



AGENDA

Taranaki Civil Defence

Joint Committee

Thursday 6 March 2025, 1.00pm

Civil Defence Emergency Management - Joint Committee



06 March 2025 01:00 PM

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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: 6 March 2025
Subject: Confirmation of Minutes 5 December 2024
Author: M Jones, Governance Administrator
Approved by: S J Ruru, Chief Executive
Document: TRCID-1492626864-351

Recommendations

That the Taranaki Civil Defence Emergency Management Joint committee:

- a) takes as read and confirms the minutes of the Taranaki Civil Defence Emergency Management Joint committee meeting held the Stratford War Memorial Hall, 55 Miranda Street, Stratford on 5 December 2024
- b) notes that the unconfirmed minutes of the Taranaki Civil Defence Emergency Management Joint Committee held at the Stratford War Memorial Hall, 55 Miranda Street, Stratford on 5 December 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-1492626864-186: [Unconfirmed Minutes Civil Defence Emergency Management Group – Joint Committee.](#)



Date:	5 December 2024	
Venue:	Stratford War Memorial Hall, 55 Miranda Street, Stratford	
Document:	TRCID-1492626868-119	
Present:	M Cloke P Nixon	Chairperson South Taranaki District Council
Attending:	S Hanne F Aiken G Green S Ruru T Velvin P Johnston E Molloy P Waters N Chadwick	Strafford District Council South Taranaki District Council New Plymouth District Council Taranaki Regional Council TEMO TEMO TEMO NEMA Governance Administrator

The meeting opened with a group Karakia at 9.04am

Apologies: Were received and sustained from N Walker - Taranaki Regional Council, N Holdom – New Plymouth District Council

Cloke/Volzke

1. Confirmation of CDEM – Joint Committee Minutes – 5 September 2024

Resolved

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

- a) 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 5 September 2024
- b) 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 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.

Volzke/Cloke

2. Receipt of CDEM – CEG Minutes 18 November 2024

2.1 S Hanne provided an overview of the Minutes from the CEG meeting held 18 November 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 18 November 2024
- b) adopted the recommendations therein.

Volzke/Cloke

3. Appointment of Mike Coronno as Alternate Local Recovery Manager - NPDC

3.1 T Velvin advised of the appointment of Mr Mike Coronno to the role of Alternate Local Recovery Manager to New Plymouth.

Resolved

That the Taranaki Civil Defence Emergency Management Joint Committee:

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

Volzke/Cloke

4. National Emergency Management Agency Update

4.1 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*.

Cloke/Volzke

5. Annual Taranaki Volcano Monitoring Report July 2023-June 2024

5.1 T Velvin presented the Annual Taranaki Volcano Monitoring Report.

Resolved

That the Taranaki Civil Defence Emergency Management Joint Committee:

- a) received the memorandum and the report Annual Taranaki Volcano Monitoring Report July 2023-June 2024
- b) noted the contents of the memorandum and the report.

Volzke/Cloke

6. National Exercise Ru Whenua After Action Report

6.1 T Velvin presented the National Exercise Ru Whenua After Action Report.

Resolved

That the Taranaki Civil Defence Emergency Management Joint Committee:

- a) received the memorandum National Exercise Ru Whenua After Action Report
- b) noted the contents of the After Action Report on the Taranaki regions involvement in the nationally lead Ru Whenua exercise

Volzke/Cloke

7. Quarterly Performance Report Q4 – 2023/24

7.1 T Velvin presented the Working together to reduce the volcanic impacts of Taranaki Mouna on Taranaki – Investment Logic Map Process.

Resolved

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

- a) received the memorandum Investment Logic Map Taranaki Volcano
- b) approved Investment Logic Map Option two as the preferred option.

Cloke/Volzke

8. Quarterly Performance Report Q1

8.1 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 Q1.

Volzke/Cloke

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 9.45 am.

Civil Defence Emergency

Management – Joint Committee Chairperson: _____

M J Cloke



Date: 6 March 2025
Subject: Receipt of CDEM CEG Minutes – 13 February 2025
Author: M Jones, Governance Administrator
Approved by: S J Ruru, Chief Executive
Document: TRCID-1492626864-353

Recommendations

That the Taranaki Civil Defence Emergency Management Joint Committee:

- 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 13 February 2025
- b) adopts the recommendations within.

Appendices/Attachments

TRCID-1492626867-281: [Unconfirmed Minutes CEDM – CEG 13 February 2025](#)



Date:	13 February 2025	
Venue:	Taranaki Regional Council, 47 Cloten Road, Stratford	
Document:	TRCID – 1492626864-68	
Present:	S Hanne	Stratford District Council (Chair)
	F Aiken	South Taranaki District Council
	G Green	New Plymouth District Council
	S J Ruru	Taranaki Regional Council
	D Utumapu	Fire and Emergency NZ
	G Simmons	Health New Zealand/Te Whatu Ora
	A Jane	Ministry of Social Development
	B Walton	Hato Hone/St John
Attending:	T Velvin	Taranaki CDEM (Regional Manager)
	M Jones	Governance Administrator
	N Chadwick	Executive Assistant
	E Malloy	TEMO
	P Johnson	TEMO
	P Waters	National Emergency Management Agency

The meeting opened with a group Karakia at 10.30am.

Apologies: Were received and sustained from Gloria Campbell.

Hanne/Aitken

1. Confirmation of CDEM – CEG Minutes 18 November 2024

Resolved

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

- 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 18 November 2024.

Hanne/Utumapu

2. Receipt of Advisory Group Minutes

Resolved

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

- a) receives the unconfirmed minutes of Readiness and Response Advisory Group (RARAG) – 27 November 2024
- b) receives the unconfirmed minutes of the Risk Reduction Advisory Group (RRAG) – 4 December 2024
- c) receives the unconfirmed minutes of the Rural Coordinating Advisory Group – 10 December 2024
- d) receives the unconfirmed minutes of the Geospatial Innovation Advisory Group – 11 December 2024.

Hanne/Simmons

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 Co-ordinating Executive Group:

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

Hanne/Green

4. Appointment of Jacqueline Baker as New Plymouth District Council Local Controller

4.1 T Velvin advised of the appointment of Jacqueline Baker to the role of Local controller to New Plymouth District Council.

Resolved

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

- a) received the memorandum Appointment of Mrs Jacqueline Baker to the role of Local Controller, New Plymouth District Council
- b) noted the contents of the memorandum
- c) recommended the appointment of Mrs Jacqueline Baker to the role of Local Controller, New Plymouth District Council to the Taranaki Civil Defence Emergency Management Joint Committee.

Green/Hanne

5. Appointment of Zoe Sharman as Group Welfare Manager and Kelsey Tamaiparea as Alternate Group Welfare Manager

- 5.1 T Velvin advised of the appointment of Zoe Sharman as Group Welfare Manager and Kelsey Tamaiparea as Alternate Group Welfare Manager.

Resolved

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

- a) received the memorandum *Appointment of Ms Zoe Sharman as Group Welfare Manager and Kelsey Tamaiparea as Alternate Group Welfare Manager*
- b) noted the contents of the memorandum
- c) recommended the appointment of Ms Zoe Sharman, to the role of Group Welfare Manager to the Taranaki CDEM Joint Committee
- d) recommended the appointment of Ms Kelsey Tamaiparea, to the role of Alternate Group Welfare Manager to the Taranaki CDEM Joint Committee.

Hanne/Aitken

6. Draft Taranaki Civil Defence Emergency Management Group Plan 2025-2023

- 6.1 T Velvin and E Malloy gave an overview of the draft Civil Defence Emergency Management Group Plan to the Committee seeking their endorsement prior to it being approved for public consultation.

Resolved

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

- a) received the Memorandum Draft Taranaki CDEM Group Plan 2025-2030
- b) noted the contents of this memorandum
- c) recommended to the Taranaki Civil Defence Emergency Management Joint Committee that the *Draft Taranaki CDEM Group Plan 2025-2030* be approved for public consultation in accordance with the following schedule:

Date	Action
Proposed 6 March 2025	Draft Group Plan to the CDEM Joint Committee for approval to be put forward for public consultation
7 March 2025	Notify Group Plan for public submissions (1 month, 1 day – meeting requirements of Section 52(2) of CDEM Act 2002)
7 March 2025	Draft Group Plan for NEMA technical review (1 month)
8 April 2025	Public submissions close, CDEM Senior Planning Advisor analyses and summarises submissions and prepares recommendations of change
8 April 2025	NEMA technical review complete
To be arranged if required	Public Hearing of submissions

To be arranged if required	Special meeting for deliberations and amendments, and adoption of final draft
10 June 2025	Forward final draft Group Plan for Minister's comments – 20 working days for comment
24 July 2025	Group Plan to Coordinating Executive Group for receiving, noting and recommending
7 August 2025	CDEM Joint Committee adopt the Group Plan

Hanne/Simmons

7. Quarterly Performance Report

7.1 T Velvin provided an update on the Q2 Quarterly Performance Report 2024/25.

Resolved

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

- a) received memorandum, *Quarterly Performance Report Q2 2024/25*
- b) noted the contents of the memorandum
- c) recommended the report to the Taranaki CDEM Joint Committee.

Simmons/Aitken

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 11.03am.

Civil Defence Emergency

Management – CEG Chairperson: _____

S Hanne



Date: 6 March 2025
Subject: National Emergency Management Agency Update
Author: P Waters - NEMA
Approved by T Velvin, Group Manager/Controller – Taranaki Emergency Management Office
Document: TRCID-1492626864-342

Purpose

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

Recommendations

That the Taranaki Emergency Management Joint Committee:

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

Appendices/Attachments

TRCID-1492626864-339: [National Emergency Management Agency Update.](#)



National Emergency Management Update

Taranaki Coordinating Executive Meeting
13 February 2025

Government's Response to the Recommendations in the NISWE Inquiry

On 10 October 2024 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). The Emergency Management System Improvement Programme (EMSIP) has been set up to implement the 15 high-level recommendations.

Phase 1 of EMSIP is complete and produced the above-mentioned report. The Government response accepted all the high-level recommendations, identifying five focus areas with 15 high level actions. The government response was informed by the NISWE and by other events, reviews, and inquiries.

Phase 2 is underway with the preparation of an investment and implementation roadmap for Cabinet's consideration. NEMA intends to deliver this roadmap to Cabinet in early 2025. The roadmap will be very high level. Phase 2 is a scoping exercise, this is not about business cases and detailed design – that will follow Cabinet's decisions. While this process is moving quickly, NEMA are committed to testing their thinking with relevant partners where possible. NEMA will continue to work alongside the CDEM Groups through this process – we have scheduled engagements with EMLG on 13 February and CEG Chairs on 17 February.

Emergency Management Bill

At the end of November, Cabinet agreed to progress development of the new EM Bill. The Cabinet paper is now publicly available on our website: <https://www.civildefence.govt.nz/cdem-sector/legislation/emergency-management-bill>

- The body of the Cabinet paper sets out indicative issues the bill will seek to address, based on matters raised through submissions on the old bill and past inquiries/reviews.
- NEMA is analysing those issues and developing options to address them, working towards publicly consulting on options in the second quarter of 2025.
- We would be grateful for your input on the issues and options, to feed into development of the public consultation document.
- The EM Bill is closely linked to the Emergency Management System Improvement Programme (EMSIP), as the bill will support delivery of some of the EMSIP actions.

Catastrophic Event Handbook

The Catastrophic Event Handbook, V1.0 has now been signed off by NEMA's CE Dave Gawn and Director Emergency Management John Price. This represents a significant amount of mahi across the system to achieve this milestone, delivering Version 1.0 of the Handbook as promised. NEMA will present the Handbook to the Minister for Emergency Management and Recovery in the new year and will publish it on the NEMA website after this.

An electronic copy of the Handbook was sent to CDEM Group Managers on 23 December 2024.



Tsunami template NWS & EMA consultation

NEMA is seeking feedback on the content of draft land and marine tsunami warning National Warning System (NWS) AND Emergency Mobile Alert (EMA) templates. We are replacing the current single National Warning: Tsunami Threat to land and Marine Areas template with two separate templates:

- National Warning: Tsunami Threat to Land and Marine Areas – prepare to evacuate
- National Warning: Tsunami Threat to Land and Marine Areas – immediate evacuation required

The current National Warning: Tsunami Threat to Land and Marine Areas message does not provide evacuation instructions beyond “Listen to local civil defence authorities and follow any instructions regarding evacuation of your area.” It is not consistent with and does not reinforce the messages that are issued via EMA. This can create confusion and may result in people delaying or not taking critical life safety actions.

NEMA currently issues short EMA messages (under 90 characters) for land and marine tsunami threats. The short EMA messages were used as some handsets experienced issues receiving longer alerts when the EMA system was first rolled out. Over time, as people have replaced their handsets, these issues have lessened. As such, NEMA replacing the current short EMAs messages for land and marine with longer EMA messages that provide more information about the threat and what people should do.

The new templates have been drafted in line with best practice for writing warning messages and lessons from past events and exercises. The templates have been written to be consistent with the existing CDEM Group EMAs for a land and marine tsunami threat and reinforce the message that local evacuation instructions will come from Civil Defence Emergency Management Groups.

Feedback period closes 14 February 2025.

Starlink

NEMA are still seeking internal approvals for the Starlink agreement to go-live. Given there is a debate on the legalities of the Public Finance Act to use of funds to provide this service, we are having to ensure additional contract details are correct. As such, we are not able to provide a definite date as and when the service will be available.

Too that end, for those CDEM Groups and partner agencies that have funds available now and are wanting to procure hardware and connections on the service, we recommend they procure directly through Starlink or an approved third-party provider. They can then come onto the NEMA package at a date and time of their choosing. The process to do so will be laid out for them to make a smooth transition.

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



Date: 6 March 2025

Subject: **Appointment of Zoe Sharman as Group Welfare Manager and Kelsey Tamaipare as Alternate Group Welfare Manager**

Author: T Velvin, Group Manager/Controller – Taranaki Emergency Management Office

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

Document: TRCID-1492626864-346

Purpose

1. The purpose of this memorandum is to approve the appointments of Ms Zoe Sharman as Group Welfare Manager and Kelsey Tamaipare as Alternate Group Welfare Manager.

Executive summary

2. On the 5 March 2019 the Taranaki CDEM Joint Committee delegated authority to CDEM Group Controller, in consultation with the CEG Chair, to identify and appoint suitable people to the roles of Group Welfare Manager or Alternative Group Welfare Manager.
3. For the avoidance of doubt, confirmation is sought by the Joint Committee for the appointments of Ms Zoe Sharman as Group Welfare Manager and Kelsey Tamaipare as Alternate Group Welfare Manager.
4. The Group has previously made appointments to these positions of Group Welfare Manager and Alternate Group Welfare Manager under Section 62, of the National Civil Defence Emergency Management Plan Order 2015.

Recommendations

That the Taranaki Civil Defence Emergency Management Joint Committee:

- a) receives the memorandum *Appointment of Ms Zoe Sharman as Group Welfare Manager and Kelsey Tamaipare as Alternate Group Welfare Manager*
- b) notes the contents of the memorandum
- c) approves the appointment of Ms Zoe Sharman, to the role of Group Welfare Manager
- d) approves the appointment of Ms Kelsey Tamaipare, to the role of Alternate Group Welfare Manager.

Background

5. The positions of Group Welfare Manager and Alternate Group Welfare Manager are made by the CDEM Group in accordance with Section 62(6) of the National Civil Defence Emergency Management Plan Order 2015. The Plan Order 2015 specifies that each CDEM Group is responsible for:

5.1 the co-ordination of and arrangements for local delivery of welfare services and

5.2 the appointment of a suitably senior and experienced CDEM Group Welfare Manager to fulfil that function; and alternative CDEM Group Welfare Manager.

Discussion

6. Nomination for Group Welfare Manager,
 - 6.1 Ms Zoe Sharman
7. Nomination for Alternate Group Welfare Manager
 - 7.1 Ms Kelsey Tamaiparea

Decision-making considerations

8. Section 62(6) of the National Civil Defence Emergency Management Plan Order 2015 allows the Group to appoint one or more people to be Group Welfare Manager or Alternate Group Manager.
9. 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.

Financial considerations—LTP/Annual Plan

10. Group Welfare Manager and Alternate Group Welfare Manager merit payments are the responsibility of TEMO and covered under existing budget.
11. 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

12. Group Welfare appointments are consistent with the National CDEM Plan, Taranaki CDEM Group Plan, Taranaki Group Welfare Plan and the Coordinated Incident Management System (CIMS) v3.
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*.

Iwi considerations

14. 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

15. 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

16. The Group appoints Group Welfare Managers and Alternate Group Welfare Managers in accordance with Sections 62(6) of the *National Civil Defence Emergency Management Plan Order 2015*.
17. 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.



Date: 6 March 2025

Subject: Appointment of Jacqueline Baker as New Plymouth District Council Local Controller

Author: C Cookson, CDEM Lead NPDC

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

Document: TRCID-1492626864-345

Purpose

1. The purpose of this memorandum is to approve the appointment of Mrs Jacqueline Baker to the role of Local Controller, New Plymouth District Council.

Executive summary

2. The Group has previously made appointments to the position of Local Controller under Section 27, of the Civil Defence Emergency Management Act 2002.

Recommendations

That the Taranaki Civil Defence Emergency Management Joint Committee:

- a) receives the memorandum Appointment of Mrs Jacqueline Baker to the role of New Plymouth District Council Local Controller
- b) notes the contents of the memorandum
- c) approves the appointment of Mrs Jacqueline Baker to the role of Local Controller, New Plymouth District Council.

Background

Role of Local Controller

3. The role of the Local Controller is to direct and coordinate local CDEM resources made available to them during declared emergencies and perform any other functions delegated by the CDEM Group. A Controller can also use CDEM arrangements outside of declared emergencies, but some powers under the CDEM Act 2002 can only be used during a declared state of emergency.

The primary roles of the Local Controller during a response are to direct and coordinate the use of the personnel, material, information, services, and other resources made available by departments, and other people.

4. The CDEM Act 2002 states that the Taranaki CDEM Group may appoint one or more Local Controllers:

27 Appointment of Local Controllers

- (1) *A Civil Defence Emergency Management Group may appoint 1 or more persons to be a Local Controller, and direct that person or persons to carry out any of the functions and duties of, or delegated to, the Group Controller of the Group and to exercise the powers of Controllers in the*

area for which the Group Controller is appointed, including, but not limited to, the powers in sections 86 to 94.

- (2) *Despite anything in subsection (1), a Local Controller must follow any directions given by the Group Controller during an emergency.*

Powers to act as Local Controller in other Districts

5. At the September 2017 the Joint Committee determined that Local Controllers can act for any District Council in the Taranaki region in order to increase the overall resilience of the region.

Discussion

6. New Plymouth District Council have nominated Mrs Jacqueline Baker to the role of Local Controller, New Plymouth District Council. The Application Form is attached as Appendix 1.
7. Mrs Jacqueline Baker meets the requirements of a Local Controller, as detailed in the Statutory Appointment Checklist attached as Appendix 2 and has successfully completed the Response and Recovery Leadership Development Programme.

Decision-making considerations

8. Section 26 of the *Civil Defence Emergency Management Act 2002* allows the Group to appoint 1 or more persons to be a Local Controller.
9. 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*.

Financial considerations—LTP/Annual Plan

10. Controller merit for council staff is the responsibility of the individual council.
11. 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

12. These appointments are consistent with Taranaki CDEM Group Plan and the Coordinated Incident Management System (CIMS) v3.
13. 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*.

Legal considerations

14. The Appointment of Local Controllers is made in accordance with Section 27(1) 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.

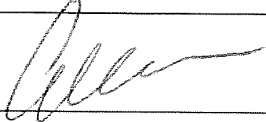
Appendices/Attachments

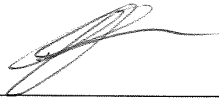
TRCID-1492626864-344: [Taranaki CDEM Group Statutory Role Application Form: Jacqueline Baker](#)

TRCID-1492626864-343: [Taranaki CDEM Group Statutory Appointment Checklist: Jacqueline Baker](#)

Taranaki CDEM Group Statutory Role Application Form

Applicant Name:	Jacqueline Baker
Role Applied for:	Local Controller

Employer Approval			
Manager Name	Gareth Green		
Signature		Date	22/1/2025
<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			
Group Controller / Recovery Manager Name	Todd Velvin		
Group Controller / Recovery Manager Signature		Date	22/01/2025
<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>			

Date of Meeting	
Date of Meeting	13/02/2025

Date of Meeting	
Date of Meeting	<u>27/02/2025 06/03/2025</u>

Taranaki CDEM Group Statutory Appointment Checklist

Applicant Name:	Jacqueline (Sacs) Baker	21/11/2024
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Skills and Attributes	Yes	Partial	No
1. Relationship Management			
Develops relationships easily with key individuals and partner organisations	✓		
Able to effectively resolve conflict	✓		
Credible influencer and negotiator	✓		
2. Information Management			
Able to identify information needs, the systems functionality and capability to source the information required.	✓		
Able to analyse wide ranging information to inform situational awareness and strategy	✓		
Absorbs and synthesises information but is not distracted by the detail	✓		
3. Risk Management			
Able to understand the hazards and risks and determine community impact	✓		
Applies the principles of risk management	✓		
4. Planning			
Ensures plans are coordinated, integrated and implemented across all levels and partners	✓		
Able to forward plan and assess consequential risk	✓		
Ensures plans are evaluated and updated	✓		
5. Communication			
Communicates with clarity with partners and communities	✓		
Leads and owns public information messaging and engagement with communities	✓		
Engenders confidence with the media	✓		
6. Capability Development			
Able to proactively engage in professional development ¹ for self and response staff	✓		
Understands the strategic risk of weak capability and monitors levels of collective capability	✓		

¹ Professional development includes courses, workshops, peer learning and exercises

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



Date: 6 March 2025

Subject: Draft Taranaki Civil Defence Emergency Management Group Plan 2025-2030

Author: E Malloy, Senior Planner - Taranaki Emergency Management Office

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

Document: TRCID-1492626864-347

Purpose

1. The purpose of this memorandum is to present the draft CDEM Group Plan for approval for public consultation by the Taranaki Civil Defence Emergency Management Joint Committee.

Executive summary

2. The Draft Taranaki CDEM Group Plan 2025-2030 is a required planning document under the *Civil Defence Emergency Management Act 2002*. It will replace the existing Group Plan for Taranaki CDEM 2018-2023.
3. This is a high-level strategic document that sets out our vision, goals, principles, and objectives for action over the next five years.
4. A thorough process of reassessing our hazardscape and risk profile has resulted in a new list of priority hazards. These priority hazards will receive more resources and management from the Taranaki CDEM Group over the life of the plan. At the conclusion of the 'Our People, Our Region' and the 'Hazards and Risks in Taranaki' Sections, the Group Plan synthesises and gives meaning to this information by outlining focus areas for our work into a 'What Does This Mean for Taranaki' Section.
5. A new CDEM Group Vision, Purpose and Values have been incorporated into the draft Group Plan. The fulfillment of our vision is underpinned by delivering four strategic goals, under the leadership and accountability of the CDEM Joint Committee. Within these strategic goals, specific objectives are set.

Recommendations

That the Taranaki Civil Defence Emergency Management Joint Committee:

- a) receives the Memorandum Draft Taranaki Civil Defence Emergency Management Group Plan 2025-2030
- b) notes the contents of this memorandum
- c) approves the *Draft Taranaki Civil Defence Emergency Management Group Plan 2025-2030* for public consultation in accordance with the recommended in the following schedule:

Date	Action
6 March 2025	Draft Group Plan to the CDEM Joint Committee for approval to be put forward for public consultation
7 March 2025	Notify Group Plan for public submissions (1 month, 1 day – meeting requirements of Section 52(2) of CDEM Act 2002)
7 March 2025	Draft Group Plan for NEMA technical review (1 month)
8 April 2025	Public submissions close, CDEM Senior Planning Advisor analyses and summarises submissions and prepares recommendations of change
8 April 2025	NEMA technical review complete
To be arranged if required	Public Hearing of submissions
To be arranged if required	Special meeting for deliberations and amendments, and adoption of final draft
10 June 2025	Forward final draft Group Plan for Minister's comments – 20 working days for comment
24 July 2025	Group Plan to Coordinating Executive Group for receiving, noting and recommending
7 August 2025	CDEM Joint Committee adopt the Group Plan

Background

6. The Taranaki CDEM Group Plan (the Group Plan) is required to be reviewed every five years. The Taranaki CDEM Group Plan (2018 - 2023) came into effect on the 19th of June 2018. There is a statutory requirement for a review of the Group Plan to commence if it has been operative for five years or more (Section 56(1) Civil Defence Emergency Management Act 2002). Following a review, the Group "...may amend or revoke and replace the plan or leave the plan unchanged" (Section 56(3) Civil Defence Emergency Management Act 2002).
7. On the 23 February 2023 the Taranaki CDEM Joint Committee approved the Group Plan review.
8. In March 2023 TEMO began the Group Plan review process with public notification of the proposed review.

9. In June 2023 TEMO started the risk assessment, TEMO engaged Toa Consulting Ltd to facilitate and deliver the risk assessment process in accordance with the Director General's Guidelines for Risk Assessments – DGL 23/22. This Risk Assessment process was updated since the last group plan review, resulting in several changes to the way in which hazards are assessed. This has included the use of Maximum Credible Event (MCE) scenarios for all hazards and a focus on the consequences across all four environments; Social, Built, Economic and Natural. This work was presented to the CDEM Joint Committee on 14 March 2024.
10. In September 2023, the Leadership Team decided to undertake a full rewrite of the group plan and in October 2023 the Coordinating Executive Group endorsed the rewrite of the group plan. In March 2024 the Joint Committee approved a rewrite of the Group Plan to allow the CDEM Group more scope to incorporate the findings of the Hazard Risk Assessment, include the regional recovery strategy and review the Group's Vision, Purpose and Values. This recommendation was supported by current advice from NEMA.
11. According to the CDEM Group Planning Director's Guidelines (DGL 09/18), the CDEM Group Plan should be:

"a living document that is used regularly by the CDEM Group and its partner agencies to inform discussion and guide planning. It is comprised of:

 - *principles that guide behaviour and practice*
 - *goals and objectives that set direction and inform work planning*
 - *policy that guides decision making*
 - *coordinating arrangements that inform local plans, and*
 - *arrangements that oversee CDEM management and delivery.*
12. *A CDEM Group Plan forms an important part of the CDEM framework in New Zealand as it states and provides for the hazards and risks to be managed by the Group and the CDEM arrangements necessary to give effect to the Plan. CDEM Group Plans should be considered on a par with Regional Policy Statements in terms of the hierarchy of planning documents.*
13. *Group planning draws together the National CDEM Strategy and supporting doctrine and gives effect to these in a local context. Monitoring and evaluation underpin delivery ensuring that activities are informed by gap analysis, and that CDEM delivery is monitored for quality. The objectives of a CDEM Group Plan should be aligned to the objectives of the National CDEM Strategy".*
14. The Group Plan provides an overarching strategic direction for the Taranaki CDEM Group and its members as a collective, ensuring that while each council addresses its unique needs within their district and communities, actions are aligned with shared regional goals. By working together, the Taranaki CDEM Group can set common priorities, guide individual councils in their emergency management efforts, and maintain flexibility to adapt to the diverse needs of local communities. This collaborative approach supports the region efficiently through obtaining and sharing hazard information, promoting information sharing to better understand the nature and scale of our natural hazards and avoids a 'one-size-fits-all' model, promoting tailored solutions for different areas within the region. The Taranaki Regional Council natural hazards gap analysis work is an example of increasing council collaboration and regional leadership. Through this collective approach, we ensure that the region is prepared, resilient, and capable of responding to and recovering from emergencies in a coordinated and effective manner.
15. The Taranaki CDEM Group is a collective of its member councils, all of which develop and maintain their own plans. Individual council plans, such as Long-Term Plans, Annual Plans, Asset Management Plans and Community Engagement Plans, provide details of each council's budget, work priorities, projects, and key performance indicators. It is these plans, in addition to the Taranaki Regional Council

Regional Policy Statement for Taranaki, and TEMO plans (for example, response and recovery plans, Community Resilience Plan, Response Management Plan, Taranaki CDEM Group Recovery Plan) which are all fundamental delivery mechanisms of this Group Plan.

16. The Group Plan is designed to set clear priorities and direct both regional and local actions across four key areas of emergency management:
- **Reduction** – delivered through Regional Policy Statement, District Plans, Spatial Plans, Long-Term Plans, Reserve Management Plans
 - **Readiness** – delivered through capability development, capacity building, community resilience planning, community response planning, group welfare plan, public education activities, community emergency centre planning, volunteer management planning
 - **Response** – delivered through response planning, standard operating procedures, volunteer management planning, building management in emergencies
 - **Recovery** - delivered through group recovery plans, local recovery plans, including amendment to Council plans where recovery is significant and long-term.

Discussion

17. The Group Plan strategic framework (Vision, Purpose and Values) was presented to the Coordinating Executive Group in August 2024 and to the CDEM Joint Committee in September 2024.

Public consultation requirements

18. Section 52 of the Civil Defence Emergency Management Act 2002 specifies the process for consulting on a Group Plan. Key rules include:
- Public notice and any other specific notice the Group considers appropriate (e.g. to advisory group members) must be given, for a minimum of one month and not more than three months
 - The Group provide anyone who makes a written submission an opportunity to be heard
 - Make all written submissions on the draft plan available for the public to read.

Proposed Dates

19. These dates are proposed based on our requirement to complete and adopt the Group Plan at the August Joint Committee meeting.

Date	Action
6 March 2025	Draft Group Plan to the CDEM Joint Committee for approval to be put forward for public consultation
7 March 2025	Notify Group Plan for public submissions (1 month, 1 day – meeting requirements of Section 52(2) of CDEM Act 2002)
7 March 2025	Draft Group Plan for NEMA technical review (1 month)
8 April 2025	Public submissions close, CDEM Senior Planning Advisor analyses and summarises submissions and prepares recommendations of change

8 April 2025	NEMA technical review complete
To be arranged if required	Public Hearing of submissions
To be arranged if required	Special meeting for deliberations and amendments, and adoption of final draft
10 June 2025	Forward final draft Group Plan for Minister's comments – 20 working days for comment
24 July 2025	Group Plan to Coordinating Executive Group for receiving, noting and recommending
7 August 2025	CDEM Joint Committee adopt the Group Plan

Consultation Plan

20. It is proposed that the following actions form the basis of consultation on the draft Group Plan:
- Public notice on TEMO social media sites and be shared via local authorities' communication channels
 - Make paper copies available in our TEMO group office
 - Electronic copies on our website.
21. It should be noted that according to Section 57 of the Civil Defence Emergency Management Act 2002 - Minor Changes to Plan - the Group can amend the Group Plan without going through a full consultation procedure within the next five years. This is so long as the Group is satisfied that the amendment will have no effect on the rights of any person and no more than a minor effect on the obligations of any person.

Options

22. Approve the draft Taranaki CDEM Group Plan 2025-2030 to be put forward for Public Submission.
23. Decline the draft Taranaki CDEM Group Plan 2025-2030 to be put forward for Public Submission.

Significance

24. There is a statutory requirement for a review of the Group Plan to commence if it has been operative for five years or more (Section 56(1) Civil Defence Emergency Management Act 2002). The draft Group Plan presented here relates to all collective members of the Taranaki CDEM Group, partner agencies, stakeholders, Taranaki communities, iwi and families/whanau. It is therefore considered of significant importance.

Financial considerations—LTP/Annual Plan

25. This memorandum and the associated recommendations are consistent with the Council's adopted Long-Term Plan and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.
26. Design costs of \$5,215.25 (incl GST) have been absorbed into the existing TEMO budget.
27. Printing costs will need to be considered for the adopted Group Plan and the number of physical copies to print. This is likely to fall into the financial year 2025/26.

Policy considerations

28. 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 and the Local Government Official Information and Meetings Act 1987 and the Civil Defence Emergency Management Act 2002.
29. The Group Plan builds on from previous group plans, and has been prepared in accordance with, and informed by:
 - the legal requirements of Sections 48-56 of the Civil Defence Emergency Management Act 2002.
 - the National Disaster Resilience Strategy 2019.
 - CDEM Group Planning Director's Guidelines [DGL 09/18].
 - supporting plans of New Plymouth, Stratford and South Taranaki councils, and partners and stakeholders.
 - Taranaki CDEM Group hazard and community risk assessments.
 - learnings from previous emergency responses and exercises.
 - international, national and local climate change and emergency management research and policy.

Iwi considerations

30. 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 programs has been recognised in the preparation of this memorandum.
31. The CDEM Group is committed to growing meaningful partnerships with mana whenua and mataawaka in Taranaki through strengthening relationships and seeking their involvement in local CDEM activities. Specific objectives are included in the draft Group Plan which relates to this commitment.
32. TEMO have been collaborating with Ngā Iwi O Taranaki in drafting the Group Plan.

Community considerations

33. 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

34. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the CDEM Group listed in Section 17 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-1492626864-347: [Draft Taranaki CDEM Group Plan 2025-2030](#)



Taranaki Civil Defence
Emergency Management
Group Plan
2025 - 2030

*Te Mahere Rahi a Te Rākau
Whakamarumaruru ki Taranaki (TRWT)
2025-2030*





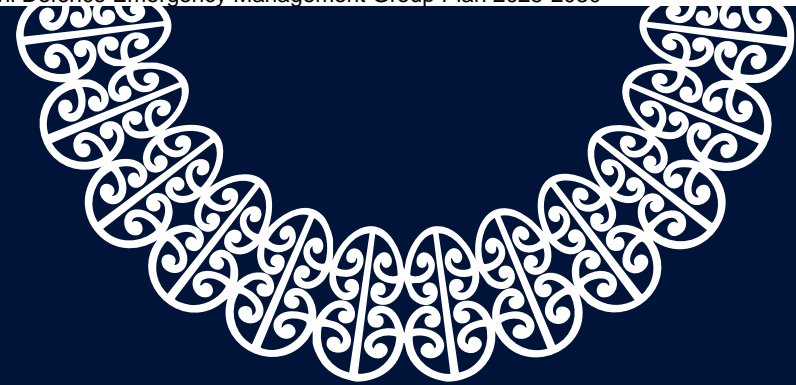
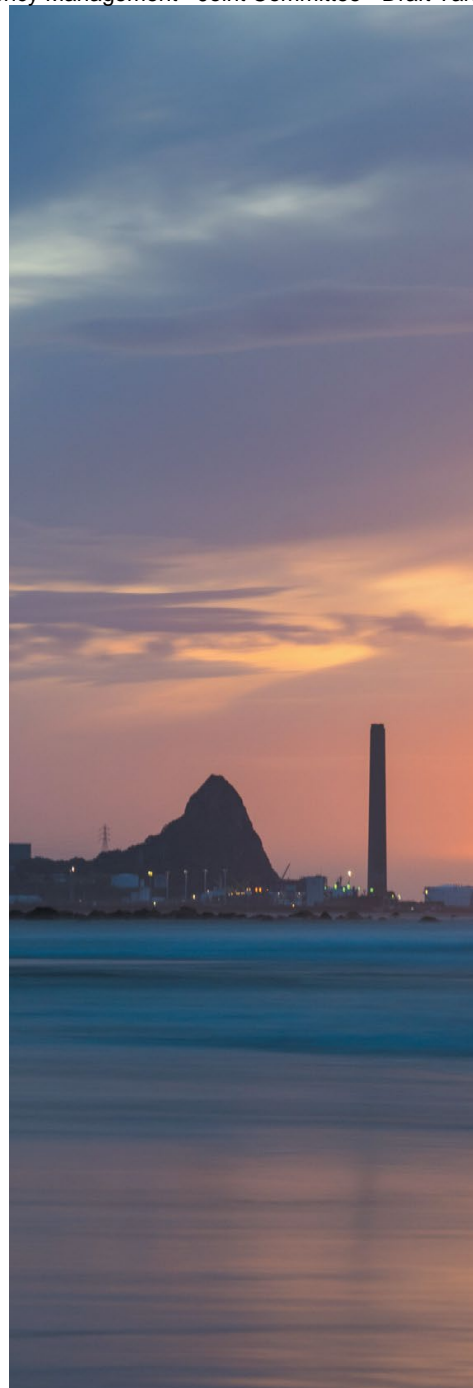
Taranaki CDEM Group Plan 2025-2030

Civil Defence Publication 2025/2030
CDN is TEMO-BAU-PLN-0001

Taranaki Civil Defence Emergency Management Group
C/O Taranaki Emergency Management
45 Robe Street
New Plymouth
New Zealand

Authority: This Group Plan has been issued by the Taranaki Civil Defence Emergency Management Group Joint Committee pursuant to Section 48 of the Civil Defence Emergency Management (CDEM) Act 2002. It provides strategic direction for the Taranaki Emergency Management Group.

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Mihi

Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
E hī ake ana te atakura
He tio, he huka, he hau hū
Tihei Mauri Ora

Cease the winds from the west
Cease the winds from the south
Let the breeze flow over the land
Let the breeze flow over the ocean
Let the red-tipped dawn come
with a sharpened air, a touch of frost,
a promise of a glorious day



Te Kuputaki a te Tiamana | Foreword

Tena koutou katoa,

As Chair of the Taranaki Civil Defence Emergency Management Group, I would like to extend my appreciation to all the people of Taranaki. Your continued support is invaluable to our efforts, and we remain dedicated to collaborating with you to safeguard and care for our communities into the future.

I am very pleased to introduce the Taranaki Civil Defence Emergency Management Plan for 2025–2030, the fourth plan created by the Taranaki CDEM Group.

Taranaki's distinct location, diverse landscape, population, and economic significance create unique challenges for emergency management. The region faces a range of potential hazards, including volcanic activity from Taranaki Maunga, storms and tornadoes, droughts, Avian Influenza, and pandemics. The climate of Taranaki is changing, and these changes will continue for the foreseeable future. In the coming decades, climate change is likely to increasingly pose challenges to New Zealanders' way of life. Recent events such as Cyclone Gabrielle, the Auckland Floods and COVID-19 have underscored the importance of being prepared for unexpected emergencies and the need for regional resilience and readiness.

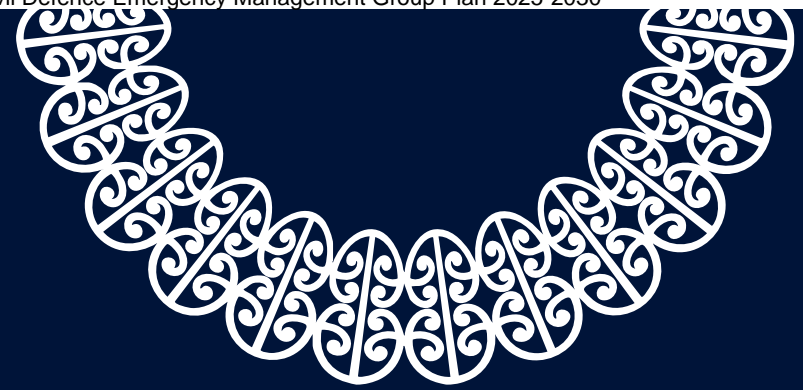
Our diverse population and varied environments—from the volcanic ring plain and coastal terraces to the eastern hill-country—combined with the national significance of our oil and gas, poultry, and dairy sectors, contribute to the potential for complex situations to evolve.

It is crucial for Taranaki to enhance our preparedness for responding to and recovering from emergencies, both now and in the future. Building resilience is a collective responsibility involving individuals, families, businesses, communities, and all levels of government.

By implementing this Group Plan, we will see meaningful improvements in emergency management in Taranaki. The Taranaki CDEM Group looks forward to collaborating with you to strengthen resilience within the region.

Ngā manaakitanga,

Neil Walker
Chair of the Taranaki CDEM Group



He Whakamihi | Acknowledgement

Taranaki Maunga stands as a powerful symbol of strength and spiritual significance and has long been a guardian of the land and people, holding deep cultural and ancestral importance to Taranaki communities.

Te Ruruku Pūtakerongo recognises Taranaki Maunga, the national park Te Papa Kura o Taranaki and nearby peaks as ancestral mountains, and are now together recognised as a legal person, Te Kāhui Tupua.

These maunga are pou, a connection between the social and physical elements of our lives. For Iwi of Taranaki, they are enduring personified ancestors, the guardian of a unique ecosystem, and a site of shared history and physical resource¹. To the communities of Taranaki, these maunga are important landmarks that define the region, creating a strong sense of place and shared identity.

The maunga are a vital lifeforce of the region, shaping the physical and social dimensions of our environment with fertile lands, volcanic activity, rich artesian waters, settlement patterns and extensive lahar derived coastlines. They have helped form the very nature of the region, influencing weather patterns and climate, hydrology and drainage networks, geological formations rich in biodiversity and fertile soils, the maunga have sculpted a dynamic volcanic landscape.

We respectfully acknowledge Taranaki Maunga as a revered and sacred taonga, and we recognise and honor its enduring presence and the connection it provides the people of Taranaki.

The Taranaki CDEM Group Plan has involved a significant amount of time, resource and input from a variety of organisations. We are grateful for the contribution from our emergency management stakeholders, partners, Ngā Iwi O Taranaki, Taranaki businesses, mana whenua and mataawaka, and our communities.

¹ Ngā Iwi O Taranaki and The Crown (2017). Te Anga Pūtakerongo mō Ngā Maunga o Taranaki, Pouākai me Kaitake Record of Understanding for Mount Taranaki, Pouākai and the Kaitake Ranges.



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Wāhanga Tahī | Section One

He Whakataki

Introduction

Te Aronga o te Mahere Rahi | Purpose of the Group Plan

This Group Plan provides the strategic direction for our mahi/work in the Civil Defence Emergency Management (CDEM) sector in Taranaki. It sets out the CDEM vision and long-term objectives for Taranaki, how we will achieve and measure these objectives and outlines the high-level arrangements for emergency management within the region.

The Group Plan provides for effective risk reduction, readiness, response, and recovery in Taranaki by:

- Outlining the high-level objectives for the Group and its partners for the next five years
- Identifying Taranaki's Hazardscape
- Outlining the strategic planning and management of hazards and risks within the Taranaki region
- Clarifying expected roles, responsibilities and functions of all parties contributing to CDEM; and
- Encouraging cooperative planning and action between various agencies, iwi, and the Taranaki community.

The Group Plan has been developed to be used by the Taranaki CDEM Group (the CDEM Group) as well as key stakeholders and partners involved in CDEM functions within Taranaki. In addition, it provides the community with an awareness of how these stakeholders work together, and the role they themselves can play in building individual and community resilience.

This plan builds on from previous group plans, and has been prepared in accordance with, and informed by:

- the legal requirements of Sections 48-56 of the Civil Defence Emergency Management Act 2002 (CDEM Act 2002)
- the National Disaster Resilience Strategy 2019 (NDRS)
- CDEM Group Planning Director's Guidelines [DGL 09/18]
- supporting plans of New Plymouth, Stratford and South Taranaki councils, and partners and stakeholders
- Taranaki CDEM Group hazard and community risk assessments
- learnings from previous emergency responses and exercises
- international, national and local climate change and emergency management research and policy.

The Group Plan is supported by a range of plans and procedures which provide detailed information at an operational level. These documents are reviewed periodically by the CDEM Group and key partners.

This is the fourth iteration of the Group Plan for Taranaki. It remains operative for five years from the date of approval and is in force until it is revoked or replaced by the CDEM Group.

The plan was publicly notified and available for submissions as required by the CDEM Act 2002.

The final plan was informed by feedback from a range of audiences including XX individuals, XX organisations, XX local boards, iwi and Māori organisations, demographic advisory panels and the National Emergency Management Agency (NEMA).

It is noted that amendments may be required over the duration of this plan to ensure alignment with evolving legislation and regulatory changes.



Te Tāhuhu Rautaki | Our Strategic Framework

The core focus of our Strategic Framework is to support the NDRS Objectives 7 – Ensure the safety and wellbeing of people is at the heart of the emergency management system.

He Wawata | Our Vision

An empowered Taranaki bound together by strength and resilience that stands in solidarity to all of nature's challenges.

He Kaupapa | Our Purpose

Mana Motuhake

We enable people to take action to look after themselves and each other during emergencies.

Kotahitanga

We empower communities through engagement and strengthen resilience through collaboration.

Ārahitanga

We provide leadership, coordination and direction across the 4 Rs of emergency management.

Achieving our vision through the 4 Rs of emergency management – the fulfillment of our vision is underpinned by delivering four strategic goals, under the leadership and accountability of the CDEM Joint Committee. Within these strategic goals, specific objectives are set. Our strategic goals are:

Te Whakapāpaku - Reduction

The risks from hazards, their likelihood and impacts, are understood and managed to reduce and mitigate risk.

Te Takatū - Readiness

Community resilience is strengthened so that impacts from emergencies are reduced. Organisational resilience is strengthened through planning for periods of change and crisis and ensuring our systems and arrangements are fit for purpose

Te Whakautu - Response

We help to coordinate and manage people to take action immediately before, during or directly after an emergency to save human and animal lives and property and help communities begin to recover from disaster. We develop the capability of staff and volunteers to effectively carry out their roles in a disaster.

Te Whakarauora - Recovery

We embed a strategic resilience approach to recovery planning and support efforts and processes that bring about holistic restoration and enhancement of a community after an emergency.

Ngā Mātāpono | Our values that underpin the way we work

Community at the heart

He aha te mea nui o te ao? He tangata! He tangata! He tangata! - What is the most important thing in the world? It is people! It is people! It is people!

- We ensure that the safety and wellbeing of people is at the heart of the emergency management system.
- We foster a deeply inclusive and collective whole world view.

Connection and collaboration

Nā tō rourou, nā tōku rourou, ka ora ai te iwi - With your food basket and my food basket, the people will thrive.

- We help to cultivate and build strong interwoven relationships with communities, iwi and partner agencies to ensure collective wisdom is harnessed across the 4 R's.
- We work together to build resilience and safer communities.
- We work openly and honestly with communities, partner agencies and iwi building mutual trust and respect
- We align with the principles of Te Tiriti o Waitangi and partner with Tangata Whenua
- We provide coordination, leadership and direction across disaster risk reduction, readiness, response and recovery.
- We look to the evidence base to ensure that we are acting in the most effective ways.

Empowerment

Whāia te iti kahurangi ki te tūohu koe me he maunga teitei - Seek the treasure you value most dearly: if you bow your head, let it be to a lofty mountain.

- We enable and empower community level readiness and response through community engagement and education.
- We focus on ensuring communities are aware of the critical and fundamental role they have in keeping themselves and each other safe during periods of crisis.
- We help build unified resilience where all areas of the community are supporting each other.

Collective Responsibility

He waka eke noa - We are all in this together - we rise together, fall together, work together, keep going together.

- We recognize and respect that there is a shared responsibility across the 4 Rs at all levels (nationally, regionally, locally, and community levels) and ensure roles and responsibilities are defined and understood.
- We empower and enable community-level response, and ensure it is connected into wider coordinated responses, when and where necessary.
- We seek to deepen our knowledge of the risks and opportunities within our region through collaboration with the scientific community, wider CDEM sector, partner agencies, our local communities and matauranga Māori.

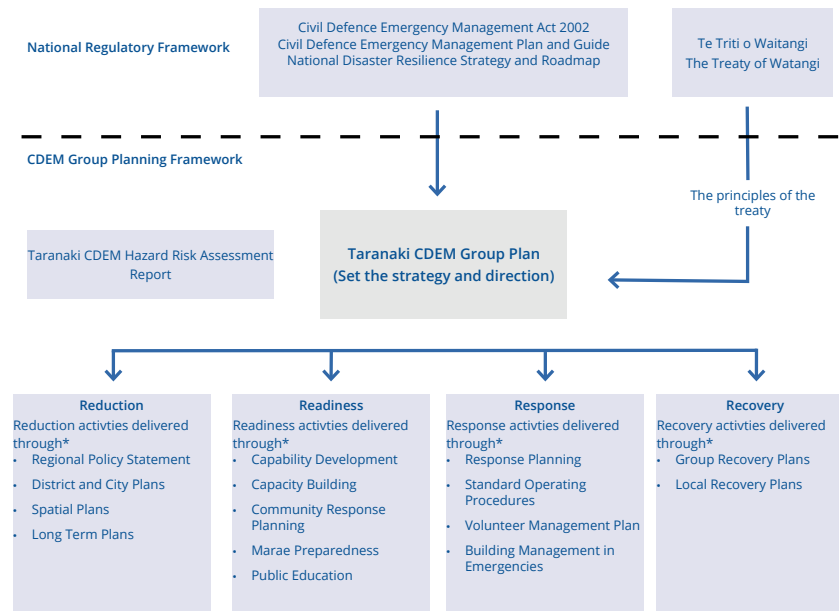
Wāhanha Rua | Section Two

Te Rākau Whakamaru ki Taranaki Taranaki CDEM Group

This section defines roles and responsibilities of agencies and role-holders across the 4 Rs of emergency management, outlining how we work together and helps to support the NDRS objectives 2, 7, 8, 10, 15 and 17.

Te Rākau Whakamarumaru i Aotearoa | CDEM in New Zealand

The National Regulatory Framework provides the basis for regional arrangements (Figure 1). The Taranaki Group Plan is informed by the following:



Modified from Bay of Plenty CDEM Group Plan 2024 - 2029

* These lists are not comprehensive and function as examples only

Figure 1. Regulatory framework informing activities within the Taranaki CDEM Group Plan 2025-2030.

Te Rahi o Te Rākau Whakamarumaru ki Taranaki | Taranaki CDEM Group

Who is the Taranaki CDEM Group?

The Taranaki Civil Defence Emergency Management Group (Taranaki CDEM) is established under the CDEM Act 2002. The CDEM Act 2002 requires every regional council and territorial authorities within that region to unite to establish a CDEM Group.

Members of the Taranaki CDEM Group:

- Taranaki Regional Council (TRC)
- New Plymouth District Council (NPDC)
- Stratford District Council (SDC)
- South Taranaki District Council (STDC)

The Taranaki CDEM Group Plan 2025-2030 was prepared by the Taranaki CDEM Group pursuant to the requirements of Section 48-56 of the CDEM Act 2002 and any subsequent amendments.

The CDEM Group Plan for Taranaki was approved by the Taranaki Civil Defence Emergency Management Group on XX XXX 20XX, to take effect on XX XX 20XX and remain in force until XX XX 20XX.

Te Rangatiratanga | Governance

As the Taranaki CDEM Group, we are responsible for ensuring an integrated approach to emergency management across the region.

The Taranaki CDEM Group Constituting Agreement details the roles and responsibilities of all members of the CDEM Group, including the financial arrangements. The Taranaki CDEM Group Constituting Agreement is incorporated into this Group Plan via reference under Section 51 of the CDEM Act 2002.

There are two committees that govern and manage the Taranaki CDEM Group:

- Taranaki CDEM Joint Committee
- Taranaki CDEM Coordinating Executive Group

Te Komiti Āpiti o Te Rahi o Te Rākau Whakamarumaru ki Taranaki | Taranaki CDEM Group Joint Committee

Section 12 of the CDEM Act 2002 requires every local authority in New Zealand Aotearoa to establish a CDEM Group. CDEM Groups are established as Joint Committees under Clause 30(1)(b) of Schedule 7 of the Local Government Act 2002. These have functions, duties and powers as set out in Section 16-18 of the CDEM Act 2002. The Joint Committee has overall responsibility for setting the strategic direction and conducting the business of CDEM in Taranaki. Joint Committee meeting arrangements are set at four meetings per year.

Members of the Taranaki CDEM Group Joint Committee are:

- Taranaki Regional Council
- New Plymouth District Council
- Stratford District Council
- South Taranaki District Council

Members are represented on the Joint Committee by the Chairperson of the Regional Council and Mayors from each of the Territorial local authorities or an elected person from that local authority who has delegated authority to act for the Mayor or Chairperson.

Three iwi representatives Aotea, Kurahaupo and Tokumaru (one from each of the three waka) are invited to attend the Taranaki CDEM Joint Committee meetings as non-voting participants (due to legislation²).

Responsibilities

The functions, powers and duties of each member of the CDEM Group are specified in the CDEM Act 2002 (sections 16, 17, 18). The Joint Committee is responsible for ensuring the Group fulfils its CDEM responsibilities in respect of-

- strategy
- work programmes
- monitoring progress
- overseeing the Group Plan and
- undertaking appointments for statutory emergency management roles

² The CDEM Act 2002 legislation defines the statutory members of the CDEM Joint Committee exclusively as the member councils within the CDEM Group area. It is noted that amendments may be required over the duration of this plan to align with evolving legislation and regulatory changes.

Te Kāhui Whakahaere o Te Rahi o Te Rākau Whakamarumarū ki Taranaki | **Taranaki CDEM Coordinating Executive Group**

The Coordinating Executive Group (CEG) was established under Section 20 of the CDEM Act 2002 and is responsible for:

- Implementing, as appropriate, the decisions of the Joint Committee
- Providing advice to the Joint Committee
- Overseeing the implementation, development, maintenance, monitoring and evaluation of the Taranaki CDEM Group Plan

CEG is chaired by a chief executive officer (or an alternate representative with delegated authority to act for the chief executive officer) of one of four local authorities and consists of:

- New Plymouth District Council, CEO (statutory member)
- South Taranaki District Council, CE (statutory member)
- Stratford District Council, CE (statutory member)
- Taranaki Regional Council, CE (statutory member)
- New Zealand Police, senior representative (statutory member)
- Fire and Emergency New Zealand, senior representative (statutory member)
- Health New Zealand Te Whatu Ora, senior representative (statutory member)
- Hato Hone St John Ambulance, senior representative (co-opted member)
- Ministry of Social Development, senior representative (co-opted member)
- Three representatives from the Taranaki Iwi Chairs Forum (co-opted members)

Maru Tiaki | **Administering Authority**

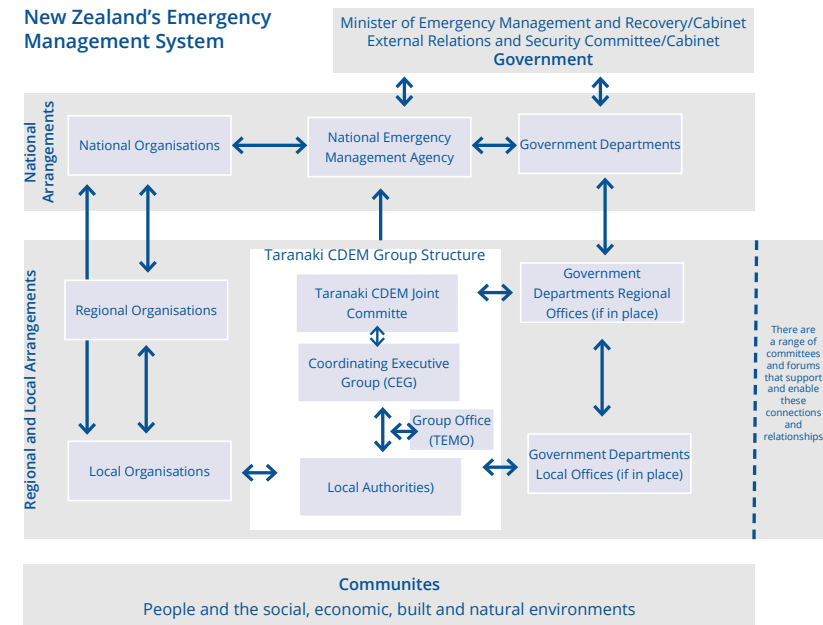
In accordance with Section 23 of the CDEM Act 2002, the Taranaki Regional Council is the administering authority for the Taranaki CDEM Group and CEG.

In 2020, the Taranaki Regional Council contracted New Plymouth District Council to provide day to day administration and relevant support services for the Taranaki Emergency Management Office (TEMO). The Taranaki Regional Council remains the administering authority for the Taranaki CDEM Group and CEG.



Ngā Hononga ā-mahi/ā-tikanga | **Partner and Stakeholder Relationships**

The Taranaki CDEM Group does not operate in isolation; it is part of a National Emergency Management System. The Taranaki CDEM Group maintains strong partnerships and relationships with iwi, emergency services, government agencies, volunteer groups, business and community groups (Figure 2).



Modified from Figure 6.1 Guide to the National CDEM Plan 2015 and Bay of Plenty CDEM Group Plan 2024-2029

Figure 2. New Zealand's Emergency Management System

Te Rohe o Te Rahi o Te Rākau Whakamarumaru ki Taranaki | Taranaki CDEM Group Area

The CDEM Group manages the Taranaki CDEM Group area, covering the areas contained within New Plymouth, Stratford, and South Taranaki Districts from Tongaporutu in the north to the Waitōtara catchment in the South (which includes the Wai-inu Beach settlement). Its western boundary extends 12 nautical miles into the sea to align with the seaward boundary of the Taranaki Regional Council. (Figure 3). The far eastern boundary of the Taranaki CDEM Group area aligns with the Stratford District boundary, encompassing the Whangamomona, Marco and Tahora settlements (which lie within the Manawātū-Whanganui Regional Council area) with the Whangamomona Saddle representing the eastern landmark boundary.

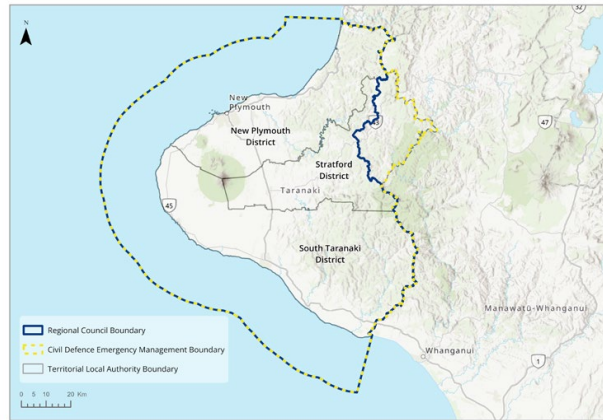


Figure 3. Taranaki CDEM Group Area

Te Horopaki ā-Tiriti | Our Treaty Context

There are eight iwi whose rohe or tribal area falls either partially or entirely within the Taranaki Region (Figure 4). The rohe of Te Kotahitanga o Te Atiawa, Te Kāhui o Taranaki, Te Rūnanga o Ngāti Ruanui, Te Korowai o Ngāruahine, and Te Rūnanga o Ngāti Mutunga are located completely within the region. The rohe of Te Rūnanga o Ngāti Tama overlaps the Waikato region to the north, and those of Te Kāhui Maru and Te Kaahui o Rauru overlap the Manawātū-Whanganui region to the east and south.

All iwi in Taranaki now have their Treaty Settlements finalised. The Taranaki CDEM Group aim to work in partnership and collaboration with tangata whenua across Taranaki and uphold the principles of Te Tiriti o Waitangi The Treaty of Waitangi.

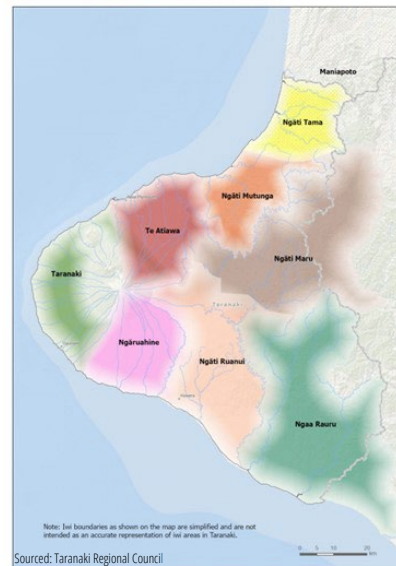


Figure 4. Iwi boundaries within the Taranaki region

Te Āhua o Te Rahi | Group Structure

CDEM delivery in the Taranaki region is centrally coordinated by a Group Office, the TEMO.

Regional CDEM is coordinated and delivered via TEMO with support from the three Taranaki District Councils (New Plymouth, South Taranaki and Stratford and Taranaki Regional Council). The three district councils in Taranaki provide more of the local CDEM delivery through their emergency management personnel and staff, as well as any additional local delivery cost. The Group Office will provide CDEM coordination, support, and administration across the CDEM Group area. As a CDEM Group region-wide provision of systems, processes and training occurs. This ensures strong organisational and CDEM resilience, as one part of the region can provide seamless deployment within the Group area should this be required.

Ngā Haepapa o te Tari o Te Rahi o Te Rākau Whakamarumaru ki Taranaki | Taranaki Emergency Management Office Responsibilities

Emergency management is centrally coordinated by the TEMO and delivered locally through the three District Councils (New Plymouth, Stratford, and South Taranaki).

The TEMO is located at 45 Robe Street New Plymouth, and is administered by a Group Manager, a team lead, advisors and support staff. These staff members coordinate and facilitate planning, communications, risk management, systems, documents, and capability development on behalf of the Joint Committee and CEG. TEMO may also undertake project work on behalf of the Group.

TEMO's responsibilities of the Group Office are outlined in the Taranaki CDEM Group Constituting Agreement (incorporated into this Group Plan via Reference under Section 51 of the CDEM Act 2002).

Standardisation of documentation, systems and processes occur at the Group Office. Standardised documentation of procedures will include:

- Warning procedures;
- Activation and operational procedures (ECC/EOC);
- Response management;
- Communications procedures;
- Operational systems.

Specific functions are-

General

- Maintain relationships and robust communication networks with Taranaki CDEM Group partners and other agencies
- Provide project coordination and management including the ongoing development, implementation, monitoring and review of the CDEM Group Plan and supporting CDEM strategy, policy and plans
- Prepare in consultation with CEG, the annual report of the CDEM Group's activities, budget and performance to the Group for adoption and publishing once adopted
- Represent the CEG on national bodies and projects
- Monitor and respond as appropriate to activities and developments at national level (including legislative or regulatory change or national level guidance)
- Participate in CEG and advisory groups, and other events or collaborations as appropriate

Reduction

- Hazard, risk information, and levels of risk will be discussed with communities to enable them to make informed decisions on reduction works and on the acceptability of any residual risks
- Coordinate risk reduction scientific research and risk analysis in a balanced, practical, and achievable way using best practice methods
- Identify and coordinate risk reduction activities
- Promote consistent risk reduction and prevention messages
- Provide support to the region's district councils and the Taranaki Regional Council on linking hazard risk research to local planning and implementation
- Deliver a Lifelines Programme Management responsibility

Readiness

- Work alongside the region's district councils to build and maintain local CDEM response and recovery capability
- Coordinate and deliver public education and engagement
- Provide professional development and training for CDEM personnel
- Coordinate the development of inter-agency response plans and assist in the development of agency-specific response plans, to specific hazards
- Support communities to prepare for emergencies through liaison with community groups and through the preparation, exercising, and maintenance of community response and recovery plans

- Coordinate development of community volunteer capability
- Maintain the Group ECC in a ready state

Response

- Monitor and respond to the adverse effects of emergencies on behalf of the CDEM Group and disseminate warnings
- Provide support for local and CDEM Group responses

Recovery

- Assist with recovery operations at the local and CDEM Group levels

Ngā Haepapa o ngā Mana ā-rohe | Local Authority Responsibilities

Each local authority ensures that it maintains an appropriate number of trained and competent staff. These staff form a cadre of expertise for Emergency Coordination.

Specific functions for local authorities are-

Taranaki Regional Council

To support regional coordination for CDEM in Taranaki and to provide all the services of the administering authority necessary for effective and efficient delivery of CDEM services across Taranaki (defined under Section 24 of the CDEM Act 2002), including any related services as defined by the CDEM Group.

This role includes the following functions and activities based on the 4 Rs as well as the administering authority function:

Reduction

- Provide regional hazards and risk monitoring management support and advice to TEMO as required by the Group
- Implement methods for natural hazards under section 11.1 of the Regional Policy Statement for Taranaki 2010 (or its replacement)

Readiness

- Provide TRC staff for CDEM training and professional development

Response and recovery

- Provide CDEM personnel for regional coordination roles at the Group ECC during response and recovery
- Provide support for fulfilling key CDEM Group appointments such as Group and Alternate Controllers, Welfare Managers and Recovery Managers
- Provide EOC support for the region's district councils in local CDEM coordination and delivery as required

Administering authority

Provide secretariat services for the CDEM Group and CEG (convening meetings, providing venues, distributing agendas, providing minutes and catering.

Territorial Authorities

The responsibilities of the region's three district councils – the New Plymouth, Stratford and South Taranaki district councils – relate primarily to local CDEM operations and delivery within their local authority areas. Territorial local authorities also have lifeline utility responsibilities under the CDEM Act 2002.

This role will include the following functions and activities based on the 4 Rs as well as the lifeline utility responsibilities:

Reduction

- Linking district policy and planning and implementation to objectives within the CDEM Group Plan and the Regional Policy Statement for Taranaki 2010, or its replacement
- Implement methods for natural hazards, under section 11.1 of the Regional Policy Statement for Taranaki 2010, or its replacement

Readiness

Develop and maintain capability and capacity to lead local CDEM operations and delivery by:

- Allocating leadership roles: controller, information gathering and planning, Welfare Manager and Recovery Manager and alternates, for either the Group or local level
- Providing for staff to undertake professional development, training and participation in exercises
- Developing a local EOC capability and ensuring all systems and processes, and facilities and resources, are robust (such as communications, impact assessment, welfare delivery, local recovery management)

- Supporting TEMO in the preparation and delivery of community resilience programs

Response and recovery

- Activate local CDEM response and recovery when required
- Provide CDEM personnel for operations and delivery roles at the local EOC or regional ECC during response and recovery
- Provide support for fulfilling key CDEM Group appointments such as Alternate controllers, Welfare Managers and Recovery Managers
- Provide liaison with TEMO
- Provide support for other territorial authorities and TEMO with CDEM delivery as required

Lifeline utility responsibilities

- Fulfill responsibilities under Section 60 of the CDEM Act 2002 to ensure territorial authority lifeline utilities are able to function to the fullest possible extent during and after an emergency

Te Whakawhanake Piringa Mā Te Hononga o ngā Tari Huhua | Developing Partnership Through Multi Agency Collaboration

Effective collaboration at national, regional, and local levels is crucial for aligning plans that require multi-agency responses. Building these collaborative relationships before emergencies occur is essential. Multi-agency collaboration groups facilitate the sharing of knowledge, increases awareness, communication, and co-designed planning as well as the strengthening of relationships.

The TEMO has signed a Partnership Charter with NEMA alongside the other fifteen CDEM Groups across the country. The guiding principles of this charter are to be trusted leaders in emergency management, working together to empower and support communities across New Zealand Aotearoa and to increase our collective resilience.

Te whakawhiti kura me te titoko a ngā pūkenga ā-rohe i te whakamaheretanga me ngā nekehanga | Regional advisory groups to share knowledge and support planning and operations

The Taranaki CDEM Group has established a number of advisory groups to share knowledge and support and inform the decisions of the Group, and in particular the CEG. Advisory Groups are a source of interested, trained, experienced personnel who provide specialist advice on operational planning across the 4 Rs and expertise to assist emergency management. Advisory Groups ensure effective liaison between CDEM and key stakeholders in the community and are a key pathway to sector networks. Advisory group personnel receive training and take part in exercises to the extent possible.

The Taranaki CDEM Advisory Groups are:

Rural Coordinating Group (RCG)

The RCG is convened to provide expert and sector relevant experience, links, information, and coordination to build and support resilience for individuals, families, whanau, business, and communities. The Taranaki RCG serves a variety of purposes that aim to ensure that the rural community and primary industries sector are better prepared for and able to respond and recover from adverse events.

Welfare Coordination Group (WCG)

The purpose of the WCG is to provide advice on welfare related issues to the Taranaki CDEM Group through the CEG and to other key stakeholders, as required. The group also assists the Taranaki CDEM Group Welfare Manager to coordinate the provision of welfare services in an emergency and provide assistance with other activities across the 4Rs. During a response, advice on welfare issues will be provided to the Controller as required.

Taranaki Seismic and Volcanic Advisory Group (TSVAG)

The TSVAG is an advisory group to the Taranaki CDEM Group to provide a forum for discussion, planning and advice for issues relevant to seismic and volcanic hazards in the Taranaki region.

Risk Reduction Advisory Group (RRAG)

The purpose of the RRAG is to support and inform decisions of the Group and the CEG. The RRAG will promote a better understanding of the hazards (natural and man-made) that are present in Taranaki and the options for reducing the societal risks arising from those hazards. This promotion will be both to those within the Taranaki CDEM Group and to organisations outside of the Group.

Readiness and Response Advisory Group (RARAG)

The RARAG is an advisory group to the Taranaki CDEM Group, through the CEG. The group aims to promote effective and collaborative readiness and response capability across the Taranaki CDEM Group region, contribute to and co-ordinate the development and implementation of the readiness and response components of the CDEM Group plan, and to support the ongoing relationships between the emergency services to enable a coordinated response in an emergency.

Geospatial Innovation Advisory Group (GIAG)

The GIAG operates in an advisory, networking and information sharing capacity, both to the Taranaki CDEM Group and other organisations during BAU and disasters, through the CEG. The GIAG aims to actively support and contribute to the implementation of the GIS Strategy, promote effective and collaborative GIS capability across the Taranaki CDEM Group region, and maintain ongoing relationships between the emergency services and partners organisations to enable a coordinated response in an emergency.

Taranaki Lifelines Advisory Group (LAG)

The Taranaki Lifelines Advisory Group (LAG) is an advisory group to the Taranaki Civil Defence Emergency Management Group, through the Co-ordinating Executive Group (CEG), that provides a forum for discussion and planning for issues relevant to infrastructure services in an emergency.

The groups aim is to reduce lifelines service disruption risks and minimise restoration time when disruptions occur in the region.

Lifeline utilities in Taranaki actively participate in this group with representatives of the science community, emergency managers, emergency services and other relevant professionals also participating, where and when appropriate. The LAG is formed of utilities that provide infrastructure services to the community such as transportation, energy, communications, water and waste. Membership comprises appropriate representatives from the main Lifeline Utility services, covering:

³All powers that are delegated to the Group Controller will also be delegated to Local Controllers

electricity (Generation & Distribution), fuel (Production, Storage & Distribution), media (Radio & Television networks), gas (Production & Distribution), telecommunications (Networks), transportation (Ports, Airports, Road & Rail), water (Production & Distribution), wastewater and stormwater (Network Provision & Disposal). In addition, key stakeholders are invited to participate in LAG, covering: co-opted members (National Groups & Regional Decision Makers), fast moving consumer goods (Distribution & Retail) and critical community customers (Facilities & Service Providers).

The Group's activities and projects focus on identifying local hazards and risks, identifying interdependencies between lifeline utilities and promoting best practice approaches to risk reduction, readiness, response and recovery for lifeline utilities, including establishing planning arrangements. The Taranaki Lifelines Group has contributed to projects such as the Taranaki Lifelines Vulnerability Study, 2018.

The TEMO delivers a Lifelines Programme Management responsibility.

The Terms of Reference for the above groups are approved by the Joint Committee.

Te Whakatū Tangata mā te Ture | Statutory Appointments

Controllers

The CDEM Group has appointed a Group Controller and Alternate Controllers in accordance with Section 26 of the CDEM Act 2002 and these positions operate out of the ECC during a response. Local Controllers, and alternatives will also be appointed for each local EOC under Section 27 of the CDEM Act 2002. A Local Controller must follow any directions given by the Group Controller during an emergency.

The Taranaki CDEM Group has delegated the following powers under Section 18 of the CDEM Act 2002 to the Group Controllers³:

1. **General powers:** The Group Controller is delegated the authority to co-ordinate the activities (as are required to perform his/her duties) detailed in Section 18(2) including:

- recruit and train volunteers
- conduct CDEM training exercises, practices, and rehearsals
- issue and control the use of signs, badges, insignia, and identification passes
- provide, maintain, control, and operate warning systems
- provide communications, equipment, accommodation, and facilities for the exercise of its functions and powers during and emergency.

2. **Power to require information:** The Group Controller is delegated the authority to require information to be provided under Section 76.

3. **Information to obtain a warrant:** The Group Controller is delegated the authority to provide the necessary information under oath for a warrant to be issued under Section 78.

4. **Receipt of information:** The Group Controller is delegated the authority to receive information seized under Section 81.

5. **Emergency Powers:** The Group Controller is delegated the authority to exercise all the emergency powers conferred on the Group by Section 85 and shall make reports on the actions undertaken at such intervals as are directed by the Chairperson of the Group. For the avoidance of doubt, the Group Controller retains the specific emergency powers conferred on Controllers in sections 86-92 and 94.

Recovery Managers

The CDEM Group has appointed a Group Recovery Manager (and alternate Recovery Managers) as well as Local Recovery Managers (and alternatives) in accordance with sections 29 and 30 respectively of the CDEM Act 2002. These positions operate out of the ECC and EOC during a response and thereafter through recovery.

The Taranaki CDEM Group has delegated the following powers under Section 18 of the CDEM Act 2002 to the Group Recovery Managers:

1. **General powers:** The Group Recovery Manager is delegated the authority to co-ordinate the activities (as are required to perform his/her duties) detailed in Section 18(2) including:

- recruit and train volunteers
- conduct CDEM training exercises, practices, and rehearsals
- issue and control the use of signs, badges, insignia, and identification passes
- provide, maintain, control, and operate warning systems
- provide communications, equipment, accommodation, and facilities for the exercise of its functions and powers during and emergency.

Group and Local Recovery Managers have access to powers during a transition period designed to assist the recovery phase which are outlined within Section 94 CDEM Act 2002.

Group Welfare Manager

Positions of Group Welfare Manager, and alternative Welfare Manager, are made by the CDEM Group in accordance with Section 62(6) of the National Civil Defence Emergency Management Plan 2015. The Plan 2015 specifies that each CDEM Group is responsible for:

- the co-ordination of and arrangements for local delivery of welfare services
- the appointment of a suitably senior and experienced CDEM Group Welfare Manager to fulfil that function; and alternative CDEM Group Welfare Managers.



Ngā Whakaritenga Toha Utu me ngā Rawa | Cost and Resource Sharing Arrangements

Cost apportionment

Members of the CDEM Group have agreed to apportion the costs of administrative and related services in respect of the CDEM Group in Taranaki as per the following agreed funding split:

Table 1: Taranaki CDEM Group Cost apportionment

Local authority	Percentage of approved budget
Taranaki Regional Council	34%
New Plymouth District Council	40 %
South Taranaki District Council	18%
Stratford District Council	8%

Further detail regarding financial responsibilities for key CDEM organisations can be found in Table 2 below.

Response expenditure delegation

In order to provide for an effective response to an emergency, the following financial delegations for the persons appointed to the position of Group or Local Controller apply, where appropriate local authority delegations have not been approved previously for the area concerned:

Local Controllers: Any one item of expenditure of up to \$100,000 for within their area

Group Controller: Any one item of expenditure of up to \$100,000 for within their area.

Recovery Transition Period expenditure delegation

In order to provide for an effective recovery transition period to an emergency, the following financial delegations for the persons appointed to the position of Group or Local Recovery Manager apply, where appropriate local authority delegations have not been approved previously for the area concerned:

Local Recovery Manager: Any one item of expenditure of up to \$100,000 for within their area

Group Recovery Manager: Any one item of expenditure of up to \$100,000 for within their area.

Recovery Funding

Recovery financial delegations, are the responsibility of the home organisation that are conducting recovery activities. Recovery expenditure may include employment of recovery staff or project delivery activities. These arrangements may be established in advance or arranged at the time of recovery office establishment.

Recovery delivery is primarily the responsibility of district councils. Councils will set financial delegations for Local Recovery Managers as part of their usual financial approval processes. Each local authority is required to ensure appropriate delegations are made to the Local Recovery Managers to undertake their functions. Recovery funding requirements differ with each event and are thus determined on a case-by-case basis. Recovery expenditure is overseen by the Local Recovery Manager and a clear record of any expenditure is kept by the relevant Recovery Office - systems and processes are in place for tracking expenditure through response and recovery.

Central Government funding mechanisms may be available to assist with costs incurred during recovery - Section 33 of The Guide to the National Civil Defence Emergency Management Plan 2015 outlines detailed criteria for access to these funds. Essential infrastructure recovery repairs, disaster relief funds and road and bridge repair subsidies are key Central Government financial support mechanisms during recovery, subject to eligibility thresholds in accordance with government policy. Other Central Government financial support mechanisms may be activated and tailored to the needs of the impacted community. Claims for government assistance are made by the organisation incurring the expenditure.

Central Government funding mechanisms that have enabled recovery include:

- Ministry of Business Innovation and Employment
- Ministry for Primary Industries support to primary industries,
- Ministry of Social Development
- Te Puni Kokiri
- Ministry of Education
- Department of Internal Affairs
- Natural Hazards Commission
- Ministry for the Environment
- Ministry of Health and Health New Zealand
- NZ Transport Agency

The Taranaki Region CDEM Group Recovery Plan provides further details regarding the financial arrangements developed by the Group for the Recovery phase.



Taranaki Regional Disaster Relief Fund

The Taranaki Regional Disaster Relief Fund is a collaboration between the Taranaki Foundation, Taranaki Regional Council, Stratford District Council, South Taranaki District Council and New Plymouth District Council. The fund provides a single point of contact for donations, and local co-ordination to distribute to those in need. The fund is designed to be activated swiftly when an emergency strikes.

While the Taranaki Foundation will manage the collection and receipting of funds, decisions about where the money goes are made by the Taranaki Council Group which includes the regional council chair, Taranaki Foundation chair and the three mayors in Taranaki.

Table 2: Detailed financial responsibilities for key CDEM organisations in Taranaki

Types of cost	Group Office (TEMO)	District Councils (NPDC, STDC, SDC)	Taranaki Regional Council	Other CDEM Stakeholders
Programmed activities				
Representation	Responsible for funding representation costs for their own staff and elected members.			
Risk Reduction, Resilience and Readiness activities	<ul style="list-style-type: none"> Leading and delivering Group programmed activities, including support to local delivery Strategy and Planning requirements Standard operating procedures Training and capability delivery 24/7 Duty Officer Monitoring and activation Coordination of CDEM Centre staff (EOCs and ECC) and function leads Group office costs (staff, equipment/vehicles/plant, facility requirements) 	<ul style="list-style-type: none"> Statutory responsibilities related to the delivery of 4 Rs All costs associated with their own CDEM personnel, facilities and resources Staff training and exercise participation CDEM Centre staffing (EOCs and ECC) Delivering local CDEM community resilience building activities 	<ul style="list-style-type: none"> Statutory responsibilities related to the delivery of 4 Rs All costs associated with their own CDEM personnel, facilities and resources Staff training and exercise participation CDEM Centre staffing (EOCs and ECC) 	<ul style="list-style-type: none"> Statutory responsibilities Staff training and exercise participation CDEM Centre staffing (EOCs and ECC)
Emergency Management Facilities	<ul style="list-style-type: none"> All costs associated with the Emergency Coordination Centre (ECC) All costs associated with Group shared emergency equipment All costs associated with Emergency Management facility information technology requirements and licensing, including a regional CDEM GIS platform 	<ul style="list-style-type: none"> All costs associated with the Emergency Operation Centres (EOCs), excepting IT licensing Business continuity requirements 	<ul style="list-style-type: none"> Business continuity requirements 	

Types of cost	Group Office (TEMO)	District Councils (NPDC, STDC, SDC)	Taranaki Regional Council	Other CDEM Stakeholders
Emergency expenditure				
Staffing	Staff requirements for CDEM Centre staffing at EOCs and ECC, including CIMS Function Managers			Any direct incurred costs for areas of responsibility
Impact of disaster	Shared Group funding could be applied where there are widespread adverse regional impacts, and there are regional benefits to do so	Local authorities take full first line responsibility for dealing with the impact of disaster in their geographic and functional areas of responsibility, including all emergency expenditure		Any direct incurred costs for areas of responsibility
Claims	Prepare claims according to the government claims process for Group costs	Prepare claims according to the government claims process for respective incurred expenditure		
Emergency Recovery	Taranaki Regional Disaster Relief Fund	CDEM recovery within their districts or regions		



Te Whakatinana i tēnei Mahere | Implementation of this Plan

The Taranaki CDEM Group is a collective of its member councils, all of which develop and maintain their own plans. Individual council plans, such as Long-Term Plans, Annual Plans, Asset Management Plans and Community Engagement Plans, provide details of each council's budget, work priorities, projects, and key performance indicators. It is these plans, in addition to the Taranaki Regional Council Regional Policy Statement for Taranaki, and TEMO plans which are all fundamental delivery mechanisms of this Group Plan.

The Group Plan provides an overarching strategic direction for the Taranaki CDEM Group and its members as a collective, ensuring that while each council addresses its unique needs within their district and communities, actions are aligned with shared regional goals. By working together, the Taranaki CDEM Group can set common priorities, guide individual councils in their emergency management efforts, and maintain flexibility to adapt to the diverse needs of local communities. This collaborative approach supports the region efficiently through obtaining and sharing hazard information, promoting information sharing to better understand the nature and scale of our natural hazards and avoids a "one-size-fits-all" model, promoting tailored solutions for different areas within the region. The TRC natural hazards gap analysis work is an example of increasing council collaboration and regional leadership. Through this collective approach, we ensure that the region is prepared, resilient, and capable of responding to and recovering from emergencies in a coordinated and effective manner.

Strategic Framework and Delivery Mechanisms

The Group Plan is designed to set clear priorities and direct both regional and local actions across four key areas of emergency management:

- Reduction – delivered through Regional Policy Statement, District Plans, Spatial Plans, Long-Term Plans, Reserve Management Plans.
- Readiness – delivered through capability development, capacity building, community resilience planning, community response planning, group welfare planning, public education activities, community emergency centre planning, volunteer management planning.
- Response – delivered through response planning, standard operating procedures, volunteer management planning, building management in emergencies.
- Recovery - delivered through group recovery plans, local recovery plans, including amendment to Council plans where recovery is significant and long-term.

Each council contributes to these areas through a range of specific functions, with both CDEM-related activities and broader community resilience initiatives.

These include:

- Key Performance Indicators and projects undertaken by Emergency Management Staff within Councils
- Iwi/hapu/marae engagement
- Hazard and risk reduction in Regional, and District Plans
- Climate Change Strategy and adaptation activities
- Spatial and Long-term Planning
- Infrastructure Strategy
- Flood protection schemes
- Professional development and capacity building of the emergency management workforce
- Management of stormwater, wastewater and potable water resilience
- Building management, including management of earthquake prone buildings
- Local roading and bridge development and maintenance
- Coastal regeneration work

Furthermore, the Taranaki CDEM Group develops a Taranaki CDEM Annual Business Plan (aligned with the financial year). This annual business plan is focused on collective activities across the region and those activities delivered by Taranaki Emergency Management. The annual business plan is aligned to the strategic objectives of the Group Plan and helps set annual work priorities which contribute towards achieving the Taranaki CDEM Group Plan strategic objectives. Annual work priorities will pivot and be tailored to meet the strategic objectives within this Group Plan.

By integrating reduction, readiness, response, and recovery into everyday council functions and planning processes, the Taranaki CDEM Group strengthens the region's overall resilience, while recognising the unique needs of each community.



Wāhanga Toru | Section Three

Hā Tātou Tāngata, Tō Tātou Rohe

Our People, Our Region

Taranaki's unique climate and west coast environment, coupled with its diverse historical and cultural qualities, play a major role in creating a region that is world renown for being an attractive place to live, work and play. Understanding the Taranaki community and environment helps us to develop a profile of the kind of hazards and risks that Taranaki faces which in turn allows us to reduce risks and build resilience against the challenges that adverse events can present.

This section outlines key characteristics within the social, built, natural and economic environments of Taranaki to set out the environmental context for this Group Plan.

The statistical information provided in this section is sourced from official 2023 Census results, and other studies produced by Statistics New Zealand or Infometrics⁴.

Te Taiao Hapori | Social Environment

The resident population in Taranaki has increased by 7.2% from 117,561 in 2018 to 126,015 in 2023 and now makes up 3% of New Zealand's total population. The region is split into three districts: New Plymouth to the north with a population of around 87,000; Stratford in central Taranaki servicing around 10,150 people and South Taranaki, including the main centre of Hāwera, with a population count of approximately 29,000.

Taranaki has higher proportions of elderly and youth than the national average. The median age within the Taranaki region is around 40.4 years, with those aged 14 years and under comprising approximately 21% of the population and those aged 65+ years making up a total of around 17.5%.

The ethnic breakdown of Taranaki compared to the rest of New Zealand Aotearoa is shown below.

- European: 83.6%
- Māori: 21.8%
- Asian: 5.7%
- Pacific Peoples: 2.6%
- Middle Eastern/Latin American/African: 0.8%
- Other ethnicity: 1.4%

It is important to note that ethnic group is a self-determined affiliation, with people identifying as belonging to one or more ethnicities. Māori counts were measured in two ways in the 2023 Census. Māori descent is based on whakapapa, while ethnicity is a self-determined cultural affiliation.

Household income is a fundamental measure of living standards and reflects the economic health of an area. The average household income in Taranaki Region was \$113,987 in 2024, which was lower than the New Zealand Aotearoa average of \$132,812. Household income growth in Taranaki Region was 5.3% for the year to March 2024. Growth was lower than in New Zealand Aotearoa(5.7%)⁵.

The population is socio-economically diverse. There are still areas of high socioeconomic deprivation within northern and southern Taranaki, coastal and eastern hill country communities, Waitara and small pockets of deprivation in New Plymouth as measured by the New Zealand Index of Deprivation 2023 (NZDep 2023)⁶.

The National Disaster Resilience Strategy 2019 (NDRS) outlines that New Zealand's Aotearoa level of individual and household preparedness for emergencies (including preparedness for our animals) is not as high as it should be, given the risks New Zealanders face.

⁴ Infometrics are independent, trusted advisors on how the New Zealand economy is performing, with particular expertise in understanding the macro-economy, local economies, sectors, the construction industry, demographic projections, climate change policy, and the supply and demand for skills. Their economic intelligence and forecasting services help inform decision making.

⁵ Infometrics (2024). Regional Economic Profile: Taranaki Region.

⁶ Massey University and Environmental Health Intelligence New Zealand (2023). New Zealand Index of Deprivation 2023.

The National Emergency Management Agency (NEMA) Annual Preparedness Survey 2024 shows that 53% of New Zealanders are not prepared for an emergency. The survey indicates that people are increasingly recognising the personal responsibility that comes with being prepared and more people are thinking about what will happen to them and their families in an emergency. The survey also indicates that cost can be a barrier to preparation.

Te Whai Whakaaro o Te Rākau Whakamarumarū ki Te Taiao o Te Hapori | CDEM Considerations within the Social Environment

- The Taranaki community has a relatively high percentage of elderly and youth – their awareness, engagement and preparedness in CDEM activities is important for current and future resilience.
- Additionally, socio-economic disparities can impact individuals or households' ability to prepare for, or cope during an emergency. Research shows that money can be a barrier to preparedness with individuals on lower incomes not having money to protect themselves, for example through insurance, or having stockpiles of food, medications and household supplies. Recovery may take a long time, and financial stress can also lead to mental health impacts.
- Population growth within the region, in particular within New Plymouth, may lead to more welfare.
- The increase in Māori population within the region reinforces greater involvement and partnership with iwi.
- Increases in cultural and linguistic diversity raises important issues for the CDEM sector regarding how to effectively engage and involve all Taranaki residents.
- Low levels of individual and community preparedness increase risk.
- The relatively low number of CDEM events experienced within Taranaki is a fortunate element on the one hand, however this factor can lead to complacency and low levels of preparedness.
- Focussing on vulnerable populations within defined hazard zones can help target resilience interventions to improve response and recovery objectives.



Te Taiao Hapori Tū | Built Environment

Taranaki is well-served by an extensive infrastructure network, including roads, airport and the only deep-water seaport on the western seaboard. The presence of the energy (oil and gas) sector in the region has required development of unique energy and telecommunications infrastructure and transport systems. Taranaki's only city is New Plymouth (Ngā Motu). The main towns are: Hāwera (Te Hāwera), Stratford (Whakaahurangi), Inglewood (Te Kōhanga Moa), Waitara, Oākura, Opunake, and Pātea. There are also several smaller country and coastal communities. The population of 117,500 makes the region the 10th largest in the country.



Ngā Kāinga Noho me ngā Whare Tūmatawhānui | Residential Dwellings and Public Buildings

Household dwellings in the region number approximately 49,689. Around 68% of occupied dwellings are owned privately. Knowledge about the quality of buildings in terms of their resilience to various types of natural hazards (e.g. earthquake, volcanic ash loading, tornado) is variable across the region. New buildings are subject to a range of tests to ensure new builds are resilient to natural hazards and must comply with New Zealand's Building Code (which encompasses the minimum standards required in the Building Act).

As of 1 July 2017, new regulations for district councils regarding assessing the earthquake risk of public buildings came into force. This will speed up the requirements for district councils to carry out assessments of earthquake prone public buildings and will provide a better understanding of the level of risk to which the public is exposed.

Ngā Waka | Transportation

The Roothing Network⁸

The Taranaki region has 7% of the country's local rural sealed roads and 5% of the country's total (sealed and unsealed) local roading network. This is relatively high considering the region's population and land area is only around 3% of New Zealand's Aotearoa total. The primary reasons for the relatively large roading network are the region's intensive agricultural land use patterns, with a consequential need to provide efficient local roading networks to service the regions widely dispersed rural communities.

In total there are 3,916 kilometres of roads in Taranaki, of which 3,168 kilometres (82%) are sealed. The network is made up of 391 kilometres (10%) of state highways and 3,504 kilometres (90%) of local roads, of which around 77% are local rural roads. Furthermore, there are 710 kilometres of 'paper roads' in the New Plymouth District, 700 kilometres in Stratford and 631 kilometres in South Taranaki.

The state highways in the region are as follows:

- State Highways 3 and 3A link the region with the main centres to the north and south as well as being the key intra-regional link.
- State Highway 43 which provides a link to the central North Island.
- State Highway 45 which connects coastal residents to the rest of the region.
- State Highway 44 which connects Port Taranaki to State Highway 3 in New Plymouth.

State Highway 3 is of particular strategic value and significance for Taranaki to both the north and south, as it is a primary route for the delivery of fast-moving consumer goods, the export of regional products, as well as being the primary road evacuation route.

Airport

New Plymouth Airport (Papa Rererangi i Puketapu) is the region's only passenger airport with airline passenger numbers at 401, 686 in the 2023 financial year. The new terminal is designed to cater for up to 600,000 passengers a year⁹.

New Plymouth Airport has general aviation facilities for private planes and helicopters, including hangers and refuelling services (BP). The airport has three runways in regular us, 1 asphalt and 2 grass.

Port

Port Taranaki is located in New Plymouth and is the only deep-water seaport on New Zealand's Aotearoa western seaboard. Port Taranaki has nine fully serviced berths for a wide variety of cargoes and vessels. The maximum port draft is 12.5 metres and has a maximum vessel capacity of 225 metres. It handles large volumes of cargoes, principally those of the farming, forestry, engineering and petrochemical industries.



⁸ Taranaki Regional Council, 2021. Regional Land Transport Plan for Taranaki 2121/22 – 2026/27.

⁹ New Plymouth Airport Papa Rererangi i Puketapu Ltd. Annual Report for the period 1 July 2022 – 30 June 2023.

Rail

Rail access is only from the south via the Marton to New Plymouth line (MNPL) which brings freight to and from the Port. Rail is an important mode of exporting primary product, such as logs, from the region.

Fuel¹⁰

Fuel is stored for supply at retail outlets supplied by the four oil companies (Mobil, BP, Gull, Z). Some retail outlets are owned and managed by those companies, others are independently owned and/or managed. The re-fuelling rates vary, though it is typically in the range of 'days' during normal levels of use. Most diesel and petroleum for regional needs are shipped into Port Taranaki. This provides resilience of the fuel supply chain by providing two alternate methods of bringing in fuel to Taranaki (if either road or port access is disrupted). The Fuel Industry (Improving Fuel Resilience) Amendment Act 2023 promotes the resilience of engine fuel supplies in New Zealand Aotearoa by requiring every fuel industry participant (an obliged person) to hold a minimum level of cover (the level of engine fuel stock that represents the minimum number of days for which the fuel stock must last in order to meet the daily fuel demand or consumption). This act ensures minimum levels of fuel stockholding and mitigates fuel disruption during an emergency.

Ngā Arahanga | Bridges

There are 298 bridges on state highways (including one single-lane bridge at the Stratford cemetery on SH43) and 707 bridges on local roads, of which 432 are single-lane. This equates to Taranaki roads having a bridge approximately every four kilometres.

Te Hinu me te Kapuni | Oil and Gas¹¹

Natural gas in New Zealand Aotearoa is sourced from approximately 15 gas fields in Taranaki, with most of the gas coming from the four largest fields – Pohokura, Mangahewa, Maui and Kupe.

Product is piped to onshore production stations and from there condensate is piped or moved via tanker trucks to Tank Farms, for shipping to offshore refineries through Port Taranaki.

From Taranaki, gas is fed into the national pipeline network which supplies the whole country. The gas transmission network is a pressurised pipe network designed and operated to the AS/NZS 2885

suite of standards and can withstand significant seismic shaking, though there is a risk of gas pressure loss. Threats mainly relate to major land movement from differential ground movement (fault rupture, liquefaction), local weather-related land slips, coastal erosion, the impact of urban encroachment and third-party mechanical damage.

The Māui pipeline, Port Taranaki, First Gas transmission pipeline and Omata Tank Farm are all rated as nationally significant assets.

Te Hiko | Electricity

There are two levels of connectivity for the Taranaki electricity network:

1 The high voltage national electrical transmission system that covers both North and South Islands. This system connects generation sources to local substations and is operated by Transpower. The Taranaki region connects at Stratford to the National Grid through 220 kV circuits that run north to Huntly and south-east to Bunnythorpe. Under normal operation, generation exceeds demand in this region and power is exported to the rest of the National Grid.

2. The lower voltage local distribution network that connects substations to local businesses and residents. This local network is operated in Taranaki by Powerco.

There are several electricity generation sites in Taranaki, with Taranaki producing nearly 1/5 of the Country's electricity. The largest is the Stratford (575MW) Gas Powered Plant and is considered a nationally significant asset¹². The second largest (100MW) is the Nova McKee gas generation plant.

Manawa Energy has smaller hydro sites at Lake Mangamahoe and on the Pātea and Motukawa Rivers.

The Waipipi onshore wind farm in South Taranaki takes advantage of the region's strong wind resources. Additionally, the Sunergise Kāpuni Solar Power Plant exports renewable electricity into Powercos network. Further renewable energy resources are projected to be utilised within Taranaki, increasing diversity of renewable electricity sources and decreasing reliance on traditional non-renewable resources.

Ngā Ara Kawe Reo | Telecommunications

The Telecommunications sectors is one of the most complex, with rapid technology changes and high levels of interconnection between various providers which share parts of the network and exchange messages between networks^{13 14}

The Taranaki network consists of mobile cellular sites providing overlapping coverage, the Western fixed line fibre network (one of three North Island fibre mains), which is considered nationally significant and, and the New Plymouth Exchange (regionally significant).

The main broadcasting (radio transmission) site located on Taranaki Maunga is rated nationally significant and is a critical hub for services in the lower North Island. It is the hub for associated towers for other critical services (such as Police, Ambulance, Transpower, One NZ and Spark cellular).

Pāwai | Dams

Major private dams include the Mangorei Dam Scheme, and Patea Dam, owned by Manawa Energy. The Mangorei Dam and associated hydro-electric power scheme operated by Manawa Energy are located 6.4 kilometres east of Waiwakaiho industrial estate in the New Plymouth district. The Patea Dam and associated hydro-electric power scheme operated by Manawa Energy are located 42 kilometres east of the Patea river mouth in the South Taranaki district.

New Plymouth District Council controls and manages the detention dams on the Waimea, Huatoki and Mangaotuku Streams, two tributary detention dams, the Highlands Park Flood Detention Dam, together with diversion tunnels, culverts, and earth embankments (the New Plymouth detention dam scheme).

The Ministry of Business, Innovation and Employment (MBIE) provide a nationally consistent approach to dam safety. In May 2022, new regulations released required owners of dams that meet the height and volume requirements to confirm the potential risk their dam poses, put in place safety plans and undertake regular dam inspections. This was to be commenced from 13 May 2024. Dams that fall within the scope of the regulations were given a potential impact classification based on their potential to cause harm in the event of failure.

Dam owners are required to classify their dam according to the potential impact its collapse would have (low, medium, or high) and to register that classification with their regional council. This classification is regularly reviewed, which means that changing risk factors such as new downstream development or changing hydrological conditions can be taken into account.

Owners must also prepare dam safety assurance programmes, which include emergency action plans, and provide an annual compliance certificate for medium or high potential impact dams.

Regional councils process building consents for dams, administer and monitor dam safety management (including holding a dam register) and develop dam policy.

Wai Whāinu, Wai Paraawa, Wai Para | Drinking Water, Stormwater, Wastewater

The majority of municipal water supplies in Taranaki are sourced from surface water flowing from Te Kāhui Tupua (Taranaki Maunga and peaks, Pouākai, Kaitake and Panitahi). Within the New Plymouth District, water treatment plants at Ōkato, Inglewood and New Plymouth treat water from rivers while the Ōakura municipal supply taps into an underground aquifer resource. Stratford District Council operates three water supplies servicing Stratford, Toko and Midhirst, with river fed sources for Stratford and Midhirst and a bore supply for Toko. South Taranaki District Council operates 10 water treatment facilities, 37 reservoirs and 642 km of water mains to deliver water supply within its district. The Kapuni River is the main water source for the Hāwera township. Bores that tap into groundwater water supplies are common within the rural community.

The three district councils operate and maintain stormwater assets throughout the region to collect, manage and release stormwater runoff with an aim to prevent flooding of properties wherever possible.

Sewerage networks operate in New Plymouth and all other major urban areas in the region. Other areas use on-site sewage treatment, mainly septic tanks.

Ngā Reo Irirangi | Radiocommunications

The radiocommunications network in the region includes RT equipment and AM and FM transmitters that provide the important function of broadcasting information to the public in an emergency.

Te Haumarū i te Waipuke | Flood Protection

Taranaki Regional Council owns and maintains flood protection schemes on the Waiwakaiho and Waitara Rivers. The regional council also provides flood control schemes for the Stony (Hangatahau) River and, in partnership with the South Taranaki District Council, in Opuake and the Waitōtara River.

New Plymouth District Council own and operate a flood protection network within New Plymouth city which includes three major detention dams (Huatoki, Mangaotuku and Waimea) and two tributary detention dams (Huatoki and Fernleigh streets) along with smaller earth detention bunds, culverts and flood diversion tunnels within the developed area.

¹⁰ Taranaki Emergency Management (2018). Taranaki Lifelines Vulnerability Study.

¹¹ New Zealand Lifelines Council (2020). New Zealand Critical Lifelines Infrastructure National Vulnerability Assessment.

¹² Taranaki Emergency Management (2018). Taranaki Lifelines Vulnerability Study.

¹³ New Zealand Lifelines Council (2020). New Zealand Critical Lifelines Infrastructure National Vulnerability Assessment.

¹⁴ Taranaki Emergency Management (2018). Taranaki Lifelines Vulnerability Study.

Te Whai Whakaaro o Te Rākau Whakamarumarū ki Te Taiao Hapori Tū | CDEM Considerations within the Built Environment

- Drinking water, wastewater and stormwater infrastructure are vulnerable to a range of hazards including earthquake, landsliding, flooding, power outage, storm events and volcanic lahars.
- If both Port Taranaki and the roading network are disrupted, fuel storage within Taranaki typically is in the range of 'days' during normal levels of use.
- Fuel retail outlets rely on electricity to operate and there is limited or no backup generation in stations within the region.
- State Highway 3 is a strategic link within Taranaki for the delivery of fast-moving consumer goods, as well as being the primary road evacuation route – disruption to this highway or the bridges connecting it, would have supply chain implications and also impact evacuation routes.
- The electricity generation plants in Taranaki rely on gas production sites which in turn require electricity to produce gas (the sectors are highly interdependent)¹⁵.
- A volcanic eruption or earthquake could potentially cause widespread power outages for weeks to months. There would be significant knock-on effects causing service failures of varying degrees to all other lifeline services and many large industrial customers.
- The electricity transmission grid does have some diversity (supplying from the south via Bunnythorpe and the northeast via Huntly-Stratford). However, supply would be constrained if the Bunnythorpe link failed. A volcanic or earthquake event has the potential to impact both links.
- For the electricity distribution network, high windstorms have the highest likelihood of causing widespread service failures. Volcanic ash would also be very disruptive to the network and localised hazards (e.g. lahars) could cause damage taking months or years to fully restore.
- Taranaki's electricity production supplies the national grid during peak winter loads and any damage to this supply would put pressure on national as well as local supplies.
- Roading infrastructure and bridges are vulnerable to a range of natural hazards particularly flooding, landslips, volcanic activity, storm events and subsidence. Taranaki is reliant on SH3 for fast-moving consumer goods, petrol, and freight for the primary production and energy sectors. SH3 and SH45 are the only land-based evacuation routes in the region. The State Highway network in Taranaki is vulnerable to landsliding and other flood damage and lengthy closures can cause significant negative economic impacts for the region and the country.
- Aotearoa's coastal change dataset reveals patterns of erosion and accretion along the Taranaki coastline. Areas of erosion include the coastline adjoining the New Plymouth Airport and north of the Waitara River.
- The Port and other low-lying areas are vulnerable to tsunami.
- Taranaki's supplies of oil and gas are of domestic and national significance. Some goes through the Port, a portion of which is reclaimed and vulnerable to liquefaction.
- Most communications transmission equipment is located on Mt Taranaki and will be affected during an eruption event. Some of the cellphone transmission towers are susceptible to landslips.
- As a majority of municipal water supplies are taken from surface water resources, these are vulnerable to hazards such as landsliding, ashfall, lahar, flooding and power outage. This also applies to private farm rain-fed water supplies.
- While the likelihood is rare, failure of a detention dam, such as the Huatoki, Lake Mangamahoe or Pukekura Park dams in New Plymouth while they are full would have severe consequences for properties downstream.
- The region has a high number of rivers draining from the mountain with urban development within close proximity. Increasing severity of localised storms increases the risk of overland flows in areas previously unaffected by surface flooding.
- Coastal inundation risk (concentrated at low lying river mouths).
- River erosion and flooding risks resulting from residential properties located near to riverbanks.
- Unquantified (knowledge gap) in respect of coincidental coastal and catchment flooding events.
- New Plymouth city has some development on steeper topography.

¹⁵ New Zealand Lifelines Council (2020). New Zealand Critical Lifelines Infrastructure National Vulnerability Assessment.

Te Taiao Ohanga | Economic Environment

A notable feature of Taranaki's economic environment is its reliance on its physical and natural resources for its social and economic wellbeing.

Te Pakihi me te Mahi Moni | Business and Employment¹⁶

Taranaki generated over \$10 billion of Gross Domestic Product (GDP) in the year to March 2023, which contributed 2.7% of national GDP. The three highest contributors to the regional GDP are Agriculture, Forestry and Fishing (14.9%), Manufacturing (10.4%) and Mining, including Gas and Oil Extraction (10.2%).

In 2023 there 63,348 jobs filled in the region and an unemployment rate of 2.8%, compared to 3.3% nationally. The largest employment sectors are Manufacturing (14.4%), Construction (10.8%), Health Care and Social Assistance (10.4%), and Agriculture, Forestry and Fishing (9.5%).

Te Ahumahi Tāpoi | Tourist Industry

During the 2020 – 2022 COVID-19 Pandemic tourism spend nationally was down by 36.5%, but Taranaki's decreased by only 10.2% indicating that most of our tourism is domestic.

There is a strong arts and culture component of Taranaki's tourism trade, with visitors to the Len Lye Centre, WOMAD, Centuria Taranaki Garden Festival and TSB Festival of the Lights. These events bring large numbers of visitors to the region with significant benefits for the local economy.

Te Papakura o Taranaki and Taranaki Maunga are a key attraction for the region. The Taranaki Crossing is a project within Te Papakura o Taranaki, connecting and upgrading 25km of walking tracks on the maunga. The Taranaki Crossing Project is expected to generate \$3.7 million annually for the region's economy by 2025.

Te Whakanao | Manufacturing

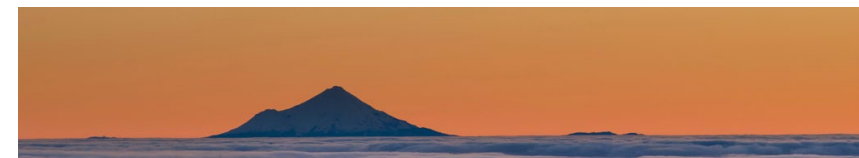
Taranaki has a distinctive manufacturing base, with a national and international reputation for its expertise in food processing, particularly of dairy products. Manufacturing employs around 17% of Taranaki's employment base and comprises 11% of the region's GDP. The special servicing needs of the dairy and petrochemical sectors (and to a lesser extent the meat, energy, industrial, chemical and timber processing sectors) have contributed to the development of both heavy and light engineering industries¹⁷.

Te Wāhanga Ahuwhenua | Agricultural Sector

The agricultural sector (including forestry and fishing) is critical to Taranaki. It is the highest contributor to the regional GDP (14.6%) and fourth largest employer (9%). About 60% of the region is used for intensive farming. The region contains about 1800 dairy farms and most of them are situated on the volcanic ring plain surrounding Taranaki Maunga. Dairy farms are heavy users of power and water.

The Taranaki region is also a significant producer of poultry for the rest of the country. Most poultry farms are intensively farmed and are heavy users of power and water. Other growing rural industries include forestry, and honey.

The rural environment of Taranaki forms a distinct social and economic environment of its own and communities within the rural environment face their own unique challenges.



¹⁶ Infometrics (2023). Regional Economic Profile Taranaki Region 2023.

¹⁷ Taranaki Regional Council, 2021. Regional Land Transport Plan for Taranaki 2121/22 – 2026/27

Te Whai Whakaaro o Te Rākau Whakamarumarū ki Te Taiao Ohanga | CDEM Considerations within the Economic Environment

- The agricultural sector is vulnerable to hazards including flooding, drought, ashfall, lahar, cyclones, as well as power and water outages. Pest and animal diseases, such as Foot and Mouth Disease and Avian Influenza, also have the potential to devastate the agricultural sector with significant economic consequences for the region and New Zealand. Severe weather events have proven to have significant on-farm costs in Taranaki, due to infrastructure, and loss of production impacts. Road closure after severe weather events also have an effect on farmers' ability to move stock and feed and undertake normal seasonal work. Many natural hazards have the potential to affect feed and water availability for stock and poultry and may reduce stock numbers and future income. An extended period of volcanic unrest may disrupt stock numbers and productions for years. Low river flows can impact upon water take requirements within the agricultural and horticultural sectors with significant economic consequences.
- Rural communities in particular are vulnerable to isolation due to road closures during emergencies.
- Extended dry periods with subsequent low river flows have the potential to negatively impact the petrochemical and gas-fired electricity generation capacity of the region, as these industries depend on river flow water for cooling purposes. Low flows in rivers can therefore adversely impact both hydro generation and gas-fired generation.
- The oil and gas industry is particularly susceptible to power and water outages. Any hazard or event that affects access to commercial and residential gas supplies is costly. This was demonstrated by the shutdown of the Maui pipeline in October 2011, due to a leak caused by land movement – this event cost approximately \$200 million in economic impact to the rest of the country. The presence of the oil and gas industry and associated technologies in the region requires management of additional hazardous substances and processes, either on site, during storage, or during transportation.
- Special events such as WOMAD, the Festival of Lights, and garden and art festivals attract high numbers of tourists to the area who are not aware of local hazards or local resources and facilities. Any arts or other recreational event that attracts a large number of visitors to the region increases the potential need for welfare services and evacuation in the event of an emergency.

Te Taiao Urutapu | Natural Environment

Taranaki is located on the west coast of the North Island of New Zealand Aotearoa and is bordered by the Tasman Sea. The region has 286 main river catchments and 530 named rivers. More than 300 waterways flow across the ring plain from Taranaki Maunga, which for the most part, are characterised by short, narrow catchments with steep gradients and high quantities of volcanic sediment. Native vegetation covers 40% of the region and over 151,000 hectares are formally protected.

At 723,610 hectares, the Taranaki region makes up approximately 3% of New Zealand's Aotearoa total land area. An additional 68,910 hectares of Stratford District which is within the Manawatū-Whanganui (Horizons) Region is covered by Taranaki for the purposes of CDEM – bringing the total land area for the CDEM Group to 792,520 hectares.

Geographically defined by one of New Zealand's Aotearoa most recognisable landmarks (Taranaki Maunga), the region consists of four distinct landforms, which naturally impact the landscape and contain their own inherent risks:



- The **volcanic ring plain**, centred on Taranaki Maunga, consists of fertile and free-draining volcanic soils. The ring plain supports many urban settlements plus intensive pastoral farming (particularly dairying). Farming is most intensive on the flatter land in southern Taranaki. The radial drainage system is extensively used by the agricultural sector for pastoral irrigation, community water supplies, and for a wide range of recreational purposes. Approximately 40% of the region is in indigenous forest and shrubland, mostly within Te Papakura o Taranaki and areas of the eastern hill country
- The **eastern hill country** that lies to the east of the ring plain is steeply dissected and prone to soil erosion and slipping. However, it can support both pastoral farming and commercial forestry when managed in accordance with the physical limitations of the land.
- The **coastal environment** is characterised by high cliffs, boulder reefs and black sand beaches. This environment is exposed to the west and consequently to high energy wave and wind conditions which can produce ongoing and extensive coastal erosion. There are few areas of sheltered water beyond the major estuaries and the confines of Port Taranaki.
- The **coastal and inland marine terraces** extend north and south along the coastline and contain coastal sand dunes and highly versatile and productive soils. The combination of light sandy soils and strong westerly winds has resulted in a landscape that is this vulnerable to wind erosion.

The Taranaki climate is for the most part determined by its location in relation to the large-scale weather patterns affecting New Zealand Aotearoa. Taranaki is typically a sunny, windy region with a good supply of evenly distributed rainfall and moderate temperatures. Taranaki Maunga produces strong orographic effects including higher rainfall accumulations at elevation and wind variations around the mountain. The predominantly westerly airstream makes the Taranaki region one of the windiest in New Zealand Aotearoa. The incised nature of ring plain streams means that flooding is generally not a major problem. However, occasional intense rainfall events can lead to rapid rises in river levels and flooding. The climate and soils are well suited for the intensive dairy production of the region, although moisture deficiency during summer months can limit pasture production for a time.

Te Whai Whakaaro o Te Rākau Whakamarumarū ki Te Taiao Urutapu | CDEM Considerations within the Natural Environment

- Certain areas of the natural environment are more exposed to hazards than others – for instance locations more likely to experience flooding, coastal erosion, tornados, drought and landsliding.
- The probability of an eruption of Taranaki Maunga is 30-50% within the next 50 years. The consequences of such an event have been assessed to be high to extreme across the natural, built, economic and social environments.
- Climate change is projected to increase adverse weather and erosion hazards along the region's coastal environment, floodplains and hill country areas. Rising sea levels may cause escalated risks to natural and built environments along the coast, and to the people who live in coastal and river mouth areas in the region¹⁸. Climate change also has the potential to increase the time spent in drought in the region which would lead to negative impacts to the natural, economic and social environments, particularly within the rural sector.
- Tsunami hazards threaten low-lying areas near the coast, river mouths, and estuaries.
- Biosecurity emergencies – for instance Foot and Mouth Disease, Avian Influenza or major pest incursions – may impact the natural flora and fauna and also economic production within the region.

¹⁸ Ministry for the Environment (2018) Climate Change Projections for the Taranaki Region. <https://environment.govt.nz/facts-and-science/climate-change/climate-change-projections/impacts-of-climate-change-per-region/projections-taranaki-region/#what-could-this-mean-for-taranaki>.

Te Rarapa ki Taranaki | Taranaki at a glance

Total population

126,015

Total household dwellings
49,689 approx

68% of occupied dwellings are owned privately

Average household income
\$113, 987

Ethnicity breakdown

- European: 83.6%
- Māori: 21.8%
- Asian: 5.7%
- Pacific Peoples: 2.6%
- Middle Eastern/Latin American/African: 0.8%
- Other ethnicity: 1.4%

Taranaki has higher proportions of elderly and youth than the national average.

Median age for Taranaki: **40.4 years**

Those aged 14 years and under make up 21% of the population

Those aged 65+ years make up total of 17.5%

Largest employment sectors

- Manufacturing (14.4%)
- Construction (10.8%)
- Health Care and Social Assistance (10.4%)
- Agriculture, Forestry and Fishing (9.5%)

286 main river catchments

530 named rivers

GDP for the Taranaki region
\$10 Billion

Highest contributors to the regional GDP

Agriculture, Forestry and Fishing (14.9%)

Manufacturing (10.4%)

Mining, including Gas and Oil Extraction (10.2%)

3,916 km's of total road in Taranaki

391 kms state highways (10%)

3,504 kms local roads (90%)

Probability of an eruption of Taranaki Maunga in the next 50 years

30-50%

Total land area for Taranaki CDEM Group

792, 520 hectares

298 bridges on state highways (including one single-lane bridge at the on SH43)

707 bridges on local roads (432 are single lane)

Only deep water seaport on New Zealand's western seaboard

Approximately 40% of the region is indigenous forest and shrubland, mostly within Te Papakura o Taranaki and areas of eastern hill country.

Wāhanga Whā | Section Four

Ngā Matepā me ngā Tūraru i Taranaki

Hazards and Risks in Taranaki

The region's population and coastal location, diverse landscape, and economic significance come together in distinct ways to present a unique set of challenges for emergency management. An understanding of the risks (which include the likelihood of a hazard occurring, and the potential consequences) to be managed within the region and the current risk management in place is the first step in effective emergency management planning.

The Taranaki CDEM Group Plan 2018-2023 contains a list of regional hazards that were assessed prior to the development of the plan. Over the life of the 2018-2023 Group Plan, the understanding of many of the major hazards within New Zealand Aotearoa has further developed, specifically regarding the volcanic risk within Taranaki. Guidance from NEMA¹⁹ recommends CDEM Groups focus on hazards that may require a multi-agency coordinated response and/or have a higher impact on the community. In order to ensure that the hazards to be reviewed and included in the current Group Plan reflect the risks posed to the region, a full review was undertaken in 2023 to determine if any hazards had changed as a result of new research. The hazard review was presented to a group of representatives from across the CDEM Group and partners to ensure there was consensus on what should be included within the hazard risk assessment. Although the region is at risk from dozens of hazards, 33 were chosen to make up Taranaki's 'hazardscape'.

Hazard amendments from previous assessments

Some hazards that were listed in the previous CDEM Group Plan have been amended or removed due to the following reasons:

- The hazard is a localised risk and not deemed to present a significant risk to the region
- The hazard is similar to another and can be combined to create a single hazard title that captures the consequences of both
- The hazard is a consequence of other hazards and cannot be easily assessed independently
- The hazard is an exacerbating factor influencing the severity of other hazards (e.g. climate change) and should be assessed as part of the process across a range of hazards.

Te Matepā, te Tūraru rānei | Hazards vs. Risk

The CDEM Act 2002 defines risk as "the likelihood and consequences of a hazard" while a hazard is defined as being "something that may cause, or contribute substantially to the cause of, an emergency". The NDRS defines a hazard as being "a potentially damaging event, entity, phenomenon or (malicious or non-malicious) human activity, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation. Hazards can be single, sequential or combined in their origin and effects". The Taranaki CDEM Group focusses on managing the risks and impacts from the hazards within our region.

¹⁹ National Emergency Management Agency. (2022). Risk Assessment: Guidance for CDEM Group Planning. Director's Guideline for Civil Defence Emergency Management Groups [DGL23/22].

Tā Taranaki Tukanga Aromatawai Tūraru Matepā | Taranaki's Hazard Risk Assessment Process

To further develop our understanding of Taranaki's hazards and risks, a formal hazard assessment process was undertaken by the Taranaki CDEM Group, based upon guidance from NEMA. This process has been updated since the last group plan review, resulting in several changes to the way in which hazards are assessed. This has included the use of Maximum Credible Event (MCE) scenarios for all hazards and a focus on the consequences across four environments; Social, Built, Economic and Natural. This replaced the previous risk assessment process utilised for prior CDEM Group Plan development and implements the international risk management standard AS/NZS ISO 31000. This process provides a more thorough assessment of the consequences of hazards and enables a more detailed review of consequences common across a range of hazards, enabling consequence-based planning and targeted risk mitigation.

The regional hazard risk assessment was conducted in three phases:

- A review of existing identified regional hazards, development of MCE scenarios, likelihood of occurrence and consequence ratings.
- Hazard impact assessment (analysis)
- Assessment data collation, review and reporting (evaluation)

Nine fully workshoped hazards were completed in time for the current Group Plan. A survey-based approach was utilised to provide a risk assessment basis for the other hazards which will be further assessed over the duration of this Group Plan. The risk assessment process provides a means for the Taranaki CDEM Group and CDEM partners to collaboratively evaluate the potential impacts and consequences of hazards to our communities. This approach enables a shared understanding of risk priorities and facilitates a thorough review of consequences associated with different hazards. As a result, we can engage in consequence-based planning and targeted risk mitigation. Although ranking risks is beneficial, the analysis of the data also provides a comprehensive view of who or what is most at risk to various hazards and identifies common impacts across multiple hazards.

Pāpātanga Tūraru Matepā | Hazard Risk Ratings

Based on the 4 workshops and 2 risk assessment surveys, the risk scores for the 33 identified hazards were calculated and their risk rating is presented in Table 3. Each hazard has been given a risk rating based on the likelihood of occurrence and the overall level of consequence following assessment.

It is necessary to consider these risk ratings as preliminary findings. The current results represent our existing understanding of the risk but may be updated as evidence-based information and research develops, and the risk assessment process progresses. Findings from any additional workshops and surveys conducted or evidence-based research will be incorporated into our ongoing plans and will be published every five years during the review of Group Plans.

It is also necessary to note that future work, in partnership with local Māori and iwi, to understand the specific consequences of hazards to tangata

whenua within the region is intended to be undertaken throughout the duration of this group plan.

The work that may occur to address higher level risks includes determining the level of risk acceptance within the group and wider community, understanding and reviewing risk mitigation measures that are in place, identifying further risk reduction that can occur, preparing response arrangements and conducting further hazards research to better understand the risk and consequence from a hazard.



Te Takiwā Pūmate o Taranaki | Taranaki Region Hazardscape



Table 3. Hazard likelihood, consequence and risk rating

Hazard (in no order)	Likelihood	Consequence	Risk Rating
Taranaki Maunga - Large volcanic eruption	Possible	Major	Very High Risk
Severe Weather - Cyclone	Possible	Major	Very High Risk
Flooding-river	Possible	Moderate	High Risk
Infectious human disease	Possible	Moderate	High Risk
Tornado	Likely	Minor	High Risk
Animal disease	Possible	Moderate	High Risk
Flash floods	Possible	Moderate	High Risk
Plant pest/disease	Possible	Moderate	High Risk
Coastal flooding-storm surge/erosion	Possible	Minor	Medium Risk
Earthquake - local fault	Rare	Moderate	Medium Risk
Dam break - failure	Rare	Moderate	Medium Risk
Cyber attack	Possible	Minor	Medium Risk
Drought	Possible	Minor	Medium Risk
Fire -built environment	Possible	Minor	Medium Risk
Fire -natural environment	Possible	Minor	Medium Risk
Hikurangi Subduction Zone - earthquake and tsunami	Unlikely	Moderate	Medium Risk
Lifelines failure - gas pipeline	Possible	Minor	Medium Risk
Maritime incident/spill	Unlikely	Moderate	Medium Risk
Slope instability - eastern hill country	Possible	Minor	Medium Risk
Transport accident - major air accident	Rare	Major	Medium Risk
Civil unrest	Unlikely	Minor	Small Risk
Water supply failure	Unlikely	Minor	Small Risk
Water supply contamination	Unlikely	Minor	Small Risk
Fuel supply failure	Unlikely	Minor	Small Risk
Heatwave	Unlikely	Minor	Small Risk
Terrorism	Unlikely	Minor	Small Risk
Tsunami - local source	Unlikely	Minor	Small Risk
Tsunami - regional/distance source	Unlikely	Minor	Small Risk
Radiation event	Rare	Minor	Small Risk
Volcanic eruption -distance source	Rare	Minor	Small Risk
Hazardous substance event	Possible	Insignificant	Small Risk
Snowfall (tow elevation)	Possible	Insignificant	Small Risk

Ngā Tūraru me ngā Whakaaweawe i Taranaki | Risk and Impact in Taranaki

Applying the risk assessment process outlined in the NEMA Directors Guideline, both Taranaki Maunga – large volcanic eruption and cyclone hazards have been assessed as having a 'very high-level risk' rating. The assessment process resulted in no hazard within Taranaki reaching the 'critical' risk rating threshold. This does not mean that Taranaki does not experience severe and impactful hazard events but reflects the difficulty of utilising a 'whole of region' risk assessment approach to a diverse region such as Taranaki.

The combination of Taranaki's vastly diverse landscape as well as population and community spread, influencing hazard exposure, contribute to the different ways in which our communities experience emergencies and disasters. Hazards that impact the entire region may result in localised impacts that can be devastating to specific communities, while the broader region is able to recover more quickly.

Taranaki holds strong social networks and active community groups, which significantly enhance the regions adaptive capacity. However, adaptive capacity varies across different localities, leading to differences in resilience and response capabilities within the region. While regional risk assessments typically focus on broad, regional impacts, they may overlook specific, localised challenges and impacts that could have more severe consequences on a local scale. More localised impacts can be determined throughout the hazard assessment workshops and local risk reduction strategies can be considered. Although the Taranaki hazard risk assessment process addresses the capacity and capability of the entire region to manage and recover from impacts at a broad level, it is essential that our emergency management plans and partnerships also consider response needs at a local level.



²⁰ National Emergency Management Agency (2022). Risk assessment: guidance for CDEM Group planning. Director's Guideline for Civil Defence Emergency Management Groups [DGL 23/22]. ISBN 978-0-478-43527-6.

It is likely that the region will face multiple hazards in any major event. For example, heat waves and droughts may occur simultaneously, a heavy rainstorm event may cause flooding and landsliding, or an earthquake could trigger tsunami, landsliding and major infrastructure damage which can have cascading impacts such as power and water outages. The overall complexity of these multi-hazard events and the damage and losses are significantly increased. They generate additional demands on the emergency management system leading to greater challenges to effectively mitigate and manage the impacts.

Hazards from outside of the earth's atmosphere also occur. Events such as solar flares and geomagnetic storms can impact Earth's technologies. Satellite operations, energy supply networks, GPS positioning and timing, aviation and communications can be disrupted, with potential flow-on impacts for critical infrastructure. While space weather events can happen at any time, the next 'solar maximum' – a period of high activity – is estimated to occur in 2025 based on an 11-year cycle.

The Taranaki CDEM Group has a key role in supporting the safety and wellbeing of our communities. CDEM Group planning is the means by which CDEM Group partners identify the specific challenges, arrangements, work programmes and priorities for each CDEM Group to support their communities²⁰. A community risk assessment was undertaken to assess risk within Taranaki and identify specific, more localised areas of greatest priority for resilience work planning. This assessment defined the hazard phenomena with the highest exposure and impact on communities, so that community engagement is tailored to, and prioritised within these areas to bring about awareness and build resilience with communities.

Ngā Hinonga Whakarua Āhurangi me ngā Whakaaweawe mō Taranaki | Climate Change Projections and Impacts for Taranaki

"Human activities, principally through the emissions of greenhouse gases, have unequivocally caused global warming"²¹. Widespread and rapid changes in the atmosphere, ocean, cryosphere and biosphere have occurred. Human-induced climate change is already affecting many weather and climate extremes in every region across the globe, leading to widespread adverse impacts and related losses and damages to nature and people.

A changing climate is a major risk driver for Taranaki, New Zealand Aotearoa and the rest of the world, as more energy is present in the atmosphere. Changes can already be seen in Taranaki and across New Zealand Aotearoa and the rate and severity of these changes are expected to continue increasing for the foreseeable future.

More frequent and intense heavy rainfall events are expected across the region resulting in an increased risk of flooding, erosion and landslides.

Global warming induced sea level rise has already been observed in Taranaki and is increasing the exposure of infrastructure to coastal flooding and causing valuable habitat loss at coastal margins.

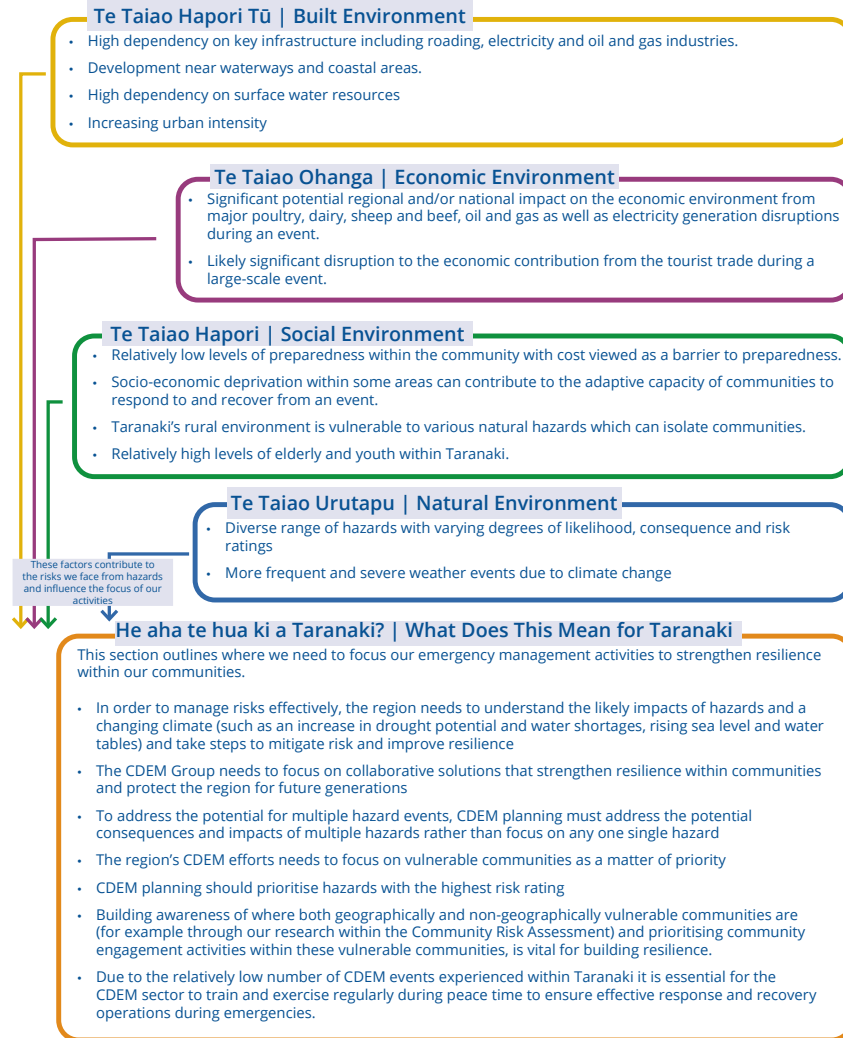
An increase in drought potential, due to a reduction in rainfall volumes during the summer months, increased temperatures and the frequency and strength of winds, will also result from the predicted changes²². This may cause impacts such as water shortages, an increased need for irrigation and the probability of wildfires.



²¹ Intergovernmental Panel on Climate Change (2023). Climate Change 2023 Synthesis Report Summary for Policymakers. A Report of the Intergovernmental Panel on Climate Change.

²² Marara, G., Woolley, J.-M., Sood, A., Stuart, S., Eager, C., Zammit, C., Wadhwa, S. (2022) Climate change projections and impacts for Taranaki. NIWA Client Report 2022068WN.

Hō Mātou Tāngata, Tō Mātou Rohe, Hō Mātou Matepā | Our People, Our Region, Our Hazards



Wāhanga Rima | Section Five

Te Whakapakari i ngā Here ki te Tangata Whenua | Strengthening Relationship with Mana Whenua

The CDEM Group is committed to growing meaningful partnerships with mana whenua in Taranaki through strengthening relationships and seeking their involvement in local CDEM activities.

This chapter supports the NDRS Objective 8 – build the relationships between emergency management organisations and iwi/groups representing Māori, to ensure greater recognition, understanding and integration of iwi/Māori perspectives and tikanga in emergency management.

Whāinga | Objectives

1. Strong, interwoven relationships between emergency management, mana whenua and mataawaka are developed to enhance the integration of Māori perspectives, values, and tikanga within emergency management practices.
2. Increase mana whenua and mataawaka involvement within the Taranaki emergency management system.

Kei whea tātou ināianei? | Where are we now

- At the group office level, work is underway to co-create a Memorandum of Understanding which outlines how the Taranaki Emergency Management Office and Ngā Iwi O Taranaki will collaborate and partner to support communities across the 4 Rs of emergency management.

He aha te āhua o te angitutanga hei te tau 2030? | What success looks like by 2030

Identified Priorities

- The Taranaki Civil Defence Emergency Management Group has a strong relationship with mana whenua and mataawaka within Taranaki and works in partnership and collaboration with them across the 4 Rs of emergency management.
- Representation of iwi and mana whenua is strengthened across the emergency management system in Taranaki.

Mana whenua in the region have a special relationship with the land and with Taranaki Maunga.

The Taranaki CDEM Group is committed to:

- Partnership – collaborating with mana whenua in Taranaki and working, honourably and in good faith together
- Participation – enabling mana whenua to participate in the emergency management system
- Protection – acknowledging and enabling mana whenua to self-determine how they care for their taonga



Ngā Iwi O Taranaki and the Taranaki Emergency Management Office (TEMO) Partnership Charter

A strong partnership between the TEMO and NIOT helps to provide the backbone required to support Taranaki people during times of adversity. Each entity operates independently with their own governance structures, but with a common purpose and desire to work together to improve outcomes for the communities of Taranaki. A Partnership Charter between the TEMO and NIOT is currently being drafted which will outline our partnership principles, aspirations and focus areas.



Iwi relationships

The CDEM Group has arrangements to ensure that iwi views and values are understood and integrated into all work, from strategic decision-making to day-to-day operations. These arrangements extend to the work undertaken by the CDEM Group members and provide a comprehensive iwi liaison arrangement for the CDEM Group.

In addition to the broad integration of iwi views and values into the work undertaken by the CDEM Group, the CDEM Group is also supporting work to help build the resilience of iwi and marae. This work acknowledges the important contribution that iwi and marae make to the overall resilience of communities.

Iwi liaisons/ partnership

Each local authority in the CDEM Group has partnerships with iwi to ensure their views and values are understood and integrated into all work that is undertaken. The nature and scope of these partnerships is varied but provides a group-wide platform that ensures iwi views and values are also understood and integrated into the work undertaken by the CDEM Group.

During and after an emergency, the response and recovery structure established within the CDEM Group (either group-wide or within an individual organisations) will include an iwi liaison function in the EOC or will be supported within the ECC by NIOT staff across various functions. This ensures the views and values of iwi are understood and taken into account by emergency response and recovery.

Iwi, hapū and marae support

Iwi, hapū and marae organisations can play a key role in supporting emergency management functions.

Iwi and hapū can provide vital links to people, organisations and resources both before, during and in the recovery phases of an emergency. Iwi organisations may play an important role in an emergency providing support and assistance. Working together with iwi in respect of planning and response functions will be critical in creating a complete CDEM response when required.

Marae are a key component of Taranaki's community resilience and are considered a taonga. They are an integral part of the community, often going out of their way to respond to community needs when emergencies happen. NIOT are leading a marae resilience project which is focussed on supporting marae in their mahi to build resilience to disasters. NIOT are developing a framework for marae in Taranaki to assist marae kaitiaki, trustees and haukāinga in preparing themselves and their marae to provide welfare to their communities during and following an emergency event, in kotahitanga with civil defence emergency management organisations and the community. This framework will be recognised around the maunga and is for Taranaki-based marae that wish to deliver welfare to impacted communities in partnership with civil defence emergency management agencies.



Wāhanga Ono | Section Six

Te Whakapāpaku – He whakapāpaku i ngā tūraru ka pā ki hō mātou hāpori | Reduction - Reducing the risk to our communities

The NDRS outlines that disaster risk reduction is aimed at preventing new and reducing existing disaster risk and managing residual risk, all of which contribute to strengthening resilience.

Increasing awareness and understanding of risk will result in improved risk reduction outcomes for Taranaki communities. The following objectives are designed to progress the priority of reducing the risk to our communities:

Strategic Goal - the risks from hazards, their likelihood and impacts, are understood and managed to reduce risk exposure.

The following objectives are designed to progress the priority of reducing the risk to our communities and support the NDRS objectives 1, 2, 15, and 17.

Ngā Whāinga ki te Whakapāpaku | Objectives for Reduction

1. Provide leadership and support collaborative efforts in the research, delivery and application of hazard science.
2. The Taranaki CDEM Group will proactively identify, assess and address risks impacting Taranaki communities.
3. Ensure that risk planning and management are grounded in evidence-based research and relevant risk assessments.
4. The Taranaki CDEM Group will ensure effective communication of risk-related matters to the community and partners.
5. Collaborate with and encourage partner agencies and stakeholders to apply hazard and risk information so that risks are reduced to acceptable levels.



Kei whea tātou ināianei | Where are we now

Lifeline Utility organisations (oil and gas, water/waste sector, power, telecommunications, roads etc) have worked together to assess infrastructure exposure to hazards and increase their organisational resilience. The Taranaki Lifelines Vulnerability Study, 2018 highlights the challenges to asset resilience brought about by various hazards within Taranaki, including volcanic, severe weather and earthquake hazard exposures. The vulnerability study also emphasizes lifelines interdependencies and hotspots within the sector. The study is being utilised to improve organisational resilience and manage interdependencies to reduce service disruption.

A Taranaki CDEM Group Community Risk Assessment has been undertaken to identify the top exposed communities within the Taranaki region and provide insights that will inform community resilience and work planning to address risk. The focus of this study was to investigate hazard phenomena with clear community exposure.

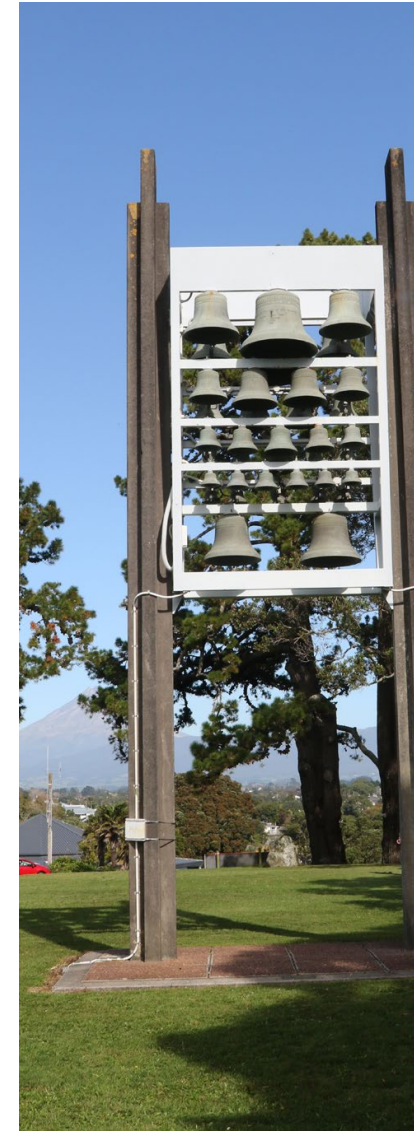
The CDEM Group has established and ongoing collaboration within research projects, and have built strong and enduring relationships with research partners.

Scoping of a spatial planning gap analysis project to support and inform land use planning and decision making is underway. This work includes natural hazards information and data. This project will identify where further research is needed and enable the development of a regionalised spatial planning dataset.

The Taranaki CDEM Group Hazard Risk Assessment Report provides an updated analysis of Taranaki's hazard scope. Development of this report involved collecting the most up-to-date information and research on the region's hazards, then assessing the likelihood of them occurring and the expected consequences and impacts on elements²³ of the Taranaki region. This allows the Taranaki CDEM Group to assess the regions' greatest vulnerabilities and highest risk hazards so that we can work to decrease the impacts on the region. Future workshops are likely to be undertaken throughout the duration of this plan to incorporate emerging data and research and further refine and understand the likelihood, consequences and impacts of our regions' hazards.

Work is underway to coordinate region-wide work programmes to engage our communities on hazards, risks and potential impacts.

Further work is underway to ensure risk reduction activities are regionally inclusive, aligned and coordinated.



²³ National Emergency Management Agency (2022). Risk Assessment: guidance for CDEM Group Planning. Director's Guideline for Civil Defence Emergency Management Groups [DGL 23/22]. For example, the physical and mental wellbeing of people are elements of the social environment.

He aha te āhua o te angitutanga hei te tau 2030 | What success looks like by 2030

Identified Priorities

A detailed analysis of Taranaki’s hazards is complete. Ensuring this research is accessible, easy to understand and is used to engage with community and stakeholders is an identified priority for increasing community resilience. This will enable improved knowledge and understanding throughout the community of the hazards and risks that are in the Taranaki region. Hazard and risk understanding will also be embedded across different areas of councils and agencies that have emergency management responsibilities.

Risks impacting Taranaki communities will be identified and assessed and effective communication of risk-related matters to the community and partner agencies will be ongoing. Communities understand their hazards and risks and the capacity and capability that they have to mitigate risks and consequences. Awareness will be raised of climate-related hazards and the implications climate change may have on the frequency and severity of events into the future and the community has access to information and resources to support adaptation. Communities are taking steps to reduce risks and prepare for emergencies.

Collaboration with CDEM partner agencies and stakeholders is ongoing to encourage reduction of risks from hazards to acceptable levels.

A spatial planning gap analysis project to support and inform land use planning and decision making has been undertaken. This work includes natural hazards information and data. Further research is underway to enable the development of a regionalised spatial planning dataset. Once this work is completed, it is intended that regional and district plans will align and be updated to reflect best information and improve risk reduction.

Taranaki is vulnerable to a wide range of natural hazards – from volcanoes to erosion, extreme weather events, earthquakes and landslides. Climate change will increase the severity and frequency of some of those hazards, including flooding, heatwaves, drought and wildfire. We will also face new risks as a result of slow-onset, gradual changes such as sea-level rise, ocean warming, more hot days, and more rainfall in some parts and less in others. If the number and value of assets increases, that can also contribute to increasing risk exposure over time. These effects will impact Taranaki communities in different ways – and there is a risk that some groups may be disproportionately impacted²⁴. Aotearoa New Zealand’s First National Adaptation Plan 2022 - 2028 includes actions to drive a significant, long-term shift in our policy and institutional frameworks to ensure climate-resilient development in the right places and support communities in considering a range of adaptation options. Adaptation planning is a way to build climate resilience and reduce risk within a changing climate and is a tool that will be explored over the life of this group plan.



²⁴Ministry for the Environment, 2022. Aotearoa New Zealand’s first national adaptation plan. Wellington. Ministry for the Environment.



Wāhanga Whitu | Section Seven

Te Takatū - Te Whakarite i ngā Hapori mehemea he Maru Mai Hiwa | Readiness - Preparing our communities for an emergency

The NDRS outlines readiness as developing operational systems and capabilities before an emergency happens, including making arrangements with emergency services, lifeline utilities, and partner agencies, and developing self-help and response arrangements for the general public.

Strategic Goal - community resilience is strengthened so that impacts from emergencies are reduced. Organisational resilience is strengthened through planning for periods of change and crisis and ensuring our systems and arrangements are fit for purpose.

The following objectives are designed to progress the priority of preparing our communities for an emergency and support the NDRS objectives 2, 7, 11, 12 and 13.

Ngā Whāinga ki Te Takatū | Objectives for Readiness

1. Enhance awareness within the community of their risks from hazards and the potential impacts.
2. Support and empower communities and businesses to prepare for, respond to, and recover from emergencies through engagement and planning that is community centric.
3. Develop and maintain cohesive and up-to-date planning for Taranaki's priority hazards.
4. Enhance regional planning for catastrophic level events and the ability to manage the impacts.
5. The Taranaki CDEM Group will strengthen emergency management practice in response and recovery through capability and capacity development of the emergency management workforce.
6. Strengthen and maintain relationships and cooperation among partners, stakeholders, community organisations, volunteers, iwi and Taranaki CDEM Group members to build trust and confidence during peace time.
7. Develop and enhance communication networks and information flow within the CDEM sector, partners and the community to enable informed, timely and consistent decisions by stakeholders and the public during emergencies.

Kei whea tātou ināiane | Where are we now

Community Readiness

Local Authority members of the CDEM Group provide tailored support to communities and community groups. A deliberate, strategic, and coordinated approach to community resilience will be implemented over the duration of this Group Plan that is monitored and reviewed to ensure effective and consistent and aligned resilience building activities are undertaken within the community. Further work is intended to be undertaken over the duration of this plan to seek and incorporate community input on hazard risk management. A review of the regions Community Emergency Centres is currently underway to ensure they are fit for purpose when communities need them most. Community response planning is recognised as a key component to enabling communities to build resilience - this work is a priority for the CDEM Group.

Organisational Readiness

Maintaining and enhancing operational readiness across the Taranaki CDEM Group is a shared and ongoing responsibility. Local Authorities and emergency management staff in Taranaki collaborate to ensure the region has the necessary resources to meet the Taranaki CDEM Group's standards.

Ensuring operational readiness is a continuous priority.

Key areas include:

1. **Staff:** Identifying and training appropriate personnel (including volunteers), maintaining appropriate staff numbers to ensure response and recovery operations are effective, ensuring staff participate in exercises to become competent, confident, and capable in emergency response roles and ensuring staff are supported in their professional development opportunities.
2. **Plans, templates and resources:** Developing co-created plans, templates, systems, processes, and procedures to enhance efficiency, effectiveness and consistency across the Taranaki CDEM Group and ensuring these are maintained.
3. **Facilities:** Equipping all coordination centres with suitable resources, such as physical facilities, equipment, and information management and communication technology, and ensuring these resources are well maintained and up to date.

He aha te āhua o te angitutanga hei te tau 2030 | What success looks like by 2030

Identified Priorities

The CDEM Group delivers aligned, coordinated and targeted community engagement that enhances hazard and risk awareness, supports decision-making and empowers communities to prepare for, respond to, and recover from emergencies. Communities are actively involved in the identification and analysis of the risk mitigations to the hazards they are facing. Engagement is undertaken to promote joint ownership of community risks and recovery by stakeholders and empower communities to drive options that are provided to support them. The CDEM Group also provides wide-reaching public education that builds awareness and understanding of the hazards, risks and potential impacts from hazards and how communities can prepare themselves. A review of the regions Community Emergency Centres has been undertaken to ensure they are fit for purpose and maintained. Community and business preparedness is enhanced through prioritisation of Community Response and Business Continuity Planning.

The CDEM Group has systems, processes and emergency management software in place that are fit for purpose, well understood and utilised. All coordination centre facilities within the region are suitably resourced and maintained.

The CDEM Group has developed and implemented a long-term training program to ensure suitably trained, experienced, competent and qualified emergency management staff and volunteers are available to support response and recovery. The CDEM Group has also developed and implemented a long-term exercise program ensuring that regular exercises are carried out that test different elements of the emergency management response, linking to different hazards and varied scale of events. Emergency management staff are supported to develop professionally by attending conferences, workshops and training and are encouraged and supported to undertake deployment opportunities within New Zealand Aotearoa.

Current response and recovery plans have been reviewed and where necessary, have been updated to ensure alignment with the latest evidence-based research. A coordinated program of planning for a period of volcanic unrest and eruption in Taranaki, including a regional exercise, and full rewrite of the current volcanic response plan has been developed and undertaken.



Wāhanga Waru | Section Eight

Te Whakautu - Te Whakarite i ngā Hapori i ngā Wā Toimaha | Response - Supporting our communities during tough times

The NDRS outlines response as the actions taken immediately before, during or directly after an emergency to protect and preserve life, prevent or limit injury, reduce damage to property, protect the environment, and help communities begin to recover.

Strategic Goal - we help to coordinate and manage people to take action immediately before, during or directly after an emergency to save human and animal lives and property and help communities begin to recover from disaster. We develop the capability of staff and volunteers to effectively carry out their roles in a disaster.

The following objectives are designed to progress the priority of supporting our communities during tough times and support the NDRS objectives 7, 8,10 and 17.

Ngā Whāinga ki Te Whakautu | Objectives for Response

1. Enable and empower communities to operationalise during an emergency to keep themselves and others safe, whilst being connected into wider coordinated response and recovery efforts.
2. The emergency management system is a dependable source of information during response and recovery operations and provides critical information in a timely manner to enable communities to make decisions and stay safe.
3. The Taranaki CDEM Group collaborates effectively with stakeholders, iwi, elected officials, partners and volunteers to ensure that aligned and connected response and recovery operations are delivered.
4. The Taranaki CDEM Group leads or supports effective, well-coordinated and consistent emergency management practices across the region during response and recovery.

Kei whea tātou ināianei | Where are we now

The CDEM Group have a comprehensive assessment of capability and identified improvements through capability assessment reports and lesson identification processes from activations and exercises.

The region also has a strong pool of identified response workers and leaders and have well defined response coordination structures and facilities. We have less defined community response arrangements and known gaps that are intended to be addressed over the duration of this plan.

The CDEM Group have well-documented hazardscape information and response planning against priority risks. However, our ability to respond beyond moderate size events will be challenged and work is needed to scope and define how we will manage at a catastrophic response scale.

Our incident management systems are established, are being utilised and are being further developed and enhanced as we receive feedback from response staff.

He aha te āhua o te angitutanga hei te tau 2030 | What success looks like by 2030

Identified Priorities

The safety and wellbeing of Taranaki communities is at the heart of response operations. Communities are enabled to support themselves during an emergency and are connected into wider coordinated responses, when and where necessary.

The Taranaki CDEM Group is a trusted and reliable source of information that provides timely, consistent and accurate information to support communities during response.

Effective and enduring response operations occur across the region due to our focus on capability and capacity development of our emergency management workforce. Staff are clear who is responsible for what, nationally, regionally, and locally during response and recovery operations due to training and exercising during peace times. We ensure our response operations are effective and connected across all levels, including into the community.

We have strong relationships with CDEM partners with clearly defined, established and efficient communication channels during response.

We have largescale impacts identified and emergency management planning in place to address the most critical impacts at scale.

Our systems and processes, including geospatial capability information and analysis, support national common operating picture requirements.



Te Whakautu a Taranaki | Response in Taranaki

The Taranaki CDEM Group will lead the coordination of response activities for meteorological hazards (for example storm surges and large swells, floods, severe wind, coastal erosion), geological hazards (for example earthquakes, volcanic hazards, landslides and tsunamis) and infrastructure failure (for example large scale power outage). Response ends when the response objectives have been met or when recovery activity is sufficiently scaled up to continue community support.

Response actions must be effective and timely to ensure the -

- preservation of life
- prevention of escalation of the emergency
- maintenance of law and order
- provision of safety and security measures for people and property
- care of sick, injured, and dependent people
- provision of essential services
- preservation of governance
- protection of assets (including buildings and their contents and cultural and historic heritage assets)
- protection of natural and physical resources and the provision of animal welfare (to the extent reasonably possible in the circumstances)
- continuation or restoration of economic activity
- planning for recovery is embedded within the response
- putting into place of effective arrangements for the transition to recovery
- Trust and confidence in Taranaki emergency management is maintained

Ngā Whakahaerenga Noninga i te wā o Te Whakautu | Operational Arrangements during Response

The Taranaki CDEM Group have processes and systems in place to ensure well managed and coordinated response operations occur when needed. These systems are scalable and adaptable to fit the needs of the community and the emergency. The response may be established at the Local, Regional and National levels. Detailed operational arrangements are included within the Taranaki CDEM Group Response Management Plan.

The Emergency Operations and Coordination Centres operate in accordance with the CIMS principle of 'Lead Agency' being applied in response.

Lead and Support Agencies

The specific hazard, and its primary consequences to be managed in an emergency, determines which agency is the lead agency in New Zealand Aotearoa. For example, Ministry for Primary Industries is the lead agency during a drought, Fire and Emergency New Zealand are the lead agency in an urban or wildfire, and the CDEM sector is the lead agency during a volcanic event. Emergency services, welfare agencies, lifeline utility providers, government agencies and non-government organisations are mandated through legislation or expertise to manage an emergency and ensure they can effectively support communities²⁵.

During response, all other agencies and organisations with designated roles and responsibilities function as support agencies under the direction of the lead agency. One of the primary responsibilities of the lead agency during response is to coordinate the activities of these support agencies. This is achieved through mechanisms such as regular briefings or meetings, sharing situation reports and through liaison officers.

Te Whakatakotoranga Whakautu | Response Structure

Taranaki emergency management structures the response to emergencies on the Coordinated Incident Management System (CIMS) framework. CIMS is a tool that helps New Zealand Aotearoa agencies and organisations coordinate and cooperate effectively during a response and can be used for responses of any scale, from the incident level to the national level. The purpose of CIMS is to achieve effective coordinated incident management across responding agencies by:

- Establishing common structures, functions and terminology used by agencies in incident management, yet within a framework that is flexible, modular and scalable so that it can be tailored to circumstances specific to any level or type of incident; and
- Enabling agencies to develop their own processes, procedures and training for the execution of CIMS.

CIMS 3rd edition²⁶ outlines the basic CIMS operational structure of the Emergency Coordination Centre in an emergency response. This structure is replicated at a local level, through Emergency Operations Centres.

When determining an appropriate response to any event, the Emergency Management Duty Officer will utilise the Taranaki Emergency Management Office Duty Officer Manual. Emergency Coordination and Operation Centres are activated at the direction of a Controller. The Duty Officer will contact a Controller (in the first instance, the Group or Local Controller, or if the Group/Local Controller is unavailable, any Alternate Controller) to provide a recommendation and obtain instructions regarding activation.

Ngā Taumata o Te Whakautu me hōna Hononga | Response Levels and Relationships

The CIMS framework offers five response levels (Figure 6) from the community to national levels, corresponding to the complexity, scale and consequences of an event.

The CIMS organising structure will scale with the emergency itself, and generally larger scale emergencies will require full activation of ECC/EOCs and up to the NCMC if the response is a national level emergency. During smaller emergencies, or emergencies localised to a particular district area, the ECC will play a support role to local responses or to the lead agency.

Community level response can be supported from local, regional and national levels, depending on requirements. Some agencies may support a response using their business-as-usual (BAU) structures.

NCMC

During a large-scale emergency (for example Cyclone Gabrielle) when national support or direction is necessary, the National Emergency Management Agency (NEMA) will activate the National Crisis Management Centre (NCMC), under the direction of the National Controller. The NCMC is maintained by NEMA and is also used as NEMA's National Coordination Centre (NCC). As an NCC, NEMA monitors and assesses emergency events; collects, analyses and disseminates information; coordinates national support to local and regional response; accommodates, informs and takes direction from meetings of Government crisis management structures and may direct the entire response if a state of national emergency occurs.

Group Emergency Coordination Centre

When required, the Group Emergency Coordination Centre (ECC) will be activated to lead or support a response. The ECC is run by Emergency Management and draws on trained Taranaki Regional Council staff. The ECC is led by the Group Controller who is appointed by the CDEM Group as required under section 26 of the CDEM cA 2002. Under the leadership of the Group Controller, the ECC coordinate the regional CDEM response and work to support local delivery, including prioritisation of resources; providing specialist support to EOCs where required; alignment of response actions and activities across the region; and work with regional agencies and organisations to enable and support their activities.

Emergency Operations Centres

During response, one or more councils within Taranaki may activate their Emergency Operation Centre (EOC). These facilities are run by trained council staff and are led by Local Controllers who are appointed by the Taranaki CDEM Group as required under Section 27 of the CDEM Act 2002 and operate under the authority of the Group Controller.

Under the direction of the Local Controller, EOCs lead the local response to an emergency in their district. EOCs collaborate with local partners to support communities through provision of public information, working with iwi, local agencies and emergency services to support and enable their activities, coordinating volunteers, providing public warnings, delivering welfare services and providing community support.



²⁵ Ministry of Civil Defence and Emergency Management (2015). National Civil Defence Emergency Management Plan 2015. Department of the Prime Minister and Cabinet.

²⁶ New Zealand Government (2019). Coordinated Incident Management System (CIMS) Third Edition.

Incident Level

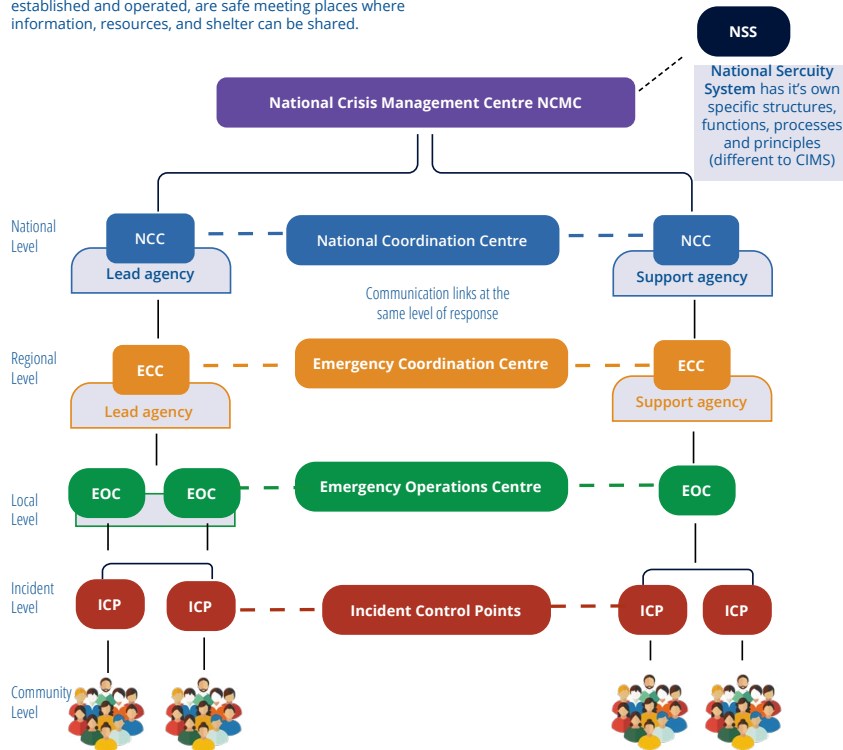
Most emergencies are at the incident level (a house fire or traffic accident) and are able to be managed by first responders. This is the first level of official response and is coordinated from an Incident Control Point (ICP).

Community Emergency Centres

Community emergency centres may be established and operated by Taranaki CDEM to provide a point of contact for agencies to interact with and support impacted communities, or they may be established and operated by the impacted community. The scale, complexity and severity of the emergency, as well as the capability and capacity of a community to respond to an emergency, and the needs and available resources of the impacted community, will influence the approach taken. More information regarding community emergency centres that may be operated by the CDEM is within the Taranaki CDEM Group Welfare Plan. Community emergency centres, whether they be community or Taranaki CDEM established and operated, are safe meeting places where information, resources, and shelter can be shared.

Community Level Response

In response (and recovery), everyone has a role to play. Individuals, communities, organisations and businesses may self-respond and take action to protect themselves and each other. There are many ways that people can assist during response and recovery efforts, including checking on neighbours, registering services with existing volunteer agencies and helping at community emergency centres.



Modified from Coordinated Incident Management System (CIMS) Third Edition and Auckland CDEM Group Plan 2024-2029
 Figure 6. Relationship between response levels

Whakamāramatanga Maiki | Incident Classification

The classification of an incident is determined by the Controller. This provides a common language with which to communicate the complexity and severity of an incident, and the likely level of response required to manage it. The CDEM Group utilise the CIMS incident classifications to indicate the potential consequences and impacts, resources required, likely political and media interest, and response and recovery characteristics²⁷.

Te Tukanga Whakautu | Response Process

Details regarding Taranaki's response processes are found within the Taranaki Emergency Management Response Management Plan. This plan outlines the activation process, roles and responsibilities, incident classifications, operational processes, powers during response and recovery, and the monitoring and notification of hazard events.

Te Mātai 24/7 | 24/7 Monitoring

The CDEM Group may receive weather or other hazard warnings or requests for assistance from a partner agency. The CDEM Group Office provides an on-call 24/7 duty roster, so that a duty Emergency Management Officer can respond.

A response to an emergency is generally initiated by the receipt of a warning. Warnings are issued by agencies with a responsibility to advise other agencies and the public of impending and potentially hazardous situations, so they can support timely mobilisation of resources and an effective response (Table 4).

National Alerts and Warnings

The National Emergency Management Agency (NEMA) is responsible for providing national warnings and alerts about natural hazards to local CDEM Groups, central government authorities, local authorities, emergency services, lifeline utilities, and broadcasters. This includes a formal agreement with national broadcast media.

Emergency Mobile Alert

Emergency Mobile Alerts (EMA) are messages about emergencies sent by authorised emergency agencies to capable mobile phones. The alerts are designed to keep people safe and are broadcast to all capable phones from targeted cell towers

National Warning System

The National Warning System is an online tool used by the National Emergency Management Agency to issue hazard alerts and warnings. These are then picked up by other agencies and relayed through a variety of channels.

Local Alerts and Warning Channels

The Taranaki CDEM Group is responsible for relaying national alerts and warnings to their own communities via local warning systems. Taranaki CDEM also initiates alerts about local threats (for example floods). Taranaki CDEM uses multiple channels to send warnings and alerts before and during emergencies. No one channel will suit every situation or every person. So, multiple channels are used to make sure as many people as possible receive the information they need. This includes radio and television, websites, social media and others such as apps. The Taranaki Emergency Management website has response and recovery capabilities which allows it to be tailored to an event.

When planning and using alerting and warning systems, Taranaki CDEM take into account specific local circumstances such as geography or community needs and use media channels accordingly. Warning systems or procedures form part of community resilience activities to ensure the community knows when and how to respond appropriately.



²⁷ Officials' Committee for Domestic and External Security Coordination. (2019, August). Coordinated Incident Management System (CIMS) Third Edition, 3.2.

Table 4. Warning and Monitoring Agencies

Hazards Alerts/Warnings	Monitoring/Surveillance Agency
Tsunami	GNS and NEMA
River flood	Taranaki Regional Council, local councils, supported by the Group Emergency Management Office
Rural fire	Fire and Emergency New Zealand
Hazardous substances	Fire and Emergency New Zealand (and Health New Zealand)
Marine hazards (oil spill)	Taranaki Regional Council
Landslide	Local authorities
Infectious disease/public health hazards	Te Whatu Ora Health New Zealand
Armed offenders, social unrest, terrorism	NZ Police
Road hazard	Respective road controlling authority (NZTA, territorial authority, NZ Police)
Bio-security hazard	Ministry for Primary Industries Manatū Ahu Matua
Electricity outage	Respective electricity supply and lines companies, Transpower
Water supply contamination/disruption	Local authorities and Taumata Arowai
Building structural hazard	Territorial authority
Extreme weather	MetService (interpretation and promulgation within Taranaki by the CDEM Group Controller/Regional Emergency Management Advisor)



Te Whakapuakitanga Maru Mai Hiwa ā-motu | Declaring a State of Emergency

Under the CDEM Act 2002 a State of Emergency is made at either a Local or National level.

The declaration of a state of emergency gives the Group or Local Controllers access to powers designed to assist a response. A declaration also promotes public awareness.

The CDEM Act 2002 enables a declaration to be made across either the whole CDEM Group area, or for a defined part of the area, such as a ward or district. Declaration is a formal process carried out under Section 68 of the CDEM Act 2002, which establishes a 'state of local emergency' across any or all of parts of the Taranaki region. However, it is important to note that not all emergency responses require a declaration of a state of emergency.

Who can declare a State of Emergency? Single District

In Taranaki, any CDEM Group representative pursuant to Section 25 CDEM Act 2002²⁸ may declare a state of local emergency for any part of the region. However, in identifying the need to declare a state of local emergency, the Controller shall contact the first available CDEM Group representative in the following order:

The CDEM Group representative (i.e. the Mayor) for the area affected; or

The Chairperson of the CDEM Group; or
Any other available member of the CDEM Group (i.e. any one Mayor of any Territorial Authority in Taranaki, or the Chairperson of the Taranaki Regional Council).

²⁸ CDEM Group Representative means the elected representatives serving on the Taranaki CDEM Joint Committee.

Regional or Multiple Districts

Where the area affected covers more than one district, the Controller will contact a person authorised by the CDEM Group to declare for the affected districts or for the entire CDEM Group area in the following hierarchy:

1. The Taranaki Regional Council representative of the CDEM Group
2. A CDEM Group representative (i.e. the Mayor) for one of the areas affected
3. Any other available representative of the CDEM Group

Any of these representatives are authorised to declare, extend or terminate the state of local emergency for any part of the Taranaki CDEM Group area. Best endeavours will be made to follow the above hierarchies, however, if time is of the essence, the signature of any of those authorised to declare will over-ride the above hierarchies.

Declarations by the Minister for Emergency Management and Recovery

The Minister for Emergency Management and Recovery (the Minister) may also declare a state of local emergency in certain cases under Section 69 of the CDEM Act 2002.

State of National Emergency

If the Minister declares a National State of Emergency, any other declarations in force in the area or district ceases to have effect (Section 66(3) of the CDEM Act 2002). Likewise, a declaration of State of Local Emergency cannot be given for any part of New Zealand Aotearoa while a National State of Emergency is in force (Section 68(5) of the CDEM Act 2002).

The statutory requirements of declaring, extending or terminating a State of Local Emergency are set out within Sections 68 – 72 of the CDEM Act 2002. Further guidance on the declaration process is provided within NEMAs Factsheet and Quick Guide²⁹. Following declaration, the person who declared must immediately give notice of the declaration to the public, by any means of communication that is reasonable in the circumstances. They must also ensure that the declaration is published in the Gazette as soon as practicable³⁰.

A state of emergency comes into force at the time and date that a declaration of a state of emergency is made. A state of emergency expires seven days after the state of emergency comes into force (unless extended or terminated earlier)³¹.

Key considerations for the Group Controller when determining whether to recommend a declaration include, without limiting:

- whether the situation meets the definition of emergency, as defined in the CDEM Act 2002; and
- if the emergency powers provided by a declaration are required or are likely to be required.

Authority for evacuation

Once a state of emergency is declared under Section 68 of the CDEM Act 2002, the Controller, a constable, or any other person authorised by the Controller or constable may decide to evacuate within the area or district in which the emergency is in force (Section 86).

In limited circumstances a mandatory evacuation can be ordered and enforced before a state of emergency by Fire and Emergency New Zealand³², if in the opinion of an authorised person from those agencies, life is in danger.

²⁹ National Emergency Management Agency (2024). Factsheet: Declaring states of local emergency National Emergency Management Agency (2023). Quick Guide: Declaring a state of local emergency

³⁰ Civil Defence Emergency Management Act 2002, Section 73(3).

³¹ Civil Defence Emergency Management Act 2002, Section 70

³² Section 44 (1)(d) Fire and Emergency New Zealand Act 2017



Te Taituara a Ngā Rōpū Mātanga me ngā Paewhiri | Support from Advisory Groups and Panels

During response, advisory groups within Taranaki may be utilised to provide technical support and advice when and where appropriate and according to each groups Terms of Reference.

The New Zealand Volcanic Science Advisory Panel (NZVSAP) is a group of knowledge experts who ensure the provision of authoritative readiness, reduction, response and recovery science advice when volcanic activity is affecting New Zealand Aotearoa, through trans-disciplinary and multi-institutional collaboration. Members of this panel have a strong working relationship with the TSVAG. Objectives of this panel include, but are not limited to, ensuring timely, high-quality, well-communicated and consistent science advice during volcanic activity to inform response agencies, and support consistent public messaging, providing advice on the coordination of monitoring, science investigations and data collection during volcanic activity, and assist with establishing national and volcanic zone-specific priorities for planning across readiness, reduction, response and recovery. A decision to convene this panel during a response to volcanic activity, and its operating arrangements, will follow the NZVSAP Standard Operating Procedure.

Te Mahitahi ki te Whakautu i ngā Maru Mai Hiwa Working | Together to Respond to an Emergency

In accordance with Section 17(1)(f) of the CDEM Act, the CDEM Group will support other CDEM Groups in New Zealand Aotearoa. The basis of this support is outlined below.

The specific nature of support that the Taranaki CDEM Group can provide during the response and recovery phases of an emergency will depend on the circumstances at the time and to what extent an emergency has affected each CDEM Group. The support may be in the form of:

- personnel (EOC staff, radio operators, rescue personnel, media liaison, other specialists);
- equipment (stock on hand of particular items or supplies or support when purchasing);
- logistics management (management of air, rail and other supply points outside of the other CDEM Group area that are being used for logistics transfer operations);
- evacuee management (management of evacuees arriving from the affected area, including registration and arranging food, clothing and temporary accommodation).

The Group agrees to consult on priorities for resources, which includes, without limitation: equipment, material, services and personnel. Competing demands for resources are always likely to be evident, particularly where the emergency affects both parties, and active consultation to resolve competing demands and achieve optimum resource allocation will have precedence over all other mutual support.

The CDEM Act 2002 (Section 113) provides for the recovery of actual and reasonable costs associated with provision of assistance to other CDEM Groups with prior agreement.

Working with our neighbours

The Waikato and Horizons (Manawatū-Wanganui) CDEM Groups border the Taranaki region. Maintaining close relationships with neighbouring CDEM groups is a high priority for the Taranaki CDEM Group. Standing invitations to attend advisory group meetings between neighbouring CDEM Groups help to maintain these relationships during peace times (for example the LAG and TSVAG groups).

Development of a Memorandum of Understanding (MoU) between the Taranaki CDEM Group and the Waikato CDEM Group is currently underway. The Taranaki boundary is located just to the south of the Mokau river. The Mokau town centre falls within the Waikato CDEM Region. Due to its geographical location the Mokau community has a high association with the Taranaki region. It is anticipated that in preparation for, and during emergency events it may prove easier for Taranaki to access and provide assistance to this community. This MoU outlines the requirements for the parties to consult on response and recovery activities that occur on the boundary of the two CDEM Groups. The main outcome of this MoU is enhanced response and recovery welfare for the residents and visitors to the Mokau community.



Wāhanga Iwa | Section Nine

Te Whakarauora - Te Āwhina i ngā Hapori ki te Whakaora me te Whakahōu | Recovery - Helping our communities to recover and rebuild

The CDEM Act 2002, as well as the NDRS, define recovery as being the coordinated efforts and processes used to bring about the immediate, medium-term and long-term holistic regeneration and enhancement of a community following an emergency. The scale and nature of recovery will vary for each emergency, but irrespective of this, the community will need support to adapt to any changes to their normal lives³³.

Strategic Goal - we embed a strategic resilience approach to recovery planning and support efforts and processes that bring about holistic restoration and enhancement of a community after an emergency.

This chapter outlines the principles and mechanisms for strategic recovery planning. The Taranaki CDEM Group Recovery Plan contains more detailed arrangements for Taranaki.

The process of recovery is to re-establish the quality of life of the community following an emergency. Recovery starts as soon as possible in the local community and addresses the social, economic, natural and built environments.

Recovery transcends providing welfare services or restoring property and physical resources; it is an intricate social process that needs coordinated, collaborative effort and local leadership to regenerate and strengthen the impacted community over enduring timescales.

Community involvement is a critical part of recovery. Community participation provides the foundation for restoring the well-being of the affected community.

Recovery should:

- support the cultural, physical and emotional well-being of individuals and communities
- minimise the escalation of the consequences of the emergency
- reduce future exposure to hazards and their associated risks through strengthening resilience
- take opportunities to regenerate and enhance communities in ways that will meet future needs (across the social, economic, natural and built environments)³⁴

Depending on the nature, scale and complexity of the emergency, recovery may take a short time or many years, possibly decades. Recovery not only needs to be holistic (taking into account the social, economic, natural, and built environments) – it must also address the long-term needs of communities.

The following objectives are designed to progress the priority of helping our communities recover and rebuild and support the NDRS Objective 17:

Ngā Whāinga ki Te Whakarauora | Objectives for Recovery

1. Communities have a voice in decision making processes throughout the different recovery phases.
2. Embed recovery across reduction, readiness and response to deliver improved resilience outcomes for communities.
3. The Taranaki CDEM Group and its members coordinate effectively to align and complement recovery activities to achieve holistic community recovery.
4. The Taranaki CDEM Group forms strong relationships with communities, partners, stakeholders, iwi and volunteer groups to enable effective and coordinated recovery actions.
5. The Taranaki CDEM has the capability and capacity required to enable effective recoveries across the different recovery phases.

Kei whea tātou ināianei | Where are we now

Statutory recovery roles have been appointed at regional and local levels and as a region, we engage in regular recovery leadership and capability discussions. The region also has a strong pool of identified recovery workers and leaders, we have strong networks that can activate to support response and recovery, and we have well defined recovery coordination structures and facilities.

The CDEM Group have a well-documented hazardscape as well as response planning against priority risks. Strategic recovery thinking and planning is embedded across the 4Rs and within community vulnerability work.

The CDEM Group has a comprehensive assessment of capability and identified improvements through capability assessment reports as well as lesson identification processes from activations and exercises which are intended to be actioned over the duration of this plan. Identification and prioritisation of actions to address gaps in recovery preparedness have been undertaken.

During an emergency, recovery is embedded in the response, with a transition to recovery that is overtly managed to achieve a seamless handover with no disruption to levels of service.

Scoping of a spatial planning gap analysis project to support and inform land use planning and decision making is underway. This work includes natural hazards information and data. This project will identify where further research is needed and enable the development of a regionalised spatial planning dataset.

The Taranaki CDEM Group have less defined community recovery arrangements and known gaps that are required to be addressed. Our ability to recover beyond moderate size events will be challenged and work is needed to scope and define how we will manage and recover at a catastrophic scale.

He aha te āhua o te angitutanga hei te tau 2030 | What success looks like by 2030

Identified Priorities

Affected communities are connected into the recovery process early to ensure that recovery efforts are tailored to their needs and are based on the four environments (social/community, economic, natural/rural and built).

Agencies are clear on their responsibilities past immediate response and continue to provide assistance as appropriate through transition to, and throughout recovery.

The Taranaki CDEM Group maintains a consistent approach to recovery planning and processes.

A regional model, consistent with emerging and developing national frameworks, for large-scale recovery operations and resourcing has been developed.

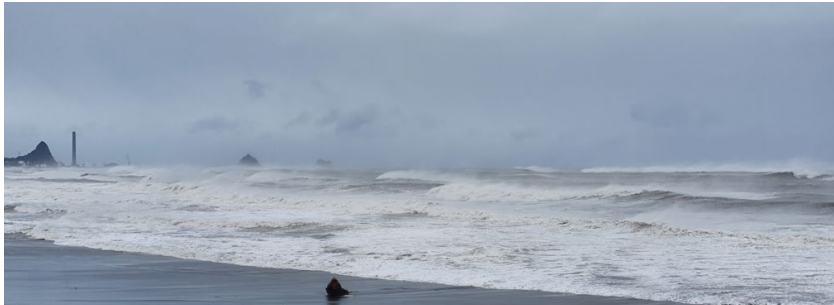
We have collaborated with Central Government partners to identify sustained all-of-government recovery funding streams. The application processes are clear, and we can effectively advocate for affected community's needs.

A spatial planning gap analysis project to support and inform land use planning and decision making has been undertaken. This work includes natural hazards information and data. Further research is underway to enable the development of a regionalised spatial planning dataset.

³³ Ministry of Civil Defence Emergency Management (2017). Strategic Planning for Recovery Director's Guideline for Civil Defence Emergency Management Groups [DGL 20/17]

³⁴ National Emergency Management Agency (2020). <https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery>





Te Tāhuhu Whakarauora | Recovery Frameworks

It is important to involve communities in preparing and planning for Recovery both before and during the event, as engagement with communities enables them to become more prepared and resilient and encourages a more rapid recovery. Community resilience is conducted alongside disaster risk reduction, based on evidence-based risk assessment. Recovery is therefore benefited through pre-emptive work in the risk reduction and readiness Rs.

Communities will begin to recover as soon as an event occurs, with affected individuals, families and communities, caring and responding during the emergency. Business owners and organisations will respond to provide continuity of service. Lifeline Utilities will continue to deliver critical infrastructure services to the community (such as water, wastewater, transport, energy and telecommunications), underpinning the functioning of other public and private services. This will continue through a formal coordinated response (Response R).

Decisions made in the Response phase can have significant positive or negative impacts into the long term. The role of Recovery is to work closely alongside Response leadership to assist a long-term view during the emergency. Long-term recovery is guided and influenced by Response activities and its results, so the two must operate in parallel to be successful.

The Recovery process (Recovery R) may be informal and achieved through the efforts of communication and coordination or begin formally through the Notice of Transition process. Beyond any formal period, recovery will continue through establishing priorities and actions with communities, and via monitoring progress.

Guiding principles for establishment of a recovery are as follows:

- Understanding the Context: Successful recovery is based on an understanding of the community context.
- Recognising Complexity: Successful recovery acknowledges the complex and dynamic nature of emergencies and communities.
- Using Community-led Approaches: Successful recovery is responsive and flexible, engaging communities and empowering them to move forward.
- Ensuring Coordination of all Activities: Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs.
- Employing Effective Communication: Successful recovery is built on effective communication and engagement with affected communities and other stakeholders.
- Acknowledging and Building Capacity: Successful recovery recognises, supports and builds on community, individual and organisational capacity²⁵.

²⁵ <https://knowledge.aidr.org.au/media/4785/national-principles-for-disaster-recovery.pdf>.

Te Whakamāramatanga o Te Whakarauora | Classification of Recovery

The scale and severity of an event, and the resulting consequences experienced by communities, warrant different approaches to recovery. Much like response, recovery is scalable. Coordination arrangements for recovery are not one-size-fits-all, as they need to be based on the actual consequences of the relevant event. The arrangements and scale of recovery are built around the needs of the affected community and will change, downsize, merge, grow or be reorganised depending on the changing needs of the community over time.

Recovery classification will be determined on assessment of the size & scale of the recovery effort and the indicative recovery requirements needed to manage it (Table 5).

Recovery Classification

Table 5. Recovery Classification Matrix

Recovery Level	Minor	Moderate	Major	Severe	Catastrophic
National					
Group					
Local					

Modified from literature from the recovery classification framework developed by the National Recovery Working Group.

Given the unique nature, scale, impacts, and specific recovery needs of each significant natural hazard event (Figure 7), Government may tailor recovery settings beyond standard emergency management arrangements. These arrangements will overlap and augment local and regional recovery initiatives. After each event, the Government can choose not to intervene, could design bespoke settings, or could implement or adapt the set of options based on the event and Government's priorities.

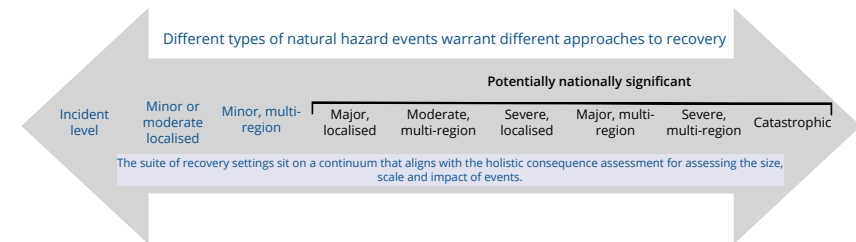


Figure 7. Different types of events warrant different approaches to recovery

Ngā Wāhanga Whakarauora | Recovery Phases

Depending on the scale and impact of the emergency, recovery may involve short or extended timeframes (Figure 8).

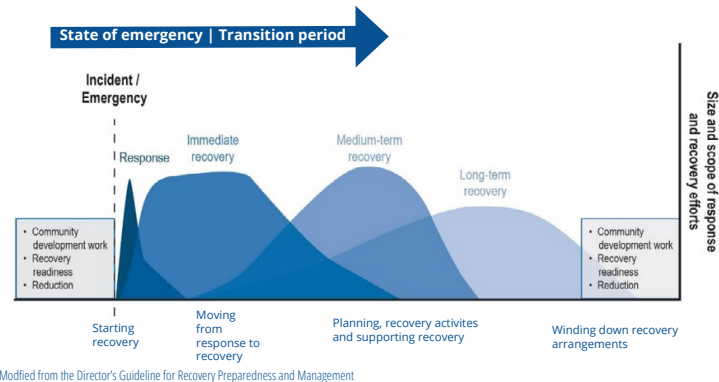


Figure 8. Recovery Preparedness and Management³⁶

Immediate

Recovery will be immediate and overlaps with response. It includes actions such as providing emergency levels of service for essential public health and safety services, restoring interrupted utility and other essential services, re-establishing transportation routes or alternates and providing welfare needs such as emergency accommodation and food. These recovery service levels may be at a basic level only to ensure that core needs are met.

Immediate recovery may involve a formal Notice of Transition Period.

Short-term

Recovery will continue to provide food and shelter for those displaced by the emergency (moving from emergency to temporary accommodation) and service reinstatement to provide stability while planning for permanent fixes. Recovery functions will transition out of CIMS and continue to be resourced from the council and volunteer teams.

Short-term recovery may involve a formal Notice of Transition Period.

Medium and Long-term

Recovery may involve some of the same actions but may continue for a number of months or years, depending on the severity and extent of the impacts. Medium to Long-term recovery efforts focus on restoring community wellbeing through rebuilding the infrastructure and restoring the social and economic life of the community. The incorporation of mitigation measures to reduce future risk is a major goal. Long-term recovery may also focus on transformational projects that re-shapes community life, depending on the opportunities presented from the impacts of the emergency. The purpose is to return life to normal or improved levels.

Medium and long-term recovery will require bespoke funding, organisation design and skills recruitment to achieve defined project and program objectives.

Te Pānuitanga o te Wā Whakawhiti ki Te Whakarauora | Notice of a Local Transition Period

The Controller, in consultation with the Recovery Manager, will contact a person authorised by the CDEM Group to give notice of transition for the affected districts or for the entire CDEM Group area in the following hierarchy:

- The Taranaki Regional Council representative of the CDEM Group
- A CDEM Group representative (i.e. the mayor) for one of the areas affected
- Any other available representative of the CDEM Group

Any of these representatives are authorised to give notices of transition to recovery for any part of the Taranaki CDEM Group area. Under the CDEM Act 2002 the signature of any of those authorised to give notice of transition will over-ride the above hierarchies.

The procedure for giving notice of transition is outlined in the CDEM Act 2002 sections 94A to 94F.

Powers of Recovery Managers during transition periods include the ability to enter, examine and mark buildings, close roads, require assessments of buildings or types of buildings, carry out works and keep areas clear of the public. The Recovery Manager may exercise powers in relation to a transition period if, in the Recovery Manager's opinion, the exercise of the powers is in the public interest, necessary or desirable to ensure a timely and effective recovery and proportionate in the circumstances. The full legal test is set out in Section 94G CDEM Act 2002. Use of Recovery Powers during a Transition Notice must also be reported to the Director of the National Emergency Management Agency under Section 94P CDEM Act 2002.

These powers are more fully described (including their limitations) in the CDEM Act 2002 sections 94G to 94N. CDEM Act 2002).

National Transition Period

If the Minister gives notice of a national transition period, any other local transition period in force in the area or district ceases to have effect (Section 94A(4)(b) of the CDEM Act 2002). Likewise, notice of a local transition period cannot be given for any part of New Zealand Aotearoa while a national transition period is in force for that part (Section 94B(1) of the CDEM Act 2002).



Te Hanganga o Te Kāhui Whakarauora | Group Recovery Structure

The most effective type of recovery organisation is one that coordinates and supports other agencies in doing what they do well in normal times. The value added by the recovery organisation is not performing a radical new function, but rather in helping existing public and private organisations perform more effectively in post-emergency time compression³⁷.

During recovery, local authorities are the lead agency at the local level, whereas the TEMO as the regional CDEM office (with support from member councils) is responsible for regional recovery coordination.

Local authorities have legislative obligations to plan for and deliver recovery in their community. A local authority has obligations to plan and put recovery structures in place that are informed by community discussions about recovery priorities. These processes require adequately skilled and trained staff, and relationships with key agencies to foster co-ordination and collaboration prior to and during a recovery. Local recovery may require the need to amend statutory council plans, with the appropriate community consultation such as Annual and Long-Term Plans, or Infrastructure Strategies.

To support regional consistency and local recovery delivery, the TEMO may establish a regional recovery office support by the member councils. The regional level ECC acts as a conduit between national level activities, information sharing and requests, and locally led recovery activities. During response and recovery, the Taranaki CDEM Group structure changes overtime depending on the phases of recovery and the scale and severity of the event.

³⁶ National Emergency Management Agency. Recovery Preparedness and Management: Director's Guideline for Civil Defence Emergency Management Groups [DGL 24/20].

³⁷ National Emergency Management Agency (2019). Recovery Preparedness and Management Director's Guideline for Civil Defence Emergency Management Groups [DGL 24/20].



Recovery Resourcing

During response, the Recovery Manager, supported by the recovery function team considers longer-term impacts across response functions, such as Intelligence, Planning, Welfare, Logistics and Public Information Management. Ongoing response priorities will be incorporated into a recovery structure providing continuity for communities. Resourcing will be drawn from the existing pool of emergency management trained volunteers and council staff. This resourcing will extend beyond response into short-term recovery, including management of any transition notice period. This may extend to upwards of three months until more permanent resourcing is secured.

One of the initial actions of the Recovery Manager is to determine whether a recovery office is required to manage medium to long-term recovery. This includes scoping the resources needed to support it, and whether those resources are currently available in the region. The size of an established Recovery Office will depend on the coordination of consequences of the emergency and the projects needed to support the recovery.

For minor-moderate scale emergencies, a recovery office would likely be established at a local council level. For a moderate scale event a regional Recovery Office may be stood up, and for a large-scale event a National Recovery Office is likely to be established. A recovery office may take different forms, for example, at scale, be teams of people performing a defined role, or at lesser scale there may be one staff member performing one or multiple recovery function role/s. Some roles and responsibilities may also be split between the Recovery Office and local authority.

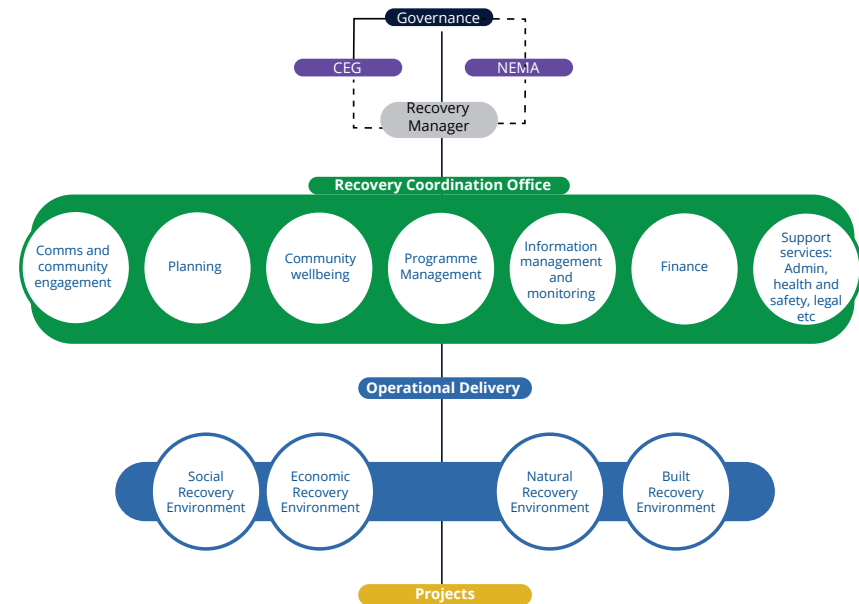
A recovery office may be operative for months to years. Resourcing for this commitment will require a formalised structure, recruitment and/or secondments for roles, reporting mechanisms and a defined programme of works and targets.

Recovery Governance

Recovery governance ensures that strategy, objectives, and ultimately community outcomes, are clear and appropriate support is in place to deliver.

At a regional level recovery governance are the responsibility of the CDEM Group under Section 17(1)(e) CDEM Act 2002. The CDEM Group fulfils its management responsibilities via CEG and the appointment of a Group Recovery Manager and alternates. Recovery governance mirrors that of the existing CDEM Group structure, with the Joint Committee maintaining ultimate responsibility for recovery preparedness and delivery.

A regional recovery office will be led by the Group Recovery Manager, who will report to the Joint Committee via the CEG. Reporting obligations will also be met to the National Recovery Manager and Director as required. An example recovery structure is shown in Figure 9.



Modified from Auckland Civil Defence and Emergency Management 2024-2029 Group Plan

Figure 9. Recovery structure example

Local Recovery Managers and Local Authorities' recovery offices will use existing governance arrangements to guide their local recovery programme. They may choose to establish a new committee in their structure to guide and determine recovery outcomes. Joint Committee and the Coordinating Executive Group should receive regular reports on recovery progress, and issues, compiled by the regional recovery office (if required).

Recovery Planning

The development of a long-term recovery plan sets the strategic direction for a specific recovery, describing the recovery objectives, outcome statements, and set milestones. A Recovery Plan is developed early and will be agreed upon by key stakeholders, including affected communities, and is approved by governance.

A Recovery Plan will contain:

- Community Recovery Vision: what the community will look and feel like in the future.
- Recovery Objectives: the measurable steps to achieve each goal.
- Recovery Goals: the high-level results that the recovery aims to achieve.
- Recovery Priorities: the order that recovery objectives will be focused on.

The development of recovery action plans will be developed to give effect to the long-term Recovery Plan, such as a defined programme of works and milestones.

Sector Groups

Recovery Sector Groups are the structures through which agencies, organisations and groups involved in recovery activities are organised and coordinated (Recovery Preparedness and Management Director’s Guideline, page 63).

Planning for and implementing recovery in Taranaki extends across four recovery environments and task groups (Figure 10), and corresponding sector groups. These groups may range from informal, internal arrangements managed by the recovery team, through to more formally established groups, with chairs and terms of reference (for example, existing advisory groups). Sector groups are comprised of organisations actively delivering projects, works or services that are a part of the recovery effort. Table 6 provides an example of recovery sector groups within Taranaki and possible sub-groups.



Modified from The Guide to the National CDEM Plan 2015.
Figure 10. Four Recovery Environments

Table 6. Recovery sector groups and possible sub groups

Sector Group	Social Sector	Built/property sector	Natural environment sector	Economic Sector	Rural Sector
Possible Tasks	Safety and wellbeing	Critical Infrastructure	Waste and pollution	Waste and pollution	Stock welfare
	Health –hospitals and community health centres	Residential housing	Natural resources	Businesses, including rural sector	Rural financial support
	Welfare	Commercial and industrial property	Amenity values	Government	Agriculture & Horticulture
	Psychosocial	Public building and assets	Biodiversity and ecosystems		
	All schools and education	Historic places	Sites of significance to Maori / Wahi taonga and archaeological sites		
	Community activities / networks				

Programme Management & Delivery

In the largest of events, the scale of impacts and rebuild may require significant coordination, such as through a programme management office (PMO). Recovery from major events is rarely business-as-usual when involving multiple partners. This is due to the following characteristics of recovery:

- Significant recoveries typically involve large-scale programmes, often costing many millions of dollars, and requiring a diverse set of skills, resources and protocols to plan, implement and monitor;
- Recovery projects and programmes are prepared quickly and implemented over a fixed time period, usually two to five year or more;
- They are implemented on an intensive basis in a specific geographical area or areas affected by a disaster; and
- Recovery efforts receive a high degree of scrutiny and demand for accountability, thus necessitating good governance and public trust³⁸.

Programme management establishes a structured, scalable and flexible process that supports clear lines of reporting and communication and enables coordination of actions across multiple agencies and disciplines. A PMO may be established as required at a local or regional level, based within the relevant recovery office.

Elements of project delivery may also be undertaken by the recovery office, particularly at a local scale, to meet defined community needs where there is no obvious lead responsible agency. As required a recovery office will identify and deliver work projects to achieve recovery objectives using a project management methods.

38. Handbook on Recovery Institutions: A Guidebook for Recovery Leaders and Practitioners, United Nations Development Programme, Crisis Bureau, www.undp.org



Wāhanga Tekau | Section Ten

Te Mātai me te Arotake | Monitoring and Evaluation

The Taranaki CDEM Group is responsible for monitoring and reporting on the performance of the Group, compliance with this CDEM Group Plan, the CDEM Act 2002, and other legislative provisions relevant to the purpose of the CDEM Act 2002.

The Taranaki CDEM Group ensures that the plan's objectives are achieved, its legislative requirements are met and that it is continuously improving, through monitoring and evaluation. This ensures we have the capacity and capability necessary to be able to perform our CDEM roles and responsibilities.

Though often referred to together, monitoring and evaluation involve distinctly different aims and processes:

Monitoring is a continual process that aims to provide management and stakeholders of an ongoing intervention with early indications of compliance with responsibilities, and progress, or lack thereof, in the achievement of results. Monitoring will be undertaken via measuring progress against plans and work programmes, performance against standards and keeping records of what has or has not happened.

Evaluation is about measuring effectiveness. It compares what is happening against what was intended (key performance indicators, objectives and targets) and interpreting the reasons for any differences. Evaluation is an ongoing process undertaken by the CDEM Group.

Monitoring and evaluation contribute to the organisational and global body of knowledge about what works, what does not work and why. Knowledge gained through monitoring and evaluation is a core part of organisational learning. Monitoring and evaluation provide information and facts that, when accepted, become knowledge that promotes learning.

The main objectives of monitoring and evaluation are thus to:

- enhance organisational learning and development
- ensure informed decision-making and planning
- support substantive accountability, and
- build capacity and capability

These objectives are linked together in a continuous process. Learning from experience results in more informed decision-making; better decisions lead to greater accountability to stakeholders; all three elements working together make a positive contribution to overall effectiveness.

Te Mātai me te Arotake Whakaroto | Internal Monitoring and Evaluation

The CEG and Joint Committee have oversight of the following internal monitoring and evaluation mechanisms:

- A five-year Work Plan report will be presented to the CEG and Joint Committee to evaluate the performance of the CDEM Group.
- The CDEM Group Annual Business Plan is a key delivery mechanism of this group plan. An Annual Business Plan implementation report to the CEG and Joint Committee, which includes reporting against Group Plan Goals and Objectives will occur.
- Review of Group Plan Implementation during the next development and review cycle.
- Annual report by member councils and partner agencies to CEG and the CDEM Joint committee regarding actions undertaken to improve their preparedness and readiness to respond to emergencies.



Te Mātai me te Arotake Whakawaho | External Monitoring and Evaluation

- NEMA are required to monitor the performance of CDEM Groups and persons who have responsibility under the CDEM Act 2002.
- Monitoring also occurs through the Long-Term Plan and Annual Reports of each contributing council.
- Consultation occurs with NEMA personnel on a regular basis to advise on compliance with current legislation and guidelines.
- Multi-agency debriefs (including iwi/hapū) at the conclusion of any significant event or exercise will allow those participating to evaluate the response and provide opportunities for improvement which can be incorporated into future planning.

Ngā Tūtohu ā-ture | Legislative Compliance

Measurement of legislative compliance is achieved through an annual review and reporting on legislative changes and compliance against the CDEM Act 2002 to the CDEM Group.

Under Section 17(1)(h) of the CDEM Act 2002, the CDEM Group is required to monitor and report on compliance with the Act, and other legislative provisions relevant to the purpose of the Act. The relevant provisions defined by Section 17(3)(a)-(k) include (but are not limited to):

- Biosecurity Act 1993
- Building Act 2004
- Fire and Emergency New Zealand Act 2017
- Hazardous Substances and New Organisms Act 1996
- Health Act 1956
- Health and Safety at Work Act 2015
- Local Government 2002
- Maritime Transport Act 1994
- Resource Management Act 1991



Appendix A Kuputaka | Glossary

4 Rs Means the four areas of emergency management, as follows:

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

Readiness - developing operational systems and capabilities before an emergency happens, including making arrangements with emergency services, lifelines, and partner agencies, and developing self-help and response arrangements for the general public.

Response - actions taken immediately before, during, or directly after an emergency to save human and animal lives and property, and to help communities recover.

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

CDEM Act 2002 - means the Civil Defence Emergency Management Act 2002 or any subsequent amendments.

Administrating authority - means, in relation to a Civil Defence Emergency Management Group, the administrating authority as described Section 23 of the CDEM Act 2002.

Advisory Group - advisory groups are a source of interested, trained, experienced personnel who provide specialist advice on operational planning across the 4 Rs and expertise to assist emergency management.

Agency - means a government or non-government organisation or entity (other than a CDEM Group) with responsibilities under the National CDEM Plan 2015 or the Taranaki CDEM Group Plan.

Capability - means that an organisation is able to undertake functions, such as provide a service or fulfil a task. This implies that it has the required staff, equipment, funding, systems and resources to do this. Organisations are likely to have a number of capabilities.

Capacity - The combination of all the strengths, attributes and resources available within an organisation, community or society to manage and reduce disaster risks and strengthen resilience.

Civil Defence Emergency Management (CDEM) - Means the application of knowledge, measures and practices that:

- are necessary or desirable for the safety of the public or property; and
- are designed to guard against, prevent, reduce, recover from, or overcome any hazard or harm or loss that may be associated with any emergency; and
- includes, without limitation, the planning, organisation, co-ordination, and implementation of those measures, knowledge and practices.

CDEM Group area - CDEM Group area has the same meaning as 'area' in Section 4 of the CDEM Act 2002 (shown below).

In relation to a Civil Defence Emergency Management Group, –

1. means all the districts of the local authorities that are members of the Group; and
2. extends to–
 - i. the landward boundary of the territorial authorities in the Group; and
 - ii. the seaward boundary of the regions of the regional councils or unitary authorities in the Group

CDEM Group - Means a Civil Defence Emergency Management Group established under Section 12 or re-established under section 22 of the Act. CDEM Group may at times be read to mean the Taranaki CDEM Group with regard to this Plan. District and regional council boundaries will be as gazetted under the Local Government Act 2002.

CDEM sector - Means those agencies with responsibilities under the CDEM Act 2002, including local authorities, CDEM Groups, government departments, emergency services, and lifeline utilities.

CEG - Means the Co-ordinating Executive Group established under Section 20 of the CDEM Act 2002, comprising representatives from local authorities, Emergency Services, providers of health and disability services, and other persons co-opted by the CDEM Group.

CIMS - Means stands for the Co-ordinated Incident Management System. CIMS describes how New Zealand agencies and organisations coordinate, command, and control incident response of any scale, how the response can be structured, and the relationships between the respective CIMS functions and between the levels of response.

Community - A group of people who:

- live in a particular area or place ('geographic' or 'place-based' community);
- are similar in some way ('relational' or 'population-based' community); or
- have friendships, or a sense of having something in common ('community of interest').
- People can belong to more than one community, and communities can be any size. With increasing use of social media and digital technologies, communities can also be virtual.

Community Emergency Centre - A Community Emergency Centre (CECs) is a facility that is established during an emergency to support individuals, families/whānau, and the community. CECs are open to members of the public and may be used for any purpose including public information, evacuation, welfare, or recovery, depending on the needs of the community. CECs can either be operated by CDEM or other agencies as defined in CDEM plans or community level arrangements. Community members and/or community-based organisations may establish and operate other centres that offer support to the community. These centres do not fall under the direction of CDEM, although they may coordinate with and operate alongside CDEM facilities.

Controller – Alternate Group - Means a person or persons appointed under section 26 of the CDEM Act 2002 to exercise the functions and powers of the Group Controller in the absence of the Group Controller.

Controller – Group - Means a person appointed under Section 26 of the CDEM Act 2002 to exercise the functions and powers of the Group Controller or those functions and powers delegated by the CDEM Group during a state of local emergency within the group for which they are appointed.

Controller - Local - Means a person appointed under Section 27 of the CDEM Act 2002 to exercise the functions and powers of a Local Controller or those functions and powers delegated by the CDEM Group during a state of local emergency within the group for which they are appointed. A Local Controller must follow any directions given by the Group Controller during an emergency.

Coordination Centre - A Coordination Centre is the location from which a Controller and Incident Management Team manages a response. There are four types of Coordination Centres.

- Incident Control Points (ICPs) operate at an incident level.
- Emergency Operations Centres (EOCs) operate at a local level.
- Emergency Coordination Centres (ECCs) operate at a CDEM Group level.
- National Coordination Centres (NCCs) operate at a national level.

Director's guidelines - Means the guidelines, codes, or technical standards issued under the CDEM Act 2002 to any person or organisation with responsibilities under the CDEM Act 2002. A CDEM group plan must take account of the guidelines, codes, or technical standards issued by the Director of Civil Defence Emergency Management.

Disaster - A serious disruption of the functioning of a community or a society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to one or more of the following: human, material, social, cultural, economic and environmental losses and impacts.

District Councils - Means district councils (in the case of the Taranaki CDEM Group area this includes the New Plymouth, Stratford and South Taranaki District Councils).

Emergency Coordination Centre (ECC) - An Emergency Coordination Centre (ECC) is a Coordination Centre that operates at the CDEM Group or regional level to coordinate and support one or more activated EOCs. Normally this would be established at TEMO, but particular circumstances may necessitate an alternative location.

Emergency Operations Centre (EOC) - An Emergency Operations Centre (EOC) is a Coordination Centre that operates at the local level to manage a response.

Emergency - Emergency has the same meaning as in Section 4 of the CDEM Act 2002 (shown below).

1. Is the result of a happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and
2. Causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand; and
3. Cannot be dealt with by emergency services or otherwise requires a significant and co-ordinated response under the CDEM Act 2002.

Emergency services - Emergency services has the same meaning as in clause 35 of the National CDEM Plan 2015 (shown below).

emergency services, which include the New Zealand Police, the New Zealand Fire Service, the National Rural Fire Authority, the rural fire authorities and health and disability services, have duties under section 63 of the CDEM Act 2002.



Evacuation - Means the temporary relocation (either spontaneous or organised) of all or part of a particular population or geographical region from a location that has been or is about to be affected by an emergency, to a place considered to be safe.

Types of evacuation are defined in clause 142 of the National CDEM Plan 2015 (shown below).

142 Types of evacuation

1. Evacuation can, as a voluntary step or mandatory requirement, occur before, during, or after an emergency.
2. Evacuation before an emergency may occur as a necessary precaution until—
 - (a) the risk is understood or contained; or
 - (b) the risk has been sufficiently managed.
3. Voluntary evacuation occurs when people choose to move without being directed to do so.
4. Mandatory evacuation occurs when people are directed that they must leave an area because the risks of remaining there are considered too great. (
5. Mandatory evacuation can be ordered,—
 - (a) before a state of emergency is declared, by the New Zealand Police (under section 14 of the Search and Surveillance Act 2012) or the fire services, if life or property is in danger; or

(b) after a state of emergency is declared, by the New Zealand Police, the National Controller, a CDEM Group Controller, or a person authorised as specified under section 86 of the Act.

GIS - Acronym for geographic information system. An integrated collection of computer software and data used to view and manage information about geographic places, analyse spatial relationships, and model spatial processes. A GIS provides a framework for gathering and organizing spatial data and related information so that it can be displayed and analysed.

GNS Science - Means the Institute of Geological and Nuclear Sciences Limited and is a New Zealand Crown Research Institute.

Hapū - Refer to the subtribes (clans or descent groups) within an iwi (tribe) with the main purpose of supporting their respective lands (whenua) and all that live within their whenua.

Haukāinga- Local people of the marae

Hazard - Hazard has the same meaning as in Section 4 of the CDEM Act 2002 (shown below).

Means something that may cause, or contribute substantially to the cause of, an emergency.

Iwi - Iwi = Refers to the Post Settlement Government Entities that were established to hold and manage the settlement redress on behalf of their iwi (tribal) members.

- Te Rūnanga o Ngāti Tama = Ngāti Tama
- Te Rūnanga o Ngāti Mutunga = Ngāti Mutunga
- Te Kāhui Maru = Ngāti Maru
- Te Kotahitanga o Te Atiawa = Te Atiawa
- Te Kāhui o Taranaki = Taranaki
- Te Korowai o Ngāruahine = Ngāruahine
- Te Rūnanga o Ngāti Ruanui = Ngāti Ruanui
- Te Kaahui o Rauru = Ngaa Rauru Kiiitahi

Joint Committee - Means the CDEM Group, a Joint Standing Committee established under Section 12 of the Act.

Kaitiaki- Guardian, steward, caregiver, keeper

Kaitiakitanga - Guardianship, stewardship, trusteeship

Kotahitanga - Unity, togetherness, solidarity, collective action

LAG - means the Lifelines Advisory Group.

Lead agency - means the agency with the primary mandate for managing the response to an emergency, as specified in Appendix 1 of the National CDEM Plan 2015.

Lifeline utility - means an entity named or described in Part A of Schedule 1 of the CDEM Act 2002, or that carries on a business described in Part B of Schedule 1 of the CDEM Act 2002. The entities include: XXXX

Local authority - means a regional council, territorial authority a unitary authority.

Local response - Means a response to an emergency where the emergency affects a single district, or part of a district.

Mana Whenua - Customary authority exercised by iwi or hapū in an identified area.

Marae - Traditional Māori meeting complex

Mataawaka - Those that live in Taranaki but do not have mana whenua (they whakapapa to other rohe in NZ).

Mātauranga - Education, knowledge, wisdom, understanding

MBIE - Means the Ministry of Building, Innovation and Employment

National Civil Defence Emergency Management Plan 2015 - Means the National Civil Defence Emergency Management Plan 2015 or any subsequent amendment made by Order in Council pursuant to section 39 of the Act.

National Controller - Means the person who is the National Controller in accordance with Section 10 of the CDEM Act 2002.

National significance - National significance has the same meaning as in Section 4 of the CDEM Act 2002 (shown below).

national significance includes, without limitation, any case where the Minister or the Director considers that—

- there is widespread public concern or interest; or

- there is likely to be significant use of resources; or
- it is likely that the area of more than 1 Civil Defence Emergency Management Group will be affected; or
- it affects or is likely to affect or is relevant to New Zealand's international obligations; or
- it involves or is likely to involve technology, processes, or methods that are new to New Zealand; or

it results or is likely to result in or contribute to significant or irreversible changes to the environment (including the global environment).

National Crisis Management Centre (NCMC) - The National Crisis Management Centre (NCMC) is a secure, all-of-government coordination centre used by agencies to monitor, support, or manage a response at the national level.

It is an example of a National Coordination Centre (NCC). MCDem is responsible for maintaining the NCMC in a state of readiness, and will act as the lead agency for CDEM-led responses

NPDC - Means the New Plymouth District Council.

Pandemic - Means an epidemic that spreads to the point that it affects a whole region, a continent or the world.

Peace time - Means then time where there is no emergency event to respond to or recover from, where the CDEM Group focus on readiness and reduction activities.

Recovery Manager - A Recovery Manager is responsible for leading or coordinating recovery activities at a national level (National Recovery Manager), the CDEM Group level (CDEM Group Recovery Manager), or the local level (Local Recovery Manager).

When emergencies will have significant recovery activities, the Controller hands over to the Recovery Manager once most response tasks have been completed, and the Recovery Manager is ready to take over.

Regional Council - Means a regional council named in Part 1 of Schedule 2 of the Local Government Act 2002. Regional Council may at times also be read as meaning the Taranaki Regional Council.

Regional Council - Means a regional council named in Part 1 of Schedule 2 of the Local Government Act 2002. Regional Council may at times also be read as meaning the Taranaki Regional Council.

Resources - All personnel, supplies, facilities and equipment available, or potentially available, for assignment to incidents.

Risk - means the likelihood and consequences of a hazard

SDC - means the Stratford District Council.

STDC - means the South Taranaki District Council.

State of emergency - means a state of national emergency or a state of local emergency as per the CDEM Act 2002.

State of local emergency- means a state of local emergency declared under section 68 or section 69 of the CDEM Act 2002.

State of national emergency - means a state of national emergency declared under section 66 of the CDEM Act 2002.

Strategic - The macro dimension of emergency management. It can have both a domestic and international focus and relates to the strategic aim or purpose of the government, local government or agency

Support agency - Any agency or organisation, other than the lead agency, that has a role or responsibilities during a response.

Tangata Whenua- The iwi or hapū that holds mana whenua over that area.

TEMO - Means the Taranaki Emergency Management Office of the Taranaki CDEM Group located at 45 Robe Street, New Plymouth.

Territorial authority - means a city council or a district council named in Part 2 of Schedule 2 of the Local Government Act 2002.

Tikanga- Correct procedure, custom, protocol

Transition period - means a national transition period or a local transition period. It is a period of transition notified under Section 94 of the CDEM Act 2002.

TRC - means the Taranaki Regional Council.



TARANAKI
EMERGENCY MANAGEMENT

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NPDC



TE KAIHUIHUIA & Kōwhiri
STRATFORD
DISTRICT COUNCIL



South Taranaki
District Council



Taranaki
Regional Council





Date 6 March 2025

Subject: Quarterly Performance Report Q2 - 2024/25

Author: T Velvin, Group Controller/Regional Manager

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

Document: TRCID-1492626864-341

Purpose

1. The purpose of this memorandum is to present the 2024/25 Quarterly Performance Report for Q2 to the Taranaki Joint Committee.

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 for Q2 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.
4. The Quarterly Performance Report for Q2 is attached in Appendix A.

Recommendations

That the Taranaki Civil Defence Emergency Management Joint Committee:

- a) receives memorandum, *Quarterly Performance Report Q2 2024/25*
- b) notes the contents of the memorandum
- c) approves the report.

Discussion

5. This is the second instalment of performance reporting for the 2024/25 financial year for the Taranaki Civil Defence Emergency Management Group (the Group).
6. Alignment to the TEMO Business Plan 2024/25.
7. Currently, TEMO has a surplus of \$21,951.00 at the end of the second quarter.

Decision-making considerations

8. 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

9. 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

10. The annual budget is included in the CEG paper. Reporting against this budget is included in the quarterly report.
11. 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.
12. A NETT profit of \$21,951.00 is recorded at the end of this second quarter for FY24/25.

Policy considerations

13. 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*.
14. 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

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*.

Appendices/Attachments

TRCID-1492626864-340: [TEMO Q2 Performance Report 2024/25](#)

TEMO

Quarterly Report Q2- FY24-25

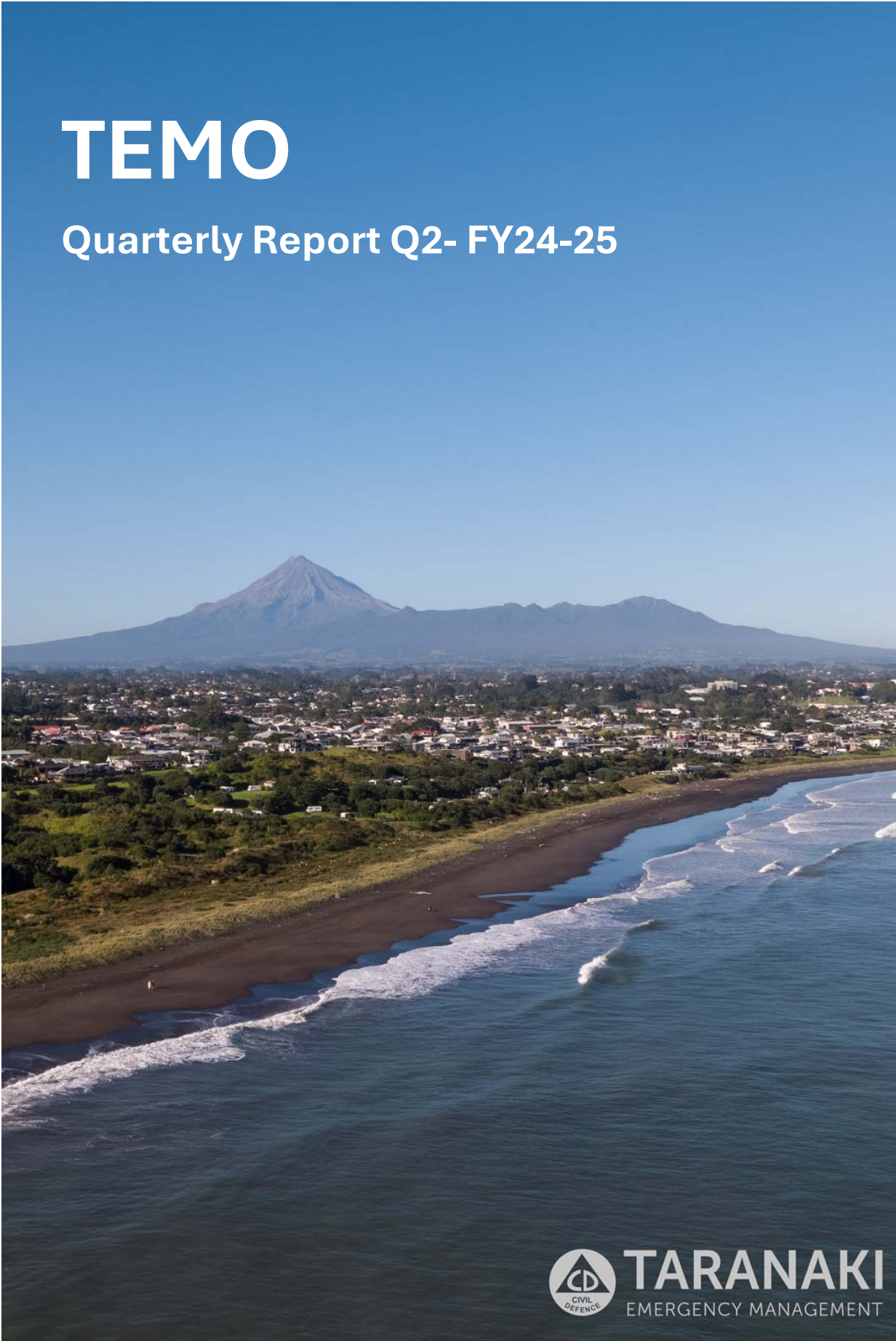


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Document Management

Author	Todd Velvin – Group Manager
Date:	23 January 2025
Reviewer:	Steve Corbitt – Team Lead
Date:	23 January 2025
Endorsed by:	Taranaki Coordinating Executive Group
Date:	13 February 2025

Executive Summary

This quarterly report is for Quarter Two 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 positive NETT result of **\$21,951.00** at the end of this second quarter for FY24/25.

Highlights from Quarter Two

- CDEM Group Plan rewrite. This is in its final stages and a draft is being presented to CEG and JC this quarter.
- Development of our SharePoint file structure. The design of this is progressing well and will provide document security for our files and document environment.
- Finalisation of our regional CDEM training program for 2025 (Appendix C)
- Appointment of our Community Resilience Advisor was made in November with Karen McDonald starting with TEMO on 13th January 2025.
- Completion of our Community Resilience Plan. This document provides the Community Resilience Advisor with an overview of key delivery mechanisms for community resilience.
- CIMS Functions and D4H Operations Training Rollout. These training sessions have been completed with council staff and volunteers gaining comprehensive knowledge, enhancing our capability across the region.
- D4H Operation Online Training is now accessible to all council staff, volunteers and external agency personnel through Takatu. This self-paced training program provides learners with a robust introduction to the Taranaki's incident management system.
- Registrations and Needs Assessment (RANA) further development following collaboration with Hawke's Bay CDEM. Significant advancements have been made enabling individual councils to manage welfare cases and finances independently while TEMO maintains regional oversight. The growing interest from other CDEM Groups nationally highlights the system's effectiveness, scalability, and security.

Priorities for Quarter Three

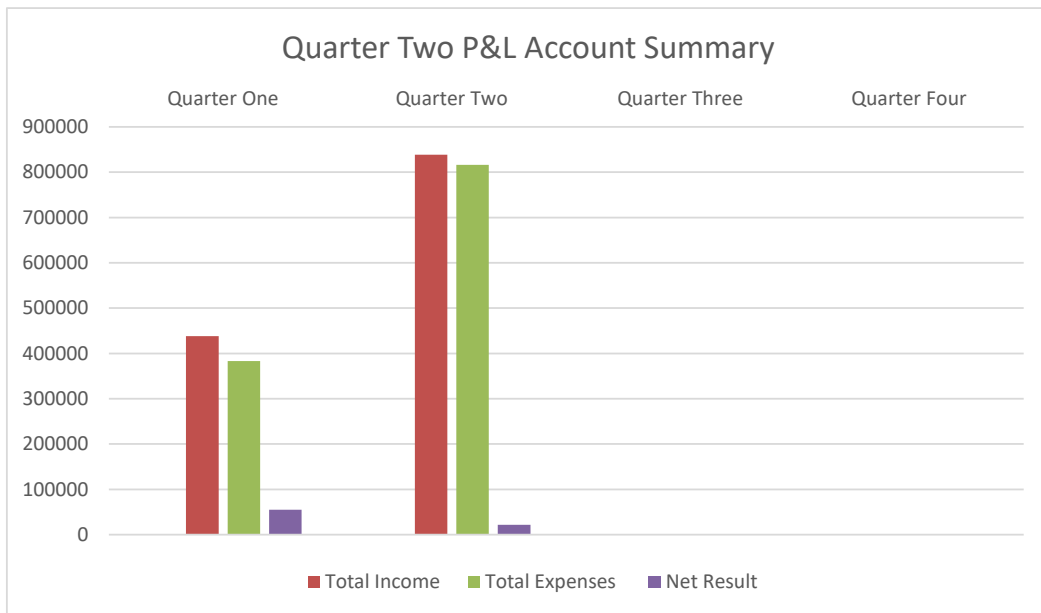
These projects sit across several workstreams outlined in the TEMO Annual Business Plan.

- Group Plan public consultation, finalisation and presentation to JC for adoption.
- Auditing of our regional radio sites and communication channels. Priority is being given to system maintenance and scheduling future upgrading our radio repeater sites and locations.

- Delivery of function trainings. Developing course material that is up-to-date and relevant to our communities in an activation environment.
- Community Engagements and developing consistent messaging templates and story boards for our CEC's (Community Emergency Centres) across the Taranaki region.
- Oversight of a Bird Flu outbreak. Concerns across Councils regarding the disposal of mass bird fatalities in the Taranaki region external to MPI's commitments.
- Priority Roads Project is underway looking at the region's critical road infrastructures, bridges and mapping these with GIS layers for response and recovery.
- RANA Development and Training Rollout. Finalize the development and trials of the RANA system in collaboration with Hawke's Bay and develop course material required to initiate regional training for RANA.
- GIS Project Planning. Draft project plans for upcoming GIS initiatives, including the Hazards Viewer and GIS solutions for public information dissemination in a response.
- Volcanic Project Planning and working with the He Munga Puia team to supply a summary report encompassing the outcomes from this regional work and providing useful information for our CDEM group to share.
- Partnership Charter between TEMO and NIOT

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

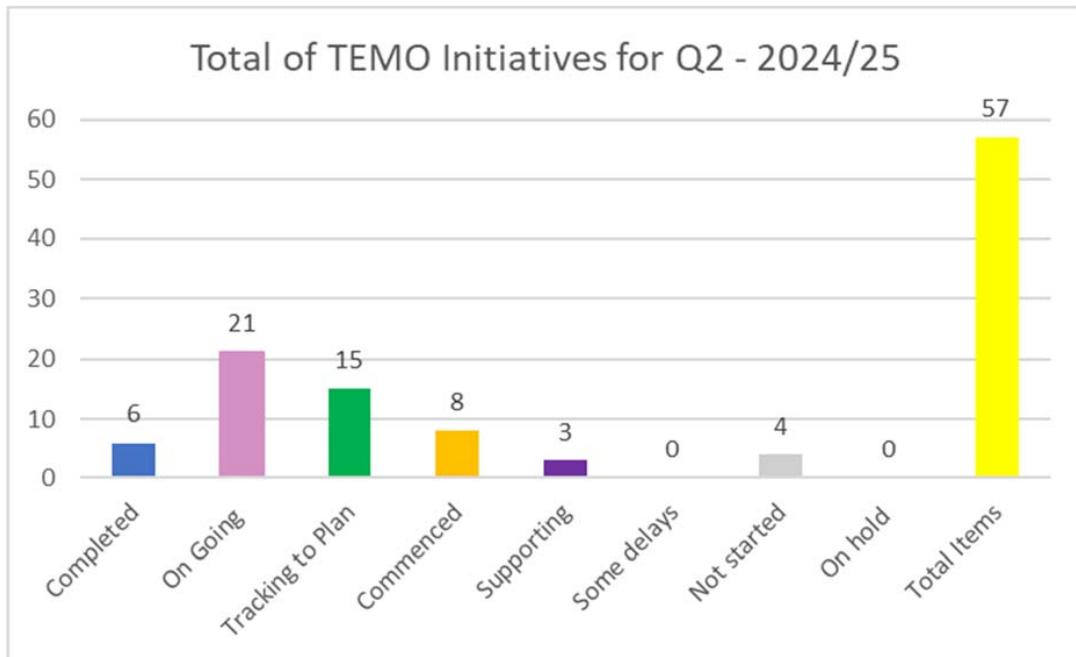
Total Personnel Costs	609,698.00	Salaries, Contract and Agency Payments
Total General Operational	67,155.00	Building, Utilities, Licenses, Travel Expenses
Total Direct Costs	16,777.00	Maintenance Contracts, Fleet Charges
Total Internal Costs	122,735.00	Depreciation, Internal Fixed Charges
Grand Total Expense	\$816,364.00	

Total Income breakdown

Total Council Income	827,047.00	Combined Council Payments
Other Income	11,267.00	NEMA Training Fund breakdown
Grand Total Income	838,314.00	
Q2 Net Result	<u>\$21,951.00</u>	

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. MOU and SLA agreement.
- Working across stakeholders and partners to foster business continuity planning building resilience.
- Group Plan draft presented to CEG 13 February
- Working alongside other CDEM groups and national advisory groups to develop alignment for better community outcomes.
- Regular collaboration meetings with Emergency Services and key Stakeholders.
- Revisiting of our Community Emergency Centres and coordination procedures to manage emergencies across the region, connecting with key personnel.

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

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

Our community engagements have been a lot less in Q2 due to our Community Resilience Advisor role being vacant during this period.

Some of the engagements completed have been.

October

- Informative preparedness talks to 'Nurtured at home educators'
- Red Cross Disaster Welfare Support Team Exercise
- Shake out awareness talk and the appearance of Stan at Opara Kindergarten
- NEMA Iwi Representative visits to TEMO

November

- Port Taranaki - Biosecurity Exercise. This was a biosecurity response desk top exercise based on a maritime vessel coming into Port Taranaki with suspected exotic mosquitoes and a sick crew member. Invaluable exercise with experience shared from a multi-agency perspective.
- Irish embassies visit from Deputy Ambassador Paul O'Hara. The embassy was looking to build their understanding of the local environment and get to know people locally, should they need to deliver Consular services. We showcased our Emergency Coordination Centre and highlighted our regional hazards. A great opportunity to create awareness of our region.

December

- Ballance Agri-Nutrients Kapuni - Site tour. This site is a Major Hazard Facility, and they have obligations to engage emergency services and emergency management as part of response readiness.
- Maritime New Zealand desktop exercise. Some TEMO staff attended to share their knowledge and learn from the NP Port emergency readiness.

Section 3 | Successes for Q2

- Continued feedback from NEMA that Taranaki CDEM is one of the top performing CDEM Groups across NZ for its continuous response developments, community relationships, stakeholder engagements and our partnerships with local IWI groups.
- The CDEM Group Plan rewrite is near completion and ready for public consultation.
- Appointment of our Group Welfare Manager and Alternate Group Welfare Manager.
- Enhanced development of RANA as a welfare response system and adoption by four other CDEM Groups.
- Completion of our Community Engagement Plan, including public education.

Website/ Social Media

- From the 23 of December to 17 January we have run a 'Summer Get Ready' campaign on the Taranaki Civil Defence Facebook and Instagram pages. The campaign consisted of a total of nine social media posts.
- The top post reached an estimated organic (non-paid) audience of 4,203. The intent of the campaign was to inform the Taranaki community about how to be prepared and be kept informed over summer.

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.

Readiness and Reduction

- RANA workshops will be held over the course of the year to familiarize our response staff and volunteers with this Welfare Needs Assessment system.
- Continued development of a SharePoint File Structure as a security and document control system for TEMO.
- Volcanic Planning to understand the science work that has been produced by the He Munga Puia team and to turn this into useful resources and information for the regional planning and readiness.

Section 4 | Personnel

TEMO staff have all enjoyed a break over the festive season following a very busy end to quarter two and 2024.

TEMO currently have no vacancies and have a full complement of ten highly motivated staff. We have clear direction of what we want to achieve in 2025 with robust work programs, that are achievable and realistic. This is the first time in a while that we are in such a positive staffing position, following a restructure in 2024 lead by NPDC.

We have hazard-based exercises planned to run throughout the year to simulate some of our major regional risks, providing an invaluable learning environment for our new staff. We also have “train the trainer” programs for our new staff to support them in facilitating our function courses throughout the year.

Our Taranaki CDEM team have an action packed 2025 which our communities will benefit from and are committed to meeting all requirements of our Annual Business Plan. This plan will be under review once the new Group Plan is adopted.

We continue to focus on our health and well-being, with an emphasis on supporting each other across all our CDEM teams. We held a very well supported (self-funded) end of year function in December to celebrate our hard work in 2024. We plan to hold more of these in 2025 to keep the moral high and the team focused.

Appendix A P & L Account

Profit and Loss Summary Report for December 2024 for TEMO

	TEMO			Total Full Year	
	25GENA	25GENR			
	Actual YTD December	Budget YTD December	Variance YTD December	Full Year Budget	% of Full Yr Budget Used December
Revenue					
Other revenue					
Other Operating incl Rebates & Recoveries					
1691 - Expenses Recovered	(11,267)	(31,250)	(19,983)	(62,500)	18%
Total Other Operating incl Rebates & Recoveries	(11,267)	(31,250)	(19,983)	(62,500)	18%
Total Other revenue	(11,267)	(31,250)	(19,983)	(62,500)	18%
Subsidies and grants					
Operating Grants & Subsidies					
1801 - Grants - operating	(827,047)	(827,047)	0	(1,654,094)	50%
Total Operating Grants & Subsidies	(827,047)	(827,047)	0	(1,654,094)	0%
Total Subsidies and grants	(827,047)	(827,047)	0	(1,654,094)	50%
Total Revenue	(838,314)	(858,297)	(19,983)	(1,716,594)	49%
Expenses					
Personnel costs					
Salaries and wages - Payroll Only					
2200 - Salaries and wages - permanent	430,012	436,460	6,448	846,470	51%
2202 - Salaries and wages - Statutory Holiday Pay	14,314	0	(14,314)	0	0%
2203 - Salaries and wages - Training Time	0	2,308	2,308	4,476	0%
2220 - Salaries and wages - Annual leave	61,723	47,091	(14,633)	91,327	68%
2222 - Salaries and wages - Sick leave	18,656	0	(18,656)	0	0%
2229 - Salaries and wages - Other Leave	2,599	0	(2,599)	0	0%
Total Salaries and wages - Payroll Only	527,305	485,859	(41,446)	942,274	56%
Other employee benefits - Payroll Only					
2235 - Allowances	7,360	18,040	10,680	35,670	21%
2239 - FBT	3,578	0	(3,578)	0	0%
Total Other employee benefits - Payroll Only	10,938	18,040	7,102	35,670	0%
Employee Development & Education					
2240 - Training Travel & Expenses	1,492	0	(1,492)	0	621742%
2241 - Corporate Training Allocation	5,800	1,000	(4,800)	1,500	387%

2242 - Professional Body Membership & Subscriptions	0	250	250	500	0%
2243 - Course & Conference Fees	9,834	1,500	(8,334)	3,000	328%
2244 - Corporate Training Allocation HR	1,920	1,250	(670)	2,500	77%
Total Employee Development & Education	19,046	4,000	(15,046)	7,501	0%
Employer contributions - Payroll Only					
2250 - Kiwisaver	15,918	14,576	(1,342)	28,268	56%
Total Employer contributions - Payroll Only	15,918	14,576	(1,342)	28,268	0%
Other personnel costs					
2290 - Gifts and incentives	0	0	0	200	0%
2291 - Uniforms	364	2,500	2,136	5,000	7%
2293 - Agency & Contract Personnel	35,251	35,000	(251)	70,000	50%
2294 - Health & Safety Equipment	876	0	(876)	0	0%
2299 - Gifts - External for Parties	0	0	0	200	0%
Total Other personnel costs	36,490	37,500	1,010	75,400	0%
Total Personnel costs	609,698	559,975	(49,723)	1,089,113	56%
General operating expenditure					
Insurances					
2315 - Material Damage Insurance	6,684	5,541	(1,144)	5,000	134%
Total Insurances	6,684	5,541	(1,144)	5,000	0%
Legal and professional fees					
2320 - Legal fees	0	500	500	1,000	0%
2323 - Commission Paid	827	250	(577)	500	165%
2325 - Licences & Professional Body Fees	(345)	1,750	2,095	3,500	-10%
2327 - Professional & Technical Services	10,582	3,000	(7,582)	6,000	176%
Total Legal and professional fees	11,063	5,500	(5,563)	11,000	0%
Occupancy and utilities					
2330 - Electricity	4,988	5,000	12	10,000	50%
2331 - Natural gas	0	155	155	309	0%
2333 - Security	2,513	2,750	237	5,500	46%
2334 - Cleaning	2,346	2,900	554	5,800	40%
2335 - Rates - council owned properties	3,166	2,169	(997)	4,338	73%
Total Occupancy and utilities	13,012	12,974	(39)	25,947	0%
Property Maintenance					
2340 - Maintenance - Building Repairs and Maintenance	3,113	5,000	1,887	10,000	31%
2341 - Maintenance - Buildings HVAC	854	816	(37)	1,633	52%
2343 - Maintenance - Buildings Lifts and Escalators	998	1,000	2	2,000	50%
2344 - Maintenance - Buildings Other	367	0	(367)	0	916975%
Total Property Maintenance	5,332	6,817	1,485	13,633	0%

Communications					
2352 - Cellphones and accessories	(900)	600	1,500	1,200	-75%
2354 - Internet	520	0	(520)	0	0%
2355 - Radio Telephones	4,509	7,000	2,491	14,000	32%
Total Communications	4,129	7,600	3,471	15,200	0%
Advertising and Marketing					
2360 - Advertising	0	6,000	6,000	12,000	0%
2361 - Marketing	1,651	6,000	4,349	12,000	14%
Total Advertising and Marketing	1,651	12,000	10,349	24,000	0%
Hardware & Software					
2370 - Software Licences & Maintenance	30	750	720	1,500	2%
2374 - Repairs-Computer Equipment	0	250	250	500	0%
2375 - ICT Consumables	1,579	1,000	(579)	2,000	79%
Total Hardware & Software	1,609	2,000	391	4,000	0%
Travel and accommodation					
2380 - Airfares	5,803	4,000	(1,803)	8,000	73%
2381 - Accommodation	6,439	2,500	(3,939)	5,000	129%
2382 - Taxis, transfers and rental cars	0	750	750	1,500	0%
2383 - Travel incidentals - meals, chargebacks etc.	1,305	700	(605)	1,400	93%
2384 - Motor Vehicle Mileage Allowance	73	0	(73)	0	0%
Total Travel and accommodation	13,620	7,950	(5,670)	15,900	0%
Other general costs					
2450 - Koha/donations	0	0	0	(0)	0%
2452 - Cafeteria Supplies	223	100	(123)	200	112%
2453 - Stationery	2,819	3,500	681	7,000	40%
2454 - Postage	0	25	25	50	0%
2455 - Courier and freight	0	(25)	(25)	(50)	0%
2456 - Minor equipment purchases - under \$1,000	151	1,000	849	2,000	8%
2458 - Catering	5,303	8,500	3,197	17,000	31%
2461 - Minor repairs	0	250	250	500	0%
2462 - Venue Hire	1,559	0	(1,559)	1,000	156%
Total Other general costs	10,056	13,350	3,295	27,701	0%
Total General operating expenditure	67,155	73,731	6,576	142,380	47%
Direct costs of activities					
Contracts					
2500 - Maintenance contracts	331	2,363	2,032	4,725	7%
2502 - Goods & Services Contracts	0	750	750	1,500	0%
Total Contracts	331	3,113	2,782	6,226	0%

Services					
2531 - Printing, Imaging & Reproduction	0	200	200	400	0%
2532 - Online Services & Subscriptions	0	1,500	1,500	3,000	0%
2533 - Rubbish & Waste Removal	660	900	240	1,800	37%
2534 - Levies & Fees Paid	74	1,662	1,588	3,325	2%
2536 - Equipment Repairs & Maintenance	115	750	635	1,500	8%
Total Services	848	5,012	4,164	10,025	0%
Materials					
2542 - Signage	4,123	0	(4,123)	0	0%
2543 - Books	0	0	0	100	0%
2547 - Consumables - Cleaning	41	0	(41)	200	20%
Total Materials	4,164	0	(4,164)	300	0%
Fleet & Plant Consumables & Maintenance					
2550 - Petrol	0	250	250	300	0%
2551 - Diesel	2,276	2,500	224	5,000	46%
2553 - Road user charges	1,333	1,100	(233)	2,199	61%
2554 - Registration & Licences	1,541	580	(962)	1,200	128%
2555 - Plant Repairs & Maintenance	2,284	2,500	216	5,000	46%
2556 - Repairs - Insurance	0	750	750	1,500	0%
Total Fleet & Plant Consumables & Maintenance	7,433	7,679	246	15,200	0%
Grants & Funding Expenditure					
2612 - Sponsorship	4,000	1,000	(3,000)	2,000	200%
Total Grants & Funding Expenditure	4,000	1,000	(3,000)	2,000	0%
Total Direct costs of activities	16,777	16,805	28	33,750	50%
10 - Depreciation - operational assets	74,294	(1,746)	(76,039)	(3,491)	-2128%
Total Expenses	767,923	648,765	(119,158)	1,261,752	61%
EXTERNAL OPERATING (PROFIT)/LOSS	(70,391)	(209,532)	(139,142)	(454,842)	15%
INTERNAL CHARGES					
310 - Labour allocation expense	0	2,834	2,834	5,667	0%
315 - Fixed Amount Charge of Shared Services	109,040	109,040	0	218,080	50%
320 - On-charges expense	1,624	2,797	1,173	5,594	29%
330 - Interest allocation expense	12,070	12,070	0	24,140	50%
INTERNAL RECOVERIES					
APPROPRIATIONS					
391 - Depreciation funding/ (unfunded)	(74,294)	1,746	76,039	3,491	-2128%
395 - Capital Appropriations	0	0	0	23,135	0%
TOTAL NET RESULT	(21,951)	(81,046)	(59,096)	(174,734)	13%

NOTES

Sectional Breakdown			
Total Personnel Costs	\$609,698	\$559,975	(\$49,723)
Total General Operational	\$67,155	\$73,731	\$6,576
Total Direct Costs	\$16,777	\$16,805	\$28
Total Internal Costs	\$122,734	\$126,740	\$4,007
Grand Total Expense	\$816,363	\$777,251	(\$39,113)
Total Council Income	(\$827,047)	(\$827,047)	\$0
Other Income (NEMA Training Fund)	(\$11,267)	(\$31,250)	(\$19,983)
Grand Total Income	(\$838,314)	(\$858,297)	(\$19,983)
Difference	(\$21,951)	(\$81,046)	(\$59,096)

Appendix B Regional Training Schedule 2025

Revision 1 – 13/1/25

Taranaki Emergency Management training programme

Our training program aims to support you in your role as a volunteer in the emergency management sector—whether you are a council or community volunteer in a coordination centre, a community centre, or in the field.

Training courses

Courses range from a single day through to two full days for the more detailed subjects. Courses are run by local CDEM facilitators and external providers. Register for our training courses through the learning portal Takatu (see overleaf).

Exercising

We exercise using scenarios to practice what is learnt in courses, preparing for real life events. This will provide an opportunity to test the skills you have learned through CDEM. 2025s exercising sessions are by invitation, reserving space for those who have recently attended function training. However if you are interested in attending, please get in touch.



TRAINING SCHEDULE 2025

MONTH	DATE	DAY	TIME	COURSE	LOCATION
February	19 th	Wed	9am-3pm	CIMS 3 New Plymouth	ECC, 45 Robe St, New Plymouth
March	5 th	Wed	9am-3pm	Planning Function	ECC, 45 Robe St, New Plymouth
	18 th /19 th	Tue/Wed	8:30am-4pm	CIMS 4	ECC, 45 Robe St, New Plymouth
April	1 st	Tue	9am-3pm	CIMS 3 Hawera	TSB Hub, 17 Camberwell Rd, Hawera
	10 th	Thurs	9am-3pm	Operations Function	ECC, 45 Robe St, New Plymouth
May	8 th	Thurs	9am-3pm	GIS Function	ECC, 45 Robe St, New Plymouth
	14 th	Wed	9am-3pm	CIMS 3 Stratford	EOC, War Memorial Hall, Stratford
	27 th	Tue	9am-3pm	Logistics Function	ECC, 45 Robe St, New Plymouth
June	12 th	Thurs	9am-3pm	PIM Function	ECC, 45 Robe St, New Plymouth
	18 th /19 th	Wed/Thurs	8:30am-4pm	CIMS 4	ECC, 45 Robe St, New Plymouth
	26 th	Thurs	9am-3pm	Intelligence Function	ECC, 45 Robe St, New Plymouth
July	2 nd	Wed	9am-3pm	Welfare Function	ECC, 45 Robe St, New Plymouth
	10 th	Thurs	9am-3pm	CIMS 3 New Plymouth	ECC, 45 Robe St, New Plymouth
	17 th	Thurs	8am-12pm	Planning Exercise	ECC, 45 Robe St, New Plymouth
August	12 th /13 th	Tue/Wed	8:30am-4pm	CIMS 4	ECC, 45 Robe St, New Plymouth
	19 th	Tue	8am-12pm	Operations Exercise	ECC, 45 Robe St, New Plymouth
	3 rd	Wed	8am-12pm	GIS Exercise	ECC, 45 Robe St, New Plymouth
September	9 th	Tue	9am-3pm	CIMS 3 Hawera	TSB Hub, 17 Camberwell Rd, Hawera
	18 th	Thurs	8am-12pm	Logistics Exercise	ECC, 45 Robe St, New Plymouth
	24 th	Wed	9am-3pm	Support Function(s)	ECC, 45 Robe St, New Plymouth
October	8 th /9 th	Wed/Thurs	8:30am-4pm	CIMS 4	ECC, 45 Robe St, New Plymouth
	14 th	Tue	8am-12pm	PIM Exercise	ECC, 45 Robe St, New Plymouth
	23 rd	Thurs	9am-3pm	Safety Function	ECC, 45 Robe St, New Plymouth
November	5 th	Wed	8am-12pm	Intelligence Exercise	ECC, 45 Robe St, New Plymouth
	11 th	Tues	9am-3pm	CIMS 3 Stratford	EOC, War Memorial Hall, Stratford
	19 th	Wed	8am-12pm	Welfare Exercise	ECC, 45 Robe St, New Plymouth



Kia ururu mai

Karakia to close meetings

Kia ururu mai
Ā hauora
Ā haukaha
Ā haumaia
Ki runga, Ki raro
Ki roto, Ki waho
Rire rire hau
Paimārie

Fill me with
Vitality
Strength
Bravery
Above, below
Within, outwards
Let the wind blow and bind
Peace upon you

AGENDA AUTHORISATION

Agenda for the Taranaki Civil Defence Emergency Management Joint Committee meeting held on Thursday 6 March 2025.

Approved:



20 Feb, 2025 4:50:59 PM GMT+13

S J Ruru
Chief Executive