>(5,446)</b>	<b>(10,813)</b>	<b>(5,368)</b>	<b>(107,885)</b>	<b>5%</b>

### NOTES

## Appendix B TEMO Launch Code

# Launch Code



## He Wawata | Our Vision

The centre of innovation and excellence in emergency management for Taranaki.



## He Kaupapa | Our Purpose

We lead, influence, and empower people to take accountability which builds resilience across Taranaki.

We do this by driving good disaster risk practices so people take actions.

## He Whai Tikanga | Our Priorities

Enhance collective awareness and knowledge of Taranaki hazards across communities and partners.

Partner with Taranaki Communities to prepare, respond to, and recover from adverse events.

Strengthen emergency management practice in response and recovery through capability and capacity development.

Strengthen and maintain strong governance and management processes.

## He Huanui | Our Workstreams



Community



Risk Management



Operational Excellence



Partnership





**Kia ururu mai**

***Karakia to close meetings***

Kia ururu mai	Fill me with
Ā hauora	Vitality
Ā haukaha	Strength
Ā haumaia	Bravery
Ki runga, Ki raro	Above, below
Ki roto, Ki waho	Within, outwards
Rire rire hau	Let the wind blow and bind
Paimārie	Peace upon you

**Nau mai e ngā hua**

***Karakia for kai***

Nau mai e ngā hua	Welcome the gifts of food
o te wao	from the sacred forests
o te ngakina	from the cultivated gardens
o te wai tai	from the sea
o te wai Māori	from the fresh waters
Nā Tāne	The food of Tāne
Nā Rongo	of Rongo
Nā Tangaroa	of Tangaroa
Nā Maru	of Maru
Ko Ranginui e tū iho nei	I acknowledge Ranginui above and Papatūānuku
Ko Papatūānuku e takoto ake nei	below
Tūturu o whiti whakamaua kia	Let there be certainty
tina	Secure it!
Tina! Hui e! Taiki e!	Draw together! Affirm!

## AGENDA AUTHORISATION

Agenda for the Taranaki CDEM Joint Committee meeting held on Thursday 5 Decemberr 2024.

Approved:

A handwritten signature in blue ink, appearing to read 'S J Ruru', is positioned above the printed name and title.

29 Nov, 2024 11:34:55 AM GMT+13

S J Ruru  
**Chief Executive**